

Welcome!

Upholding Governmental Ethics Despite Current Challenges

April 15, 2026 | 2:00–3:15 PM ET | 2.0 CPEs | FOS: ETHICS



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Professional Ethics and Recent Challenges in Governmental Ethics

How ethics impact the political and governmental environments creating the need for a strong tone at the top with the highest levels of integrity and accountability. Recent times have presented new challenges with layoffs, budget cuts, and potential budget cuts making it difficult to stay on the straight and narrow with the challenges and still meet the obligations of operations and ethics. This session will explore both what you can do to help enhance and instill good conduct and what to look for when those obligations may not have been met.

Learning objectives

1. Learn how to plan ahead for challenges facing government with layoffs, budget cuts, and the potential for additional budget cuts.
2. Identify patterns of unethical behavior and red flags leading to possible unethical behavior to come.
3. Learn how to instill and enhance the ethical standards and improve the tone at the top with the highest levels of integrity.
4. Explore different environments that are vulnerable to fraudulent practices and key methods to help prevention, as well as, detection.
5. Develop detection and/or monitoring for prevention to help identify the potential for misconduct prior to it occurring.

James D. Molenaar, Esq. – Moderator

James D. Molenaar, Esq., LL.M., M.B.A., CFE, CIA is the founder and principal of Molenaar Law PLLC in Naples, serving clients throughout Southwest Florida in estate planning, probate, real estate, business formation, and fraud-related litigation. A former career prosecutor with more than 30 years of legal and investigative experience, he has tried over 90 cases to verdict and appeared in 1,000+ administrative proceedings. Licensed in Florida and Illinois, Mr. Molenaar holds a J.D., LL.M., and an MBA from the University of Florida and is credentialed as a Certified Fraud Examiner and Certified Internal Auditor.





Megan Gaillard, CPA, CGFM, CFE, CIA, CGAP, CRMA, CIGA, and CISA (Speaker)

Megan.Gaillard@collier.gov or Megan333990@gmail.com

Megan Gaillard also has returned to the Collier County Board of County Commissioners as the Division Director for Corporate Compliance and Continuous Improvement. In this capacity she helps improvement operations and controls for county-wide and division operations. She served as the Public Utilities Department Utilities Finance Division Director as a special assignment, as well as, completed a special assignment for the Public Services Department Domestic Animal Divisions to help enhance controls and resolve issues. In this capacity she is responsible for finance and operations for the utilities.

Megan Gaillard is serving as an auditor and consultant for Auditing, Forensics, and Consulting, LLC. In this capacity, she completes governmental special reviews for financial and budget information. Additionally, she teaches at the graduate level for Setan Hall and Florida Atlantic University for Accounting Fraud Examination Conduct and Procedures.

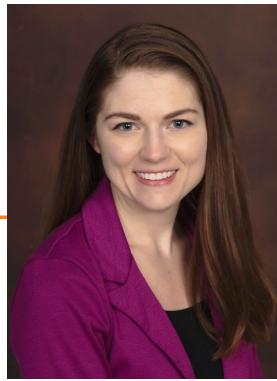
Megan Gaillard previously served as an Assistant City Auditor III / Quality Control Audit Manager for the City of Fort Lauderdale and the Interim City Auditor. In this capacity, she helped the government improve and enhance internal controls to make City operations more effective and efficient.

Megan Gaillard previously was the Director of Audit for the Palm Beach County Office of Inspector General. In this capacity, she directed and managed complex audits and forensic audits of departments, offices, agencies, and activities of governmental units under the OIG's jurisdiction. These audits found over \$24,000,000 in questioned, identified, and avoidable costs. The OIG jurisdiction includes 42 governmental entities and oversight for approximately \$8 billion dollars of government funds.

Megan Gaillard previously served as an Internal Controls Manager for the Division of Facilities Management at the Collier County Board of County Commissioners. In this capacity, she performed reviews and evaluated internal controls. The Division worked for is responsible for Government Security, Building Operations, Real Property Management, and Capital Construction with an annual budget of \$14,000,000 with an additional \$27,000,000 in capital construction budgets.

Megan Gaillard previously served as a Senior Internal Auditor for the Collier County Clerk of the Circuit Court and Comptroller. In this capacity, she managed audits, forensic reviews, and investigations of Collier County Board of County Commissioner Divisions and Departments, as well as, for the Clerk of the Circuit Court and Comptroller Departments. Audits were completed to evaluate internal controls and ensure the legality of payments made with taxpayer dollars.

She serves on the Association of Government Accountants Professional Ethics Board and the Professional Development Training committees. She is the Vice President for the Palm Beach County Institute of Internal Auditors Chapter. Ms. Gaillard is a frequent speaker at national and local conferences for accountants, auditors, and government professionals on topics, such as, data analytics, fraud, information technology, internal controls, risk management and assessment, and investigations.



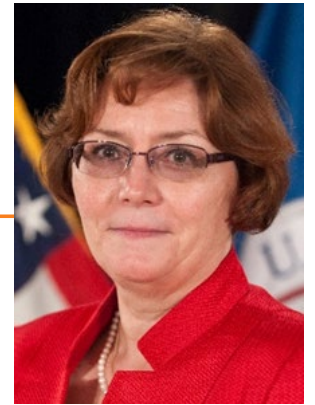
Dr. Jennifer A. Miller, DBA, PMP, CDFM-A, CGFM, DFMC3, CDFM-H (Speaker)

Jennifer.A.Miller212.civ@mail.mil or jammrellim@yahoo.com

Dr. Jennifer A. Miller is the Technical Director, Comptroller for the Joint Chiefs of Staff at the Pentagon, Washington, DC. In this role she provides advice and recommendations pertinent to the planning, organizing, control, and collaboration of all Joint Staff relevant responsibilities and to the personnel and activities of the Office itself, and to serve as the Agency's highest-level authority and expert in resource management and financial operations and acquisition management. Most recently, as the Business Support Office Chief for the Defense Health Agency Headquarters' Chief of Staff, she led a multi-functional team supporting more than 15 high-impact and high-visibility organizations and the larger Defense Health enterprise with a global team of nearly 130,000 civilian and military personnel, serving 9.5M beneficiaries and supporting 700+ hospitals and clinics.

