

Walt Culbertson

AWARDS

And

LETTERS of REFERENCE

Awards

WEDI Leadership in Technology Award

In recognition of Vision and Leadership to the Advancement of eCommerce in healthcare

WEDI Distinguished Service Award (2 times awarded)

For significant leadership to the fulfillment of the mission, objectives, programs and overall volunteer activities of the Workgroup for Electronic Data Interchange (WEDI)

Health Information Management Systems Society (HIMSS)

In recognition for time and support to the Central Florida HIMSS Mission.

WEDI Award of Merit

Recognizes individuals who have contributed in a meaningful way to the success of Workgroup for Electronic Data Interchange (WEDI) programs and activities through their volunteer commitment and talents

SHARP Leadership Award

In recognition for Value, Dedication, Commitment and Leadership as the Founding Chair of the Southern HIPAA/Healthcare Administrative Regional Process (SHARP), a public private physician education and outreach collaboration with Health and Human Services (HHS), Centers for Medicare and Medicaid Administration (CMS), and Health Resources Services Administration (HRSA).



RICK SCOTT
GOVERNOR
ELIZABETH DUDEK
SECRETARY

July 8, 2015

Walt,

Thank you for moderating a panel for the Health IT symposium at the end of June. I truly appreciate your dedication to and support of the Florida Health Information Exchange (Florida HIE). It was a very successful event.

As we move towards achieving sustainability of the Florida HIE, I want to acknowledge the significant contributions you've made to the enterprise. We would not have made the inroads we have into acceptance and adoption without your leadership, communications, experience and credibility with staff and stakeholders. Your technical knowledge assisted the Agency with oversight of Harris technical and operational matters and resulted in improvements to Harris designed processes.

I appreciate your willingness to step out on the national stage and serve as the technical liaison with the Office of the National Coordinator (ONC), participating in and providing leadership for a number of ONC national workgroups. Additionally, you led the effort to connect 10 states and 4 major vendors with Direct messaging.

I appreciate that your activities with the Florida HIE may have taken time away from your own business but believe this was time well spent moving forward the development of a statewide infrastructure for the exchange of health information on an unprecedented scale.

We appreciate your continued support of the Florida HIE, volunteering time to serve as a moderator at the symposium, taking time to talk to stakeholders, making presentations like the TeleHealth Summit and using your TV show to continue to educate and promote the Florida HIE.

Heidi Fox
Director, Florida Health Information Exchange
Agency for Health Care Administration
2727 Mahan Drive, MS #16
Tallahassee, FL 32308
Heidi.Fox@ahca.myflorida.com

272 7 Mahan Drive • Mail Stop #
Tallahassee, FL 32308
AHCA.MyFlorida.com





2010-OFFICERS-2011

PRESIDENT

LINDA DELO, DO
514 SE Port St. Lucie Boulevard
Port St. Lucie, Florida 34984

PRESIDENT-ELECT

JEFFREY S. GROVE, DO
12020 Seminole Boulevard
Largo, Florida 33778

FIRST VICE-PRESIDENT

HAL S. PINELESS, DO
1890 State Road 436, Suite 255
Winter Park, Florida 32792

SECOND VICE-PRESIDENT

GREGORY J. JAMES, DO, MPH
7655 - 38th Avenue North
Saint Petersburg, Florida 33710

PAST PRESIDENT

ANTHONY N. OTTAVIANI, DO, MPH
13644 Walsingham Road
Largo, Florida 33774

DIRECTORS AT LARGE

JOSEPH S. DE GAETANO, DO, MS
3200 South University Drive
Fort Lauderdale, Florida 33328

ROBERT G. GLINSKI, DO
5000 Lakewood Ranch Boulevard
Bradenton, Florida 34211

JAMIE A. GOODMAN, DO
81990 Overseas Highway, Suite 101
Islamorada, Florida 33036

JORGE D. LUNA, DO
4801 S. University Drive, Suite 113
Davie, Florida 33328

WILLIAM H. STAGER, DO, MPH
311 Golf Road, Suite 1100
West Palm Beach, Florida 33407



EXECUTIVE OFFICE

THE HULL BUILDING
2007 Apalachee Parkway
Tallahassee, Florida 32301

Telephone: (850) 878-7364
Fax: (850) 942-7538
E-Mail: admin@foma.org
Website: www.foma.org

EXECUTIVE DIRECTOR

STEPHEN R. WINN

LEGAL COUNSEL

JASON D. WINN, ESQUIRE

May 14, 2010

Diane Gaddis, CEO
Community Health Centers Alliance
diane@chc Alliance.org

Dear Diane Gaddis,

It is with great pleasure that I give my highest recommendation for Walt Culbertson for the position of Program Director of the state's largest Regional Extension Center (REC) at the Community Health Centers Alliance (CHCA).

