

Political List – 6-6 to 7-24

Last Name	First Name
Beyer	Leslie
Bolen	Derrick
Graham	Benjamin
Groffy Jr.	William
Lilly	Kevin
Shirley	Justin
Younkin	Brenda

JEREMY ARENDT

(b) (6)

EXPERIENCE

Montrose Lane (*Energy Technology Private Equity/Venture Capital*)
Co-Founder & Managing Partner

Houston, TX
2017 – Present

- Built firm from the ground up
- Developed culture and hired/retained highly capable team of private equity professionals
- Established investment strategies, which included energy technology venture capital and tangential strategies
- Raised/closed two funds totaling approximately \$100MM, which include major institutional limited partners such as pensions, universities, foundations, and family offices
- Sourced and closed several rounds of investments into 10 portfolio companies; evaluated over 1,000 opportunities
- Built and manage portfolio of enterprise SaaS companies delivering AI, machine learning, and other advanced solutions for energy, industrial, government, and other customers
- Active member of eight corporate boards of directors; over 200 board meetings
- Led strategic objectives at portfolio companies, from growth, to restructuring, to exit
- Developed institutional limited partner relationships across North America
- Significant experience with complex corporate structures and securities, including corporate and fund legal matters
- Manage all aspects of day-to-day private fund administration
- Navigated successes and challenges at Montrose Lane and across portfolio companies

Select Montrose Lane Portfolio Company Experience

- MineralSoft: led 2018 investment round; board of directors; leveraged network to drive 30% of new revenue growth; advised on exit negotiations resulting in 3x MOIC and 200% IRR
- Novi Labs: led 2017 investment round and subsequent investment rounds; board of directors; navigated CEO change, advised on acquisition of ShaleProfile; >10x revenue growth since investment
- Tachyus: led 2019 investment round; led capital table restructuring; navigated >90% revenue decline during COVID and subsequent CEO change; >15x revenue growth since CEO change

Tudor, Pickering, Holt & Co. (now Perella Weinberg Partners) (*Energy Investment Banking*)
Executive Director, Investment Banking

Houston, TX
2012 – 2017

- Advised dozens of domestic and international energy companies on major strategic decisions including mergers, acquisitions, public and private financings, related party transactions, and shareholder activism
- Closed dozens of transactions across the globe totaling billions of dollars
- Responsible for developing new business, project leader on transactions, active engagement with clients
- Significant oil and gas experience in onshore U.S. and across East and Southeast Asia
- Investment banking staffer for one year; led investment banking recruiting and hiring for three years
- Earned top bonus in class in each year (Associate through Executive Director)

American Residential Properties (*Residential Real Estate Private Equity, then a public REIT*)
Senior Investment Associate

Scottsdale, AZ
2009 – 2010

- Strategized and formed fund structure and investment thesis as a member of the founding team
- Managed trustee auction acquisitions; closed 19 transactions, 20% of the portfolio
- Developed and administered presentations for prospective investors resulting in successful limited partner conversions

Franchise Capital Advisors (*Chain Retail Investment Banking*)
Analyst

Scottsdale, AZ
2007 – 2009

- Advised small- to mid-cap chain retail companies on mergers, acquisitions, financings, and real estate transactions

EDUCATION

The University of Chicago Booth School of Business
Master of Business Administration- Full-Time

Chicago, IL

- Graduated with Honors; (b) (6)

Arizona State University W.P. Carey School of Business
Dual Degrees: Bachelor of Science in Finance, Bachelor of Science in Economics

Tempe, AZ

- Graduated magna cum laude; awarded Provost Scholarship for academic achievement

ADDITIONAL

- (b) (6)

LESLIE SHOCKLEY BEYER

(b) (6)

(b) (6)



Past Chief Executive Officer and current Independent Director in the energy industry

Recognized industry advocate and public thought leader in national media on global energy market, energy workforce impacts, regulatory and legislative policy, energy expansion

Former federal government appointee, skilled in public/government affairs, national political media

2022 Houston Business Journal Most Admired CEO Awardee

2022 Platts Global Energy Awards – Chief Executive of the Year – Trailblazer Finalist

2021 Hart Energy, 25 Influential Women in Energy Awardee

2021 Transition Economist, TE100: Top 100 Women of the Energy Transition

Board Service – Public and Private

PATTERSON-UTI ENERGY – (NASDAQ: PTEN) - Houston, TX

Independent Director, February 2023 – Present

FORUM ENERGY TECHNOLOGIES – (NYSE: FET) – Houston, TX

Independent Director, December 2023 – Present

VERITEN – Houston, TX

Strategic Advisory Board Member, August 2022-Present

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL, Kenan-Flagler Business School Energy Center- Chapel Hill, NC

Advisory Board Member, February 2022 – Present

Professional History

ENERGY WORKFORCE & TECHNOLOGY COUNCIL – Houston, TX

Chief Executive Officer, July 2014 – July 2023

- Maintained overall strategic, financial and operational responsibility for services sector advocacy, domestic and international programs with full P&L accountability, advocacy, risk management and succession planning oversight
- Responsibility for building consensus among the Council Board of Directors on all shared issues impacting the sector, development of response plans for sector-impacting policies and trends
- Served as primary spokesperson for energy services and technology sector, widely sourced in national media outlets
- Conceptualized and oversaw acquisition of Association of Energy Servicing Companies and executed restructuring of the 85-year-old organization, more than doubling size and scope of the association
- Primary liaison to US State Department Bureau of Energy Resources, providing energy sector training to over 400 foreign and civil service officers, developed Ambassador-level energy training course
- Developed international chapters of energy service companies in Latin America and Middle East

NATIONAL ASSOCIATION OF MANUFACTURERS (NAM) – Houston, TX and Washington, DC

Director, Member and Board Relations, 2012 – 2014

- Collaborated with C-level executives of Fortune 1000 member companies on priority legislative issues within the energy, industrial and manufacturing sectors

BURSON-MARSTELLER – Houston, TX

Manager, Public Affairs, July 2010 – February 2011

- Directed diverse teams in providing strategic communications and public relations counsel to clients in the energy, education and technology industries as well as national policy development arena
- Developed communications plans as well as a variety of collateral materials such as speeches, core message documents, fact sheets, media statements and position papers

GREY SHOCKLEY FEDERAL STRATEGIES – Washington, DC and Columbus, OH

Principal, October 2002 – July 2010

- Co-Founded federal consulting and strategic planning firm focusing on; corporate imagery & positioning, media relations, federal policy alignment and targeted advocacy activities, national issue & campaign strategies
- Continued White House Press Advance activities as needed in volunteer capacity, served as Director of Communications for the 2004 Republican National Convention in New York City
- Lead communications advisor to Fortune 500 client; facilitated and executed multi-city media campaigns, including high-level CEO meetings, media availabilities, and exhibition sporting events.

THE WHITE HOUSE, EXECUTIVE OFFICE OF THE PRESIDENT – Washington, DC

Senior Press Advance Representative, January 2001 – April 2002 (volunteer capacity until 2008)

- Directed all media aspects of multiple national and International Presidential events; key events include Summit of the Americas, multiple G-8 Summits, Presidential Visits to Camp Bondsteel, Kosovo, the USS Abraham Lincoln, Korean Demilitarized Zone, as well as multiple Vatican and Kremlin visits
- Led negotiations with foreign government counterparts regarding media access to dignitaries and Heads of State
- Crafted White House Media Advisory and served as primary on-site communications representative for each local media market represented in national and International Presidential events; Coordinated all local interviews with Administration representatives

54th PRESIDENTIAL INAUGURAL COMMITTEE – Washington, DC

Event Manager for Press, December 2000 – January 2001

- Managed 45+ member team responsible for coordinating press logistics for over 20 Presidential Inaugural events
- Oversaw all event interactions with national media outlets

BUSH-CHENEY 2000 PRESIDENTIAL CAMPAIGN - Austin, TX

Lead Press Advance Representative, June 1999 – December 2000

- Planned and executed campaign events in concordance with campaign strategy, ensuring optimum media coverage
- Coordinated all press and media aspects of campaign events including large political rallies, press conferences, one on one interviews, local school visits, and meetings with appointed and elected officials

U.S. SENATOR KAY BAILEY HUTCHISON (R-TX) - Washington, D.C.

Legislative Aide, May 1998 – September 1999

- Tracked and analyzed legislation, drafted issue and event briefs for banking/finance, housing, immigration/border, foreign trade and drug policy issues
- Met with Texas constituents and Trade Association representatives

US DEPARTMENT OF STATE – Washington, DC

Foreign Policy Intern, Mexico Desk May – July 1997

- Supported US/Mexico Diplomatic efforts and events, oversaw budget authorization for technical items used in US/Mexico Border Patrol

Industry Service and Leadership Development

National Association of Corporate Directors – Directorship Certification	2023 - current
World Oil - Editorial Board Member	2020 - 2023
Pemex Procurement International – Independent Director	2018 - 2019
US International Trade Administration U.S.-Mexico Energy Business Council	2016 - 2019
McChrystal Group Executive Leadership Forum	2017 - 2018

Education

University of Texas at Austin, Austin, Texas - Bachelor of Arts, Latin American Studies/Spanish - (b) (6)

Center for Bilingual Multicultural Studies, Cuernavaca, Mexico - Spanish, U.S./Mexico Border Relations - (b) (6)

Derrick A. Bolen

(b) (6)

Experience

Virginia Department of Conservation and Recreation

Policy Advisor

April 2022-Present

- Develop policy memos, presentations, and research for senior leadership
- Monitor State and Federal legislation pertinent to the Department
- Coordinate meetings with legislators and stakeholders
- Develop communication plans

Environmental Protection Agency

Public Liaison

Office of Chemical Safety and Pollution Prevention

August 2020-January 2021

- Briefed Administrator, chief of staff, senior advisors, and other agency officials on FIFRA and TSCA issues
- Engaged extensively with a broad range of federal partners and stakeholders on EPA policy initiatives
- Advised leadership on EPA policy priorities, including rules and guidance documents

Special Advisor to the Assistant Administrator

Office of Chemical Safety and Pollution Prevention

August 2019-August 2020

- Advised OCSPP leadership on the regulation of a broad range of crop protection tools, antimicrobials, and chemicals
- Worked with other federal agencies on the development of government-wide initiatives
- Coordinated agricultural and chemical policy with the Office of the Administrator, Agricultural Advisor and policy office
- Developed communications plans and rollouts for OCSPP policy announcements

Special Assistant to the Assistant Administrator

Office of Chemical Safety and Pollution Prevention

October 2017-August 2019

- Provided research and policy advice to the Assistant Administrator and Deputy Assistant Administrators
- Managed the schedules of the Assistant Administrator and Deputy Assistant Administrators
- Facilitated communications and meetings with stakeholders

United States Department of Labor

Special Assistant to the Secretary

February 2017-October 2017

- Engaged Congress on OSHA and MSHA issues on behalf of the Department
- Assisted in scheduling meetings for nominees with Senators
- Coordinated briefing materials for the Secretary

Education

Liberty University

Bachelor of Arts in Politics and Policy

(b) (6)

STEVEN R. BRAND

(b) (6)

(b) (6)

PROFESSIONAL PROFILE: Seasoned leader with a track record of over 30 years of successfully leading people and organizations, driving efficiency and effectiveness, by harmonizing people, processes, strategy, and technology. Sophisticated coach, mentor, and visionary leader, with experience in creating organizational vision and inspiring an enthusiastic pursuit of organizational excellence. Poised and proficient executive, with demonstrated ability to accomplish the mission in dynamic, high-pressure situations. Superb written and oral communicator. Extensive expertise in leading operations, budgeting, contracting, and human capital functions.

PROFESSIONAL EXPERIENCE

DEPUTY CHIEF INFORMATION OFFICER FOR RESOURCE MANAGEMENT **SES**
DEPARTMENT OF ENERGY, OFFICE OF THE CHIEF INFORMATION OFFICER (OCIO) **Jan 2022 to Present**
Washington, DC 20004 40 hours per week

EXECUTIVE LEADERSHIP OF BUSINESS RESOURCES AND ADMINISTRATION. Leading a diverse and geographically dispersed team of federal and contractor employees, I provide strategic oversight of the efficient and effective management of all resource management activities. Enable the 700-member OCIO team to perform its mission, by leading collaboration with DOE executives and providing customer-focused execution of all human resources programs, budget formulation and execution, acquisition planning and contract management. Business operations also include space management, internal controls, workforce planning, staff training and development, risk management, and government travel and credit card program administration. Envision and direct new, collaborative, and innovative solutions for obtaining and allocating all OCIO resources, including appropriated and reimbursable funds, working capital funds, human capital, and contracted services.

DRIVE EFFICIENCIES AND DATA-DRIVEN DECISION-MAKING. Developed the vision and strategic guidance for standardization and streamlining of business processes. Spearheaded cultural change from dependence on transactional processes to strategically focused business operations, driven by data, customer requirements, and strategic goals. Provide strategic guidance for the procurement and administration of telecommunications shared services for the entire Department, along with telecom modernization and transition to GSA's Enterprise Infrastructure Solutions (EIS) contracts for telecommunications services.

INNOVATION AND STRATEGY. Orchestrate the synchronization of annual planning processes with performance management, budget formulation, enterprise risk management, and contracting and budget execution decisions, to ensure progress towards achieving long-term strategic goals. I lead the development of innovative policies and programs that accelerate the successful execution of program portfolios. Direct development and implementation of strategic plans and innovative services to fulfill mission requirements and enhance enterprise-wide performance, through strategic prioritization, requirements validation, and resource management. Generate organizational capability by focusing on new requirements and emerging needs, then envisioning and planning innovative initiatives, based on collaboration with industry and executive stakeholders inside and outside the Department. Anticipate the effects of legislative and administrative changes and initiatives and galvanize effective, compliant, and responsive strategies that include partnerships across the department.

Key Accomplishments:

- Established the strategic vision and orchestrated the execution of an innovative acquisition plan for DOE's most vital IT and cybersecurity contract vehicle, the multi-billion-dollar CBOSS BPA.
- Directed and oversaw award of nearly one quarter billion dollars' worth of innovative Enterprise License Agreements, with 19% discounted pricing and Department-wide savings of \$27M.
- Led the design and development of OCIO's first executive dashboard for budget execution, tracking multiple appropriations, a working capital fund, and reimbursable funding, worth approximately \$300M annually, and facilitating enhanced, data-driven, and transparent executive decision-making.
- Orchestrated and guided the rescue of an at-risk, \$960M, enterprise license agreement, supporting more than 200,000 end users, through strategic collaborations and my confident and effective articulation of planned solutions, during weekly townhall meetings with external stakeholders.

- Led modifications to the annual Congressional Justification, to include communications with OMB and Congressional appropriations staffers, resulting in retention of \$54M of at-risk funds and a 10% increase in authorized federal positions for information technology and cybersecurity professionals.

DIRECTOR, OFFICE OF INFORMATION TECHNOLOGY ACQUISITION (OITA)**INTERNAL REVENUE SERVICE, OFFICE OF THE CHIEF PROCUREMENT OFFICER (OCPO) Nov 2020 to Jan 2022**

Washington, DC 20004 40 hours per week

ARTICULATING, INTEGRATING AND PRIORITIZING PROCUREMENT NEEDS. Leading a diverse and geographically dispersed team of 137 employees, I provided oversight of the entire procurement lifecycle for IRS Information Technology (IT) acquisitions, exceeding \$1B annually. As the principal advisor and consultant on IT contract awards and contract administration matters, I interfaced with top IRS executives to provide guidance and counsel. Assessed procurement effectiveness, efficiency, and customer service and collaborated with customers to develop and prioritize improvement strategies, ensuring effective acquisition of IT products and services to support the agency mission, in accordance with the Federal Acquisition Regulations.

