



# **Overview of Consulting Services and Credentials**

## **EMY Consulting 2019**

### **EMY Consulting LLC**

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**PSS GSA Schedule #47QRAA18D00G1 for Federal Supply Schedule 00CORP**  
**GSA Schedule SINs 520 7, 520 17, 520 21**  
**Secret Facility Clearance and Secret Cleared Personnel**  
**Third Party Certified WOSB (WBENC)**  
**Third Party Certified WBE (WBENC)**  
**International Third Party Certified WBE (WEConnect)**  
**Virginia Small, Woman & Minority-Owned Small Business (SWaM)**  
**Maryland Small Business Reserve Certification**

**DUNS Number: 096909515**

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**Active registration in SAM – Current expiration is 7/24/19**

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## Executive Summary

“Consulting with You in Mind” is the tagline for EMY Consulting LLC. The firm provides customized and tailored solutions to risk management and compliance challenges. Our goal is to help federal agencies relieve pain points and issues regarding operational and enterprise risk management and overall financial management and audit challenges. EMY Consulting has seasoned risk management, compliance and audit personnel. As a matter of background, EMY Consulting LLC was created five years ago as a woman-owned professional services management consulting firm and now has offices in Washington, D.C. and Northern Virginia. Our services include:

### **Financial Management and Audit Support**

- Performance Audits
- Compliance Audits
- Attestation Audits
- Agreed-Upon Procedure Audits
- Office of Inspector General (OIG) Audit Support
- Internal Controls Over Financial Reporting Support
- Internal Controls Assessments and Evaluations
- Financial Improvement and Audit Readiness (FIAR) Support
- Financial Statement Audit Readiness Evaluations
- Corrective Action Plan Evaluation and Support
- Financial Management Operations Assessments
- Audit Staff Augmentation
- Audit Training

### **Risk Management and Compliance**

- Enterprise Risk, Program and Operations Risk Management Support
- "Current State" Risk Evaluations
- Risk Management Subject Matter Expert Support
- Risk Facilitation Sessions
- Risk Training (Basic, Intermediate and Advanced)
- Compliance Assessments
- Compliance Program Management
- Risk Management Staff Augmentation

### **Operations Process Improvement and Transformation**

- Operations Audits and Evaluations
- "As Is" Operations Assessments
- Gaps Analyses
- Business Process Evaluations
- Future State Positioning
- Operations Administrative Support and Staff Augmentation
- Project Management
- Process Improvement Training

We have received “good housekeeping external seals” that give EMY Consulting a leg up on its competitors by third parties who have evaluated our operations and services and, therefore, awarded us the following certifications and designations:

- Women’s Business Enterprise (WBE) – certified by WPEO-DC/WBENC
- Women-Owned Small Business (WOSB) – certified by WPEO-DC/SBA
- Small, Women and Minority-Owned Business (SWaM) – certified by State of Virginia
- Micro-Business – certified by State of Virginia
- Small Business Reserve Certification – certified by State of Maryland

In 2018, we also received a Dun & Bradstreet Open Market Rating of 96% which demonstrates the collective demonstration of satisfaction with our advisory services. A copy of this report is available upon request.

## Why EMY Consulting?

EMY Consulting is well qualified to help address risk, audit and compliance challenges. Here is why:

- *We are astute in financial management from an audit, risk and operations process improvement perspective.* We understand federal government operations and what it takes to have proper audit standards, internal controls and risk management plans in place. We have served several federal agencies and helped them prepare for future financial audits through our audit readiness support as well as conducted the needed assessments of internal controls allowing management to feel more comfortable with governance and their controls environments. Through our services, we can provide a holistic solutions approach to federal agencies to help them fulfill their mission requirements. We understand the need to have a proper financial management and operational infrastructure that keeps pace with internal and external demands placed on agencies. Through the financial management and operations work that we perform, agencies can also be given implementation roadmaps for process improvements. We are also experienced and astute in the area of enterprise and operational risk management.
- *We are experienced in conducting risk evaluations for federal agencies.* EMY views risk management in a holistic not transactional way. We do not view risk management as a “check the box” exercise. We approach risk management from an “understanding your operations” standpoint. Then we overlay and tailor our assessments accordingly. Taking this a step further, we also view risk assessments, not as a transaction, but as an opportunity to determine how you can improve your operations internally. We are adept at identifying gaps and how to best mitigate those gaps through the tailored outcomes that we arrive at throughout the course of an engagement.
- *We are experts at evaluating and performing current state assessments to determine a better future state.* EMY focuses on performing an in-depth analysis of operational data and documentation to produce analyses that demonstrate we truly understand the situation and get behind the data and numbers. The question we present during interviews put people at ease and give us an opportunity to effectively understand their concerns. We focus on quality and getting to the root cause of an issue. Therefore, we are well positioned to work directly with clients to conduct the type of assessments that they are comfortable with and which lead to impactful solutions.