I enjoyed working with Walt, as the Florida Osteopathic Medical Association (FOMA) representative on the Advisory board of ePrescribe Florida for the last few years. I hoped he would be given this type of opportunity.

Walt always was very organized, impartial, motivating and professional in his interactions with a very diverse group of stakeholders. He always exemplified an excellent work ethic and strong initiative skills while listening to every one's input in a non-judgmental and encouraging manner. He has a broad understanding and depth of knowledge from the perspectives of physicians, insurers, pharmacies, and other stakeholders. He organized an excellent educational seminar at the ePrescribe summit last summer, and he was instrumental in the success of electronic prescribing adoption and expansion in Florida.

I know Walt has an excellent grasp of what will need to be done to make the REC successful, organized and financially sound. He already has an excellent rapport with all the stakeholders which will be involved in making your REC and HIE in Florida a success.

Thru his insight from ePrescribe Florida, and other past experience in leadership roles, I believe Walt is the ideal person to continue this process of education and promotion of HIE and interoperability in our state. He has full support of the Florida Osteopathic Medical Association and I know he will do an excellent job as your Program Director.

Sincerely,

Linda DeLo, DO, President

Florida Osteopathic Medical Association



FloridaMedical

ASSOCIATION

Helping Physicians Practice Medicine

P.O. Box 10269 | Tallahassee, FL | 32302
123 South Adams Street | Tallahassee, FL | 32301
850.224.6496 | 850.224.6627 Fax | www.fmaonline.org

- James B. Dolan, M.D.
President
- Madelyn E. Butler, M.D.
President-Elect
- Vincent A. DeGennaro, M.D.
Vice President
- Ralph J. Nobo, Jr., M.D.
Secretary
- W. Alan Harmon, M.D.
Treasurer
- Alan B. Pillersdorf, M.D.
Speaker
- David J. Becker, M.D.
Vice Speaker
- Steven R. West, M.D.
Immediate Past President

- John N. Katopodis, M.D.
District A
- Eli N. Lerner, M.D.
District B
- David M. McKalip, M.D.
District C
- Harold L. Greenberg, M.D.
District D
- Michael L. Patete, M.D.
District E
- Nabil A. El Sanadi, M.D.
District F
- Stephan Baker, M.D.
District G
- Silvio A. Garcia, M.D.
At Large
- Andrew H. Borom, M.D.
At Large
- Lisa A. Cosgrove, M.D.
Primary Care Specialties
- Linda S. Cox, M.D.
Medical Specialties
- Alan S. Routman, M.D.
Surgical Specialties
- Miguel A. Machado, M.D.
Council on Legislation
- E. Coy Irvin, M.D.
Florida AMA Delegation
- James H. Rubenstein, M.D.
FMA PAC

- M. Kamel Elzawahry, M.D.
Specialty Society Section
- Ashley E. Booth, M.D.
Young Physician Section
- Joel R. Judah, M.D.
Resident & Fellow Section
- Courtney Bovee
Medical Student Section
- Mrs. Peggy Farmer
Public Member
- Ann Anderson, R.N.
FMA Alliance
- Margaret Eadington
Council of Florida Medical
Society Executives

May 17, 2010

Walt Culbertson
488 Bell Branch Lane
Jacksonville, FL 32259

Dear Walt,

We are sending this letter to recognize and thank you for the work that you have done to ensure that physicians in Florida are well educated about such complicated issues as HIPAA and eprescribing.

It was truly a stroke of good luck that we found you when the FMA was asked to provide continuing medical education (CME) activities dedicated to assisting physicians with the application of and compliance with HIPAA guidelines, as well as implementation of eprescribing. One of the key tenets of CME is that the chosen faculty must present educational content in a balanced and non-promotional way. Not only did we appreciate the way that you were able to do this, but we also particularly admire the way you were able to manage attendees who were often anxious and upset about the encroachment of new legal guidelines and emerging technology. This is never easy to do and you did it with good cheer and professionalism.

Your availability and willingness to provide insight and guidance about HIPAA and eprescribing over the years has proven to be extremely valuable to us and the physicians that we serve. We really can't thank you enough.

Please let us know if we can ever be of assistance. We look forward to the possibility of working with you again in the near future.

Sincerely,

Melissa Carter
Director of Education
Florida Medical Association

Beth Jacobs
Joint Sponsorship CME Coordinator
Florida Medical Association

Helping Physicians Practice Medicine



**BlueCross BlueShield
of Florida**

An Independent Licensee of the
Blue Cross and Blue Shield Association

May 11, 2010

To: Whom it may concern

Re: Letter of recommendation for Walt Culbertson, Jr.