Over the past 15 years, she's been a proud federal civilian supporting the War Department's fourth estate, and the Air Force and Army's active and guard components along the East Coast in capacities including financial management, data and information management, budget, analysis, cost, audit, and accounting. She is a certified Project Management Professional, a Certified Government Financial Manager, a Certified Defense Financial Manager with both an acquisition and healthcare specialty, Defense Financial Management Program certified at level 3; and an actively contributing member of the Society of Defense Financial Management's Washington Chapter, the AGA's Northern Virginia Chapter, and AFCEA. In addition to volunteer roles with these distinguished professional organizations for nearly 15 years, she's also a volunteer mentor, judge, speaker, and coach for Edu-Futuro and the Young Government Leaders. Dr. Miller obtained a Doctorate of Business Administration with a focus in finance from Walden University, a master's degree in Financial Planning & Counseling from the University of Alabama, a bachelor of applied science degree in Project Management with a specialization in Acquisitions and Quality Management from Northwest Florida State College (formerly Okaloosa-Walton Community College), and an interdisciplinary associate of the arts degree from Okaloosa Walton Community College (currently Northwest Florida State College). Additionally, Dr. Miller has completed professional military education including Air University's Air War College, Air Command & Staff College, and Squadron Officer School.

During graduate school studies with the University of Alabama, Dr. Miller left industry and entered the federal government as a PALACE Acquire financial management intern of the United States Air Force in 2010. She exceeded the Air Force program's expectations in finance, budget, cost estimation, and other areas plus program requirements of formal training, mentoring, communication skills development, rotational assignments, and on-the-job training. This foundational opportunity springboarded Dr. Miller's subsequent successful endeavors as a Systems Accountant for HQ Army Special Operations Command, a Team Lead Budget Analyst for the Army Installation Management Command, a Financial Management Specialist for the Air Force Material Command, a Deputy Branch Chief and Cost Analyst for the HQs National Guard Bureau, a Financial Management Analyst for the Deputy Assistant Secretary of the Army, an Operations Research Analyst for the Air Force Cost Analysis Agency, a Financial Manager and a Business Operations Manager for the Defense Health Agency. Dr. Miller is a recognized people and change leader with sustained success and intense curiosity at the tactical, organizational, and strategic levels. She's a coalition builder and communicator with more than 100 publications in journals, magazines, and newsletters plus solo and co-speaker engagements. Her results-driven ways have garnered more than 50 individual and team performance honors and awards plus accolades and admiration since 2010 including one-time and multi-time achievements for academic and research works, alumni accomplishments, authorship, team excellence, leadership, innovation, diversity, resource management, merit, and public service.



Molly McCabe, CGFM, CICA (Ret) (Speaker)

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Molly McCabe is a member of the AGA's Professional Ethics Board since 2021 and currently serves as Chairman.

Molly McCabe retired with more than 40 years of strategic business development, financial management, internal controls and reporting, and audit experience. Her experience is broad and spans across the federal, commercial and non-profit sectors.

Molly McCabe served as a federal employee in key financial management positions for three Cabinet-level Departments. She was also employed by many federal agencies as a consultant supporting senior agency leadership in the development and implementation of financial management improvements and performing critical audits.

Molly McCabe's 12 years federal service includes serving two Cabinet-level Departments as a member of the Senior Executive Service. Her 40 years of experience include developing, designing and implementing financial reporting, enterprise risk management, and internal control programs. She worked with key federal agencies assisting in the improvement of financial reporting and internal control processes and products. Her tenure in the federal community includes serving as the DHHS Deputy CFO and the DHS Chief Risk Management Officer. Molly McCabe also served a key detail supporting the Controller of the Office of Management and Budget where she developed federal financial guidance and directives for implementation across government.

Mrs. McCabe has several notable achievements earned during her Federal Government tenure. These achievements include recognition by the Association of Government Accounting Certificate of Excellence in Accountability Reporting for two agencies, including excellent improper payment reporting at DHS, and recognition for significant accountability reporting improvement for DHHS by the Mercatus Organization. She received a special recognition award from the Controller during her Office of Management and Budget detail assisting CFO Act agencies in the development of their Financial Management "Getting to Green" programs.

Prior to Mrs. McCabe's federal experience, she worked for more than 20 years in the private sector where she served as the CFO for a pharmaceutical research firm; a business development analyst for a national telecommunications company; a merger and acquisitions pricing analyst for an international outsourcing firm; and a financial reporting specialist for a major federal contractor. The breadth of Mrs. McCabe's experience is extensive due to her service across the financial management field for a variety of organizations and businesses throughout her career.



Jennifer Paperman (Speaker)

QA Manager

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Jennifer Paperman has been with the Office of the State Comptroller (OSC) since June 1999. She is currently the Quality Assurance Manager with the Division of State Government Accountability (SGA). In that position, she is responsible for ensuring that SGA auditors understand and can apply generally accepted government auditing standards (GAGAS) to their work and for verifying that all SGA audits complied with GAGAS. She oversees a team of internal reviewers. In addition, Jennifer regularly provides training and guidance to SGA auditors. She also presents on a variety of topics to other units of OSC and to outside groups. Jennifer has a Bachelor of Political Science degree, a Master of Public Administration degree, and a Master of Accounting degree, all from SUNY Albany and is also a Certified Public Accountant. She is also an active member of the Association of Government Accountants and currently serves as an officer of the AGA New York Capital Chapter and as a member of the AGA Professional Ethics Board.

