

From: [Jenifer Johnson](#)
To: [Jenifer Johnson](#)
Subject: Gary G Twigg Advisory Committee Appearance - Planning - BOA
Date: Friday, July 26, 2024 11:59:46 AM

Name: Gary G Twigg

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What District do you reside in? District 1

Are you currently serving on a board or committee in Chatham County? No

If yes, which ones?

Please select up to THREE boards or committees on which you are willing to serve:
Appearance_Commission,Planning_Board,Zoning_Board_of_Adjustment

Why do you wish to serve in this capacity? I have resided in Chatham County for the last 21 years and I would like to provide guidance to the development of our county.SS

Education/Experience: MS, Animal Science, University of Maryland MS, Cell Physiology, University of Maryland I have successfully managed multi-million dollar companies throughout my career

Name of Employer: Retired

Address of Employer:

Position:

Work Phone:

Civic Involvement: Sons of the American Revolution, North Carolina

Gender: Male

Ethnic Origin/Race: White_non-Hispanic

Year of Birth: 1950

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GARY G. TWIGG

PROFILE

CORE STRENGTHS

- Business process re-engineering and business development strategy
- Capable of ensuring profitability of multiple business entities with multi-million dollar P & L responsibility
- Significant expertise in balanced risk-taking and public entity performance
- Creative and analytical “out-of-the-box thinking” for new markets and expansion of mature business models
- Execution-focused and effective planning, communication, quality implementation, and staff motivation
- Well-versed in market segmentation, customer profiling, value proposition, pricing, and product differentiation
- Experienced in sales & marketing, technical operations, financial management, and team development
- Results-oriented senior level leadership and strategic decision-making

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PROFILE

Operations manager and business development executive with managerial, technical, systems re-engineering and strategic business development experience in the information technology industries, within the commercial insurers and federal government sectors. Particular emphasis on insurance claims, as well as medical and scientific information market segments. Extensive experience in structure, and project management. Operational line management experience as a general manager for a \$81MM business unit of a Fortune 100 company. Recognized ability to define operating goals, and surpass corporate financial targets for P/L, G & A, overhead and fixed costs. Adept revenue generator and team builder with strong abilities in strategic and tactical planning, penetration of new markets, project management and winning long term strategic planning. Four times in career has taken start-ups to acquisition over a wide range of market segments. Ability to manage accounts and sales processes, with outstanding successes in introduction and rapid growth of new products and high levels of client retention. Acknowledged expert in the opportunity qualification and bidding strategies, financial models and budgeting, organizational creation of new markets, with successful track record of expansion to adjacent markets, strategic partnerships and strategic acquisitions. Demonstrated ability to manage high profile accounts, manage client needs to strategic and competitive advantages, work with senior corporate executives and gain confidence of critical banking and investor relationships. Representative strengths include:

BUSINESS DEVELOPMENT / STRATEGIC THINKING

At Technassociates, developed business from zero revenue to \$15M annually (federal market) within first five years of career after leaving graduate school. Proposed a long-term strategy to the FDA for the submission of new drug applications through a standardized electron process, pre-dating the internet. This strategy was later adopted by the FDA.

At National BioSystems/ADP, created successful businesses in casualty claims and toxic tort, both of which had never been done previously, resulting in the acquisition by ADP on recommendation by a major insurer/client. At ADP grew his business acquired by this Fortune 100 firm from \$3 M to >\$75 M over five years. This business had a market potential of over \$1B, based on strategic expansion of market segments. Demonstrated a consistent ability to exceed revenue targets - listed in ADP's annual financial report as fastest growing business unit six consecutive years. Introduced the concept of ADP as the primary source for national employment data to corporate executive team which was adopted and successfully rolled out even though the concept was outside immediate area of responsibility.

At Bloodhound Technologies took a \$600K annual revenue business with a \$3M investment and created the first and only real-time claims editing system for the healthcare market. This technology platform led to the highly successful acquisition by Verisk. Verisk Healthcare Analytics was later bought by Vercend and the real-time platform led the value and acquisition basis for the sale.

At DataMetrix successfully transitioned the company from a clinical audit services offering to a technology based company that uniquely provided a SaaS platform for the use of healthcare insurers and their service providers. The company expanded its services to include data analytics and rebranded itself under the name HealthMind, LLC, which resulted in the acquisition of the company within in months of this announcement.