I have had the pleasure of knowing and working with Walt for over three years as a consultant to BCBSF and as Executive Director to ePrescribe America. He is a professional, dedicated individual who inspires others to work together toward a common cause. As a consultant for BCBSF he was instrumental in assisting our organization with our e-solution planning and ePrescribing. Walt is a very experienced IT professional with the necessary skills to lead large complex projects and groups. His diversity and professionalism make him a valuable part of any team.

ePrescribe Florida was focused on meeting the educational and informational needs of Florida physicians. Walt's role was critical to plan forums that were informative and interesting. Walt is an exceptional leader and an excellent communicator. He considered the needs of all stakeholders to ensure that meetings ran smoothly and that the diverse group could advance the mission. He is interactive and innovative and presents material in a way that engages others. His passion for the industry and his personal integrity is outstanding. Also, his support in time, financial commitment, quality and relevancy of presentation is outstanding.

Walt is a unique individual who has successfully blended in-depth technical expertise with outstanding written and verbal communication skills. He also has strong business skills, the ability to think strategically and to consistently deliver comprehensive business solutions utilizing both his strategic vision and his technical skills. Walt is also extremely motivated and will dedicate himself to making his commitments – no matter how many extra hours are required.

I strongly recommend Walt to anyone who requires a dynamic, hard-working individual who successfully combines business vision, exceptional communication skills and extremely strong technical abilities. In addition to his technical skills he is a pleasure to work with and a true team player.

If you have additional questions, please do not hesitate to call me at (904) 905-8130.

Sincerely,

Catherine Peper

Catherine Peper
Vice President
Provider Connectivity Solutions

/vad



From: Ann Marie Railing
Sent: Thursday, March 11, 2004
To: Walt Culbertson
Subject: HIPAA Summit...

Hi Walt,

It was great seeing you in Baltimore at the HIPAA Summit. I still don't know how you manage to juggle so many balls in the air while simultaneously riding a unicycle.

I just want to let you know that your session on TCS standards was a huge hit with a number of the attendees. Huge. As you recall, the WEDI exhibit booth was located right outside the session doors and so Lisa and I saw the happy faces (and heard the grumbling voices!) of the attendees as they left each of the general and breakout sessions. I certainly don't mean to speak badly of the programming at the Summit, but many of the grumbling voices were from people who didn't want another Summit of 101-level sessions. They wanted advanced level, interactive, and thought provoking sessions.

One gentleman in particular was very frustrated at the level of education at the Summit. He was ready for the next level but didn't seem to get that at ANY of the sessions he sat in on Monday. On Tuesday morning, we saw this man again and he said that he was holding out hope for the *Putting the Transactions and Code Sets to Work* session. He said he had heard that Walt Culbertson was a pretty good presenter, so he hoped that this session would be worth staying at the conference and not leaving early.

He attended your session and after it was over with he came over to the WEDI booth and reported to us his thoughts. In short--he was ecstatic! From the way he went on and on about what a great session it was, one would have thought you were curing blindness in there. He said it was interactive, it was innovative, it was interesting, he said you presented the material in a way that no one else had. He said that he knew it was going to be a good session, but he in no way, expected it to be so fantastic. He said that attending your session make the rest of the conference worthwhile. He said that every presenter should be like Walt!

Anyway, I'm sure you hear stuff like this all the time. However, just in case you feel that you're not making a difference or that you're not getting through to people--I'd thought I'd set the record straight.

Walt, thank you again for everything you do for WEDI SNIP and SHARP. Your passion for the industry and your personal integrity is something we can never get enough of.

am

*Ann Marie Railing
Director of Regional Education & Operations
WEDI
Workgroup for Electronic Data Interchange
12020 Sunrise Valley Drive, Suite 100
Reston, VA 20191
(703) 391-2718
(703) 391-2719f*



Health Care Financing Administration

7500 Security Boulevard
Baltimore, MD 21244-1850

AUG 16 2001

Walt Culbertson Jr.
2312 Moon Shadow Road
New Port Richey, FL 34655

Dear Mr. Culbertson:

Thank you for your letter to the Secretary of the Department of Health and Human Services (HHS), suggesting actions to facilitate implementation of the Administrative Simplification provisions of the Health Insurance Portability and Accountability Act of 1996 (HIPAA) throughout the healthcare industry. I am responding on behalf of the Secretary.

I agree with you that the return on investment from HIPAA could be enormous for the health care industry for a relatively low level of investment. Most of the cost is also incurred in the initial phase but the benefits are reaped over a long period of time. The impact of this legislation is profound, and almost all parties are affected in some way.