Key Accomplishments:

- Initiated a project to better utilize on-demand resources to communicate status and impacts of current and planned procurement activities, more efficiently addressing customer data requirements.
- Oversaw development of innovative acquisition processes, to include the use of YouTube-based proposal submissions, during the COVID-19 pandemic.
- Earned Federal Information Resources Management (AFFIRM) Award for Workforce Development.

DIRECTOR, PROCUREMENT POLICY**INTERNAL REVENUE SERVICE, OFFICE OF THE CHIEF PROCUREMENT OFFICER (OCPO) Nov 2016 to Nov 2020**

Washington, DC 20004 40 hours per week

STRATEGIC LEADERSHIP. Directed and oversaw critical aspects of the Internal Revenue Service (IRS)-wide procurement program. Directed the development, deployment and operational assessment of directives to effectively and efficiently implement Presidential Executive Orders, the Federal Acquisition Regulation (FAR), and Department of Treasury Acquisition Regulation Supplement (DTAR). I provided executive level advice in planning short and long-range strategies, activities, and initiatives that promoted an efficient innovative and responsive contracting process. Led the formal application of risk management strategies for the geographically dispersed IRS Office of the Chief Procurement Officer.

POLICY ADMINISTRATION AND COMPLIANCE OVERSIGHT. Led a team of 54 federal employees. I exercised broad management authority, affecting the direction of OCPO policy and planning activities and determine the need for new or elimination of existing acquisition policies and procedure that govern the annual procurement of over \$2B of Information Technology (IT) and non-IT equipment and services. Oversaw the timely update of procurement policies and procedures to reflect changes in regulations and to implement innovative best practices. Via subordinate managers, I provided quality assurance for all acquisition documentation for contract solicitations and contract awards. Provided direction and guidance in the execution of pre-award cost and price analysis and in cost and price analysis supporting audits of vendors' incurred cost proposals. Oversaw all initiatives designed to ensure IRS meets its annual Small Business utilization goals.

PROCUREMENT AND PROJECT MANAGEMENT TRAINING AND CERTIFICATION. I provided strategic direction and oversight for the Treasury Acquisition Institute (TAI), which delivers training and development for over 2,200 acquisition and project management professionals across all bureaus of the Department of the Treasury. I oversaw and led the IRS acquisition career development and certification program.

Key Accomplishments:

- Developed and communicated the vision and successfully led the implementation of a strategy for reinstatement of the IRS procurement policy authority, which included a comprehensive overhaul of the IRS acquisition policy framework, facilitating 10,000 FY18 procurement actions, worth \$2.5B.
- Led an innovative approach to evaluating current procurement policy and drafting new policy, which resulted in a significantly simplified and more manageable structure and the elimination of more than 750 pages of policy content. Consequently, received the IRS Leadership Excellence Award.

- Developed new methodology for strategically communicating results of contract compliance reviews to facilitate increased accountability and transparency and to utilize the collected data to drive enterprise-wide decisions.
- Awarded the “Gears of Government Award” for supporting the President’s Management Agenda.

DEPUTY DIRECTOR, OF BUSINESS ADMINISTRATION (BA)
DEPARTMENT OF ARMY, ARMY INFORMATION TECHNOLOGY AGENCY
Alexandria, VA 22332 40 hours per week

Sep 2014 to Nov 2016

STRATEGIC LEADERSHIP. Provided leadership in the execution and refinement of a vision and strategy, including the development of goals and objectives, that enabled the Business Administration (BA) directorate to accomplish its shared services mission and bridge gaps between present and future organizational requirements. Examined strategies, processes, and resources for improving organizational performance or business process efforts, taking into consideration the potential contribution of new and emerging technologies. Analyzed initiatives and recommended viable strategies for implementing sustainable organizational change. I reviewed and approved alternative and more efficient approaches for program execution, and established agency-wide policies and directives for appropriate action.

BUSINESS RESOURCE MANAGEMENT AND ADMINISTRATION. Through subordinate managers, I oversaw agency-wide procurement and budgeting processes and assessed performance improvement initiatives, for a shared services organization that provided IT and telecommunications products and services to all tenants of the Pentagon. Provided leadership and subject matter expertise on acquisition, financial management and human resources concepts, principles, practices, procedures, and associated operational requirements. Led the annual formulation and execution of \$300M in multiple direct appropriations and the execution of another \$60M in reimbursable funding for IT products and services in the Pentagon. Led agency-wide advisory, consultative and technical services and provided day-to-day operational support on a broad range of human resources activities. Recommended and oversaw the development of workforce strategies consistent with Departmental policies. For all levels of the workforce, provided expert advice, counsel and solutions to employees, supervisors, and managers for the areas of hiring, classification, position management, compensation, staffing, placement, and performance management.

Key Accomplishments:

- Expertly led the Directorate through a challenging reorganization and transition to JSP.
- Developed and oversaw the execution of a contracting strategy that saved the agency \$50M.
- Re-staffed and realigned the Acquisition Division, increasing the size by a third and led a shift in culture that facilitated more efficient business operations.
- Led the annual development of cost estimates, allocations, and cost recoveries across a Pentagon-wide customer base, ensuring cost-effective provision of telecommunications shared services.

DEPUTY DIRECTOR, BUDGET, FINANCE AND ACQUISITION (BFA)
DEPARTMENT OF HOMELAND SECURITY, CYBERSECURITY AND COMMUNICATIONS Jun 2012 to Sep 2014
Arlington, VA 22201 40 hours per week

STRATEGIC LEADERSHIP. Assisted and acted for the Budget, Finance and Acquisition (BFA) Office Director and served as the principal advisor to the Director on the appropriate methods of best accomplishing BFA Office objectives, and Cybersecurity and Communications priorities. Provided expert support and advice to the Assistant Secretary for Cybersecurity and Communications (CS&C), Division Directors, and other senior leaders in formulation, establishment, and analysis of critical management plans, policies, and decision making. I played a key leadership role in the resolution of problems on highly complex, controversial, or precedent setting matters which had critical bearing on the accomplishment of agency-level current and future operations, to include effective planning and utilization of human and financial resources. Set organizational priorities, providing programmatic guidance and operational direction for a senior staff of finance, procurement, and acquisition professionals. I independently performed a wide range of functions and tasks which required vision, leadership, and proficiency in developing, explaining, and implementing policy. Led the centralized coordination and oversight for all BFA policies and policy formulation, and strategic plans, program evaluation and analysis.

INTEGRATING ACQUISITION, CONTRACTING, AND FINANCIAL MANAGEMENT. Provided leadership and guidance in budget formulation, justification, and execution of approximately \$1B budget; manpower planning and implementation; management accountability and acquisition program controls; financial services; and procurement support services to customers. Directly charged with integrating and synthesizing operational requirements, acquisition, program management, risk management, and performance measurement for executive decision support. Provided executive guidance for analyzing extremely complex and variable programs and applying a comprehensive knowledge of acquisition and budget policy ensuring programs were successfully executed within the constraints of cost, schedule, and performance. Advised and assisted in oversight of enterprise-wide acquisition and resource integration, including analyzing diverse program requirements that satisfy BFA strategic objectives, determining and recommending acquisition and resource strategies, and overseeing the execution of approved spend plans, in support of the uninterrupted functioning of the national Cybersecurity and Communications mission. Programs were government-wide in scope, directly involved a national mission of the agency, and involved U.S. national interests.

COMMUNICATING AND BUILDING COALITIONS. Established and maintained alliances with senior management officials throughout DHS, as well as representatives of other agencies, and private industry. Developed and presented effective strategic and technical briefings to internal customers, senior management officials, and Congressional Committees. Via leadership and participation in multi-component Integrated Product Teams (IPTs), I built consensus and gained cooperation from CS&C, Undersecretary, and DHS-Level Acquisition Review Boards, efficiently facilitating the execution of major program milestones. Assisted in the oversight and preparations for briefings to OMB and Congress. Partnered with leaders across the enterprise to ensure accurate identification of customer requirements and facilitated timely feedback, collaborated on corrective action, and negotiated a consensus path-forward, in a dynamic environment of competing priorities.

BUSINESS PROCESS IMPROVEMENT. I oversaw the continuous evaluation of BFA programs and processes, to ensure effectiveness, quality, and strategic alignment. Determined if agency-wide processes effectively accomplished intended goals or if modifications were required. Designed and oversaw customer feedback mechanisms to facilitate the design and improvement of enterprise-wide solutions to identified business process gaps.

Key Accomplishments:

- As the Deputy Director for the new consolidated Office of Budget, Finance and Acquisition, I had an ongoing leadership responsibility for defining and helping oversee the implementation of a major organizational change that directly supported my organization's overall strategic direction.
- Ensured the consistent and proper recruitment and selection of highly qualified budget, procurement, and acquisition personnel by developing and implementing a hiring guide, which was quickly adopted for use across the entire agency.
- In support of CS&C change management efforts, I developed and implemented an organizational communications plan, adaptable to the unique needs of the various Divisions, and met with Division Directors to establish consensus on BFA stakeholder communications.

DIRECTOR OF ACQUISITION, PLANS AND RESOURCES
DEPARTMENT OF HOMELAND SECURITY, NATIONAL COMMUNICATIONS SYSTEM
Arlington, VA 22201 40 hours per week

GS-0340-15
Aug 2010 to Jun 2012

DIRECTING ACQUISITION, CONTRACTING, AND FINANCIAL MANAGEMENT. Responsible for analyzing extremely complex and variable programs and applying a comprehensive knowledge of acquisition, contract, and budget policy and procedures, ensuring programs are successfully executed within the constraints of cost, schedule, and performance. Provided executive control for all acquisition, procurement, and financial management activities and served as the principal authority empowered to establish and oversee acquisition, contracting, and budget strategies for the Office of the National Communications System (NCS). Directed the formulation, justification, presentation, and execution of a \$100M budget, submitted annually to the Office of Management and Budget (OMB) and Congress. Coordinated a responsive financial management program to ensure the availability of resources to meet directorate objectives. Directed and oversaw execution of long-term procurement strategy and ensured coordination within the agency's annual budget process.

STRATEGY AND POLICY DEVELOPMENT AND ANALYSIS. Directed the development of policy and provided guidance for planning and implementing finance, contracting, and acquisition requirements, ensuring proper alignment with the division's strategic plan. Served as a principal consultant on NCS near term and long-term

strategy development and organizational vision. Developed metrics and tracked performance, and implemented improvements. Led monthly analysis of the NCS' fiscal program, acquisition and budget planning and execution.

ACQUISITION MANAGEMENT. Directed acquisition activities to meet the federal government's priority telecommunications needs in the most economical, effective, and efficient manner possible, while ensuring that acquisitions are executed in compliance with applicable regulations, statutes and policies. Acquisition programs were government-wide in scope, directly involve a national mission of the agency, significantly impact upon the telecommunications industry, and involve U.S. national interests. Served as Senior Acquisition Officer for the NCS and conducted strategic planning, resource management and capital planning, and participated in formulation of investment strategies. Oversaw the overall planning, direction, and timely execution of Level I, II, and III acquisition programs, in accordance with the DHS Acquisition Directive (AD 102-01) process.

COMMUNICATIONS. Established and maintained on-going liaison with executive officials throughout DHS, as well as representatives of other agencies, and private industry. Developed and presented effective strategic and technical briefings to internal customers, federal executives, and Congressional Committees. Directed preparation for and executed formal program reviews to NCS Director, Assistant Secretary, Undersecretary, and DHS-Level Acquisition Review Board, providing justification for major program milestones. Oversaw preparations for and participated in briefings to OMB and Congress.

Key Accomplishments:

- Led a new organizational branch (combining acquisition and finance for the first time) through formation to high performance, while accommodating the retirement of the two most senior financial managers. Directed recruitment and workforce planning initiatives to ensure proper staffing.
- Successfully led the preparation, coordination and presentation of program briefings for DHS Acquisition Decision Events-2A and 2B, for a previously troubled Level 1 acquisition program.
- Directed the development and implementation of a formal division-wide system of internal controls, impacting all funding commitments and obligations and all procurements. Improvements included transitioning from a paper-based system to electronic processing of procurement requests, improving efficiency by 30%.
- Played a critical strategic role in the preparation for and participated in briefings to Congressional staffers, leading to full retention of the NCS budget, during a time of budgetary contraction.
- Led the assessment of staffing shortages and developed a strategy to recruit, onboard and retain talented acquisition professionals, fortifying lacking skillsets and driving programmatic success.

EDUCATION

- SES Candidate Development Program Internal Revenue Service
- Senior Executive Fellows Program JFK School of Government, Harvard University
- MS Computer Science With Honors, Naval Postgraduate School
- BS Business Human Resources Summa Cum Laude, The Ohio State University
- BA Political Science Summa Cum Laude, The Ohio State University

PROFESSIONAL LICENSES/CERTIFICATES

- Certified Level III Program Manager DHS
- Certified Level II Systems Engineer DHS
- Certified Level I Program Financial Manager DHS
- Certified Level III Program Manager DAWIA
- Certified Level II Systems Engineer DAWIA
- Certified Project Management Professional Project Management Institute
- Certified INFOSEC Professional Committee on National Security Systems (CNSS)

JANEL BRODERICK

(b) (6)

PROFILE

A results-driven policy professional with demonstrated leadership experience serving elected officials from Alaska, Hawaii, and New Mexico. Passionate about advancing the leadership goals of the Department of the Interior and improving the lives of each citizen it is charged with serving.

PROFESSIONAL EXPERIENCE

Janel Broderick Consulting

2014, 2019 - 2024

Provided strategic communication and public policy strategy to clients in the private sector.

Republican Governors Association (RGA)

2015 - 2018

Deputy Executive Director & Policy Director

Directed the Republican Governors Public Policy Committee, worked with decision makers in the states and on Capitol Hill to prioritize state issues. Served as the chief policy advisor to Republican governors and their senior staff. As deputy executive director, I helped optimize staff operations, budgets, and programming/events.

Washington, DC

Office of New Mexico Governor, Susana Martinez

2010 - 2013

Director of Policy & Federal Relations

Served as the governor's chief policy advisor, speechwriter, and representative in Washington, DC. Drove the administration's policy agenda and collaborated with stakeholders on all legislative matters. Oversaw the operations and budgets of cabinet agencies focused on energy and the environment.

Santa Fe, NM

Republican Party of New Mexico

2009 - 2010

Deputy Executive Director & Director of Communications

Directed the organization's communications efforts, focused on delivering better policy ideas and a stronger vision for New Mexico, resulting in the election of the first Latina governor in U.S. history.

Albuquerque, NM

U.S. Senator Ted Stevens

2004 - 2006, 2008

Campaign, Director of Coalitions

Launched a statewide, grassroots initiative that mobilized volunteers to increase voter turnout and build coalitions across political lines.

Personal Office, Deputy Press Secretary

Worked in the press shop for the then-most-senior Republican senator. Managed press inquiries and edited/produced a television show broadcast throughout the state. Traveled as the senator's representative and held office hours in remote areas of the state.

