



2019 JUN -4 PM 4:02
OFFICE OF THE
SECRETARY

MURIEL BOWSER
MAYOR

JUN - 4 2019

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue NW, Suite 504
Washington, DC 20004

Dear Chairman Mendelson:

In accordance with section 2 of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.01), and pursuant to section 5115 of the Not-For-Profit Hospital Corporation Establishment Amendment Act of 2011, effective September 14, 2011 (D.C. Law 19-21; D.C. Official Code § 44-951.04), I am pleased to nominate the following person:

Mr. Robert Bobb
1737 Taylor Street NW
Washington, DC 20011
(Ward 4)

for reappointment as a voting member of the Not-For-Profit Hospital Corporation Board of Directors, for a term to end July 9, 2022.

Enclosed, you will find biographical information detailing the experience of the above-mentioned nominee, together with a proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me, or Steven Walker, Director, Mayor's Office of Talent and Appointments, should the Council require additional information.

Sincerely,

A handwritten signature in black ink that reads "Muriel Bowser".

Muriel Bowser


Chairman Phil Mendelson
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

Chairman Phil Mendelson, at the request of the Mayor, introduced the following resolution,
which was referred to the Committee on _____.

To confirm the reappointment of Mr. Robert Bobb to the Not-For-Profit Hospital Corporation
Board of Directors.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this
resolution may be cited as the "Not-For-Profit Hospital Corporation Board of Directors Robert
Bobb Confirmation Resolution of 2019".

Sec. 2. The Council of the District of Columbia confirms the reappointment of:

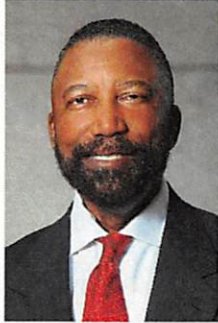
Mr. Robert Bobb
1737 Taylor Street NW
Washington, DC 20011
(Ward 4)

as a voting member of the Not-For-Profit Hospital Corporation Board of Directors, pursuant to
section 5115 of the Not-For-Profit Hospital Corporation Establishment Amendment Act of 2011,
effective September 14, 2011 (D.C. Law 19-21; D.C. Official Code § 44-951.04), for a term to
end July 9, 2022.

Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution,
upon its adoption, to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

The Robert Bobb Group, LLC



ROBERT C. BOBB
President & CEO

Education, Licenses & Certifications

- MS, Business, Western Michigan University, Kalamazoo, MI;
- BA, Political Science, Grambling State University, Grambling, LA;
 - Inductee, Grambling State Hall of Fame (2009)
- Honorary Doctor of Laws Degree, Walsh College;
- Certified Emergency Manager, State of Michigan
- Fellow, Broad Foundation Urban Schools Superintendents Academy
- Certificate Program for Senior Executives in State and Local Governments, Harvard University's John F. Kennedy School of Government;
- Edward A. Wayne Medal in Public Service in Urban Management and Urban Programs for Others to Follow, Virginia Commonwealth University, 1998

Background

Robert C. Bobb leverages more than 40 years of executive management experience in both the private and public sectors. He is the owner, President and CEO of The Robert Bobb Group, LLC (RBG), a multi-faceted private/public sector consulting firm specializing in: Public and Private Sector Turnaround Consulting and Advisory Services; Financial and Organizational Restructuring; Expert Witness Services; Budget Management Services; Labor Relations; Economic Development Advisory Services; Emergency Planning, Public Safety and Policing, Real Estate and Asset Management Services, Education, Local/State/Federal Government turnaround and contract negotiations. RBG primary objective is to help governments, schools and businesses find financial and operational solutions, greater efficiency and long-term viability.

Mr. Bobb served as Emergency Financial Manager of the 87,000-student Detroit Public Schools (DPS) from March 2009 through May 2011. Mr. Bobb is the former City Administrator and Deputy Mayor for Washington, D.C. and served as the District of Columbia's Homeland Security Advisor. He managed a workforce of approximately 20,000 employees and an annual budget of \$8 billion dollars. In November 2006 he was elected city-wide as the President of the Washington, D.C. Board of Education and served on the Washington, DC State Board of Education. Mr. Bobb also serves as a member of the Board of the DC Appleseed Center for Law & Justice.