Budget Cuts and Impact – Federal Government

- **Rebuilding the military**
 - **\$1.5 Trillion Military Budget**
 - **Pay raise for some, not all**
- **Ending Weaponized Programs Cuts (or defunding)**
 - **National Endowment for Democracy, EPA, IRS, Unfair Housing**
- **Cuts to Woke Programs**
 - **Grants, funds, partnerships, and entire organizations**
- **Ending the Green New Scam**
 - **NOAA, EPA, DoE, and Non-Governmental Organizations**

Governmental Lifts and Shifts – Federal Government

- **U.S. Army Reduction in Force – Civilians**
 - Spring 2026 - TBD
- **General Service Administration**
 - Footprint and Force
- **Forest Service**
 - Reorganization and Relocation
- **Deferred Resignation Program aka DRP**
- **Voluntary Early Retirement Authority aka VERA**
- **Voluntary Separation Incentive Payment(s) aka VSIP**

Budget Cuts, Layoffs, and Impacts – State Government

- **Higher State Taxes**
- **Issuance of State Bonds**
- **Reduction in State Provided Services**
- **Increased Focus on Fraud in Programs**

Governmental Layoffs and Budget Cuts Impact – Local Government

- **Ad Valorem Tax Challenges/Challenges**
- **Legislature Changes effecting Local Government**
- **Federal and State Reductions**



Ethics Hierarchy

**“Should”
do**

Gray Zone: Conduct technically legal, but questionable.

**“Must”
do**

Compliance:
Conduct governed by laws, policy, rules.

KEY FINDINGS

OUR STUDY COVERED

1,921 CASES from 138 COUNTRIES and TERRITORIES

Causing total losses of more than **\$3.1 BILLION**

CFEs estimate that organizations **LOSE**

5% of revenue to **FRAUD** each year

MEDIAN LOSS PER CASE
\$145,000
AVERAGE LOSS PER CASE
\$1.7 MILLION

SCHEMES

ASSET MISAPPROPRIATION SCHEMES are the most common but least costly

89% OF CASES **\$120,000** median loss

FINANCIAL STATEMENT FRAUDS are the least common but most costly

5% OF CASES **\$766,000** median loss

CORRUPTION
Almost half of all reported cases included corruption

HIGHEST RISK ASSET MISAPPROPRIATION SCHEMES

MOST COMMON	MOST COSTLY
Billing schemes 22% OF CASES	Check and payroll tampering \$155,000 MEDIAN LOSS
Trust of research results 22% OF CASES	Billing schemes \$100,000 MEDIAN LOSS

A TYPICAL FRAUD CASE lasts **12 MONTHS** before detection

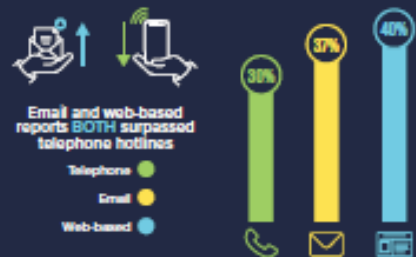
DETECTION



43% of frauds were detected by tips, which is more than **2x** as many cases as the next most common method

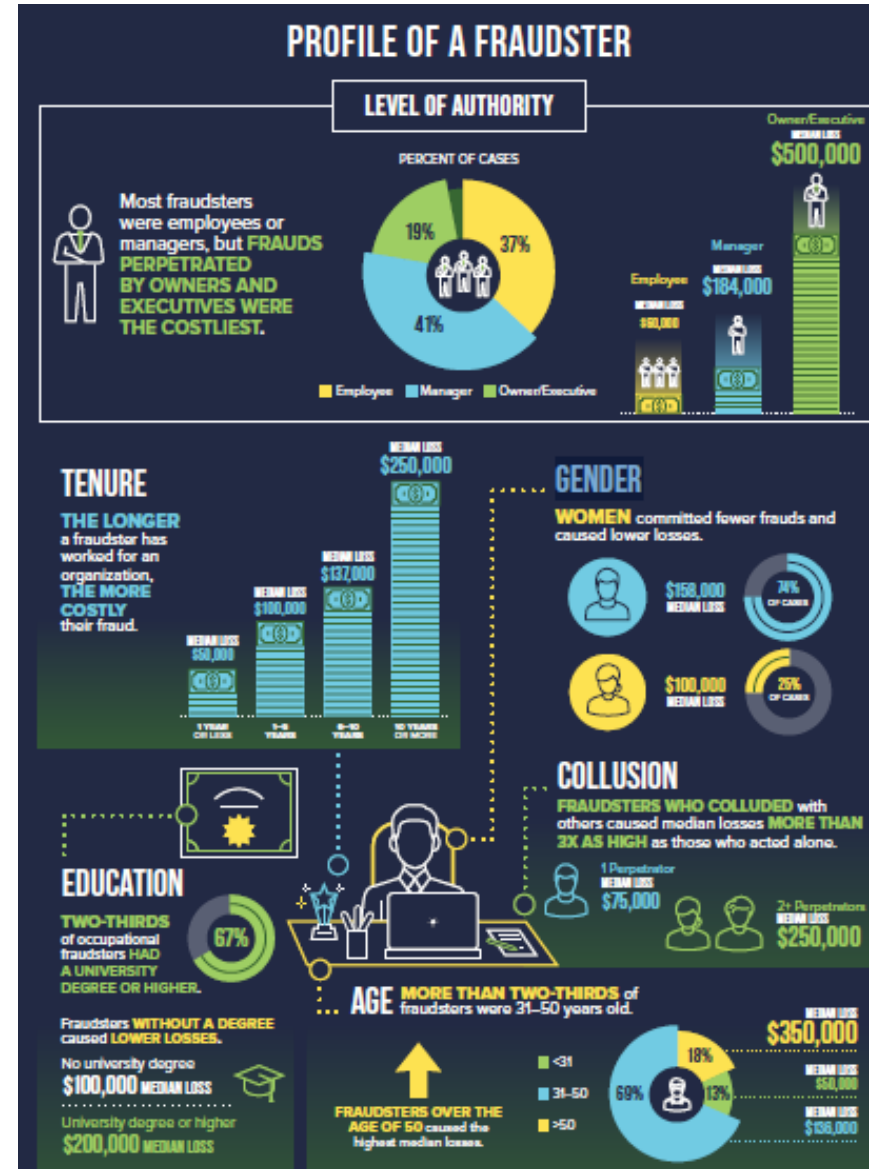


The most **COMMON MECHANISMS** used to report fraud tips



Frauds Reported
ACFE Report to the Nations 2024
Link – <https://www.acfe.com/-/media/files/acfe/pdfs/rtnn/2024/2024-report-to-the-nations.pdf>