Washington, DC & Anchorage, AK

Office of Hawaii Governor, Linda Lingle

2007- 2008

Policy Analyst

Oversaw the administration's legislative portfolio for five cabinet agencies. Advised the governor on recommended action and worked to build consensus between the administration and external stakeholders.

Honolulu, HI

The PBN Company

2006 - 2007

Account Executive

Served as a member of the firm's government relations team specializing in public policy, strategic communications, and crisis management.

Washington, DC & Moscow, Russia

Vladivostok State University/ The American Center

2002 - 2003

Instructor

Taught history and political science courses at the largest university in the Russian Far East. Lectured and led round-table discussions related to history, politics, and international relations.

Vladivostok & Moscow Russia

Youth With A Mission

1993 - 1997, 2024

International Leadership Team/Business Coach

Led humanitarian relief teams to developing countries; worked in Mother Teresa's home for the destitute and dying, orphanages, homeless shelters, and schools throughout Eastern Europe, Asia, and the South Pacific. Staffed the School of Business as Mission and Entrepreneurship.

Honolulu, HI & International

EDUCATION

MA, Indiana University

Russian Eastern European Institute (honors)

BA, University of Southern Mississippi

History (honors)

Other:

School of Business and Entrepreneurship

University of the Nations

Russian Language Studies

Middlebury College

Chad A. Carbone

Carbone.chad@epa.gov, (b) (6)

EDUCATION

Vermont Law School, South Royalton, VT

Juris Doctor and Master of Studies in Environmental Law, (b) (6)

University of Massachusetts, Amherst, MA

B.S. Natural Resource Studies, (b) (6)

WORK EXPERIENCE

Orphaned Wells Program State Division Chief

GS-15, Series 0028, Orphaned Wells Program Office (OWPO), DOI, Washington, DC

- Provide oversight and management of the Department of the Interior's (DOI) Orphaned Wells State Grant Program with budget authority of approximately \$4.3 billion dollars; establish guidance, policy, standard operating procedures, and internal controls for the program to assist States in addressing orphaned oil and gas well reclamation on State and private lands; provide oversight on the creation of assistance listings and notices of financial opportunity announcements; work with other DOI offices, direct the review and evaluation of grant applications and the preparation of budgets; oversee the selection of grant awardees, grant agreements with States, distribution of funding, monitoring grant performance, and reporting.
- Lead the Orphaned Wells Program State Division and perform the full range of management and supervisory functions to support program operations, and plan, direct, assign, motivate, coach, supervise, and review the work of a group of interdisciplinary professional staff responsible for tasks and projects; ensure that the organization's strategic plan, mission, vision, and values are communicated to staff and integrated into the division's strategies, goals, objectives, work plans, and work products and services.
- Address internal and external inquiries related to the program and provide timely responses; work with DOI staff in evaluating the program's performance; design, analyze, evaluate, and recommend courses of action regarding complex issues with the implementation of the State program; direct and assign review of documents received and prepare recommended positions for signature by Secretarial officials.
- Develop and provide advice and guidance to the OWPO Director regarding completeness, accuracy, objectivity, feasibility, and technical and legislative soundness of complex and critically sensitive proposals that impact the program; advise and act on matters of national significance related to public safety and national energy security.
- Establishes, maintain, and coordinate cooperative relationships with senior management officials, technical specialists, and experts both within and outside the Department regarding highly complex and critically sensitive issues; represents the Department in a variety of forums, panels, task forces, and committees with Federal, State, and non-governmental organizations seeking sources of information and policy expertise.
- Maintain a public webpage to inform and update the public on the progress of the State grants program; provide, facilitate, and participate in training related to orphaned oil and gas wells; meet annual Congressional reporting requirements.

January 26, 2025 – present, 40 hours per week

Compliance Policy Staff Director

GS-15, Series 0028, Office of Enforcement and Compliance (OECA), USEPA, Washington, DC

- Led the Compliance Policy Staff (CPS) for the Monitoring, Assistance and Media Programs Division (MAMPD); performed the full range of management and supervisory functions to support program operations, implement changes, and direct national policy development; directed and motivated a diverse group of interdisciplinary professional staff responsible for training and programmatic issues relating to environmental statutes and regulations, such as the Clean Air Act (CAA), Clean Water Act (CWA), and Resource Conservation and Recovery Act (RCRA), and implementation of national guidelines and operations for the protections for air, water and land; determined program goals, resource needs, performance measures, developed short and long-term workplans, and allocated resources; established and implemented planning and control systems for effective use of personnel and

resources; collaborated with staff and management on programmatic issues, policy development, and advised senior level officials on technical and/or policy guidance pertaining to programmatic issues.

- Oversaw EPA's national civil inspector program as a recognized expert and authority; promoted expert knowledge of environmental principles, regulations, laws and compliance sufficient to ensure that regulated facility operations and work is performed in compliance with applicable standards; performed long-range planning and analysis of new substantive interagency programs where precedents were nonexistent; led the development of new education activities and organizational strategies and initiatives; provided training to EPA, other federal, state and local agencies, and the public on the concepts, principles and practices relating to the substantive, scientific, and operational aspects of environmental programs in order to influence, direct and implement program activities.
- Partnered with EPA's Safety and Occupational Health Program to formulate and develop policy and plans for large scale, complex environment, safety and occupational health programs that are implemented by EPA inspectors at facilities of all types across the country; recommend safety and health policy and program elements to higher levels of management; applied and implemented safety and occupational health laws, regulations, policies, principles, theories, practices and procedures to advise on technical matters related to occupational safety and health requirements; implemented programs to reduce the frequency, severity, and cost of accidents and occupational illness; developed and utilized Job Hazard Analyses to evaluate new and existing jobs to determine the existence, severity, and probability of hazards to try to mitigate those hazards; made training available to inspectors and supervisors on safety and occupational health subjects; participated in workgroups and committees to assess occupational and environmental factors that effect employee health; provided technical assistance on occupational safety matters to develop national policy and program initiatives; evaluated effectiveness of safety and health initiatives to recommend new or modified standards.
- Established and implemented Quality Assurance Field Activities Procedures for EPA's field staff; developed guidance, policies, practices, and standard operating procedures for inspector credentialing; created electronic systems to process inspector credential requests and approvals; conducted national audits of training documentation and credential possession; utilized qualitative and quantitative analytical and evaluative techniques and methods to collect and analyze data, evaluate program performance, draw conclusions and design courses of action to address deficiencies.
- Oversaw and promoted continuous improvement of EPA's national civil inspector program to ensure inspector competence, integrity, and consistent interpretation and implementation of environmental statutes, regulations, policies and guidance; established health and safety guidance and security-related procedures for inspectors; provided training to EPA and other federal, state and local agencies to build compliance and enforcement program capacity; provided and facilitated inspector support through websites, workshops, online training, electronic technology, and the use of data management and communication tools; promoted and improved compliance with federal environmental statutes through developing, enhancing and implementing organizational policies that govern compliance monitoring.
- Served as a leader and advocate for national policies, practices, programs and decisions; negotiated and resolved complex problems involving conflicting demands from such conditions as funding priorities, economic interest, public interest, and policy concerns; oversaw development and execution of effective oral and written communications and strategies to facilitate cooperation and consensus among parties with diverse interests; worked with other communications professionals across organizations to address problem-solving; coordinated activities involving EPA regions, states, tribes, local governments, and other federal agencies and organizations.
- Utilized interpersonal relation skills and organizational awareness to serve as principal advisor and to regularly brief senior career and political managers; employ communication principles, practices and techniques to independently respond to complex issues affecting EPA; analyzed communication needs and develop strategies for senior career and political managers to advance EPA's mission, as well as evaluating and recommending modifications.
- Led and facilitated EPA-wide efforts to develop new Confidential Business Information (CBI) notices and related documents for use at inspections of regulated facilities; developed guidance and materials and delivered training for EPA inspectors on CBI and the proper use of CBI notices; coordinated the development of new policies on CBI, Personally Identifiable Information, and other types of Controlled Unclassified Information.
- Managed, oversaw, and promoted implementation of EPA's national compliance assistance centers to provide information to the regulated public on how to comply with environmental regulations and promote positive environmental practices; provided oversight and management of compliance

assistance grant programs and contracts, the creation of notices of financial opportunity announcements, review and evaluation of applications, distribution of funds, and monitoring and reporting of performance; collaborated with stakeholder organizations to encourage improved environmental compliance of industry sectors, including transportation, construction, oil and gas, agriculture, healthcare, education, and others.

- Conducted, used and promoted research, data collection, and accomplishments reporting to develop and deliver materials, tools and services for EPA regions, states, tribes, and the regulated community, as well as outreach materials for the public; communicated technical and scientific information to promote, establish and maintain collaborative working relationships with a variety of internal and external organizations, other agencies, non-governmental organizations, units of local government, professional groups, and key stakeholders from diverse groups and cultural backgrounds to support environmental education activities and achieve high priority outcomes.
- Managed business operations for CPS and coordinate business activities with other parts of EPA; developed short and long-term plans and formulate and implement policies, standards, and procedures; delivered high-quality work products, utilize strong analytical, organizational, written, and verbal communication skills, and contribute as a key member of the EPA management team; effectively delivered administrative services and operations such as human resources, civil rights, information management, financial management, contracts, property management, and administrative policy.
- Exercised knowledge of principles and practices of executive leadership and management to lead, coach, and develop the capabilities of managers and staff, contributing to a positive workplace where employees feel safe, welcome, respected, and valued.

February 22, 2015 – January 25, 2025, 40 hours per week

MAMPD Acting Deputy Division Director

GS-15, Series 0028, Office of Enforcement and Compliance, USEPA, Washington, DC

- Supervised and motivated a diverse group of highly specialized and scientifically sophisticated managers and staff responsible for developing and implementing national monitoring programs designed to ensure program compliance with environmental statutes, developing and providing compliance assistance, and developing air, water, waste, pesticide, and chemical compliance guidance and policy, regulations, national initiatives, and supporting enforcement and defensive litigation.
- Conducted strategic planning and analysis, and established national priorities for enforcement, measures and reporting to support effective, informed management of national programs; acted as primary point of contact for compliance programs, promoting teamwork and cooperation internally and externally, and for response to constituents on environmental issues and Agency programs; promoted innovation across EPA and states to improve compliance and pollution prevention through advanced monitoring, improved rules and permits under CAA, CWA, and RCRA, information technology, smart mobile tools and transparency.
- Supported state collaboration and oversight of program performance, including consistent methodology and criteria for program reviews; formulated solutions to complex problems in conjunction with regulatory partners; oversaw management of grants for state programs.
- Supported collection and management of enforcement and compliance data; oversaw and set goals and objectives, identified research and priorities, developed work plans, managed and allocated organizational resources, and monitored productivity, workflow, and operating procedures.
- Analyzed budget needs, considering political and economic factors, conducted budget planning, and approved and provided justification requests, and monitored the impact of expenditures on objectives; managed administrative operations such as schedules, property management, and administrative policy.

September 30, 2018 - August 18, 2019 (Detail), 40 hours per week

Attorney-Advisor

GS-14, Series 0905, Office of Enforcement and Compliance, USEPA, Washington, DC

- Supported high-profile initiatives and led interdisciplinary teams; utilized knowledge of a variety of environmental statutes, practices and programs to evaluate programmatic effectiveness, and to interpret and implement laws, policies and regulations in order to provide authoritative advice and

recommendations; worked with integrity and technical competence under the State Review Framework (SRF) to conduct multimedia compliance and enforcement evaluations, and to author public reports.

- Participated on a team to improve the efficiency and effectiveness of the SRF process, and evaluation and reporting requirements by over 75%; led effort to integrate national water permit and enforcement oversight activities under the SRF and Permit Quality Review programs; provided legal guidance to EPA regions on statutory authorization agreements and Freedom of Information Act requests; served as the workgroup chair to explore issues relating to citizen suits, and developed solutions to ensure effectiveness of citizen suits; assisted in leading efforts to develop and write new performance-based frameworks for measuring environmental outcomes using Case Conclusion Data Sheets and under the Government Performance and Results Act.
- Collaborated with the Office of Water to review state NPDES authorization agreements to develop a national Model Memorandum of Agreement for future state agreements to follow; provided advice and guidance to management on NPDES state program withdrawal petitions and related discussions.
- Established organizational learning requirements and served as training coordinator for OC; developed measures and conducted research on the feasibility of using new program performance measures for OC management review; developed program Information Collection Requests; drafted memoranda for senior managers; oversaw, mentored, and trained interns.

October 1, 2007 - February 22, 2015, 40 hours per week

Attorney-Advisor

GS-14, Series 0905, Water Enforcement Division, USEPA, Washington, DC

- Conducted enforcement actions in EPA's Water Enforcement Division involving violations of public water supply regulations under the Safe Drinking Water Act (SDWA), and sanitary sewer overflows under the CWA, and imminent and substantial endangerment authorities under the SDWA and CWA.
- Acted as a Special Assistant United States Attorney for the Department of Justice (DOJ) to lead efforts to enforce violations from combined sewer overflows, effluent exceedances, and other violations of the CWA; drafted legal motions and negotiated consent decrees with appropriate penalties and injunctive relief; coordinated legal activities between the DOJ, EPA headquarters and regional offices, and defendants to halt illegal discharges.
- Provided legal recommendations and advice to other attorneys; negotiated and drafted Administrative Orders on Consent.

July 1, 2008 - December 1, 2012 (25% Detail), 10 hours per week

Program Analyst

GS-13, Series 0343, Office of the Administrator, USEPA, Washington, DC

- Supported the EPA Administrator with management and implementation of a federal advisory committee under the Federal Advisory Committee Act (FACA); ensured appropriate rules, principles and practices related to FACA were followed.
- Participated several partnership programs with private and government entities, designed to enhance environmental performance and protection while reducing burden and cost.
- Served in the National Center for Environmental Innovation solving problems with industry using innovative solutions and provided flexibility for enhanced environmental performance; led teams and collaborated on projects related to climate change, water use, waste management, transportation, sustainability, renewable energy, and alternative fuels usage; provided legal counsel on ex parte communications and activities under the Administrative Procedures Act; researched facility and corporate relationships and conducted enforcement and compliance screening to determine eligibility for facility participation in voluntary programs.
- Assisted in developing precedent-setting permit strategies and regulations under environmental statutes; examined facility conformance with environmental management system (EMS) standards as an EMS lead auditor; developed, prepared and reviewed rules, regulations, policies, practices and procedures to encourage environmental improvements; represented the EPA in meetings with international environmental organizations.

- Managed contracts for program support as a Contract Officer Representative; reviewed state funding proposals; wrote and prepared materials for publication; shared information and advice to foreign governments; advised federal, state, and private sector staff on legal issues.

November 23, 1997 - October 1, 2007, 40 hours per week

Program Analyst

GS-13, Series 0343, Office of Wastewater Management, USEPA, Washington, DC

- Collaborated with team members in the Rural Permits Branch to assist with promulgation of a concentrated animal feeding operations (CAFO) rulemaking; drafted policy and legal option papers and participated in decision meetings to resolve issues; analyzed CAFO types and scenarios to determine possible mechanisms and their eligibility to control, regulate and permit water transfers, aquatic animal production facilities and other pollution sources.
- Conducted quality control and assurance on management of public comments relating to the CAFO rule; made recommendations to the Office of Science and Technology and contractors for the creation of an electronic comment and response database system; facilitated meetings, briefings and other events with EPA and the U.S. Department of Agriculture.