Prior to this, Mr. Bobb served as the City Manager of Oakland California and Executive Director of the Oakland Redevelopment Agency; City Manager of Richmond, Virginia; City Manager of Santa Ana, California; and City Manager of Kalamazoo, Michigan. Mr. Bobb holds the distinction of having served on a continuous basis as the longest tenured African-American City Manager/City Administrator in the Nation. He is an expert on issues facing urban government in the realms of education, economic development, community and neighborhood development, municipal budgeting and finances, contract negotiations, public/private economic development opportunities, libraries and recreation facilities, and public safety.

His career of such wide-ranging achievement earned him the prestigious International City/County Management Associations ICMA L.P. Cookingham Award for Career Development and was awarded four ICMA Innovation Awards. He also earned the National Forum for Black Public Administrators (NFBPA) Marks of Excellence Award and is a former President of the NFBPA. By proclamation, former California Governor Gray Davis declared April 11, 2001, "Robert C. Bobb Day" in that state. In September 1993, *City & State Magazine* (now *Governing Magazine*), a periodical for city and state government officials, named Robert Bobb as the "Most Valuable Public Official" among professional managers of the countries local governments. In addition, Mr. Bobb was one of the *Grio.com*'s 100 most influential people in the year 2011 for his work in as the Emergency Financial Manager of the Detroit Public Schools.

Professional and Industry Experience

CEO, The Robert Bobb Group, LLC, 2011 – Present

After a long career of public service, Robert founded the Robert Bobb Group to provide advisory services to governments and other public sector entities.

Among his most recent engagements:

Compliance Audit, Office of Tax and Revenue, Washington, DC. Lead Engagement Executive. July 2017 – Present: At the direction of the DC Chief Financial Officer, the RBG worked as the prime contractor (KPMG, subcontractor) was tasked with auditing the Compliance division within Office of Tax and Revenue. In addition to performing the audit, RBG was tasked with determining how the new Modernized Integrated Tax System is functionally utilized throughout the department

Professional Affiliations

- DC Appleseed Center for Law & Justice, *Board Member*
- Washington, DC Chamber of Commerce, *Board Member*
- Federal City Council, *Trustee*
- Leadership Greater Washington, *Member, Class of 2005*
- Leadership Metro Richmond, *Class of 1994*
- Oakland African American Chamber of Commerce, *Founding President, Oakland, California*
- National Forum for Black Public Administrators, *National President (2001-2003), Member and Marks of Excellence Awardee (1997)*
- National Academy of Public Administration, *Senior Fellow (1995), Washington, DC*
- Governing Magazine, *Most Valuable Public Official in the Nation Award*. "Most Valuable Public Official" amongst professional managers of counties and local government. (1993)
- Thomas Jefferson Program in Public Policy, *Former Member, Williamsburg, Virginia*
- Turn Around Management Association, *Former Member*
- International City/County Management Association, *Member*
- Phi Beta Sigma Fraternity, *Member, Sigma Man of the Year (2009), 100 Most Influential Men in Sigma 1914 - 2014*
- The Harvard Club of Washington, DC, *Former Member*
- DC Children and Youth Investment Trust Corporation, *former Chairman of the Board*

Media, Speeches, and Op-Eds

- *Time* magazine, *The Wall Street Journal*, *The*

with the intent on determining business and technology risk factors, integration management, KPIs and SOP alignment, and research and benchmarking against cities of similar financial strength.

City of Petersburg, VA Emergency Management, Petersburg, VA. Lead Engagement Executive. October 2016 – Present: On October 10, 2016 RBG entered into a contract with the Mayor, City Council and Acting City Manager of the City of Petersburg to provide emergency services. As part of the Emergency Manager services, RBG provided consultants for the positions of: Engagement Executive, Interim City Manager, Budget and Finance Director, and Accounting Personnel. RBG's key duties were to assume all City operations including Policing and Legal operations, provide turnaround and restructuring services to the City Operations, and bring the City into fiscal stability. Additionally, RBG was tasked with budget management services and bringing the City away from a possible State Takeover.

Organizational Change Management, Office of the Chief Financial Officer / Office of Tax and Revenue. Washington, D.C. Lead Engagement Executive. July 2016 – Present: The Organizational Change Management (OCM) Team, led by prime contractor the RBG, (KPMG, subcontractor), was engaged to create a comprehensive strategy that captures all interdependencies and intersections within OTR in order to mitigate risks and realize benefits of the newly developed comprehensive tax software system (Modernized Integrated Tax Systems or MITS).