Fundamental Characteristics of a Fraudster



Profile Traits / Red Flags

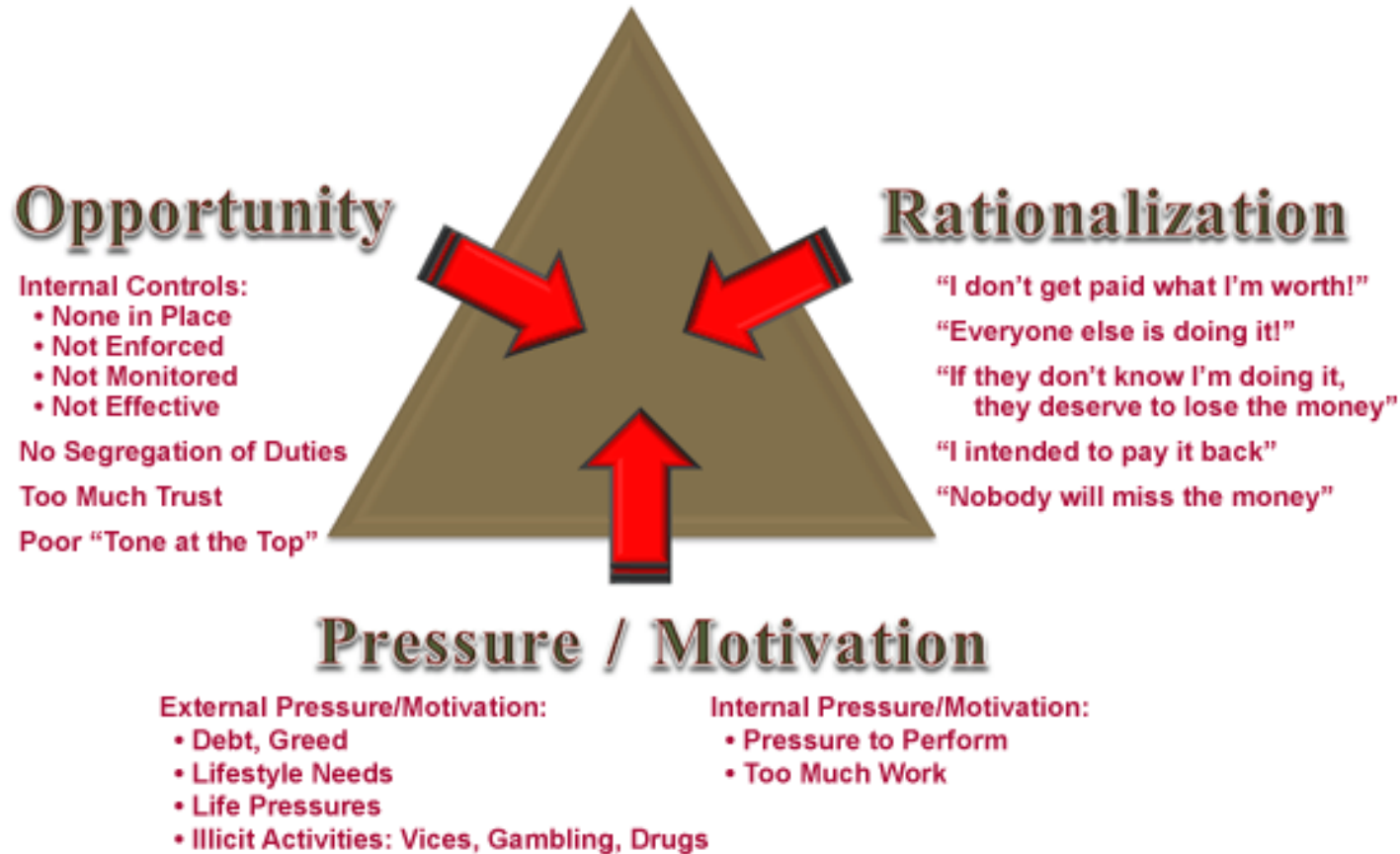
Inconspicuous	High Social Standing	Perceived as Charming	Perceived as Trustworthy
Personality May Change Day to Day	Above-Average Intelligence	Never Convicted	More Often Male
36 – 55 Years of Age	Higher Level Position (Manager, Director, etc.)	Employed by Company 6+ Years	Motivated by Personal Gain (normally)

Unethical Behaviors and Red Flag Identification

Serving and Supporting the Public Interest.

- **Persons living beyond their means (Most Common)**
- **Persons having financial or personal difficulties**
- **Persons having unusually close ties or relationships with vendor or customer or a “Wheeler Dealer” attitude**
- **Persons overly suspicious of others including exercising tight control of activities and documentation**

The Fraud Triangle



AGA Fraud Triangle

Link - [AGA -
Fraud Triangle
\(agacgfm.org\)](http://agacgfm.org)



Types of Fraudsters

Concerns – Public Interest Benefits

Serving and Supporting the Public Interest.