## Our Founder and CEO – Elena Yearly, MBA, CICA, CRMA, CCSA

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Ms. Yearly is the CEO of EMY Consulting LLC which she founded as a management consultancy in 2013. She has over 25 years of risk management, compliance, auditing and financial management consulting experience to government, not-for-profit, and private industries. She has directed and managed advisory engagements on risk management, compliance, internal controls, audit operations, and process improvement in accordance with internal and external operations and regulatory standards espoused by the Office of Management and Budget (OMB), the General Accountability Office (GAO) and Generally Accepted Government Accounting Standards (GAGAS). Prior to commencing her consulting career, Ms. Yearly spent several years in senior level positions within the financial services and healthcare sectors. She graduated summa cum laude with a Master Degree in Business Administration from Colorado State University and holds certifications in risk management, accounting, and internal controls.

### Success Stories

A sampling of our past performances and success stories are provided below. This will give you an idea of the diversity of our talents and what we bring to the table.

#### **Audit Readiness Support:**

- ***Defense Logistics Agency (DLA) – Elena Yearly, Personal Past Performance, Internal Audit and Audit Readiness.*** Conducted an evaluation of the internal audit function and led efforts to enhance this function within DLA. The efforts consisted of developing an internal audit strategy that aligned with the overall DLA balanced scorecard components, establishing the guidance for an enterprise risk management function, evaluating and enhancing existing policies and procedures, and developing and delivering training to the headquarters and field staff on proper work paper documentation and audit reporting techniques. Led audit readiness process. Evaluated the current state for major financial, accounting and information technology functions at DLA headquarters and develop a future state audit readiness strategy. Developed written audit readiness guidance and provided training to DLA staff on the financial auditing process. Led efforts to develop the agency’s Management Discussion and Analysis and served as deputy accounting lead.
- ***Centers for Medicare and Medicaid Services (CMS), Center for Medicare and Medicaid Services (CMMI) – EMY Consulting, Subcontractor to LMI and ARTIM Consulting for Compliance Consulting.*** Provided compliance, monitoring, oversight support as well as thought leadership for CMS’ affordable care models formed under the auspices of the Affordable Care Act. Consulting efforts included: audit readiness for one of the model programs; audits and focused reviews of selected accountable care organizations (ACOs); evaluating ACO compliance submission materials quarterly; developing compliance guides and training materials. The audit readiness effort involved an end-to-end evaluation of CMMI model operations and systems, interviews with key management, assessment of internal controls, a streamlined risk assessment and a gaps evaluation detailing area needing improvement in advance of either an internal or external audit. In addition to the audit readiness results report, we also created an audit readiness guide and checklist that was tailored to the model division to help with implementation recommendations and the actions they should take when notified of a pending audit.

- ***Department of Defense (DOD) – EMY Consulting, Subcontractor to Logistics Management Institute (LMI) for Audit Readiness.*** Performed an “as is” assessment of the audit readiness process for departments within the US Army. Interviewed team members and mapped out the current process for testing, training, discovery, and corrective action plans and data collection. Determined a “to be” state. Worked with the Army to review and develop/update improved policies and procedures to align with federal financial accounting standards, regulations and other standards/requirements impacting divisions within the Army. Presented revised template to serve as the policy creation format for approximately 25 new policy chapters and 12 related appendices.