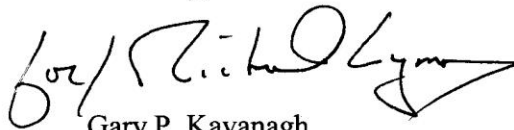
Awareness and education are definitely a major part of the HIPAA implementation process, and coordination and codependence among entities in the private and the public sectors in the industry is absolutely essential to keep costs at a minimum, and maintain the overall momentum. The Workgroup for Electronic Data Interchange (WEDI), the Southern HIPAA Administrative Regional Process (SHARP), and similar national and local groups around the country are doing a tremendous job bringing different sections of the industry together, and developing solutions through a consensus process. For example, a group within WEDI-Strategic National Implementation Process (sequencing sub-group) has worked on formulating a plan to sequence the implementation of the adopted transactions in a systematic way to minimize cost and maximize efficiency, and is in the process of publishing a white paper. Another group, Administrative Simplification Print Image Research Effort, completed a project of cross walking the HCFA-1500 (paper claim submission form for Part B coverage) and HCFA-1450 (paper claim submission form for Part A coverage) to ASC X12N 837 version 4010 Professional and Institutional Implementation Guides, which are the adopted standards for electronic claim submission under HIPAA. Many of these organizations are working to raise the level of awareness and education by disseminating information. The changes which the

Page 2 - Walt Culbertson Jr.

industry deemed absolutely necessary for implementation (refer to suggestion #10 in your letter), have gone through the Designated Standard Maintenance Organization process, and have been sent to the Secretary after being approved by the National Committee on Vital and Health Statistics. A Notice of Proposed Rule Making covering the suggested changes is expected shortly.

I appreciate your support, and wish to assure you that we are moving forward with implementing HIPAA requirements in Medicare and Medicaid, and in developing regulations for additional HIPAA requirements. We appreciate your enthusiastic participation and understanding of the complexity and the enormity of this legislation. I commend you and the other SHARP members, and am glad Mr. Silva and Ms. Benoit from HHS could participate and contribute effectively in its creation. Thank you again for sharing your thoughts on HIPAA, and your valuable suggestions.

Sincerely,

A handwritten signature in black ink, appearing to read "Gary P. Kavanagh". The signature is fluid and cursive, with a long horizontal stroke at the end.

Gary P. Kavanagh
Associate Deputy Director
Office of Information Services

BOARD OF DIRECTORS

JOHN KING
Blue Cross Blue Shield of Massachusetts
Secretary

ROBERT LAPP
American Dental Association
Treasurer

ANTOINE ABDALLAH
ENVOY

GEORGE ARGES
American Hospital Association

GARY BEATTY
ASC X 12N

ROY J. BUSSEWITZ
National Association of Chain Drug Stores

BILL BYSINGER
InfoMedX.com

GENE A. CARRUTH
Blue Cross Blue Shield of Arizona

ERNEST CLEVINGER
Self-Insurance Institute of America

KATHLEEN H. FYFFE
Health Insurance Association of America

TOM HANKS
Beacon Partners, Inc.

CAMILLE HAUER
Minnesota Department of Human Services

GARRY HURLBUT
Kaiser Permanente

EDWARD D. JONES
The Centris Group, Inc.

DONNA LATA
Wellpoint Health Networks

BILL LOCKWOOD
American Society for Automation in Pharmacy

DAVID MILLER
United HealthCare

DAVID MOERTEL
MAYO Clinic

PATRICIA MONAHAN
Blue Cross Blue Shield Association

RITA MOYA
National Health Foundation

JEAN NARCISI
American Medical Association

JEREMY PIEROTTI
Allina Health System

WES RISHEL
Health Level Seven

LEE ANN STEMBER
National Council for Prescription Drug Programs

KAREN TRUDEL
Health Care Financing Administration
Federal Liaison

ROBERT TENNANT
Medical Group Management Association

TOM WAGONER
Core Management Resources, Inc.

LARRY WATKINS
Per-Se Technologies

TIM WITTENBURG
Blue Cross Blue Shield of Minnesota

JAMES A. SCHUPING, CAE
WEDI EVP



Workgroup for ELECTRONIC DATA INTERCHANGE

LEE BARRETT
Complete Business Solutions, Inc.
Chair

STEVEN S. LAZARUS
Boundary Information Group
Chair-Elect

June 28, 2000

Walt Culbertson
FutureSoft, Inc.
Director of Healthcare
6951 Pistol Range Rd
Tampa, FL 33635

Dear Walt,

On behalf of the Workgroup for Electronic Data Interchange (WEDI), its officers, board of directors, and staff, I would like to thank you for helping make our SNIP forum such a success. Early feedback indicates that our attendees seemed to really enjoy both the curriculum and the opportunity to interact with each other on many issues.

