



September 7, 2016

To whom it may concern,

I would like to take the opportunity to recommend Allan Browning.

I worked with Allan for more than three years on a business critical data conversion project for the Orange County Employee Retirement Service, (OCERS). During this time, Allan was the I.T. Programming Supervisor for OCERS and I was a third party consultant hired for my Retirement Systems and Data Conversion expertise. The conversion project transformed 65 GB of historical and current pension system details from the old client/server application's database to the new browser based application's database.

Before Allan was hired, I was leading the data conversion efforts and needed additional resources to push the conversion at a quicker pace. Around the time Allan was hired, the steering committee decided that all project teams will be led by a permanent OCERS employee – for Data Conversion this task was given to Allan. Allan was quick to assist with my staffing issue and within a couple of weeks, he provided two additional, well qualified, resources. As I saw, multiple times, Allan was very quick to assess the situation and plan then execute a successful solution for each problem he addressed.

Prior to Allan coming to OCERS the Programming Department was fraught with disorganization, various staffing issues and was constantly in a reactive state – users had to come to programming for even the simplest of queries and programming was slow to respond. Allan had the vision and ability to turn this around in a very short time. Within a few months Allan had addressed most of the staffing and organizational issues and had a functional, pro-active department in place. He had the vision, and ability, to implement a browser based multi-system, multi-department reporting system enabling the user community to resolve many of their own issues and allowed his department to move from being reactive to one that was productive and pro-active. This was a huge benefit to the OCERS business.

I feel that Allan is a strong resource both technically and managerially. Allan was not above rolling his own sleeves up and assisting in virtually all technical roles related to software development. He also was good at working with his staff through personal, business and technical needs. Allan quickly became well respected by all the technical staff as a good manager and a valuable technical mentor.

Allan is someone that I would definitely want to work with and/or for again. He has a positive attitude, has the ability to remove obstacles and is driven to provide value to the organization. He will definitely be a positive asset to anyone who is fortunate enough to hire him.

Please feel free to contact me if you have questions or would like to discuss my recommendation further.



**Richard Hanson**

Jigsaw Software, Inc.

Owner/Consultant

RHanson@JigsawSoftwareInc.com

(909) 762-5685