- **Abide by the expectations, standards and rules of the position they hold; and seek necessary information to interpret and apply them.**
- **Accept personal responsibility for the foreseeable consequences of action(s) and inaction.**
- **Adhere to the standards of conduct of their employer and any professional associations or organizations of which they are a member.**
- **Consider the long-term interest of the government and its citizens.**

Business Fraudster



Traits

- Significant Income from Fraud
- High Value Items
- Uses platforms like eBay, Facebook, Telegram, etc.
- Uses tradecraft to avoid detection
- Create a lot of accounts and make bulk orders for later resale
- Return empty boxes to merchants and use proof of postage to claim refund

Supplier Fraudster



Traits

- Abuse the trusted relationship with merchant
- False orders and paid to deliver
- Vouchers on fake accounts or take advantage of promotional schemes on offer
- Opportunistic and not professional
- At the customer's expense

Impersonator



Traits

- Pretends they are another person or entity
- False or stolen identities
- Dishonestly gain personal benefit

- Example – scammer uses stolen identities for fraudulent payments
- Example – criminal poses as a vendor to hijack payments intended for a vendor

Concerns – Professionalism and Integrity



Government should have the Highest Standards of Professionalism and Integrity.

- **Demonstrate integrity and credibility by being believable, trustworthy, straightforward and honest in performing professional services.**
- **Maintain professionalism by acting with the skill, good judgment, and respectful behavior expected of someone trained to do a job well.**
- **Perform quality services by providing the highest standards of performance and complying with all applicable professional standards.**
- **Project confidence by instilling in others a full and strong belief that ethics govern their actions.**
- **Perform job tasks with diligence.**
- **Maintain professional knowledge and skills for effective, efficient work.**
- **Perform the duties of their position and supervise the work of subordinates with the highest degree of professional care.**
- **Engage only in those services for which they have the necessary knowledge, skills, and experience.**
- **Exercise diligence, objectivity and honesty in professional activities, including utilization and management of resources.**
- **Behave with dignity and respect for others.**
- **Not engage in acts that are discreditable to the accountability profession.**
- **Obey the law.**

Coercer



Traits

- Influences, manipulates, or bribes another person to act in a desired way
- Threats, intimidation, incentives
- Dishonestly gain personal benefits

- Example – threaten public officials to win a contract
- Example – intimidates another person to get banking information

Concerns - Objectivity



Remaining Objective in Carrying Out their Duties and Responsibilities.

- **Render opinions, observations or conclusions for official purposes only, after appropriate consideration of pertinent facts.**
- **Remain free from real or perceived conflicts of interest.**
- **Be fair and not allow prejudice, bias, conflict of interest, or influence of others to affect decision-making.**
- **Avoid any activity that creates or gives the appearance of impropriety.**
- **Remain aware of the responsibility to disclose to appropriate parties any improprieties that come to their attention.**

Concerns - Confidentiality

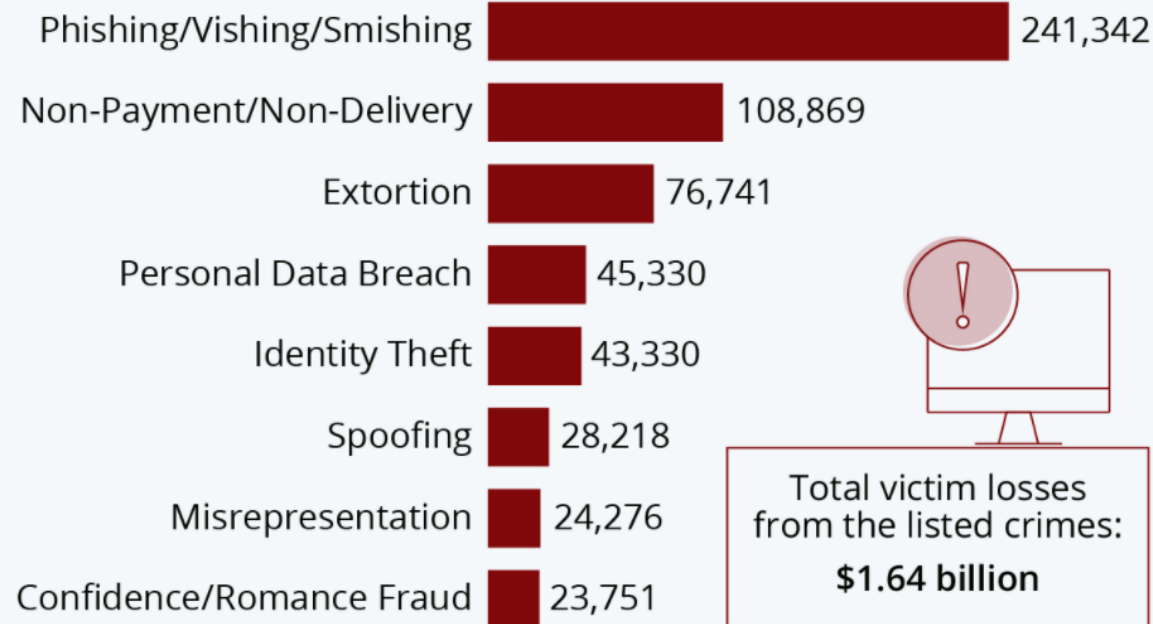
Maintain and Protect Confidential Information.

- Refuse to disclose or use any confidential information acquired while performing professional services, unless proper and specific authority has been granted or a legal or professional right or duty to disclose becomes apparent.
- Transmit and use confidential information obtained in their professional work only for the purpose intended, neither for personal gain or advantage, nor to the disadvantage of others.