We sincerely appreciate your support in both time and financial commitment to address our attendees and coordinate a work group. We would especially like to thank you for the quality and relevancy of your presentation and we would be interested to hear of any suggestions you might have to make improvements for future programs. If you have any suggestions for future forum topics and speakers, or any other observations regarding WEDI, please give me a call at (703) 391-2716.

WEDI strives to meet all of our members educational and information needs and to bring them conferences and forums that are both informative and interesting. Your presence added greatly to meeting those goals.

Sincerely,

James A. Schuping, CAE
Executive Vice President

cc: Lee Barrett, Chairman of the Board



The Florida State University

Tallahassee, Florida 32306-1640

*Center for Professional Development
Turnbull Conference Center, Mail stop: 1640
Phone: (904) 644-7387 • Fax: (904) 644-2589
E-mail: rmarky@cpd.fsu.edu*

April 21, 2000

To who it may concern:

I would like this to serve as a general recommendation for Walt Culbertson, Jr. I have had the pleasure of knowing and working with Walt during his time as both a student an employee of Florida State University

Walt was an exceptional student in our Webmaster program, which led to FSU hiring him to teach the Conducting Business on the Internet class. Walt taught this specific class from October 1999 through March 2000. He was always professional, prompt and helpful. His students consistently rated him high on all of his evaluations. Walt was also an excellent communicator. He always let my staff and me know any special requirements needed for his classes, well in advance, ensuring that classes ran smoothly.

On a personal level, Walt was always willing to help out my staff on problems they had, not associated with class. I would not have second thoughts about hiring Walt to teach any other future classes at Florida State University.

If you additional questions, please do not hesitate to call me at 644-7387.

Sincerely,

Ray Marky
Director of Computer Training



Bankers Risk Management Services, Inc.

TO: Walt Culbertson
FROM: Richard Pace
SUBJECT: Letter of Appreciation
DATE: December 23, 1996

Walt,

During the year that you have been a consultant for Bankers Risk Management Services (BRMS), you have been instrumental in assisting our organization with our Information Services infrastructure.

During this period the analysis that you performed on the operational processes and work flows guided BRMS in the decision to utilize a packaged solution rather than the original notion of you assisting the I/S department in the development of a home grown system. The operational work flows you helped design and implement, as well as the PowerBuilder client/server system which you developed to correct deficiencies in our automated systems processing, resulted in BRMS finally being able to produce bills, customer statements, regulatory reporting, and cobra notices accurately and on-time.

You were instrumental in helping BRMS come to the decision of which new system to purchase, and have played a key management and development role in the conversion effort to the new system. In addition to your duties as the BRMS project manager for the conversion, the PowerBuilder and Pick programs you wrote to extract the information from the FACTS system with no vendor assistance or systems documentation saved BRMS several thousand dollars in vendor cost and conversion time.

The PowerBuilder system you wrote to map and load the group eligibility, claims, and utilization information, as well as the provider networks and associated fee schedules into TXEN, was instrumental in BRMS completing the conversion in six months versus the year suggested by TXEN. The PowerBuilder client/server cobra administration program you wrote to automate the information capture initially in the old system, as well as its long term integration with the TXEN system, will insure accuracy as well as save BRMS processing time.

With ever expanding duties including PC support, end-user support for all systems being utilized, and setup for the entire BRMS team, you managed to stay within the agreed time constraints and project time commitments.

In addition to your technical skills you have been a pleasure to work with and have been a true team player. It has been a pleasure to work with you.

A handwritten signature in cursive script, appearing to read "Richard Pace", is written in dark ink.

HealthPlan *Services*

A Division of HealthCare Informatics Corporation

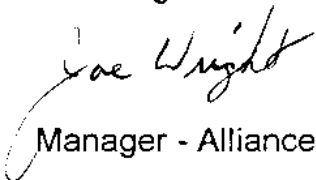
HealthPlan Services, Inc.
P.O. Box 30098
Tampa, Florida 33630-3098
813.289-1000

Letter of Recommendation for Walt Culbertson

Walt Culbertson worked with HealthPlan Services from June 26, 1995 through October 20, 1996. Walt was responsible for all aspects of Project Management as well as development and implementation of Small Group Health Renewal Processing for our Alliance administration. In a short period of time he gained an understanding of our Alliance processing, business rules, and technical architecture. Walt successfully gathered requirements through interviews and JRP sessions, documented requirements and obtained sign-off, developed the majority of the application using Powerbuilder and Sybase, directed additional resources on the project, developed full documentation including training documentation, performed the necessary testing, and accomplished implementation. Walt not only displayed strong skills in the development tools used, but also a solid understanding of client-server computing, and computing in general.