January 2002 - May 2002 (Detail), 40 hours per week

Collateral Duty Workplace Dispute Mediator

GS-15, Series 0028, USEPA, Washington, DC

- Serve as collateral duty mediator for federal agencies; participate as member of inter-agency Shared Neutrals Program; examine and hear cases alleging human resource and discrimination issues based on race, age, religion, gender, sexual orientation, and disability; utilize various alternative dispute resolution techniques to assist management and staff in resolving issues.
- Identify strategies for preventing and resolving conflict between and among management and staff; provide consultation and advice to employees experiencing difficulties; provide impartial assistance to create mutually acceptable and legally binding agreements.
- Draft and facilitate the creation of legal contracts; ensure confidentiality for parties in mediation services; provide training to other federal mediators.

October 1, 2002 - present, 0.2 hours per week

Coastal Barrier Resources Act (CBRA) Coordinator

GS-11, Series 0343, Office of Habitat Restoration, USFWS, Arlington, VA

- Composed reauthorization legislation and legislative amendments for Congressional action; collaborated with the Department of Interior Solicitor's Office, Congressional representatives, and staff on various legislative activities.
- Established partnerships with the U.S. Geologic Service and the Federal Emergency Management Agency to create modernized capabilities for enhanced utilization and implementation of an electronic CBRA mapping system.
- Conducted research on climate change, coastal development, and resiliency; provided communications and advice on policies affecting coastal development and habitat restoration.

February 1999 – May 1999 (Detail), 40 hours per week

OTHER EXPERIENCE

Program Advisor, Ontario Ministry of Environment and Energy, Toronto, ON 2002 (Detail)

Legal Intern, Convention on International Trade in Endangered Species of Wild Fauna and Flora Office of Management Authority, USFWS, Arlington, VA 1997

Legal Intern, Center for International Environmental Law, Washington, DC 1996

Legal Intern, Vermont Agency of Natural Resources, Waterbury, VT 1995

Wildlife & Forestry Technician, Massachusetts Division of Fisheries & Wildlife 1993-1994

OTHER ACTIVITIES

EPA, GSA and OPM Leadership Development Programs, EPA Emergency Response Support Corps, Massachusetts Bar Association, Presidential Management Intern Selection Panel Judge, Transportation Development Foundation Globe Award Judge, Vermont Community College Law and Science Guest Lecturer, National Environmental Conferences Guest Speaker, Women's Voice Board of Directors Member Emeritus, Pavilions at Huntington Metro Community Association President.

AWARDS

2021 OECA Assistant Administrator's Award for Protection of Public Health During the National COVID-19 Pandemic
2021 Kathleen Herrin Innovation Award
2019 Gears of Government Award
2019, 2018, 2017, 2013, 2010, 1999 EPA Bronze Medals
2015 Outstanding Contribution Award
2015, 2014, 2008 Office of Compliance Mission Awards
2013 Office of Compliance Partnership Award
2012 High Quality Performance Award
2009 Award for Outstanding Performance Management
2006 Superior Effort and Contribution Award
2000, 1998 National Hammer Awards
1999, 1997 Special Achievement Awards
1997-2024 On the Spot Awards

Current Supervisor and Work Address

Jennifer Goldblatt - (b) (6)
DOI, 1849 C Street, NW, Washington DC, 20240

Jenifer A Chatfield, DVM, Dipl. ACZM, Dipl. ACVPM

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Education:

Board certified by the American College of Veterinary Preventive Medicine
Board certified by the American College of Zoological Medicine
Doctor of Veterinary Medicine, Texas A&M College of Veterinary Medicine

Academia

- Admissions Committee member, University of Florida CVM – 2011 - 2013...2019 - Present
- Honors Thesis Committee member multiple students, University of South Florida – 2014 - 2016

Awards:

- 2017 - 2022 – Named a “Key Opinion Leader (Infectious Diseases)” by Merck Animal Health
- 2012, 2018 – Gold Star Award for outstanding contributions to veterinary medicine in Florida, Florida Veterinary Medical Association (FVMA)
- 2014 – Promising Practice “One Health Approach to a Mobile Medical Unit,” National Association of City and County Health Officials (NACCHO)
- 2013 – Future Leader, Selected by the American Veterinary Medical Association (AVMA)

Disaster Response Teams:

- National Disaster Medicine System National Veterinary Response Team Regional Leader
 - ❖ 2021 COVID-19 Vaccination Campaign Clinical Team
 - ❖ 2015 Peace Officer Memorial Response Team
 - ❖ 2012 Hurricane Sandy Response Team
 - ❖ 2012 Republican National Convention, Joint Task Force Leader
- USDA Highly Pathogenic Avian Influenza
 - ❖ Task Force Leader (Bravo 2) July-August 2015
- West Central Florida Medical Reserve Corps
 - ❖ Leadership Council Member
- Florida Veterinary Medical Association
 - ❖ Vet Corps Member
 - ❖ Disaster Committee Co-Chair
 - ❖ One Health Committee Chair

Media

- VPNextGen – Advisory Board Member
- PetVet Magazine – Advisory Board Member
- Journal of Zoo and Wildlife Medicine – Associate Editor
- DVM360 – Advisory Board Member and routine contributor
- PetLife Radio – Cohost and Producer of #1 show, “Vet Candy: In Other News...”
- Twin Doc Media, Inc. – Co-founder and media producer
- “Chats with the Chatfields” – Creator, co-host, producer

Professional Organizations:

- 2021 – 2024 Chair, ad hoc Marketing Committee, American College Preventive Medicine
- 2020 – 2021 Leader, Marketing Task Force, American College of Veterinary Preventive Medicine

- 2011 – Present Wildlife Disease Association
- 2008 - Present Pasco Hernando Veterinary Medical Association, *President 2008-2016, 2018-2021
- 2008 – Present Florida Veterinary Medical Association
- 2001 - Present American Veterinary Medical Association
- 2001-2016 American Association of Zoo Veterinarians
- 2002-2007 American Zoo and Aquarium Association, Professional Fellow
- 2002 – 2006 Valley Veterinary Medical Association, *President 2004

Training Courses developed/delivered:

- COVID19 – Bioaware – LSU NCBRT for FEMA/DHS
- Emergency Response to a Domestic Biological Incident – LSU NCBRT for FEMA/DHS
- Bioaware – LSU NCBRT for FEMA/DHS
- Agroterrorism Courses I-VI – UC-Davis for FEMA/DHS
- Instructor Skills Training – IFPTI for FDA/USDA
- Veterinary Support to Zoological Animals in Disaster – DHHS Nat'l Vet Response Team
- Disaster Response to Infectious Disease Outbreaks – University of Tennessee for FEMA/DHS

Conference Lectures delivered include:

- **Purdue University CVM** – lecture topics include disaster response, infectious disease, and cultural diversity in veterinary medicine
- **Ross University CVM** – lecture topics include practice ownership, small business management, role of veterinarians in community
- **St. George's University CVM** – lecture topics include public health, infectious disease, disaster response
- **Western Veterinary Conference (WVC)** – the largest veterinary conference in the US with >15,000 attendees; lecture topics include Disaster Preparedness and Response, Infectious Disease, Zoonoses, Zoo Medicine
- **Veterinary Medical Expo (VMX)** – second largest veterinary conference in US with >12,000 attendees; lecture topics include Infectious Disease, Zoo Medicine
- **Fetch** – regional veterinary conference delivered 3 times a year; lecture topics include zoonoses, infectious disease, zoo med

Experience:

May 2022 – present Consultant, Crosswinds Solutions

April 2017 – present Speaker's Bureau, Merck Animal Health

Aug 2022 – Aug 2024 Visiting Professor (Epidemiology), St. George's CVM, Grenada, West Indies

April 2010 – May 2024 Adjunct Professor, Louisiana State University, National Center for Bioterrorism Research and Training, Dept of Homeland Security training series

Aug 2016 – Dec 2017 Congressional Science Fellow, US House of Representatives, Washington, DC, portfolio including agriculture, natural resources, small business, healthcare

March 2012 – Dec 2016 Cities Readiness Initiative Coordinator/Coalition Coordinator, Florida Dept of Health in Pasco County

Nov 2009 – Oct 2013 Instructor, UC Davis CVM Western Institute of Food Safety and Security, Dept of Homeland Security training series

Oct 2009 – May 2011 Veterinary and Agricultural Liaison and Planner, Florida Dept of Health

Feb 2005 – Feb 2007 Valley Animal ER, Weslaco, Texas, USA. Owner/Senior Veterinarian

Aug 2002 – Feb 2007 University of Texas at Brownsville, Brownsville, Texas, USA. Attending Veterinarian, Faculty member

Oct 2004 – Oct 2006 Gladys Porter Zoo, Brownsville, Texas, USA. Senior Veterinarian

July 2002 – Oct 2004 Gladys Porter Zoo, Brownsville, Texas, USA. Associate Veterinarian

April 2002 – July 2002 The Zoo, Gulf Breeze, Florida, USA. Veterinarian

May 2001 – April 2002 San Antonio Zoo, San Antonio, Texas, USA. Associate veterinarian

Refereed Publications:

- Sousa, CA, **Chatfield, JA**, File, TM, Jr, Koch, SN, Leu, DB, Loeffler, A, Loft, KE, Souza, C, & Weese, JS. Hostage to history – questioning the duration of systemic antimicrobial therapy for the treatment of canine superficial bacterial folliculitis. *J Am Vet Med Assoc.* 260(10):1153-1156, 2022.
- **Chatfield JA**, Dewell R, Miranda AJ, et al. On-site veterinary evaluation and care of working dogs and horses at the 2012 Republican National Convention. *J Am Vet Med Assoc.* Sept 1;247(5):539-41, 2015.
- Poor S, **Chatfield JA**, Brown LM, Johns R, et al. Socioeconomic status influence on zoonotic disease risk. *Proceed Impact of Environmental Changes on Infectious Diseases* 2015.
- **Chatfield JA**, Chatfield JJ, Chatfield JA. Urethral obstruction with a copulatory plug following natural breeding in a ruffed lemur, *Varecia rubra*. *J Med Primatol.* 2014. Apr 43(2):115-7.
- Kiefer V, Grogan KB, **Chatfield JA**, Glaesemann J, Hill W, Hollowell B, Johnson J, Kratt D, Stinson R, Urday K. Cultural Competence in Veterinary Practice. *J Am Vet Med Assoc.* Aug 1;243(3):326-8, 2013.
- **Chatfield JA**. Veterinary Support to Zoo Animals in a Disaster. United States National Disaster Medical System Responder Training Curriculum. 2013.
- **Chatfield JA**, Milleson M, Stoddard RM, Bui D, Galloway R. Serosurvey of leptospirosis in feral hogs, *Sus scrofa*, in Florida. *Journal of Zoo and Wildlife Medicine* 44(2): 404-407, 2013.
- **Chatfield JA**, Stones G, Jalil T. Severe idiopathic hypocalcemia in a juvenile western lowland gorilla, *Gorilla gorilla gorilla*. *Journal of Zoo and Wildlife Medicine* 43(1):177-179, 2012.
- **Chatfield JA**, Zhang L, Ramey J, Bowsher T, Loskutoff NM, O'Neill KA. Resolution of hyperprolactinemia in a western lowland gorilla, *Gorilla gorilla gorilla*. *Journal of Zoo and Wildlife Medicine* 37 (4): 565-567, 2006.
- **Chatfield JA**, Penfold L. Prevention of urethral blockage following semen collection in two species of lemur, *Varecia variegata variegata* and *Lemur catta*. *Journal of Zoo and Wildlife Medicine* 38 (2):280-285, 2007.
- Weldon PJ, Cranmore CF, **Chatfield JA**. Prey-rolling behavior of coatis (*Nasua* spp.) is elicited by benzoquinones from millipedes. *Naturwissenschaften* 2006 Jan;93(1):14-6.
- **Chatfield JA**, Citino SB, Munson L, Konopka SA. Validation of the ¹³C urea breath test for use in cheetahs, *Acinonyx jubatus*, with *Helicobacter*. *Journal of Zoo and Wildlife Medicine* 35(2):137-141, 2004.
- Burkholder TL, Jensen JM, Chen H, Junkins K, **Chatfield JA**, Boothe DM. Plasma evaluation for ivermectin in llamas (*Lama glama*) after standard subcutaneous dosing. *Journal of Zoo and Wildlife Medicine* 35 (3): 395-396, 2004.

- Junkins KA, Boothe DM, Jensen JM, Herzog TL, **Chatfield JA**. Disposition of sulfadimethoxine in male llamas, *Llama glama*, following single intravenous and oral administration. *Journal of Zoo and Wildlife Medicine* 34(1):9-15, 2003.
- **Chatfield JA**, Jensen JM, Boothe DM, Herzog TL. Disposition of sulfadimethoxine in camels, *Camelus dromedarius*, following single intravenous and oral administration. *Journal of Zoo and Wildlife Medicine* 32(4):430-435, 2001.

Non-Refereed Publications include:

- Norton TM, Stedman N, Wiedner E, Williams C, Nesler L, Wellehan J, **Chatfield JA**. Gastrointestinal disease in lemurs on St. Catherines Island and at the Lemur Conservation Foundation. Proceed AAZV 2013.
- **Chatfield JA**, Trintini-Hutcheson I, O'Neill KA, Loskutoff N. Proposed technique for the prevention of urethral plug formation after electroejaculation in lemurs. Proceed AAZV 2005.
- **Chatfield JA**. Resolution of a prolactinoma in a western lowland gorilla, *Gorilla gorilla gorilla*. Proceed AAZV 2006.
- **Chatfield JA**, Norton T, Penfold L. Semen collection and sperm parameters in ringtail lemurs, *Lemur catta*. Proceed AAZV 2007.
- **Chatfield J** and B Will. Engaging veterinarians in public health: one county's efforts. *One Health Newsletter* 2011 Fall 4(4):14-18.
- Loskutoff NM, Bowsher TR, **Chatfield JA**, Stones GA, Ramey JW, Zhang L, Putman M, Boland C, Wharton D, Gardner DK. Ovarian stimulation, transvaginal, ultrasound-guided oocyte retrieval, ICSI and blastocyst production in sequential media in the Western lowland gorilla (*Gorilla gorilla gorilla*). Proceed International Embryo Transfer Society, 2004.
- **Chatfield JA**, Loskutoff NM, Bowsher TR, Stones GA, Ramey JW, Zhang L, Putman M, Boland C, Wharton D, Gardner DK. Ovarian stimulation, oocyte retrieval, and ICSI followed by embryo transfer in a Western lowland gorilla, *Gorilla gorilla gorilla*. Proceed AAZV 2004, Pp. 464-465.
- **Chatfield JA**. Veterinarians in Disasters: Beyond ESF-11 and Animal Sheltering. *The Advocate*. Florida Veterinary Medical Association. June 2013.

ANGEL ALDAN DEMAPAN

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Email: (b) (6)

Tel.: (b) (6)

CAREER OBJECTIVE

Interactive and innovative individual with a passion for state and federal government relations; public and private sector partnerships; and experience in policy, communications and executive management fields. A people-oriented person skilled at building strong team environments and fostering open communication amongst all levels of the workplace.