Interim Management Services, City of East Point, GA. East Point, GA. Lead Engagement Executive. The RBG was engaged by the City of East Point, GA, to provide direction and interim management within the following respective disciplines and positions: Interim City Manager, Interim Finance Director; and, Interim Human Resources Director.

Relevant Experience

- **McGuire Woods- Davenport & Company Expert Witness** – As part of a team with McGuire Woods, LLP, RBG provided expert testimony and analytics as part of the deposition and trial of the Davenport & Company, LLC v. Frederick W. Payne, Esq. litigation.
- **Washington, DC Department of Health Care Finance, Consultant** – Provide Records Management and Information Security to over 40,000 records. Create the official agency record retention schedule and recover assets valuable to both DHCF and the DC/Federal Archives.
- **Gary, Indiana Housing Authority, Consultant** – Teamed with Econometrica, Inc. to provide asset management and organizational management and restructuring services to the Housing Authority.
- **State of Louisiana, Consultant** – Teamed with Alvarez & Marsal to conduct comprehensive analysis of State of Louisiana Department of Economic Development
- **Chicago Public Schools, Consultant** – Asset management analysis for the use and/or sale of Chicago Public Schools corporate headquarters. Performed processing of active student financial and business records.
- **State of California Fiscal Crisis & Management Assistance Team (FCMAT), Consultant** – Consulting services for the Inglewood Unified School District including a comprehensive academic and governance reviews.
- **Mammoth Lakes, California, Consultant** – Teamed with Alvarez & Marsal to provide advisory services for the city's Chapter 9 bankruptcy filing.
- **Municipal Bankruptcy Financial Restructuring Financial Advisor, Expert Witness** Teamed with Alvarez & Marsal Public Sector Services on behalf of Assured Guarantee Municipal Corporation in the development of financial solvency and operation models, cost cutting recommendations and organizational improvements related to the City of Stockton,

Washington Post, *Bloomberg BusinessWeek*, *The Bond Buyer*, the Associated Press, and *Education Week*. He has appeared on CNN, National Public Radio, and Meet the Press.

- "A Necessary Rescue for Boys of Color." *The Washington Post*, February 6, 2015.
- "Corrupt Educators are Threatening School Reform." *The Washington Post*, January 31, 2015.
- "Corrupt Educators are Threatening School Reform." *The Washington Post*, April 25, 2013.
- *Governing Magazine* Texas Leadership Summit. Panelist, November 7, 2013.
- *Governing Magazine* Summit on the Cost of Governing. Panelist, September 18, 2012.
- Leadership Forum. Panelist, September 6, 2012.
- University of Detroit, Mercy. School of Dentistry Commencement. Keynote Speaker, May 16, 2012.
- Harvard University Kennedy School of Government During Black Students Week, Panelist, 2012.
- Yale School of Management Education Leadership Conference. Panelist, March 25, 2011.
- Testimony before Joint House and Senate Education Subcommittee for the Michigan State Legislature. March 9, 2011.
- Joint House and Senate Education Subcommittee for the Michigan State Legislature. "Testimony of Robert C. Bobb: Emergency Financial Manager for the Detroit Public Schools." February 9, 2011.

CA. Participated in due diligence financial review sessions and developed long term financial plans and models.