Walt is a very experienced I.S. professional with the necessary skills to accomplish any aspect of a development project. His diversity and professionalism makes him a valuable part of any system development project.

Joe Wright



Manager - Alliance Business Systems



Bankers Risk Management Services, Inc.

December 23, 1996

Dear Walt:

This past year has been an exciting one. I would like to thank you for the many contributions you have made toward the success of the BRMS. Your tireless approach to problem solving and your willingness to go the extra mile, have made the difference between our just meeting standards and excelling. With your efforts we have met the many challenges of the computer conversion and have realized our goals.

On our first project together, at Health Plan Services a year ago, I knew you were the person BRMS needed to provide the many interim software solutions necessary, to work our way through a difficult restructuring phase. With your assistance BRMS management was able to decide on a state of the art software package. Your presence during those initial training sessions was invaluable. Without your insight and experience I am convinced we would still be plodding along, looking for answers and solutions.

Your interaction with the team helped all the members feel involved in this most critical project. I know each and every member of the team felt comfortable working with you and accepting your guidance. Many burdens lighted, due to your willingness to be a true team member and not just the outside consultant.

The goal of having a new computer system in place and all the data converted by year end appears to be realized. You are to be given much of the credit for this and the turnaround toward department profitability. It has been great having you on our team. We are running strong and in the right direction, due to so much of your efforts.

Sincerely,

A handwritten signature in cursive script that reads "Claire A. Shoemaker".

Claire A. Shoemaker
Financial Services Supervisor

Corning Incorporated
Corning, New York 14831
607 974 9000

CORNING

Harold J. Brouneus(Hal)
Strategic Integration Leader
Corning Incorporated
MP-WX-01
Corning, NY 14831

August 28, 1996

Walt Culbertson
7811 Pineview Dr.
Odessa, Fla. 33556

Dear Walt,


I want to take this opportunity to give a sincere **Thank You** for your recent work here at Corning Incorporated. The work that you performed for State College on the Mold Equipment Management System(MEMS) was by my account, outstanding. You provided the project team with an unparalleled amount of systems knowledge and expertise. The way that you applied your diverse skills led to the tremendous success of this effort.

As I recall, we drew on most of your creative and innovative talents, ranging from Business Process analysis to Powerbuilder application development, to Bit Map Artwork, to well thought out relational database design. It would have been difficult to impossible to find another individual who could have provided us with this breadth of capability.

To State College and to Corning Incorporated, you clearly demonstrated yourself as a World Class developer, trainer and systems integrator. I would, without hesitation, welcome the opportunity for us to work together again.

Once again Walt, please accept my deepest gratitude for you efforts and I wish you continued success in the future.

Sincerely,



Harold J. Brouneus



AUTO CLUB SOUTH

Travel Agency
Insurance Agency

To Whom It May Concern,

Walt Culbertson worked for Auto Club South for 18 months. During that time, he was instrumental in educating our Information Services staff on new technology such as; Client/Server, Powerbuilder, PC Query tools and the effective implementation and utilization of database architectures.

Walt is a unique individual who has successfully blended in-depth technical expertise with outstanding written and verbal communication skills. He also has strong business skills, the ability to think strategically and to consistently deliver comprehensive business solutions utilizing both his strategic vision and his technical skills.

Walt is also extremely motivated and will dedicate himself to making his commitments - no matter how many extra hours are required.

I regret losing Walt, but in the short time he has been with our organization, he has forever changed the way we approach information-based solutions. His contributions to AAA will continue to add value for many years to come.

I strongly recommend Walt to anyone who requires a dynamic, hard-working individual who successfully combines business vision, exceptional communication skills and extremely strong technical abilities.

Sincerely,

A handwritten signature in cursive script that reads "Darlene Glass".

Darlene Glass
Managing Director of Information Services

/cm



AUTO CLUB SOUTH

Travel Agency
Insurance Agency

DATE: November 11, 1992
TO: Walt Culbertson
FROM: Darlene Glass
SUBJECT: Thanks

I just wanted to take a moment to Thank You for your many contributions to MIS and the Business units.

Although, you have primary responsibility for the Administration area, due to your varied technical and business skills, we have asked for your input or assistance in several other areas (Business Travel, Office Automation, Network Design, etc.). You always respond in a positive and helpful manner and have spent a great deal of your personal time addressing these issues.

So - Thank you, Walt for all your help. You're a great addition to our team and a major asset to Auto Club South.

A handwritten signature in cursive script that reads "Darlene".

cc: Ray Lollar
Personnel File

1515 N. Westshore Blvd.
Tampa, Florida 33607
813-289-5000


Tarmac Roadstone (USA), Inc.