Vulnerable - Top Cybercrimes in the US 2020

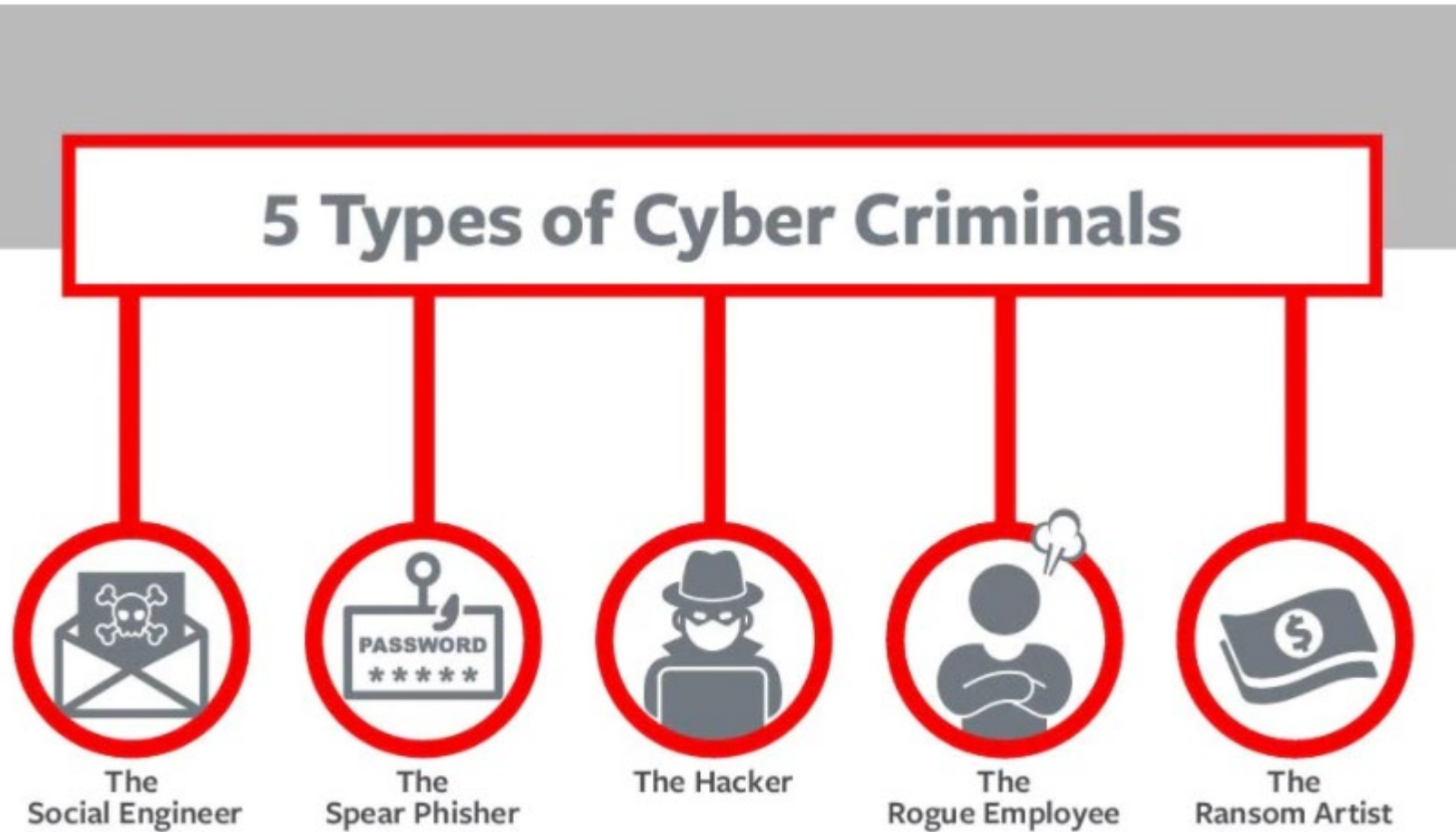
The Most Common Types of Cyber Crime

Number of Americans who fell victim to the following types of internet crime in 2020



Source: The FBI's Internet Crime Complaint Center

Types of Cyber Criminals



Categories

Cyber crimes are categorized into three broad categories, individual, property and government. Based on each category of cyber crime, cybercriminals use different levels and types of threats.

- Individual: This cyber crime category includes disseminating malicious or illegal information via the internet and digital-applications by one person. Cyber speaking, pornography distribution, and trafficking are a few examples of this category of cyber crime.
- Property: This cyber crime is similar to a real-life incident where a criminal keeps the bank or credit card information illegally. The hacker steals an individual's bank details to acquire money or makes phishing scams online to obtain information from people.
- Government: It is the least frequent cyber crime, but it is the most serious misconduct. A cyber crime against the government is also regarded as Cyber Terrorism. Government cyber crime involves the hacking of websites, military websites, or the distribution of government propaganda.

Ransomware



Definition and Details

- Ransomware is a form of malware designed to encrypt files on a device rendering any files and the systems that rely on them unusable.
- There is usually an exchange for the decryption, such as, money or something of value to the malicious attacker.

Malware



Definition and Details

- Malware is a catch-all term for any type of malicious software designed to harm or exploit any programmable device, service, or network.
- Typically used to extract data that can be leveraged over victims for financial gain

Malicious Emails



Definition and Details

- Malicious emails are one way that hackers try to get access to your private information.
- Once you receive the spam email, you should delete it without opening any attachments or clicking any links
- All it takes is one click to be hacked