New business development skills include creation of new markets with long term strategic product positioning, win/win capture approaches, competitive analysis and hands-on leadership of sales team. A confident and motivational leader who delivers results in every assignment. Polished professional image with strong presentation abilities and a broad entrepreneurial base of business skills.

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PROFILE

MANAGEMENT / OPERATIONS

Managed >\$80 M business unit for public company. Has managed four successful start-ups to success and acquisition. Proficient in budgetary process and reporting requirements for a public company. Established client services, sales & marketing, product development, administrative, regulatory compliance, contracts, human resources, and financial operations for start-up business and has overseen their expansion during rapid growth. Managed transitions from entrepreneurial small-business environment to plan-focused public company. Excellent client services reputation and strong staff retention and motivation are career hallmarks. All business operated in self-funding mode with little or no outside investment except initial investment round. Managed complex and multiple product lines. Engaged senior staff and clients alike through empowerment and fair and open business dealings. Oversaw complex facility moves and multi-sited operations. Managed assessment and transition of newly acquired businesses. Established unique staff -recognition programs within ADP which were subsequently adopted corporate-wide.

ANALYTICAL THINKING & CREATIVITY

Career is characterized by ability to quickly assess a market and develop innovative approaches with real value-added change. Able to synthesize complex issues and convert into focused plan of attack. Noted for strategic thinking, balanced risk-taking and complementary execution skills. Successfully brought over 15 unique products and services to successful market reception with significant new revenue results. These efforts were all conducted within the context of providing strategic value to the relevant industry and competitive advantages with significant entrance barriers. Ability to present investment opportunities within large corporate companies as well as portfolio companies with outside investors.

GARY G. TWIGG

PROFESSIONAL HISTORY

DATAMETRIX. Salt Lake City, Utah

October 2012 – May 2019

Privately held < \$10M Expert Systems & Services in Clinical Audit and Processing of Medical Claims
President & CEO, Chairman of the Board

After consulting to the company for six months, in October of 2012 became Chief Executive of DataMetrix a small self-funded company specializing in audit and review of clinical documentation supporting claims payment. Several strategic initiatives were introduced and completed under his leadership. This included the transition of the in-house platform to a SaaS technology offering so that insurers and their service providers could use a unified platform to manage complex processes more efficiently and consolidate claims and audit outcomes for data modeling. The company successfully entered the Medicaid RAC market in 2016. Shortly after the rebranding, the company was approached for acquisition which consummated May 2019. As an industry thought leader, he is an advocate for the modernization of clinical review through the adoption of cognitive process and the integration with other payment integrity services and payment efficiencies will be the next step in transforming the payment of claims. He presented this at the Annual Medicaid conference in 1998 while at ADP.

BLOODHOUND TECHNOLOGIES. Research Triangle Park, North Carolina

May 2002 – October 2011

President & CEO, Chairman of the Board

In May of 2002 became Chief Executive of early stage company specializing in post-adjudication/pre-payment editing of claims. Under his leadership and strategic vision, directed the company to develop reliable and open sourcing for all edits. Re-allocated corporate resources to building a first-class content development team that expanded edits to nearly >15 M then contained in rules engine. Directed technology platform change, which allows deployment of the company's flagship product, ClaimsGuard, anywhere in the claims stream. Technology is "real-time" capable and able to process claims in sub-second response time.

Developed client service capability for life cycle management of all accounts complemented by a consultative service model. Company grew in last two years of his tenure in excess of 400 % and established itself as technology leader in edit area.

Under Twigg's direction Bloodhound strategically re-positioned itself to be the only company capable of providing real-time processing of claims with direct links to both payors and providers. This unique capability offered the industry greater efficiency in revenue cycle management, enhanced provider relations and access to comprehensive databases detailing each company's specific claims cost and areas for improvement. Bloodhound filed for 4 patents for its associated technology. He also was the first to introduced open sourcing of rule-making content within the platform and the first to provide access by providers to their claims as processed by the insurer.

Under his leadership, the company was repositioned for rapid growth and gained recent industry recognition for its innovation. As a result, in May of 2011, the company was acquired by Verisk Health for \$82 M.

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PROFESSIONAL HISTORY

AUTOMATIC DATA PROCESSING, Bethesda, Maryland

March 1992 – January 2002

Executive Vice President/General Manager, Integrated Medical Solutions

In March of 1992, ADP exercised its option to acquire National BioSystems, Inc. As Vice President of the acquired business, reported directly to the President of ADP's Claims Solution Group, one of four operating divisions in ADP. Complete P&L responsibility, strategic planning for Integrated Medical Solutions (IMS), a business unit of over \$78 M, over 700 personnel and operations in Bethesda, MD, Orlando, FL, Chicago, ILL, Philadelphia, PA and Honolulu, HI.