Originating Office: Tampa, FL

Date: February 1, 1988

TO: Walt Culbertson
 FROM: Steven R. Hiteman
 SUBJECT: LETTER OF COMMENDATION

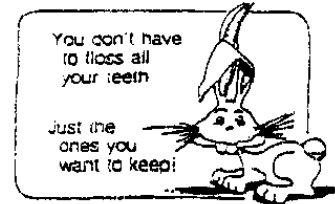
I am writing to formally thank and commend you for the excellent job you have done since taking over the M.I.S. Director position on September 30th.

In the span of four short months a new data center attitude and work ethic is clearly evident. This turnaround is a tribute to your hands-on management style and leadership qualities. In addition, without your technical expertise and dedication W-2's would have been a disaster as well as the A/R project.

In summary, I feel that you are precisely "what the doctor ordered" for the Tarmac Data Center's development. Our goal in the next few months is to continue the process of strengthening the professionalism and qualifications of the supporting cast. In this you have my complete support.

SRH:ss

Answer File
M. Wallis
N. Watson



Drs. Willis Willis & Associates

Family Practice of Dentistry

August 25, 1986

Business Systems Development
12284 Warwick Blvd.
Suite H-1
Newport News, VA 23605

Walt Culbertson

Dear Walt,

If I would have known you five years ago, the time and money invested in the old system would not have been wasted. As we discussed; the criteria for selecting a new system was being versatile and the ability to grow with the practice. This is the system for us.

I want to personally thank you for the time and expertise you have given to me porting the information over to the new system. This has saved us hours of key punching and researching accounts.

MANAGE does all that you said it would. It has been a pleasure doing business with you. Thank you.

Sincerely Youts,

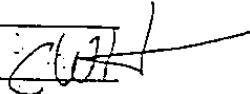
A handwritten signature in cursive script, appearing to read "David M. Carey".

David M. Carey
Drs. Willis Willis & Assoc.

NATIONAL RAILROAD PASSENGER CORPORATION
INTEROFFICE MEMO

DATE: August 24, 1982

TO: Walt Culbertson

FROM: C. W. Hayward 

SUBJECT: Letter of Appreciation

It gives me great pleasure to present you with this Letter of Appreciation of your support of the Finance Department's Cost Reduction Program.

In today's environment of declining resources, it is very important that all possible actions are taken to reduce costs while improving the performance of the Corporation. Due to your efforts the Corporation now has at its disposal the Budget Status System (BSS) which has streamlined the budget preparation process and given budget analysts the capability to obtain current budget status reports at substantial savings to the Corporation. Additional savings have been realized through enhancements you developed for EIS which reduced data base loading time by three hours and by your willingness to work at night in order to take advantage of the discounted evening rates to reduce processing and development costs.

I would like to personally commend you for your extra efforts in the above areas which resulted in cost savings to the Corporation. Your continued hard work and dedication is greatly appreciated.

CWH/lpb

cc: D.M. Zurowski



NATIONAL RAILROAD PASSENGER CORPORATION
INTEROFFICE MEMO

DATE: April 2, 1982

TO: Don R. Brazier
David M. Zurowski
FROM: Muriel B. Throop
SUBJECT: Outstanding Employee

Attached are two cost savings we would like to submit for the Cost Reduction Program. Both these cost reductions are contributions by a very outstanding employee, Walt Culbertson. He has been an invaluable asset to the Resource Management Department with the development of the Budget Status System. This system has been instrumental in maintaining the same level of activity in Amtrak's budget function after departmental manpower reductions last summer. The system eliminated a great volume of manual work for all departments, as well as Resource Management.

Since February 1981, he has designed, programmed, tested, maintained, and enhanced the Budget Status System. The software he has developed is very efficient and easy to use. He has been very resourceful and innovative in mixing languages and software techniques in order to maximize efficiencies in the Budget Status System. The "software package" he has developed is approximately one-fourth or less the cost of a vendor software package.

Mr. Culbertson does not hesitate to spend his own time in order to complete a quality product that meets his very own high standards. In January, he began keeping detail records of his hours, and between January and March alone he put in over 300 hours of overtime. The BSS audit log enhancement he completed in March consisted of 2,632 lines of code, which he designed, developed, and implemented in 332 hours. The IBM standard is 10 lines of code a day, for the audit log he averaged 64 lines of code for 8 hour segments. The entire Budget Status System has over 29,000 lines of code, which is over 100 lines of code a day since February 1981. There is no way to estimate the cost savings of having the Budget Status System developed in-house rather than by a vendor.

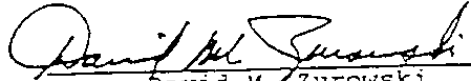
Mr. Culbertson has also made several software enhancements to the NRPC-EIS update process, for both a cost savings and a reduction in processing time. He frequently takes advantage of reduced processing rates, even for jobs that take him into the early morning hours.