Methods to Gain Access



Examples

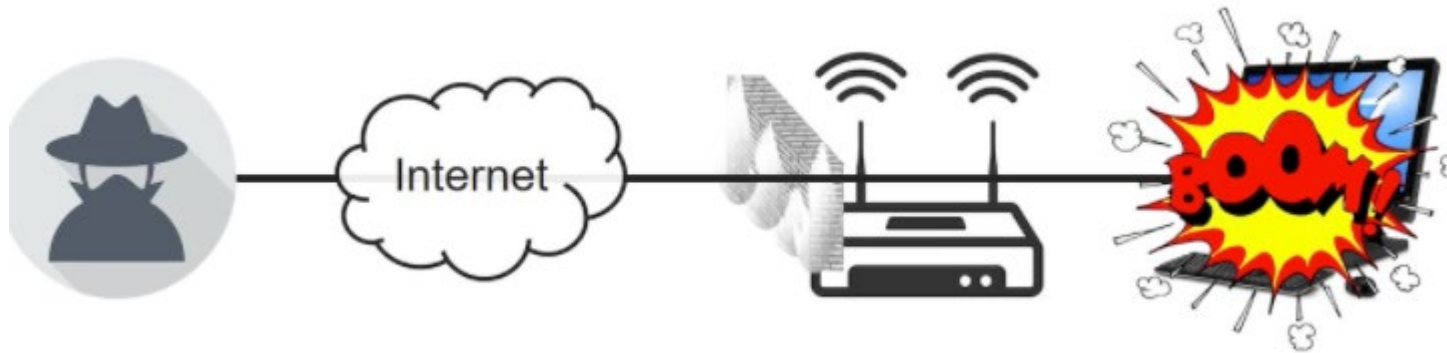
- Modem Attack
- Port Access
- Trusted Servers
- Social Engineering
- Wardriving

Modem Attack



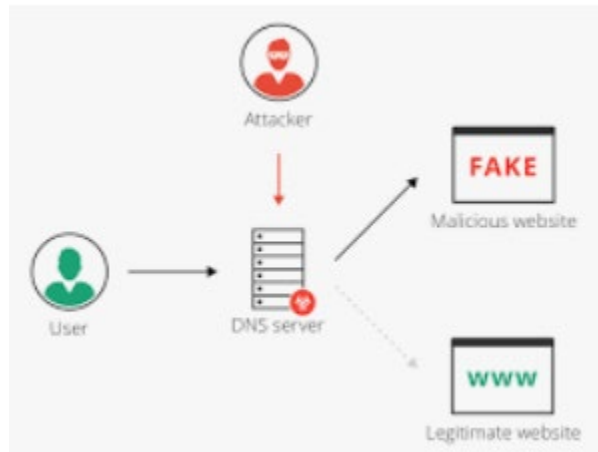
Example

- Hijacking the modem
- Distributed denial or service attacks



Port Access

Example



- Port Scanning (access) is a method attackers use to scope out their target environment by sending packets to the specific ports on a host and using the responses to find vulnerabilities to understand which services are running on the host.
- Intrusion

Trusted Servers



Examples

- IP Spoofing
 - Creation of Internet Protocol (IP) packets which have a modified source address in order to hide the identity of the sender
 - Tricks people and other computers to thinking it should be trusted
- Zone Transfer Attacks – full transfer of all the zone information will take place in order to replicate the already existing records for the zone

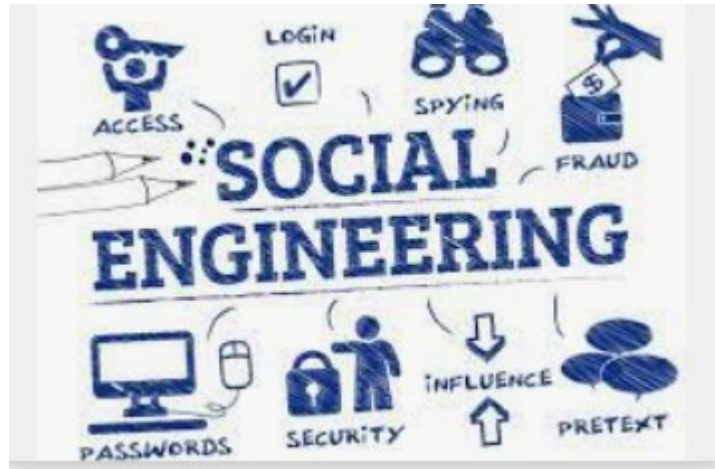
Social Engineering



Information

- A broad range of malicious activities accomplished through human interactions
- Uses psychological manipulation to trick users into making security mistakes or giving away sensitive information

Social Engineering Tactics



Examples

- A 'friend' sends you a strange message
- Your emotions are heightened
- The request is urgent
- The offer feels too good to be true
- You're receiving help you didn't ask for
- The sender can't prove their identity

Wardriving



Information

- Consists of physically searching for wireless networks with vulnerabilities from a moving vehicle and mapping the wireless access points
- Use hardware and software to find WiFi signals in the area
- Goal is to exploit users of the unprotected network

Remedial Activities



Options

- Verification costs to check systems
- Restoration costs to put system back online or together
- Market value or replacement value of destroyed property
- Lost profits
- Reasonable value of loss caused by “unavailability”
- Investigation costs
- Past or future losses
- Injury suffered
- Loss of computer time (lost productivity)
- Cost of replacing data

Artificial Intelligence Inaccuracy

Federal Court Suspends Florida Attorney Over Filing Fabricated Cases Hallucinated by AI



By *Bob Ambrogi* on March 14, 2024

Just a few weeks ago, I wrote about two more cases of **AI-hallucinated citations in court filings leading to sanctions**, and now comes the case of a Florida lawyer suspended from practice after filing cases that were “completely fabricated.”

On March 8, the U.S. District Court for the Middle District of Florida suspended attorney Thomas Grant Neusom from practicing in that court for one year, after which he will be eligible to apply for reinstatement.

In **ordering the suspension**, the court adopted the **report and recommendation of its grievance committee**, which issued a report in January finding that Neusom violated rules of the court and Florida’s Rules of Professional Conduct through a series of actions, including having filed pleadings that contained frivolous legal arguments based on fabricated cases.