- **Expert Advisor to Legal Counsel in Detroit Chapter 9 Bankruptcy Proceeding** RBG was retained by Ballard Spahr, LLP to assist in its lawsuit against the City of Detroit on behalf of municipal bondholders. Specifically, RBG was asked to provide expert information, prepare studies/reports, and review materials related to the case.
- **City of Harrisburg, Pennsylvania, Consultant** – Engaged by Assured Guarantee Municipal Corporation to provide consulting services and advice to the company's Chief Surveillance Officer and Deputy General Counsel in connection with their efforts in seeking to evaluate the current financial state of the City of Harrisburg, Penn.
- **City of Richmond Public Schools/Mayor's School Accountability and Efficiency Task Force, Consultant**- Provided consulting services to recommend alternative strategies to reduce the Richmond Public School's fiscal year 2012-2013 proposed budget gap of \$23 million.
- **Georgia World Congress Authority, Consultant, 2014**- Co-partnered with CSL International for an Organizational Review for the Georgia World Congress Convention Authority current organizational structure.
- **Commonwealth of Puerto Rico, Consultant** – Teamed with Alvarez & Marsal to provide advisory services on police/corrections and educational programs.
- **Pittsburgh Public Schools, Consultant** – Teamed with Alvarez & Marsal Public Sector Services to provide budget restructuring initiative and budget and revenue expenditure projection analysis.
- **Government of South Carolina, Consultant** - Teamed with Alvarez & Marsal Public Sector Services to provide budget development for improving financial and operational processes relative to budget, forecasting, and reporting to the State Department of Health and Human Services.
- **City of Jacksonville, FL, Consultant** – co-partnered with Alvarez and Marsal Public Sector Services to review budget operations and organizational design for the new incoming Mayor.
- **Detroit Public Schools, Emergency Financial Manager, 2009 – 2011**- Appointed by the Governor of Michigan to serve as the Emergency Financial Manager for Detroit Public Schools, with more than 85,000 students in 172 schools, Robert Bobb implemented a restructuring of the DPS's operations to eliminate a \$305 million legacy deficit and ongoing structural operating deficit, by cutting non-critical spending and creating a more agile system of schools with increased flexibility, creditability and accountability.
- **Public Financial Management (PFM), Strategic Consulting Group, January 2008 – February 2009**- Key Projects: Post Katrina City of New Orleans Finance, Budget and Information Technology Assessments, recommendations, City of Oakland, California Assessment recommendations of the Mayor's Office.
- **Washington, D.C. Board of Education, President, 2007 – 2009** - Elected citywide as the President of the Washington, DC Board of Education in November 2006 and served as the President of both the Washington, D.C. Board of Education and the Washington, D.C. State Board of Education.

Other Professional Experience

- **Washington, D.C. State Board of Education, President, 2007 – 2009**
- **McFarlane Partners, Consultant, October 2006 – May 2007.**
- **Government of the District of Columbia, Deputy Mayor, City Administrator, and District Homeland Security Advisor, Washington, D.C., 2003 – 2006.**
- **City of Oakland, City Manager and Executive Director, Oakland Redevelopment Agency, Oakland, California 1997 – 2003.**

- "Everyone Must Commit to Help Detroit Kids Succeed." *Detroit Free Press*, May 27, 2010.
- University of Michigan, Ann Arbor. Speaker, School of Education Commencement, May 1, 2010.
- Eastern Michigan University. Keynote Speaker, College of Business Ethos Week, March 19, 2010.
- Phi Beta Sigma. Keynote Speaker, Founders' Day Program, January 23, 2010.
- University of Michigan Ann Arbor. Speaker, Institute for Social Research, Jan. 2010.
- "Interview: Fixing Detroit Public Schools & The 'Cosby Effect.'" Taking Note: Thoughts on Education from John Merrow, October 20, 2009.
- "Cooperation Builds a Better School System." Robert Bobb and Dave Bing. *Detroit Free Press*, June 21, 2009.
- "Current and Future Changes Promise Sound Academics, Safety." *Detroit Free Press*, April 16, 2009.
- "Let the Voters Decide on D.C. Schools." *Washington Post*, April 3, 2007.
- "D.C.'s Stadium Deal: Fair or Foul?" *The Washington Post*, December 20, 2005.
- **City of Richmond, Virginia, City Manager**, July 1986 – November 1997
- **City of Santa Ana, California, City Manager**, November 1984 – July 1986
- **City of Kalamazoo, Michigan**
 - **City Manager**, April 1976 – November 1984
 - **Acting City Manager**, 1976
 - **Assistant City Manager**, October 1974 – April 1976
 - **Assistant Director of Public Utilities**, 1972 - 1974
- **Aetna Insurance Company, Administrative Manager**, 1970-1972
- **Aetna Insurance Company, Professional Administrative Management Program**, 1968 – 1970
- **Salvation Army North End Corps, Director, Educational Research Center**, 1968 – 1969