ELECTED OFFICE IN THE NORTHERN MARIANA ISLANDS

11/2020 Elected to the 22nd CNMI House of Representatives
11/2016 Re-Elected to the 20th CNMI House of Representatives
11/2014 Elected to the 19th CNMI House of Representatives

PROFESSIONAL EXPERIENCE

3/2025 – Present U.S. Representative Kimberlyn King-Hinds Washington, DC

Legislative Director

- Advise the Member on all legislative policy areas.
- Assist in the development of policy positions and legislative initiatives.
- Track all legislation affecting the district, legislation in which the Member is a principal sponsor, or legislation which the Member is a cosponsor.
- Monitor and report Floor action to the Member and the Chief of Staff.
- Manage, mentor, and supervise the Member's legislative staff.
- Coordinate responses to all legislative mail.
- Communicate and strategize with Chief of Staff on policy initiatives targeted towards constituents.
- Coordinate the Member's Appropriations Requests.
- Write Member's remarks for Committee Hearings.
- Manage the Member's Committee activities.

7/2024 – 3/2025 CNMI Nutrition Assistance Program Saipan, N. Mariana Islands

Administrative Services Manager

- Oversees policy development and implementation, program evaluation and improvement for the Nutrition Assistance Program (NAP).
- Directs the operation of the NAP Units toward implementation of Electronic Benefits Transfer (EBT), including outreach and education.
- Works with the NAP Administrator to ensure services, including mandated reports, are generated and submitted in compliance with state and federal regulations.
- Provides oversight, management and strategic direction for the implementation of EBT, policy, analysis and recommendations to leadership for the State Agency and US Department of Agriculture's Food and Nutrition Service (FNS).
- Provides recommendation for budget forecasting and resource allocation analysis.
- Holds administrative and operations oversight and support to NAP Unit

Supervisors and staff.

- Ensures appropriate staff allocation based on operational needs and program goals.
- Assists with preparation, review and submission of annual budget proposal and Memorandum of Understanding with grantor agency.
- Directs the preparation of NAP policies and procedures for program manual, informational and instructional materials.
- Oversees staff recruitment, training, and performance evaluations.
- Provides ongoing support to staff by developing and implementing tools, strategies, and professional development training.

6/2023 – 07/2024

Leverage Solutions, LLC

Saipan, N. Mariana Islands

Owner/Chief Consultant

- Provided professional consulting and management contractual services to the following:
 - Drug Court Division, NMI Judiciary
 - Office of House Minority Leader Patrick San Nicolas
 - Office of Representative Roy Ada
 - CNMI Board of Professional Licensing/Healthcare Professions Licensing Board

1/2021 – 01/2023

CNMI Legislature

Saipan, N. Mariana Islands

Member, House of Representatives

- House Minority Leader
- Member, House Committee on Natural Resources
- Member, Special Committee on Ethics
- Chairman, Saipan and Northern Islands Legislative Delegation (SNILD) Committee on Commerce & Tourism

1/2019 – 1/2021

Office of the Governor

Saipan, N. Mariana Islands

Governor's Chief of Staff

- Managed the Office of the Governor, overseeing the daily operations and interrelationship of the gubernatorial cabinet and staff, and determining what decisions will be taken to the governor.
- Assisted the governor to develop and maintain a short and focused policy agenda and to oversee the process of working for its achievement.
- Coordinated the governor's public information strategies and approaches.
- Ensured that the governor receives the information, analyses, and views necessary to make a decision. Developed the key themes and directions of the governor's budget or legislative message in consultation with the Department of Finance and the Office of Management and Budget.
- Oversaw the standard processes for managing crises in collaboration with the Office of Homeland Security and Emergency Management to address the specifics of any given emergency, and managing the governor's visibility in a crisis.
- Served as the Governor's Designated Representative (DR) to the Micronesia Islands Forum (MIF) charged with the task of working with all other appointed MIF DR's to set action items to be addressed by MIF chief executives (Micronesia jurisdiction Presidents and Governors) at the annual MIF summits.
- Served as the CNMI Disaster Recovery Coordinator tasked with engaging with federal recovery partners such as FEMA and HUD. This was the initial

stages of what then became the Infrastructure Recovery Program.

1/2017 – 1/2019 CNMI Legislature Saipan, N. Mariana Islands

Member, House of Representatives

- Chairman, House Committee on Ways and Means
- Vice Chairman, House Committee on Federal and Foreign Affairs
- Member, House Committee on Gaming
- Chairman, Saipan and Northern Islands Legislative Delegation (SNILD) Committee on Ways and Means
- Vice Chairman, SNILD Committee on Judiciary and Governmental Operations

1/2015 – 1/2017 CNMI Legislature Saipan, N. Mariana Islands

Member, House of Representatives

- Chairman, House Committee on Federal and Foreign Affairs
- Vice Chairman, House Committee on Commerce and Tourism
- Member, House Committee on Ways and Means
- Member, House Committee on Natural Resources
- Member, House Committee on Health, Education and Welfare
- Floor Leader, Saipan and Northern Islands Legislative Delegation

1/2015 – 1/2019 Legends CNMI Saipan, N. Mariana Islands

Co-Owner and Marketing Director

- Co-owned and operated a small apparel business
- Designed apparel and hats using Adobe Illustrator and Adobe Photoshop
- Coordinated and designed electronic and printed advertisement materials
- Assisted business partner with management of inventory, revenue, and expenses

1/2010 – 1/2015 Office of the Governor Saipan, N. Mariana Islands

**Special Assistant for Communications & Protocol
(Governor's Press Secretary)**

- Worked with Departments and Activities to develop and implement communication strategies to broaden the impact of Government programs and oversee organizational messaging and constituent services.
- Identified significant communications and public policy issues that can be leveraged to support the Administration's work, and created and implemented plans to publicize them.
- Wrote and distributed Governor and Lt. Governor's speeches, media releases, reports, memoranda, newsletters and other communications work.
- Organized media conferences, public ceremonies and events, and maintained relations with the public and media services.
- Served as executive editor for the Administration's website.
- Planned and produced audio and/or visual materials for public communication purposes.
- Arranged and conducted public contact programs designed to meet the Administration's objectives.
- Served as spokesperson for the Governor at the direction of the Governor.

- Planned, developed and facilitated protocol for visiting officials and media representatives.

2/2006 – 1/2010 Marianas Hawaii Medical Referral Office Honolulu, Hawaii

Medical Referral Manager

- Managed, supervised and led daily operations relative to evaluation of effectiveness of programs and operations
- Organized, planned, and directed daily patient appointments and transport services in an effort to increase productivity and effectiveness as well as streamlined unnecessary expenditure
- Exercised and maintained strict confidentiality guidelines of patient records pursuant to the Health Insurance Portability and Accountability Act (HIPAA)
- Communicated with Health organizations on programs, policies, conferences, seminars, and publications utilizing solid interpersonal and communication skills
- Liaised with physicians and/or nurses on progress of current patients and on scheduling of future appointments
- Prepared formal written correspondences and information literature for dissemination
- Prepared and administered orientations and presentations regarding the functions and administration of programs and policies
- Oversaw preparation and processing of employees' bi-weekly payroll records
- Delegated other duties and responsibilities to employees in an effort to provide a cohesive environment and foster a properly cross-trained network
- Managed and evaluated performances of nine employees

8/2004 – 12/2005 University of Hawaii – School of Medicine Honolulu, Hawaii

Office Assistant

- Served as Acting Instructor for the Chamorro 101, 102, 201 and 202 courses at the University of Hawaii in the long-term absence of the assigned faculty
- Performed administrative work for the Associate Professor at the School of Medicine
- Worked on Budget appropriations for certain Federal grants received by the Associate Professor
- Communicated with Health organizations in regards to programs, policies, conferences, seminars, and publications
- Assisted the Associate Professor on annual health seminar for local high school students in Hawaii

(b) (6)

PROFESSIONAL DEVELOPMENT

CNMI Trump Delegate – 2016 Republican National Convention – Cleveland, OH

CNMI Panel Member – 2016 Section 902 Consultations with the White House

CNMI Panel Member – 2019 Section 902 Consultations with the White House

Executive Leadership Development Program (ELDP)

Administered by the **Graduate School USA Pacific and Virgin Islands Training Initiatives**, with funding support from the **United States Department of the Interior's Office of Insular Affairs**.

Pacific Executive Leaders Program (PELP)

Administered by the Center for Homeland Security & Defense, with funding support from **United States Department of Homeland Security/FEMA**

Pacific Century Fellows – Marianas Chapter

Non-governmental organization administered by its Board of Directors

ADDITIONAL SKILLS

Microsoft Office Suite

- Word, Excel, PowerPoint, Outlook, Teams, OneDrive, Typing 65 wpm

Adobe Creative Cloud (formerly Adobe Creative Suite)

- Illustrator, Photoshop, InDesign, Lightroom, Acrobat Pro

REFERENCES AVAILABLE UPON REQUEST

(b) (6)

EMERGENCY MANAGER AND NATIONAL SECURITY PROFESSIONAL

Driven internationally and state Certified Emergency Manager (CEM[®]), Master Exercise Practitioner (MEP), national security specialist, West Point graduate, and U.S. Army veteran with strong leadership and team-building credentials spanning more than two decades of professional experience. Diverse career spanning roles in local, state, and federal governments; private, non-profit, and higher-education sectors; and the U.S. military. Held (b) (6)

. Specialized expertise in the following areas:

Emergency Preparedness Planning • Continuity Planning and National Security Operations • Risk, Threat, and Capability Assessments • Hazard Mitigation and Adaptation Strategies • EOC Operations, Crisis Management, and Incident Response • Training Development, Instruction, and Exercise Facilitation • Homeland Security Exercise and Evaluation Program (HSEEP) Implementation • Continuous Improvement and Accreditation Processes • Community Preparedness, Outreach, and Education for Resilience • National Incident Management System (NIMS) and Incident Command System (ICS) • Resiliency Planning for Critical Infrastructure and Communities • Consulting & Advising

Characterized by a motivation to implement, oversee, and improve organizational processes; set long-term strategic goals, plan, and act on them; and coach, empower, and support team members to be the best they can be. Proven to outperform others when framing, evaluating, and solving problems, and delivering clearly defined outcomes. Equally comfortable working in and leading teams or working independently. Highly organized, respectful, loyal, and dutiful. Core values include duty, honor, integrity, reliability, personal connections, and strong relationships. Regarded by peers and mentors as a high achiever with a strong work ethic and commitment to excellence.

PROFESSIONAL EXPERIENCE

Emergency Management Specialist

U.S. Department of the Interior | Office of Emergency Management
Denver, CO

1/2025 – Present

Hours per week: 40

Series: 0089 Emergency Management Specialist

Pay Plan: GS - General Schedule (Ch. 51, 5 U.S.C.).

Grade: 14

(b) (6)

Duties and Accomplishments:

Emergency Management Specialist in OEM's Preparedness and Response Division (PRD). Subject matter expert in emergency planning, preparedness, and response to ensure a comprehensive approach to emergency management across the Department. Provides guidance and policy interpretation to bureaus and offices and integrates planning with national security and public safety incident response activities. Coordinates complex risk-based emergency planning and preparedness activities, including planning and conducting training, tests, and exercises per the Homeland Security Exercise and Evaluation Program (HSEEP). Provides constant assessment, oversight, reporting, and management of the readiness of capabilities; captures lessons learned; identifies corrective actions; and pursues the implementation of solutions to improve capabilities per the National Continuous Improvement Guidance (NCIG).

- Served as Response Coordination Point of Contact (POC) for a National Security Special Event (NSSE), providing continuity relocation operational support.
- Completed training on executive branch continuity communications systems, gaining an in-depth understanding of their operations to ensure uninterrupted communication during any national security event.
- Supported mandatory quarterly continuity testing and compliance efforts; collaborated with various agencies to verify functionality of communication plans for all-event scenarios, identified deficiencies, and reported them to the Test Director.
- Participated in OEM's first Integrated Preparedness Planning Workshop (IPPW); supporting the development of the first Integrated Preparedness Plan (IPP).
- Engaged in collaborative discussions with national security, continuity, and finance/operations personnel to refine metrics and enhance capability assessments for the Department.
- Engaged in a team brainstorming session focused on realigning our initiatives with Executive Order 14239: Achieving Efficiency Through State and Local Preparedness; discussed implications for Interior Emergency Management systems, processes, and explored multiple strategic options for leadership decision-making regarding EO implementation.
- Participated in Exercise Rocky Mountain Thunder, a tabletop exercise (TTX) organized by the U.S. Geological Survey (USGS), the Federal Bureau of Investigation (FBI), and the U.S. Department of Energy's (DOE) National Nuclear Security Administration (NNSA), focused on a simulated terrorist-related weapons of mass destruction (WMD)/radiological incident impacting the greater Denver area.
- Reviewed and edited the DOI Region 10 Operational Plan (OPLAN) as part of the Regional Emergency Preparedness Program (REPP) in preparation for the upcoming plan familiarization workshop with the Regional Executive Committee.
- Received specialized instruction on applying the Strategic Hazard Identification and Risk Assessment (SHIRA) tools, enhancing the effectiveness and efficiency of exercise planning and execution.
- Received specialized instruction on the Department's implementation efforts for the Federal Interagency Group playing a role in initiatives focused on the prevention, detection, control, and response to zoonotic diseases and bioterrorism required by U.S.C., to enhance the effectiveness and efficiency of the Department's emergency management exercise and continuous improvement planning and execution.
- Participated in advanced training focused on crisis communications and problem-solving in high-pressure environments to bolster our ability to address national security and public safety initiatives.
- Leading the design and implementation of an Emergency Management Exercise Program in alignment with the Homeland Security Exercise and Evaluation Program (HSEEP) to enhance national resilience and readiness.
- Leading the design and implementation of an Emergency Management Continuous Improvement Program (CIP) in alignment with the NCIG, strengthening the Department's capacity to adapt and respond to emerging threats.

- Developing the 2025 DOI Exercise EAGLE HORIZON to meet Continuity Federal Directive (FCD) requirements, advancing federal continuity capabilities, and reinforcing preparedness for national security contingencies.
- Developing the 2024 Hurricane Season After Action Report to inform future preparedness strategies, improve the Department's response capabilities to natural disasters, and reinforce resilience as a pillar of national security.

Related Skills:

Emergency Management Expertise • Strategic Planning and Preparedness • Critical Thinking and Complex Problem-Solving • Policy Analysis and Compliance • Interagency Coordination and Relationship-Building • Crisis Communications and Briefing Skills • Operational Leadership and Team Management • Program and Project Management • Technical Proficiency and Information Management • Adaptability and Operational Readiness

Supervisor: Christine Howlett (b) (6)

Okay to contact this Supervisor: Yes

Senior Emergency Management Specialist
City and County of Denver | Office of Emergency Management
Denver, CO

9/2022 - 1/2025

Hours per week: 40

(b) (6)

Duties and Accomplishments:

Managed the Training and Exercise (T&E) Program, Continuous Improvement Program (CIP), and OEM Duty Officer (DO) Program. Supported the City’s Emergency Management Program strategic planning efforts in preparation for the upcoming Emergency Management Accreditation Program (EMAP) assessment. Served as the National Incident Management System (NIMS) Coordinator for the City and County of Denver, a 24/7 on-call OEM Duty Officer, a Colorado Threat Liaison Officer (TLO), and in the County Emergency Operations Center (EOC) during real-world activations.