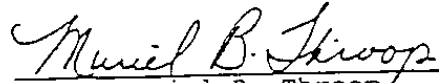
Don R. Brazier
Vice President

Memo to Don R. Brazier
Page Two
April 2, 1982

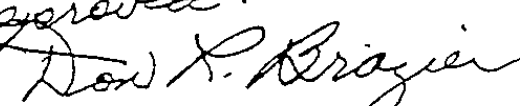
With his consent, we plan to nominate him for the
President's Achievement Award in 1982.


David M. Zurowski
Director - Operating
Budgets

CONCUR
CWH


Muriel B. Throop
Manager - Budget Systems
Support

DMZ/MBT/lpb
Attachments

Approved:

Apr. 5, 1982



To Whom It May Concern:

I am writing this letter to help introduce you to Walt Culbertson and his work.

I have worked with Amtrak for the past 5½ years, and in that time, I have had numerous dealings with Walt. I can honestly say that I have never worked with a more responsive, helpful and intelligent individual.

Amtrak, up until a year ago, was using an antiquated system for the compilation of their yearly budget. Walt, in less than a year, designed a totally new budget system, developed the necessary data base, tables and programming, and held scheduled training classes around the country on how to use it. This system is a vast improvement over what we had and has saved my department innumerable manhours.

I personally feel that Walt will succeed, very favorably, in any endeavor he chooses as that is the type of individual he is.

Please feel free to contact me if I can provide you with any other information. I can be contacted during business hours at (215) 895-7885.

Very truly yours,

A handwritten signature in black ink, appearing to read "Robert K. Hill, Jr.", written in a cursive style.

Robert K. Hill, Jr.
Sr. Budget Analyst

AN EQUAL OPPORTUNITY EMPLOYER

NATIONAL RAILROAD PASSENGER CORPORATION
INTEROFFICE MEMO

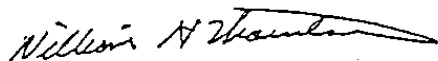
15 September 1982

TO: Walt Culbertson
FROM: William Thornton
SUBJECT: Letter of Commendation

This letter is presented to Mr. Walt Culbertson in recognition of his outstanding consulting effort in the design of Amtrak's Utility Reporting System. Working many extra hours at his own expense, Mr. Culbertson expertly developed and analyzed in depth and accurate system requirements. The systems design which he formulated will result in a detailed, efficient, and cost effective user friendly system capable of tracking, controlling, and analyzing Amtrak's utility expenditures.

With the quality, quantity and precision of Mr. Culbertson's work, as well as a personality and attitude that is extremely professional and refined, it would be a great pleasure to have him assist my department in future projects.

Thanks for a Job WELL DONE!!



William Thornton, Manager
Budget and Finance Requirements
National Railroad Passenger Corporation



MEMORANDUM

DATE: December 5, 1979

TO: Don Dilks
Bernd Fossum
Sam Redwine

FROM: Chuck Barber

SUBJECT: Commendation of Walt Culbertson for Exemplary Performance

Walt Culbertson has shown an ability to learn and put into application many things since he has joined the DOE SAPS staff. Walt, who came aboard as a Survey Technician, has applied himself to learn COBOL, S2K, and VSAM applications.

During his time at SAPS, Walt has been involved in four projects, Solar, B314/Update Standardization, First Sales of Natural Gas and Natural Gas Field Plant. He has been in contact with the customers on all projects and has been able to do all that has been asked of him. Walt performed parameterization for Solar using System 2000, he made various changes to programs and test runs on the First Sales of Natural Gas project and on the B314/Update Standardization project, Walt wrote a report generation program using COBOL. On the Natural Gas Field Plant, he has written both a report generator and an update program for a VSAM file. He has also written Level III documentation on the NGFP project.

With all of the above experience and the yearning for more knowledge, I recommend Walt be promoted to Technical Level II. He has exemplified the type of employee SMC wants and needs.

CB

MEMORANDUM

DATE: October 2, 1979
TO: Sam Redwine
FROM: Ed Rodrigues, DOE
SUBJECT: Walt Culbertson

During the implementation of the SOLR data base, I found Mr. Culbertson's performance to be diligent and effective. Mr. Culbertson demonstrated a willingness and ability to learn new technology rapidly. His work was conscientious and he worked many extra hours at my request to overcome difficulties in the original data system design and to respond to changes in the system design. I would be happy to have him work on my projects in the future.

A handwritten signature in black ink, appearing to read "Ed Rodrigues", with a long horizontal line extending to the right.