Mayoral/Gubernatorial Appointments

- **The Detroit Public School System**, Appointed by the Honorable Jennifer Granholm of Michigan (2009 – 2011)
 - Reappointed by the Honorable Rick Snyder of Michigan (March 2011 – May 2011)
- **Board of Visitors, Virginia Military Institute**, Appointed by the Honorable L. Douglas Wilder, Governor of Virginia (1990 – 1994)
 - Reappointed by the Honorable George F. Allen, Governor of Virginia (1994 – 1997)
- **The Virginia State Crime Commission**, Appointed by the Honorable Gerald L. Baliles, Governor of Virginia (1987 - 1990)
 - Reappointed by the Honorable L. Douglas Wilder, Governor of Virginia (1990 – 1994)
 - Reappointed by the Honorable George F. Allen, Governor of Virginia (1994 – 1997)
- **The Commission on Parole Abolition and Sentencing Reform**, Appointed by the Honorable George F. Allen, Governor of Virginia (1994 – 1997)
- **The Virginia Criminal Sentencing Commission**, Appointed by the Honorable George F. Allen, Governor of Virginia (1994 – 1997)
- **Harvard University John F. Kennedy School of Government: Executive Session on Policing and Public Safety**, 1985 - 1991.
- **State of Michigan Legislature House and Senate Concurrent Resolution No. 645** Tribute in "Resolution of Exemplary Services as Kalamazoo City Manager", 1984
- **The Task Force on State Penitentiary Removal from the City of Richmond**, Appointed by the Honorable Gerald L. Baliles, Governor of Virginia (1987 - 1990)
- **The Commission on Prison Overcrowding Advisory Council**, Appointed by the Honorable Gerald L. Baliles, Governor of Virginia (1987 - 1990)
- **The Dillon Rule Study Commission**, Appointed by the Honorable L. Douglas Wilder, Governor of Virginia (1990 – 1994)
- **The Joint Subcommittee to Study Cost-Effective Measures**, Appointed by the Honorable L. Douglas Wilder, Governor of Virginia (1990 – 1994)

International and Special Delegate Experience

- **Member of an official team of 40 Person Observers Group Azeri Presidential Election**, Baku, Azerbaijan, October 2008.
- **RTI International, Consultant on Governance Structures**, Rabat Morocco, 2008.

- *District of Columbia Government Delegate to the First High Level Forum of the World Mega Cities Development in Beijing, Nantong, and Shanghai, China, 2004.*
- *Local government delegate to the World Summit on Sustainable Development, Johannesburg, South Africa, 2002.*
- *Selected by the National Committee on United States/China Relations for a multi-city urban management workshop in the Peoples Republic of China, 1991.*
- *Delegate from the City of Richmond to President Bill Clinton's Summit for America's Future, Philadelphia, Pennsylvania, 1997.*

Community and Professional Affiliations, Certifications

- *Washington, DC Chamber of Commerce, Board Member*
- *Leadership Greater Washington, Board Member*
- *Certified Emergency Financial Manager, State of Michigan.*
- *Oakland African American Chamber of Commerce, Founding President, Oakland, California*
- *National Forum for Black Public Administrators, National President (2001-2003), Member Washington, DC Chapter*
- *National Academy of Public Administration, Elected Fellow (1995), Washington, DC*
- *Thomas Jefferson Program in Public Policy, Former Member, Williamsburg, Virginia*
- *Turn Around Management Association, Member*
- *International City/County Management Association, Member*
- *Phi Beta Sigma Fraternity, Member*
- *The Harvard Club of Washington, DC, Member*

Honors and Awards

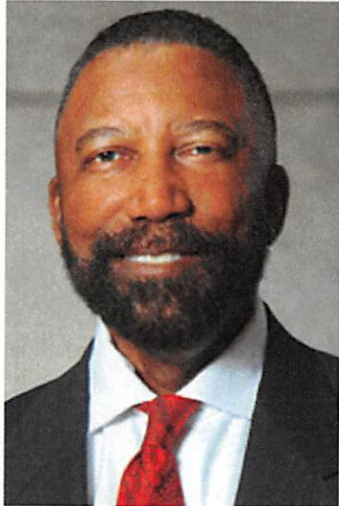
- *Michigan Newsmaker of the Year by WXYZ-TV and along with Mayor Dave Bing as Newsmakers of the Year by Crain's Detroit Business*
- *Champion for Children Award, by the Michigan Association of School Administrators*
- *The Grios.com Top 100 Most Influential People in Education, 2011*
- *Phi Beta Sigma Social Action Award, Sigma Man of the Year*
- *Inducted into the Grambling State University Hall of Fame, 2009.*
- *Life Member of the National Association for the Advancement of Colored People.*
- *10 Most Influential African Americans in the Bay Area Public Service Award, City Flight News Magazine, January 2003*
- *30 Years of Public Service Award, International City/County Management Association, 2002*
- *National Public Service Award, Conference of Minority Public Administration, 2000*
- *Neighborhood Teams Founder's Award, A Guiding Force Behind its Creation, City of Richmond, 1999*
- *Edward A. Wayne Medal in Public Service in Urban Management and Urban Programs for Others to Follow, Virginia Commonwealth University, 1998*