States Scramble to Regulate AI in the Legal System

- As more false quotes, fake court cases and incorrect information appear in legal documents generated by AI, state bar associations, state court systems and national law organizations are issuing guidance on its use in the legal field
- From divorce cases to discrimination lawsuits, AI-generated fake content can cause evidence to be dismissed and motions to be denied
- Most policies and opinions encourage attorneys to educate themselves and to use proprietary AI tools that prevent sensitive data from being entered into open-source systems
- Since the beginning of 2025, there have been 518 documented cases in which generative AI produced hallucinated content used in U.S. courts

Fake cases and fabricated quotes in legal filings are prompting lawmakers to issue restrictions and education requirements

Jan. 29, 2026 • Madyson Fitzgerald, Stateline.org, TNS



Exploiter



Traits

- Uses something for a wrongful purpose
- Dishonestly gain personal benefit

- Example – individual steals money or assets in their trust
- Example – staff exploits their access to computer systems or confidential information for gain

Organized



Traits

- Groups which use a combination of methods in planned, coordinated, and sophisticated ways to commit fraud
- Organized crime
- Dishonestly gain personal benefit

- Example – false website to conduct fraud scheme
- Example – organized crime collaborates with an accountant to falsify records to receive grant funding

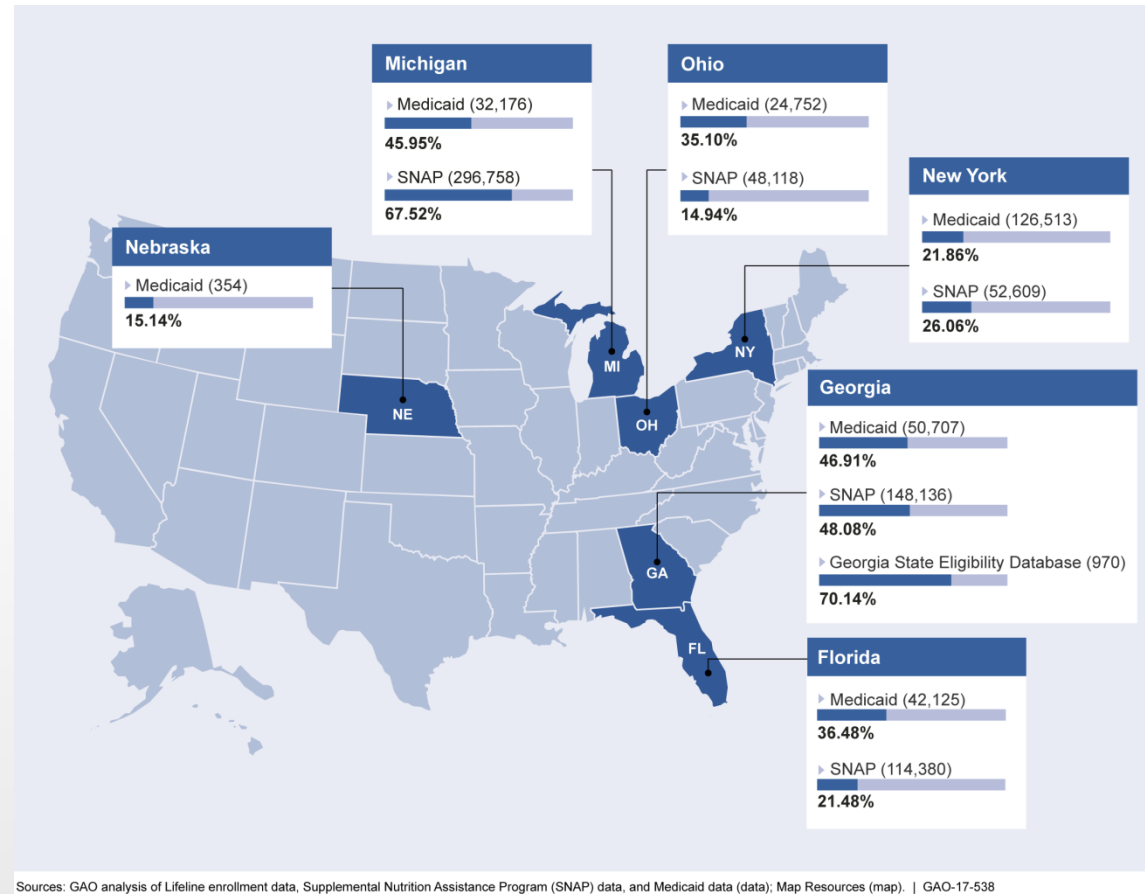
Data Analytics Benefits

- **Access data from many sources**
- **Capacity to analyze large data sets**
- **100% transaction coverage**
- **Fast to complete – more productive**
- **Limited resources / cost savings**
- **Higher rates of detection and prevention**
- **Acts as a deterrent**
- **Can be automated for continuous monitoring**
- **Quantifies the impact of fraud**
- **Prompt notification of control breakdowns**
- **Trend analysis**



Data Analytics-Example

Lifeline Beneficiaries with unconfirmed eligibility—Medicaid and SNAP



Sources: GAO analysis of Lifeline enrollment data, Supplemental Nutrition Assistance Program (SNAP) data, and Medicaid data (data); Map Resources (map). | GAO-17-538



Red Flags



- **Duplicate Payments**
- **Vendor Addresses**
- **Recipient Addresses**
- **Excessive Budgets**
- **Sequential Invoices from the same vendor**
- **Invoice copies**
- **Shipment to PO Box**
- **Weekend/Holiday Purchases**



Upholding Ethics and Recent Challenges Wrap Up

- **Government Layoffs Recap and Possible Budget Cuts – all levels of government**
- **Unethical Behavior and Red Flags Summary**
- **Tone at the Tone and Integrity**
- **Detection and Prevention for Fraud and Misconduct**



Data Analytics Techniques for Prevention or Detection



Techniques

- Benford's Law
- Round Numbers
- Duplicates
- Cost Codes
- Comparison
- Gap Analysis
- Frequency
- Anomalies
- Vendor Spend
- Trends
- Descriptive statistics (including outliers)
- Models and probability distributions
- Network/link analysis
- Text analytics
- Data Mining
- Data Matching

QUESTIONS AND ANSWERS



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