Under his leadership IMS grew from \$3 M to annual revenues just short of \$80 million. At the time of acquisition, ADP estimated the market size of IMS to be around \$80M. Under Twigg's strategic direction, including new product development and entrance into adjacent vertical markets, IMS' markets were subsequently estimated to be in excess of \$1 B. IMS was repeatedly highlighted in ADP's Annual Report as the fastest growing SBU with six years of 30+ percent growth. Business unit was self-funded and received no investment capital beyond what it could generate from its own plan.

Manage, direct and control the operations of over 200 IT professionals who have successfully developed four new products for the Property and Casualty market. Staff also included over 120 medical professionals. Product development budget was \$21 M annually.

Developed own applications for licensing to the industry and established IMS as the leader in providing expert medical claims processing systems and services, data warehousing services, and PPO services to the Property & Casualty Insurance industry. Its clients were primarily focused on the top 20 carriers and include Allstate, Nationwide, Progressive, USAA, Liberty Mutual, Commercial General Union and Prudential.

While most of the growth has come from internal sales and diversification of product and services, he also directed the acquisition of four firms as an entry-level strategy for movement into the Workers' Compensation and the Physician Practice Management markets. Created strategic partnerships to effectively provide product differentiators and complement IMS core expertise.

He served as a senior member of Claims Solutions Group Executive Committee and reported quarterly to ADP's corporate executive committee. Taught annual course in acquisitions and entrepreneurship to new ADP managers.

NATIONAL BIOSYSTEMS, Bethesda, Maryland

January 1987 – March 1992

Privately held \$15M Expert Systems & Services in Toxic Tort Litigation Support & Medical Bill Review **Chief Operating Officer**

Founding partner and COO for this start-up company. The company's primary business was development and support of databases for toxic tort litigation in the commercial sector. Lead design and development for introduction of expert systems in toxic tort and property and casualty markets with no prior background or subject matter expertise in either field. Managed all sales and client service activities in these diverse markets. Twigg also designed the company's first medical bill review application, which was aimed at the Property & Casualty market. The company grew to revenues in excess of \$15M annually with 120 employees. This was done with an initial capital investment of less than \$250 K. Ran the Adverse Drug Reaction System for NIH. Initiated the interest of Automatic Data Processing in taking a 20 percent position in the company in 1992 as a mechanism for funding product expansion from initial successes in product launch stage.

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PROFESSIONAL HISTORY

TECHNASSOCIATES, INC. Rockville, Maryland

June 1977 - December 1987

Privately held \$30M Systems Engineering and Information Management Government Contractor
Division Vice President, Scientific Information Management Group

Recruited out of graduate school by the President of this small business. Over the 10-year span at Technassociates, moved from Project Director to Divisional Vice President. As Project Director, was responsible for the design, development and implementation of the first regulatory information and retrieval systems for the Food and Drug Administration. Expanded this project into a division within the company that represented nearly \$20 million in annual government contract revenues and over 85 percent of the company's revenues. Contracts were focused on information management for scientific databases and included projects with Walter Reed, the National Library of Medicine, the National Institutes of Health, the Nuclear Regulatory Commission, the Environmental Protection Agency and the National Science Foundation Managed, directed and controlled daily operations of all 14 contracts including subcontractors. Directed all staffing actions including reviews, hiring and promotions. Responsibility for review and approval of all start-up programs and projects. Directed and managed all budgetary concerns which included all P/L, B/P, G&A and forward pricing. Awarded largest award fees in history of US Nuclear Regulatory Commission for quality support while introducing cost control processes.

GARY G. TWIGG

EDUCATION & PROFESSIONAL AFFILIATIONS, AWARDS AND HONORS

EDUCATION

- Doctoral Studies – Cell Physiology, University of Maryland, College Park 1974-1978
- MS – Cell Physiology, University of Maryland, College Par 1974-1976
- MS – Reproductive Physiology, University of Maryland, College Park 1972-1974
- BS – Biology, University of Maryland, College Park 1968-1972

PROFESSIONAL AFFILIATIONS, AWARDS AND HONORS

- Maryland State Tuition Scholarship
- Maryland State Senatorial Scholarship
- Multiple Professional publications and speaking engagements