- **L.P. Cookingham Award for Career Development**, International City Management Association, 1997
- **Marks of Excellence Award**, National Forum for Black Public Administrators, 1997
- **The National Academy of Public Administration**, Elected Fellow, 1995
- **Most Valuable Public Official in the Nation Award**, City and State Newspaper (Governing Magazine), 1993. "Most Valuable Public Official" amongst professional managers of counties and local government.
- **Innovation Award for Public Safety**, International Management Association, 1991
- **Innovation Award for Employee Excellence**, International City Management Association, 1990
- **Manager of the Year**, International Management Council, Richmond Chapter, 1987 – 1988
- **Legislative House and Senate Concurrent Resolution No. 645 Tribute "Recognition of Exemplary Services"** as Kalamazoo City Manager, State of Michigan Legislature, 1984
- **Management Innovation Award, "Cutback Management"**, International City Management Association, 1982



Executive Office of the Mayor - Office of Talent and Appointments
John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

Robert Bobb



Robert C. Bobb is the owner, President, and CEO of The Robert Bobb Group, LLC, and he is a current member of the Not-for-Profit Hospital Corporation Board of Directors.

Recently, Mr. Bobb served as Emergency Financial Manager of the 87,000-student Detroit Public Schools (DPS) from March 2009 through May 2011. He was appointed Emergency Financial Manager for DPS by Michigan Governor Jennifer Granholm, which was extended by her successor, Gov. Rick Snyder. In his first year as the Emergency Financial Manager of DPS, he was named the Champion for Children by the Michigan Association of School Administrators, a statewide association which represents the superintendents and first-line administrators of Michigan's local and intermediate school districts.

Mr. Bobb is the former City Administrator for the District of Columbia, and also served as the District of Columbia's Homeland Security Advisor. He managed a workforce of approximately 20,000 employees and an annual budget of \$8 billion dollars. In November 2006, he was elected the President of the Washington, DC Board of Education. Mr. Bobb has extensive public sector experience, serving as a member of the Board of Directors for the Washington, DC Chamber of Commerce; as the City Manager of Oakland, California and Executive Director of the Oakland Redevelopment Agency; City Manager of Richmond, Virginia; City Manager of Santa Ana, California; and City Manager of Kalamazoo, Michigan. Mr. Bobb holds the distinction of having served on a continuous basis as the longest tenured African-American City Manager/City Administrator in the Nation. He is an expert on the issues facing urban government in the realms of education, economic development, community and neighborhood development, municipal budgeting and finances, contract negotiations, public/private partnerships of sports franchises, libraries and recreation facilities, and public safety.

A Ward 4 resident, Mr. Bobb earned a Bachelor of Arts in Political Science from Grambling State University in Grambling, Louisiana and a Master of Science in Business from Western Michigan University in Kalamazoo, Michigan. He also completed the certificate program for Senior Executives in State and Local Governments from the Harvard University John F. Kennedy School of Government, where he served as a member of the Executive Alumni Council.



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

To: Alana Intrieri, Steve Walker
From: Betsy Cavendish
Date: May 26, 2019
Subject: Legal sufficiency review of Resolutions nominating Robert Bobb and Wayne Turnage as voting members of the Not-for-Profit Hospital Corporation Board of Directors

This is to Certify that this office has reviewed the above-referenced legislation and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call me at 202-724-7681.

A handwritten signature in cursive script that reads 'Elizabeth A. Cavendish'.

Elizabeth Cavendish