#### **Risk Management Support and Compliance Support:**

- ***U.S. Selection Service System - EMY Consulting, Prime Contractor for Enterprise Risk Management Support.*** This is a current contract in which EMY is structuring the end-to-end ERM program for the agency. The intention of this work is to complement OMB Circular A-123 risk management requirements and ensure the program meets these requirements.
- ***Department of Interior, Bureau of Safety and Environmental Enforcement, - EMY Consulting, Prime Contractor for Enterprise Risk Management Facilitation Support.*** This is a current contract in which EMY is serving in a SME capacity to support bureau risk management efforts. The intention of this work is to work with the BSEE Risk Management and Internal Controls lead to identify strategic risks for the bureau throughout the U.S.
- ***Ginnie Mae’s Office of Enterprise Risk, Operational Risk Management Division – - EMY Consulting, Subcontractor to Summit & Company for Risk Management Model Division Support.*** This is a current contract in which EMY serves as a subcontractor to Summit Consulting LLC for Risk Management Support. The firm performs an annual risk identification and gap analysis for Ginnie Mae’s modeling division, its processes and functions. The intention of the analysis is to complement internal and external efforts that are underway regarding risks identification and the controls that mitigate said risks. Risk policy and procedure evaluations, risk charter assessments, creating a model-specific risk and control matrix, developing a revised self-assessment risk management tool are key deliverables for the support being provided.
- ***Universal Service Administrative Company (USAC) – - EMY Consulting, Subcontractor to Cotton & Company for Compliance and Performance Audit and Risk Management Support.*** The firm lead approximately 30 risk assessments and performance audits of public and private schools nationwide to determine whether these entities are using funds properly in accordance with rules and requirements set by the Federal Communications Commission and the Universal Service Assistance Company (USAC). The risk assessment work consisted of evaluating potential risks that potentially can impact overall compliance with the funding program as well as internal operations within the school systems. Key deliverables included providing individual school-specific risk evaluations for the 30 schools that were audited.
- ***General Services Administration (GSA) – EMY Consulting, Subcontractor to LMI.*** The firm performed risk management evaluations for GSA’s Public Building Service (PBS). This work involved analyzing the internal risk assessment and management process and determining areas of improvement applying best

practice recommendations for improving the internal evaluations of risk at GSA’s headquarters as well as division offices nationwide. The support included evaluating internal controls that mitigate risks and determining whether the controls were accurately identified and are performed as intended. The risk assessment aspects also involved internal benchmarking to determine where risk assessment practices were being performed that could be emulated throughout the agency. Extensive reviews were also performed to determine whether there was consistency in the determining whether risks were rated by personnel properly and in accordance with established GSA policy guidelines. Key deliverables including developing process flows and providing written assessment of internal control failures and risk practices by division. The firm also developed performance metrics to measure the status of corrective action taken to address compliance, risk and internal controls issues identified during external and/or internal audits. Information technology systems capturing governance, risk and compliance data were also evaluated to determine whether improvements to these systems was warranted and cost effective.

- ***American Battlefields Monuments Commission (ABMC) – EMY Consulting, Subcontractor to LMI.*** The firm provided risk management, internal controls and audit support to the commission. This work involved a combination of risk evaluations for domestic and overseas operations as well as policy and procedure and operations process improvement support. The firm conducted top-down assessments of ABMC’s internal operations including governance, stakeholder tone at the top, and evaluations of risks for the entire agency. Key deliverables included assessment of policies and procedures and development of standard operating procedures and manuals to reflect current operations. The firm also provided training and curriculum development to ensure that training aligned with mission requirements and determined the extent of regulatory impact on operations. Compliance evaluations were also conducted agency-wide. This work required extensive project and program management support to monitor progress and determine management’s efforts towards implementation of recommendations for operational improvement in both foreign and domestic commission operations.

### **Internal Controls and OIG Audit Support**

- ***Library of Congress (LOC) - EMY Consulting, Subcontractor to Cotton & Company for OIG Internal Audit Support.*** Performing end to end internal audit support of key operational function within the LOC. This includes project management support, structuring the internal audit, working through all the audit cycles (from planning through reporting). Structured the audit fieldwork/testing and looking at all business functions of the auditee including financial management systems, controls and risks. Note: This audit is currently underway and outcomes of the audit and still to be determined.
- ***Department of Defense (DOD) – EMY Consulting, Subcontractor to LMI for Policy Review and Guidance Support for the Department of Defense, Joint Group on Depot Maintenance.*** Worked with the Joint Group to perform an assessment of an outdated Cost Comparability Handbook. Developed roadmap to completely revise the handbook and led the effort to rewrite and produce a new handbook to be deployed and used by all the defense components and service representatives regarding cost assessments protocols for private and public sector contractors.
- ***Freddie Mac – Elena Yearly, Personal Past Performance. Sarbanes-Oxley Compliance, Internal Controls, and Internal Audit Support:*** Led SOX efforts to assess and document internal controls and develop appropriate testing for non-performing loans portfolio for the entire GSE. This stemmed from

strong background in banking, securitization and mortgage lending. Evaluated internal audit professional practices functions and made recommendations for improving processes and functions.

- ***Fannie Mae – Elena Yearly, Personal Past Performance, Director Internal Audit Professional Practice.*** Re-engineered the Professional Practice function to best-in-class status for internal audit services. Led all aspects of development and deployment of a consistent methodology, enhancing quality assurance services and establishing a cutting-edge professional development training program and plan. Worked collaboratively with senior leadership and staff within internal audit to improve overall internal audit organizational performance. Supervised IA staff and office. Led corporate audits. Managed subcontractor relationships for quality assurance support. Served in a leadership capacity in Fannie’s Center of Excellence and Advisory Group.