- Met with multiple City stakeholders to update the 2023 preparedness activities schedule for the Integrated Preparedness Plan (IPP) and developed the 2024-2028 IPP.
- Designed, developed, and conducted Denver's emergency management functional exercise (FE) in 2022; conducted two iterations of the 8-hour exercise involving 400+ participants across four disparate locations with almost 200 injects in one week.
- Designed, developed, and supported the conduct of the EOC Leadership Exercise and the Mayoral Appointee Exercise for the new administration.
- Updated and redesigned the Denver EOC Training Program, comprising five courses; assigned EOC training and maintained records for ~250 EOC staff.
- Led the Inaugural Cities Summit of the Americas Preparedness Action Planning Meetings in 2023, engaged with multiple public safety agencies and national security partners, and developed the Citywide Preparedness Action Plan.
- Developed the first formal DO Guidebook with policies, maintenance and testing procedures, a

comprehensive stakeholder contact list, and detailed common response procedures.

- Conducted weekly incident management drills with the on-call Duty Officer to build their capacity and confidence in situational awareness, critical thinking and problem solving, and crisis communication skills using multiple methodologies, and ensure they could release a Wireless Emergency Alert (WEA) to the public within 10 minutes of leadership approval.
- Trained Duty Officers on using CAMEO (a database and information management tool) to quickly identify Tier II and Section 302 Facilities (that store hazardous materials), improving situational awareness and enhancing incident response efficiency.
- Developed several After Action Reports for different incidents requiring multi-agency coordination.
- Provided administrative and logistical support to the Mayor's Office during eight Newcomer Work Authorization Clinics.
- Served as EOC Operations Section Chief during the 2022 Elections Activation; EOC Operations Section Chief, Deputy EOC Operations Section Chief, and EOC Coordinator for the Migrant Sheltering and Support Activations; EOC Director and EOC Logistics Section Chief for the Inaugural Cities Summit of the Americas Activation; EOC Logistics Section Chief for the NBA Championship Parade Activation; EOC Coordinator for the House1000 Activation, the CrowdStrike Outage Activation, and the 2024 General Election Activation.
- Partnered with teammate to design, develop, and conduct the first Citywide Emergency Management Strategic Planning Seminar for public safety and emergency management staff and partners across the City and County and some community partners.
- Presented at the 2023 International Association of Emergency Managers (IAEM) Conference and the 2024 Colorado Emergency Management Conference on how Denver responded to the surge of migrant arrivals from the southern border since December 2022.
- Presented at the 2024 International Association of Emergency Managers (IAEM) Conference on how my teammate and I forged a path forward and made progress with the City's emergency management strategic planning efforts, capability building, and continuous improvement program despite facing adversities like citywide responses to migrant arrivals and housing persons experiencing homelessness lasting 10 months.
- Invited by FEMA to co-present with the Continuous Improvement Technical Assistance Program (CITAP) Team at the semi-annual Big City Emergency Managers (BCEM) meeting on how I utilized their tools, resources, and technical assistance to advance our Continuous Improvement Program (CIP).
- Delivered the Emergency Management module to the Department of Defense Public Health/Medical Defense Support to Civil Authorities Course at Peterson Space Force Base.
- Requested to co-instruct *G0141: Instructional Presentation and Evaluation Skills* to about 15 students.

Related Skills:

Emergency Operations Center (EOC) Leadership & Coordination • Incident Response & Crisis Management
• Training, Exercise & Continuous Improvement Program Management • Crisis Communication & Public Speaking
• Integrated Preparedness Planning (IPP) • Exercise Design & Execution • Program Development & Policy Creation

Supervisor: David Powell (b) (6)

Okay to contact this Supervisor: Yes

Emergency Management Specialist - Training & Exercises
City and County of Denver | Office of Emergency Management
Denver, CO

6/2022 - 8/2022

Hours per week: 40

(b) (6)
Duties and Accomplishments:

Managed the Training and Exercise (T&E) Program and Continuous Improvement Program (CIP). Concurrently served as a 24/7 on-call OEM Duty Officer, a Colorado Threat Liaison Officer (TLO), and served in the Emergency Operations Center (EOC) during activations. Promoted to Senior Emergency Management Specialist after four months.

- Designed, developed, and instructed the 3-hour in-person training course for the Denver Basic EOC Operations Program.
- Assigned the Denver EOC Basic Ops Course and EOC Basic Ops Refresher Course to active EOC staff members in Workday Learning.
- Designed and developed Denver's annual emergency management functional exercise (FE).
- Attended and served as an Exercise Controller for Denver International Airport's Emergency Response Staging and Escort full-scale exercise (FSE).
- Attended and participated in Denver International Airport's Active Threat Tabletop Exercise (TTX).
- Supported the OEM Planning Specialist in developing materials for and executing the annual EOC Section Chief TTX.
- Supported the development of the Securing the Cities (STC) Workshop for finalizing their Concept of Operations (CONOPS) document.
- Volunteered to instruct the Denver "Make a Plan" and "Build a Kit" preparedness classes when I noticed that an instructor was needed for both classes.
- Served as the EOC Logistics Section Chief and EOC Plans Section Chief for the NHL Stanley Cup Finals Games EOC Activation.
- Co-instructed *G0141: Instructional Presentation and Evaluation Skills* to about 15 students.

Related Skills:

Training Development & Delivery • Exercise Planning & Execution • Emergency Operations Center (EOC) Operations • Program Management • Public Speaking & Instructional Skills

Supervisor: David Powell (b) (6)

Okay to contact this Supervisor: Yes

Supervisory Emergency Management Specialist - Training and Exercises

City and County of Denver | Denver International Airport

Denver, CO

6/2021 - 6/2022

Hours per week: 40

(b) (6)

Duties and Accomplishments:

Emergency Preparedness Training and Exercise Manager at Denver International Airport in the Airport Operations Division. Maintained compliance records per 14 CFR Part 139 to help maintain Denver International Airport's Class 1 Certification and oversaw the development of computer-based training (CBT) requirements and exercise conduct requirements. Oversaw the development of airport-wide emergency preparedness training and outreach efforts focused on natural hazards and active threats. Additionally, supported the Airport Emergency Operations Center (EOC) during real-world activations. Supervised a Business Operations Administrator/Emergency Management Coordinator and Online Instructional Designer.

- Partnered with colleague to conduct the 2021 Training and Exercise Planning Workshop (TEPW) and developed and updated the 2022 Training and Exercise Plan (TEP).
- Planned, developed, and facilitated the MLB All-Star Game TTX; coordinated with public safety and national security partners to develop three realistic scenarios based on the current threat environment.
- Supported the planning activities for the airport's Emergency Response Staging and Escort Full Scale Exercise (FSE), Active Threat Tabletop Exercise (TTX), Denver Sky Ready (Part 139) TTX and FSE, and Payment Card Industry (PCI) Cybersecurity TTX.
- Delivered a Financial Preparedness and a Pet Preparedness webinar to airport badgeholders.
- Supported the VA with conducting the National Disaster Medical System (NDMS) FSE; served as the Senior Controller with approximately 10 Controllers.
- Partnered with the Colorado Trauma Network to host STOP THE BLEED classes available to all interested airport badgeholders throughout 2022; coordinated required classes for the Maintenance Division.
- Proposed and launched a multi-year Airport Emergency Management Core Capabilities Project to develop metrics for annual assessments; facilitated three capability development workshops.
- Collaborated with teammates on the Airline Coordination Initiative and met with 10 different airline carriers to increase collaboration and resource sharing during airline emergencies.
- Researched learning management system (LMS) alternatives and submitted a proposal that would save the Emergency Management Team over \$12,000 annually.
- Supported the development and launch of the airport's Human Trafficking CBT, Severe Weather CBT, and Active Threat CBT.
- Coordinated with DEN agency trainers to correct FAA training records and identify missing non-compliance letters.

- Finalized the new Emergency Management Part 139 Training Records Policy for publication; reviewed and updated/consolidated Emergency Management Policies for Training and Exercise Design Governing Principles, Exercise Design Process, and Exercise Design Team into a single Emergency Management Policy document.
- Asked by Denver Human Services to facilitate the in-person 2022 Denver Mass Care TTX with 90+ participants.
- Evaluated the State Emergency Operations Center (SEOC) during the last Chemical Stockpile Emergency Preparedness Program (CSEPP) Pueblo FSE.
- Met with the airport's grants team three times to introduce them to the DHS grants (UASI, SHSP, STC) and develop a strategy and timeline for applying to these grants the following year; notified several airport departments about the grants and federal funding priorities so they could develop projects for submission during the next cycle.
- Served in the airport's Emergency Operations Center during multiple winter storms and during a power outage by contacting airlines to collect information on their impacts.
- Voluntarily worked overtime providing customer service to the traveling public as part of the Great Hall Passenger Assistance Program.
- Invited by FEMA to present at the 2022 National Preparedness Symposium (NPS) on how I planned, prepared for, and conducted Denver's first Integrated Preparedness Planning Workshop (IPPW) and developed their first Integrated Preparedness Plan (IPP) in 2020 following the release of the updated Homeland Security Exercise and Evaluation Program (HSEEP) doctrine.
- Asked by the Baltimore Metropolitan Council to present to the Baltimore Urban Area Security Initiative (UASI) and 13 other state and local government organizations on how I designed, developed, and conducted the 2018 THIRA and SPR for the Denver UASI in 2018.

Related Skills:

Training Development & Instruction • Exercise Design & Facilitation • Emergency Operations Center (EOC) Management • Continuous Improvement & Capability Assessment • Incident Command System (ICS) & National Incident Management System (NIMS) Operations • Collaborative Planning & Document Development • Public Education & Preparedness Outreach • Curriculum Management & Learning System Administration • Professional Instructional Skills

Supervisor: Jason Milam (b) (6)

Okay to contact this Supervisor: Yes

Emergency Management Specialist - Training and Exercises
City and County of Denver | Office of Emergency Management
Denver, CO

6/2019 - 6/2021

Hours per week: 40

(b) (6)

Duties and Accomplishments:

Training and Exercise (T&E) Program Manager with the Mayor's Office of Emergency Management (OEM).

Managed the T&E development program for 280+ Emergency Operations Center (EOC) staff from across 35 different agencies and departments; developed/updated and taught different types of annual training courses; developed materials and hosted an annual tabletop exercise (TTX) and annual Functional Exercise; managed the Improvement Planning process by tracking all T&E corrective actions. Supported the development and/or execution of sector-specific workshops (e.g., special events, healthcare, critical infrastructure, K-12 schools) and the annual citywide Continuity TTX. Responsible for scheduling and coordinating the delivery of courses sponsored by the State, NDPC, and FEMA in Denver. Supported agencies and departments with the T&E preparedness elements of their assigned core capability per the Denver Emergency Operations Plan (EOP). Ensured all exercises aligned with the latest HSEEP doctrine. Managed a \$20,000 budget. Concurrently served as a 24/7 on-call OEM Duty Officer, a Colorado Threat Liaison Officer (TLO), and in the EOC during real-world activations.

- Planned, coordinated, and executed the 2019 Training and Exercise Planning Workshop (TEPW) with about 100 stakeholders; produced the all-hazards 2020-2022 Training and Exercise Plan (TEP) for Denver.
- Planned, coordinated, and executed the 2020 Integrated Preparedness Planning Workshop (IPPW) with about 100 stakeholders across nine independent virtual sessions; produced the all-hazards 2021-2023 Integrated Preparedness Plan (IPP) for Denver.
- Produced the Denver COVID-19 Recovery Action Plan and briefed the plan to the Mayor and all his Appointees.
- Project managed the development of the City's COVID-19 After Action Report with FEMA National Exercise Division (NED) support.
- Served as the EOC Operations Section Chief for a 2019 Winter Storm EOC Activation; EOC Plans Section Chief for the 2020 Presidential Primaries EOC Activation; EOC Plans Section Chief, EOC Advanced Planning Branch Director, EOC Research and EOC Coordinator during COVID-19 Phase 1 (initial response) EOC Activation in 2020; EOC Coordinator and OEM Liaison in the Public Safety Command Post during the 2020 General Election Activation; EOC Coordinator during the COVID-19 Phase 2 (vaccinations) EOC Activation; and EOC Coordinator during the 2021 Winter Storm EOC Activation.
- Deployed to the Department of Public Safety to support the Pepsi Center COVID Testing Site operations.
- Participated in the Denver Emergency Planning Committee and Denver Continuity Work Group meetings; contributed to the development of the Denver Emergency Operations Plan (EOP) revision and input on EOP Annex development process, and development of the Denver Continuity of Government (COG) Plan revision.
- Partnered with the Community Outreach Coordinator to develop a K-12 Emergency Planning and Preparedness Workshop for summer 2021 (canceled due to COVID); reviewed and provided recommendations on community preparedness outreach materials (virtual training, TTX materials, neighborhood preparedness workbook, etc); attended virtual community training and fielded questions.
- Developed the curriculum for the new Denver Advanced EOC Operations Course in partnership with the State of Colorado and FEMA Region VIII.
- Developed curriculum for the 2020 8-hour Denver Basic EOC Operations Course and 4-hour 2020 Denver Annual Basic EOC Operations Refresher Course; transitioned both classroom courses to online platforms

three months after the EOC demobilized for the pandemic and assigned to over 250 employees; updated the curriculum in 2021.

- Developed and delivered in-person EOC Just-in-Time Training during the first few weeks of the COVID-19 activation; then developed three Just-in-Time Training videos that were posted in MS Teams for the rest of the COVID-19 activation for new staff to watch on their own time; updated this training and transitioning it to an online learning platform for ease of access.
- Developed curriculum and independently instructed the 4-hour 2019 Denver Annual EOC Refresher Course three times and co-instructed once to a total of 82 EOC staff over three months.
- Supported the Exercise Director with planning, coordination, and execution of two 8-hour functional exercises in 2019.
- Voluntarily led the facilitation of the StormReady application for the City and County of Denver, earning official designation on 8 March 2021 and securing 25 Community Rating System (CRS) points. This achievement not only improved the City's emergency preparedness but also resulted in reduced flood insurance premiums for residents, enhancing overall community resilience and safety.
- Planned, coordinated, and delivered two Denver OEM presentations to USNORTHCOM partners.
- Voluntarily spearheaded the facilitation of the StormReady application for the City and County of Denver; awarded on 8 March 2021 and resulted in the City earning 25 Community Rating System (CRS) points.
- Coordinated and facilitated the 2019 Denver Healthcare Facilities Emergency Planning Workshop; assisted the Denver Office of Special Events (OSE) with planning their annual Special Event Safety Planning Workshop in 2020.
- Served as Secretary of the Colorado Homeland Security and All-Hazards Senior Advisory Committee (HSAC) Training and Exercise (T&E) Subcommittee; member of the Colorado North Central All-Hazards Region (NCR) Training and Exercise Committee; member of the Securing the Cities (STC) Training and Exercise (T&E) Subcommittee.
- Presented at the 2019 International Association of Emergency Managers (IAEM) Conference on FEMA's new Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) methodology and how I applied it for the Denver Urban Area Security Initiative (UASI). Panel presentation with the State of Wyoming and the Dallas/Fort Worth/Arlington UASI.

Related Skills:

Training Program Development & Delivery • Exercise Planning & Execution • Emergency Operations Center (EOC) Operations • Strategic Planning & Integrated Preparedness • Continuous Improvement & After Action Reporting • Curriculum Design & Instructional Leadership • Stakeholder Engagement & Cross-Agency Collaboration • Emergency Planning & Policy Development • Public Speaking & Professional Presentation

Supervisor: David Powell (b) (6)

Okay to contact this Supervisor: Yes

Emergency Management Specialist - Risk Management
City and County of Denver | Office of Emergency Management

Denver, CO

1/2018 - 6/2019

Hours per week: 40

Duties and Accomplishments:

Risk Management Coordinator with the Mayor's Office of Emergency Management (OEM) charged with leading the Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) processes for the Denver Urban Area Security Initiative (UASI). The UASI program, one of three under the Homeland Security Grant Program (HSGP), assists high-threat, high-density Urban Areas in efforts to build, sustain, and deliver the capabilities necessary to prevent, protect against, mitigate, respond to, and recover from acts of terrorism. States, territories, and UASIs are required to submit the THIRA and SPR annually to receive HSGP funds. Also supported the Program Manager with executing the UASI grant program, as needed. Served as the UASI representative to five regional committees and attended monthly Urban Area Working Group (UAWG) Meetings. Concurrently served as a 24/7 on-call OEM Duty Officer, a Colorado Threat Liaison Officer (TLO), and participated in Emergency Operations Center (EOC) activations as the Deputy EOC Coordinator.

- Independently proposed, planned, coordinated, and executed a two-day Threat Scenario Symposium in 2019; invited speakers from the National Counterterrorism Center, the U.S. Department of Homeland Security Office of Terrorism Prevention Partnerships, the U.S. Department of Energy Office of Intelligence and Counterintelligence, CI Security, Mercurial Security Solutions, the Defense Nuclear Weapons School, the U.S. Department of Health and Human Services Region 8, and U.S. Environmental Protection Agency Region 8 to present on nuclear terrorism, chemical terrorism, biological terrorism, cyber terrorism, and complex coordinated terror attacks; goal was to educate Denver UASI THIRA/SPR stakeholders on the impacts and consequences of five threat scenarios to better prepare them for the regional capability assessment workshops; based on attendee feedback, all ratings on the questionnaire averaged 4.5/5 with 5 being the best; the State of Colorado OEM Director asked for copies of all presenters' slides and contact info as well; I also personally received numerous emails from attendees with positive feedback.
- Independently planned and coordinated 30 Denver UASI THIRA/ SPR capability assessment workshops between April and October 2019; independently facilitated 10 of those workshops.
- Planned, coordinated, and executed five 8-hour THIRA/SPR development workshops over six weeks in 2018; we had 128 attendees from 77 different partner organizations across the Denver metro area.
- Delivered THIRA/SPR presentation to the Colorado Emergency Management Roundtable Group, Urban Area Working Group, Boulder Multi-Agency Coordination Group, and two NCR committees in 2018.
- Attended the Spring 2019 Big City Emergency Managers (BCEM) Semi-Annual Meeting and was prepared to present and discuss THIRA/SPR challenges with FEMA HQ senior leadership.
- Aggregated information collected at the 2018 THIRA/SPR workshops from 129 different capability targets across 20 Core Capabilities and submitted the report via FEMA's unit reporting tool (URT) before the 31 December 2018 deadline.
- Supported the City of Aurora as an EOC Evaluator during their functional exercise in 2018.
- Developed slide content on behalf of my Executive Director (Mayoral Appointee) when he was selected to teach the Risk Management Class for the Colorado State Emergency Management Academy in 2018.
- Voluntarily researched and wrote a summary of Denver's prevention, protection, and response efforts for

terrorism as part of the City's RFP submission to Army Futures Command HQ in 2018; subsequently, the summary was also included in the City's RFP submission for the Democratic National Convention.

- Presented at the 2019 National Homeland Security Conference on FEMA's new Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) methodology and how I planned, coordinated, and executed it for the Denver Urban Area Security Initiative (UASI). Panel presentation with Tampa UASI and Bay Area UASI.
- Supported our community outreach and engagement efforts in 2018 to include coordinating an outreach meeting between Denver OEM and Team Rubicon; guest lecturing twice with my Executive Director (Mayoral Appointee) to Boston University graduate students about the role of EMs in dealing with the reality of climate change and managing subsequent risks to urbanized areas; voluntarily served as Exercise Support Staff for our semi-annual Denver Community Emergency Response Team (CERT) full-scale exercise; covered down on social media activities while our PIO was out of the country; hosted a table with FEMA Region VIII at the annual RiverFest; and hosted a table with other OEM staff at the Self-Reliance Expo.

Related Skills:

Risk & Threat Assessment • Workshop & Symposium Planning • Emergency Management Grant Program Support • Public Speaking & Professional Presentation • Multi-Agency Coordination & Regional Collaboration • Strategic Communication & Writing • EOC Operations & Incident Support • Homeland Security Policy & Risk Management Knowledge • Community Engagement & Outreach • Curriculum & Training Support

Supervisor: Ryan Broughton (b) (6)

Okay to contact this Supervisor: Yes

Hazard Mitigation Planner / Planner II

Michael Baker International

Lakewood, CO

11/2016 - 12/2017

Hours per week: 40

(b) (6)

Duties and Accomplishments:

Resilience Action Partners is a joint venture formed between Michael Baker International and Ogilvy Public Relations Worldwide in 2015 to provide risk communication and hazard mitigation planning services in support of the Community Engagement and Risk Communications (CERC) contract with FEMA's Mitigation Division. This joint venture assists the Risk Analysis Branches at each of the FEMA regions with applying engineering, planning, and advanced technology to determine the potential impact of natural hazard events; develop strategies to manage the risks associated with these hazards; help communities become more resilient by increasing their risk awareness, and driving them to implement strategies to reduce their risk. Served as Michael Baker's Mitigation Champion for FEMA Region VIII.

- As a Federal contractor with Resilience Action Partners under FEMA's CERC contract, I delivered strategic planning and technical assistance for hazard mitigation initiatives across Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming. My work involved conducting detailed reviews of 13 local hazard mitigation plans to ensure compliance with federal standards and align with regional risk-reduction strategies. I applied data-driven analysis and stakeholder engagement techniques to identify and track mitigation actions that contributed to FEMA's regional goals.
- In collaboration with the regional CERC-Lead, I co-managed multimillion-dollar project portfolios—

overseeing the closeout of 22 projects totaling \$1.8M and the execution of 14 projects within a \$1.5M budget. This role strengthened my capabilities in cross-functional collaboration, risk-informed decision-making, and end-to-end project lifecycle management within a highly regulated, mission-driven environment.

- Supported the development of Michael Baker's Inaugural Planning Innovation Lab: Geospatial Planning and Decision Support Tools, participated in meetings supporting a proposal to build out a Climate and Resiliency Practice within Michael Baker, and developed content for nationwide State Hazard Mitigation Plan training.

Related Skills:

Hazard Mitigation Planning · Strategic Planning · Project Management · Stakeholder Engagement · Risk Analysis & Risk-Informed Decision-Making · Regulatory Compliance & Policy Interpretation · Cross-Functional Collaboration · Technical Writing & Content Development · Budget Management · Innovation & Program Development

Supervisor: (b) (6)

Okay to contact this Supervisor: Yes

Community Planner

U.S. Department of Transportation | Volpe National Transportation Systems Center

Cambridge, MA

1/2016 - 11/2016

Hours per week: 40

Series: 0020 Community Planning

Pay Plan: GS - General Schedule (Ch. 51, 5 U.S.C.).

Grade: 9

(b) (6)

Duties and Accomplishments:

Community Planner in the (former) Organizational Performance Division at DOT's Volpe National Transportation Systems Center. This division focused on enhancing the effectiveness and efficiency of transportation organizations by integrating strategic planning, policy analysis, program development, and capacity building. Typical work included helping agencies define long-term goals, assess and improve performance, and implement policies and programs that align with broader transportation objectives. This division combined analytical expertise with practical strategies to support organizational improvement, workforce development, and stakeholder engagement.

- Supported a freight corridor peer exchange by developing workshop materials, documenting the event, and producing the final summary report.
- Compiled information and wrote several sections of the Research, Development & Technology Strategic Plan for the Office of the Secretary of Transportation.
- Conducted research and program analysis of "Eco-Logical: An Ecosystem Approach to Developing Infrastructure Projects" to develop a report on the strengths and weaknesses of the program.
- Conducted research for "Evaluation of the Roadside Safety Hardware Process" - a white paper developed for the FHWA's Office of Policy in response to an increase in faulty guardrail media reports.
- Member of the Eco-Logical Evaluation Team. Gathered information from past annual reports and conducted interviews with grant recipients since 2007. Developed a spreadsheet database to track all information.

- Analyzed data, developed findings, and drafted the final report.
- Drafted the April 2016 issue of FHWA's "Successes in Stewardship" newsletter about collaborative and innovative business models for planning around animal crossings.
- Reviewed 23 University Transportation Centers Grant Program applications for quality control and consistency, summarized reviewer ratings, and documented the reviewing panel event.

Related Skills:

Research & Policy Analysis · Strategic Planning Support · Technical Writing & Reporting · Program Evaluation · Data Analysis & Management · Stakeholder Engagement & Interviewing · Workshop Development & Facilitation Support · Grant Review & Quality Control · Collaborative Writing & Editing · Environmental & Transportation Policy Knowledge

Supervisor: Terry Regan (b) (6)

Okay to contact this Supervisor: Yes

Student Trainee (Community Planner)

U.S. Department of Transportation | Volpe National Transportation Systems Center

Cambridge, MA

6/2015 - 1/2016

Hours per week: 20-40

Series: 0099 General Student Trainee

Pay Plan: GS - General Schedule (Ch. 51, 5 U.S.C.).

Grade: 7

Duties and Accomplishments:

Student Trainee (Community Planner) in the Transportation Planning Division at DOT's Volpe National Transportation Systems Center. This division develops and advances transportation-planning projects and programs at the international, national, state, and local levels, through analysis, research, evaluation and oversight, and communications. Collaborated with other planners, engineers, and analysts to provide expertise in planning evaluation and oversight, systems planning, performance measurement, project planning and programmatic support, and communications best practices.

- Task Manager for Urban Freight Noteworthy Practices; conducted research, interviewed public officials, and wrote several case studies highlighting urban freight mobility activities in major metropolitan areas.
- Task Manager for the U.S. Merchant Marine Academy's 2016 Annual Report. Volunteered to function as primary point-of-contact while the Project Manager was out on maternity leave. Conducted conference calls with the customer to discuss the outline and first drafts of the report. Compiled and sent regular budget reports to the sponsor.
- Developed website content for the Infrastructure Voluntary Evaluation Sustainability Tool (INVEST) – a web-based self-evaluation tool comprising criteria covering the entire lifecycle of transportation services. Transportation stakeholders utilize this tool to assess and enhance the sustainability of their projects and programs and help promote environmental stewardship. Wrote criterion examples and case studies for the website. Delivered a two-hour presentation about INVEST to urban planning graduate students.
- Supported senior staff with contract and project management activities. Independently managed monthly budget reports for nine different projects, regularly communicating with other team members for task

updates. Participated regularly in conference calls with clients and took notes during calls.

Related Skills:

Research & Case Study Development · Project Management & Task Leadership · Client Communication & Relationship Management · Budget Tracking & Financial Reporting · Technical Writing & Content Development · Presentation & Public Speaking · Sustainability & Transportation Planning Knowledge · Collaboration & Team Coordination · Contract & Program Support · Attention to Detail & Documentation

Supervisor: Terry Regan (b) (6)

Okay to contact this Supervisor: Yes

**Graduate Assistant to the Assistant Secretary for Environmental Policy
Commonwealth of Massachusetts | Executive Office of Energy and Environmental Affairs
Boston, MA**

1/2015 - 4/2015

Hours per week: 20

Expectations and Accomplishments:

Graduate Assistant in the Executive Office of Energy and Environmental Affairs (EOEEA) Office of Policy. Partnered with MassDOT and assisted with researching standards and concepts for consideration in the development of M.G.L. Chapter 90I - the Complete Streets Certification Program - and ensured they were consistent with the Secretariat's sustainable development principles and environmental objectives. Weekly activities included independently researching emerging complete streets approaches, refinements in transportation and land use practices, and participating in meetings within EEA, with outside agencies, and with public advocacy groups to discuss proposals and recommendations.

Related Skills:

Policy Research & Analysis · Sustainability & Environmental Policy Knowledge · Stakeholder Engagement & Collaboration · Strategic Planning Support · Communication & Presentation Skills

Supervisor: Kurt Gaertner (b) (6)

Okay to contact this Supervisor: Yes

**Graduate Assistant to the Department Chair of Applied Social Sciences
Boston University
Boston, MA**

9/2014 - 12/2014

Hours per week: 20

Duties and Accomplishments:

Awarded a competitive Graduate Assistantship in the Department of Applied Social Sciences. Conducted program analysis and advised program directors on changes or improvements to their curriculum.

- Initiated the development of a standard operating procedure and continuity plan for operating the graduate and undergraduate programs.
- Developed an exit survey for graduating students and developed an employer feedback survey for students completing supervised fieldwork or a directed study with outside organizations.

- Co-founder of the Urban Planning Association – an official BU student and alumni organization. Initiated the development of Continuity Guides for each position within the association.
- Compiled a literature review for a study related to prison education programs.

Related Skills:

Program Evaluation & Curriculum Development · Process Improvement & Operations Planning · Survey Design & Feedback Analysis · Leadership & Organizational Development · Research & Literature Review

Supervisor: (b) (6)

Okay to contact this Supervisor: Yes

**Graduate Assistant to the Associate Commissioner for Operations
Commonwealth of Massachusetts | Department of Environmental Protection
Boston, MA**

6/2014 - 12/2014

Hours per week: 20

Expectations and Accomplishments:

Graduate Assistant at the Massachusetts Department of Environmental Protection (MassDEP). Worked in the Commissioner's Office focusing on optimizing the agency's administrative processes.

- Developed and proposed a new design and layout for the state's Brownfields website
- Reorganized the Brownfields file-sharing system
- Finalized and prepared the Brownfields Support Team Initiative biennial report for publication
- Assisted with planning, coordinating, and executing the MassDEP Commissioner's weekly Summer Speaker Series during July and August
- Delivered presentation to the MassDEP Commissioner at the end of the assistantship

Related Skills:

Process Improvement & Administrative Optimization · Web Content Development & Design · Technical Writing & Reporting · Event Planning & Coordination · Public Speaking & Presentation Skills

Supervisor: Kerry Bowie (b) (6)

Okay to contact this Supervisor: Yes

**Community Outreach Coordinator
City of Boston | Office of Environment, Energy, and Open Space
Boston, MA**

4/2014 - 8/2014

Hours per week: 20

Expectations and Accomplishments:

Served as the Community Outreach Coordinator in the Mayor's Office, supporting the Greenovate Boston Fellows with updating the 2014 Climate Action Plan (CAP) and community engagement strategy.

- Assisted with the planning of the inaugural Greenovate Boston Summit, including taking the lead on initial logistics of summit organizations, providing input on the design and structure of the summit, managing and coordinating summit volunteers and speakers, attending and working the summit, and aggregating qualitative data collected from summit attendees.
- Attended and participated in the Steering Committee and various working group meetings that comprised leaders in business, academia, non-profit, and local government agencies, and decided the content and organization of the CAP.
- Created or improved outreach and educational materials for Greenovate programs and events, including the Ambassador program and associated Meetups, promotional materials for local events, stories on award recipients, blog and social media postings, and managing topics and conversations with the public in our online forum.

Related Skills:

Community Engagement & Outreach · Event Planning & Volunteer Coordination · Stakeholder Collaboration · Content Development & Communications · Data Collection & Analysis

Supervisor: Charles Zhu (b) (6)
Okay to contact this Supervisor: Yes

Planning Intern
Downtown Boston Business Improvement District
Boston, MA
7/2013 - 8/2013
Hours per week: 20
Expectations and Accomplishments:

Planning intern supporting the BID's Planning Project Manager. Conducted research for the Capital Improvements Committee on public restroom planning considerations and options in urban settings, including a review of case studies, interviews with other U.S. city officials, design options, and regulatory and budgetary framework. Inventoried historical landmarks within the district, cataloged data in MS Excel, and primed for transfer to geo-location software.

Related Skills:

Urban Planning Research & Analysis · Stakeholder Interviewing & Information Gathering · Data Management & Organization · Report Writing & Presentation Preparation · Understanding of Urban Infrastructure & Capital Improvements

Supervisor: (b) (6)
Okay to contact this Supervisor: Yes

Service General Manager
Tyco SimplexGrinnell
Norwood, MA
9/2010 - 1/2012
Hours per week: 40
Duties and Accomplishments:

Led the Boston District Service Department, comprising 64 employees. Directly supervised 12 service operations, dispatch, and administrative project managers and supervisors. Managed a \$23 million profit and loss life safety and emergency services portfolio consisting of fire, sprinkler, security, CCTV, and nurse call product lines. Ensured quality and timeliness on all inspection and service contracts for over 3,000 customers in the Greater Boston area. Collaborated with the District General Manager in developing the service vision and strategy, strategy execution, customer and community interaction, and direct sales involvement and support of the service business.

- Achieved or exceeded all five departmental and district annual revenue targets and ranked #1 in the largest region in the country for overall key service performance metrics for FY11.
- Partnered with the Regional Customer Experience Leader to learn more about the Customer Trust Program. Improved the visibility of the service employee recognition program by creating a customer satisfaction display area showcasing customer appreciation letters and customer satisfaction surveys with outstanding ratings.
- Introduced a new service dispatch process to the “top 10” customers by creating care packages and meeting with customers one-on-one to ensure a smooth and seamless transition.
- Implemented a National Institute for Certification in Engineering Technologies (NICET) Level II training program to help our employees achieve new minimum certification requirements for government contracted customers.
- Created a Records Management Team with a colleague; developed the district’s first records-keeping system to process and track 20+ years of records and files.
- Spearheaded the planning and execution of the first holiday function for our office in several years. It was very well-received, generated positive responses, and increased morale (especially just two months following a layoff period).
- Pursued professional development opportunities, including the Service Manager Strategy Application Workshop, Prosci’s Change Management Program for Managers, Acclivus R3 Sales Excellence Course, Acclivus Coaching for Sales Managers Course, and Dale Carnegie's Customer Service Seminar.

Related Skills:

Operations & Service Management · Financial Management & P&L Oversight · Team Leadership & Staff Development · Customer Relationship Management & Satisfaction Improvement · Change Management · Strategic Planning & Execution · Process Improvement & Operational Efficiency · Employee Recognition & Organizational Culture Building · Sales Support & Cross-Functional Collaboration

National Security and Missile Defense Operations Officer

U.S. Army

El Paso, TX and Colorado Springs, CO

5/2005 - 4/2009

Hours per week: 40

(b) (6)

Duties and Accomplishments:

Led and supported national security and missile defense initiatives at the strategic, operational, and tactical levels.

Serving in multiple leadership and technical roles across the Army Space and Missile Defense Command (USASMDC/ARSTRAT) and Air Defense Artillery units, I specialized in defending the United States against missile threats, safeguarding critical national interests, and enhancing missile defense operational readiness.

- **Missile Defense and National Security Operations:** Served as Deputy Director of the Missile Defense Training and Evaluations Branch, leading evaluations for over 50 Ground-Based Midcourse Defense (GMD) and Ballistic Missile Defense System (BMDS) exercises to ensure the operational readiness of North American missile defense crews.
- **Intelligence and Geospatial Operations:** Supported advanced geospatial intelligence (GEOINT) initiatives, contributing to the production and dissemination of critical intelligence products supporting global operations, while mastering key geospatial tools (ArcGIS, ERDAS Imagine, RemoteView).
- **Leadership in Training and Force Readiness:** Managed the training, discipline, morale, and deployment readiness of over 200 personnel, overseeing millions of dollars in government assets and ensuring seamless mission execution through meticulous planning and risk management.
- **Operational Planning and Risk Mitigation:** Authored operational orders, SOPs, and continuity guides; coordinated joint training events; and managed complex logistical operations to uphold high levels of unit and individual combat readiness.
- **Space and Missile Defense Expertise:** Completed specialized training in Air and Missile Defense operations, JTAGS operations, and C2BMC systems, gaining deep expertise in missile launch early warning systems and integrated missile defense communications.
- **Special Investigations and Strategic Assessments:** Selected for special projects and formal investigations requiring high trust and precision, reflecting superior judgment, discretion, and analytical capabilities.

Related Skills:

Missile Defense Operations · National Security and Strategic Defense · Intelligence Analysis and Geospatial Intelligence (GEOINT) · Operational Planning and Risk Management · Leadership and Team Development · Training and Readiness Management · Command, Control, Battle Management, and Communications (C2BMC) · Property and Asset Management · Formal Investigation and Compliance · Crisis Response and Decision-Making Under Pressure

Supervisor: (b) (6)

Okay to contact this Supervisor: Yes

Supervisor: (b) (6)

Okay to contact this Supervisor: Yes

VOLUNTEER EXPERIENCE

Assessor

Emergency Management Accreditation Program (EMAP)

Various Locations

8/2022 – Present

Hours per week: 40 (per assessment)

Expectations:

Voluntarily evaluate local, state, higher education, private sector, and international public safety and emergency

management programs against nationally recognized standards (ANSI/EMAP 5-2022 Emergency Management Standard) to determine their readiness, capabilities, and resilience. Through detailed document reviews, on-site assessments, and interviews, I help organizations identify strengths, close critical gaps, and align their operations with best practices that enhance their ability to prevent, protect against, mitigate, respond to, and recover from all hazards. By guiding organizations through the accreditation process, I contribute to strengthening their internal processes, interagency coordination, and continuous improvement efforts, directly supporting national security by ensuring that communities, agencies, and infrastructure are better prepared for complex and evolving threats. Each assessment lasts one week, and one assessment is required per year to maintain Assessor status.

Related Skills:

Program Evaluation & Accreditation Assessment · Document Review & Data Collection · Observational Analysis · Reporting & Presentation of Findings · Standards & Compliance Expertise

Supervisor: (b) (6)

Okay to contact this Supervisor: Yes

AuroraREADY Community Preparedness Outreach Instructor

City of Aurora | Office of Emergency Management

Aurora, CO

4/2021 – Present

Hours per week: 1-hour classes

Expectations:

Support the development of AuroraREADY - the City of Aurora's community preparedness outreach and engagement program. Voluntarily approached OEM in April 2021 about gaps in their program. We discussed developing a community preparedness program, which began with creating Community Emergency Response Team (CERT) program policies and procedures, then shifted to in-person delivery of preparedness classes. Currently co-instructing a variety of preparedness classes around Aurora, as needed.

Related Skills:

Community Preparedness Education & Training · Program Development & Policy Writing · Public Speaking & Instruction · Needs Assessment & Program Innovation · Collaboration with Local Government

Supervisor: Emily Madden (b) (6)

Okay to contact this Supervisor: Yes

Certified Instructor

State of Colorado | Division of Homeland Security and Emergency Management

Various Locations

3/2021 – Present

Hours per week: Classes range between 1-4 days

Expectations:

Voluntarily teach the below courses to individuals, organizations, and agencies on an as-needed basis. Courses last anywhere from 1-4 days:

- L0146: Homeland Security Exercise and Evaluation Program (HSEEP)
- G0141: Instructional Presentation and Evaluation Skills
- G2300: Intermediate EOC Functions

Related Skills:

Adult Education & Instructional Delivery · Emergency Management Training Expertise · Public Speaking & Facilitation · Curriculum Adherence & Adaptation

Supervisor: Greg Pettis (b) (6)

Okay to contact this Supervisor: Yes

**Community Awareness Program (CAP) Instructor
Counterterrorism Education Learning Lab (CELL)**

Denver, CO

5/2019 – Present

Hours per week: Classes vary in length

Expectations:

Created in partnership with the U.S. Department of Homeland Security (DHS) and the FBI's Joint Terrorism Task Force, the Community Awareness Program (CAP) is a critical prevention and preparedness training on recognizing and reporting suspicious activity to help prevent terrorism, targeted violence, and other criminal activity. Voluntarily instruct CAP training classes as needed.

Related Skills:

Counterterrorism & Threat Identification · Public Speaking & Instruction · Community Engagement & Public Safety Education · Situational Awareness & Critical Thinking Facilitation

Supervisor: (b) (6)

Okay to contact this Supervisor: Yes

Deputy Planning Manager, Region VIII*

Team Rubicon

Denver, CO

6/2017 - 6/2018

Hours per week: 5

Expectations and Accomplishments:

Supported the Regional Planning Manager with disaster response and recovery efforts across FEMA Region VIII. Responsibilities included executing the Domestic Emergency Operations Plan, developing and reporting on disaster operations, and maintaining situational awareness of ongoing and potential emergencies. I coordinated inter-organizational relationships, supported mission planning and regional projects, and led training initiatives to enhance emergency planning capacity at the state and local levels.

- Served as Mission Planning Team Lead for Region VIII's deployment to OPERATION HARD HUSTLE (Hurricane Harvey) in 2017. Collaborated with other regional section managers over four weeks to mobilize 72 volunteers to Houston, TX, for one week to support those affected by the disaster. (See interview with Channel 9 here: https://youtu.be/_Pk9tv4yJPo)

*Regional positions were eliminated when Region VIII merged with Region X to form the Northwest Territory.

Related Skills:

Disaster Response & Recovery Planning · Mission Planning & Operational Coordination · Situational Awareness &

Military Academy Admissions Field Force Representative

U.S. Military Academy at West Point

Various Locations

7/2009 - Present

Hours per week: 1-2

Expectations and Accomplishments:

Voluntarily serve as an admissions representative committed to assisting the young people in my community with learning about West Point, Army ROTC, and the opportunity to serve our nation as an Army officer. Represent West Point at local college fairs, guide candidates through the admissions process, give presentations at local high schools, conduct candidate interviews, administer the Candidate Fitness Assessment, present appointments at high school awards ceremonies.

- Served on two Service Academy Congressional Nomination Boards.
- Volunteered as a Small Group Facilitator for the first Leadership and Ethics Conference in April 2019, and as a Senior Lead for the 2023 and 2025 Conferences.
- Served as the District Coordinator for Colorado's 7th Congressional District from January 2020 to January 2022.
- Currently spearheading an early intervention program aimed at engaging with high school freshman about opportunities to serve as an Army Officer to increase their awareness of the different military options, have adequate time to plan their high school careers to align with the expectations of various military officer pathways, and hopefully identify more qualified and committed candidates.

Related Skills:

Recruitment & Outreach · Public Speaking & Presentation Skills · Candidate Assessment & Interviewing · Program Development & Leadership · Collaboration & Service Coordination

Supervisor: (b) (6)

Okay to contact this Supervisor: Yes

EDUCATION

M.C.P., Urban, Community, and Regional Planning

Boston University

(b) (6)

Relevant Coursework:

The Master of City Planning program equipped me with a solid foundation in strategic planning, data-driven analysis, and stakeholder engagement. Through rigorous coursework and applied projects, I developed skills in policy evaluation, spatial and demographic analysis, and collaborative problem-solving to address complex urban challenges. The program emphasized systems thinking, project design, and the ability to synthesize qualitative and quantitative data to inform decision-making, all of which are essential for driving impactful, evidence-based solutions in dynamic organizational environments. CAPSTONE: In partnership with the Metropolitan Area Planning Council, the 2015 Boston Urban Symposium focused on creating a framework for the first-ever Climate

Action and Preparedness Plan for the City of Quincy. The strategy was a holistic, multi-hazard approach that integrated risks and focused on prevention, preparedness, response, and recovery, with an emphasis on prevention and preparedness measures. Co-led a team focused on analyzing the most vulnerable neighborhood in the city and delivered a presentation to the neighborhood during a public forum (https://youtu.be/NNc79_oRGmU?t=1114).

Activities and Societies:

Co-Founder of the BU Urban Planning Association, President of the Veterans Association, Graduate Student Rep for the sustainability@BU Communications and Outreach Working Group

Related Skills:

Strategic Planning & Framework Development · Data-Driven & Spatial Analysis · Policy Analysis & Evaluation · Stakeholder Engagement & Public Communication · Systems Thinking & Holistic Problem-Solving · Project Management & Team Leadership · Collaborative Research & Applied Learning · Resiliency Planning · Public Speaking & Professional Presentation Skills

B.S., Geospatial Information Science*, Environmental Engineering Track

United States Military Academy at West Point

5/2005

Relevant Coursework:

Completed an intensive 47-month program at West Point - one of the premier leader-development institutions in the world. Training and experiences prepared me for service as a commissioned leader of character committed to a code of honor and public service. Curriculum and exercises focused on fostering critical thinking and problem-solving skills related to military training and discipline, moral and ethical development, and physical conditioning, including competitive team athletics. Leadership experiences commenced on day one by learning to be a follower and contributing team member before leading from the front. Direct leadership roles with increasing levels of responsibility were balanced by also serving in staff/support functions. Simultaneously completed extensive undergraduate studies in Science, Technology, Engineering, and Mathematics (STEM).

* The Geospatial Information Science Major is accredited by the Geospatial-Intelligence Foundation.

Related Skills:

Leadership & Team Development · Critical Thinking & Analytical Problem-Solving · Geospatial Analysis & Data Interpretation · Moral & Ethical Decision-Making · Project Management & Planning · Resilience & Adaptability · Communication & Presentation Skills · Collaboration Across Diverse Teams · Physical & Mental Discipline

Executive Certificate, Business Administration

University of Notre Dame

4/2010

Relevant Coursework:

This comprehensive Executive Education program included three courses—Principles of Business, Disciplines of Business, and Applied Business Strategies—covering critical areas such as organizational behavior, leadership, financial and managerial accounting, operations management, marketing, enterprise valuation, competitive analysis, and strategic planning. Through a combination of theory, real-world application, and business plan development, the program built a strong foundation in core business disciplines and leadership practices essential for driving organizational success and strategic growth.

National Emergency Management Executive Academy (NEMEA) Graduate, Cohort XII

National Disaster and Emergency Management University

8/2024

Relevant Coursework:

The FEMA National Emergency Management Executive Academy is a premier program designed for senior executives in emergency management and related fields to strengthen strategic leadership and critical thinking skills. Through a series of intensive, graduate-level sessions, the academy brings together leaders from federal, state, local, tribal, and territorial governments, as well as private and nonprofit sectors, to collaborate on complex emergency management challenges pertaining to national security and public safety. The curriculum emphasizes policy development, whole community engagement, crisis leadership, and innovation, preparing participants to drive meaningful change and build more resilient communities.

Master Exercise Practitioner (MEP), Cohort 22-1

National Disaster and Emergency Management University

6/2024

Relevant Coursework:

The Master Exercise Practitioner Program (MEPP) is FEMA's advanced, three-course series that enhances the skills of emergency management professionals in exercise design, conduct, and evaluation. Focused on the Homeland Security Exercise and Evaluation Program (HSEEP), MEPP emphasizes hands-on, scenario-based learning to develop complex exercises that strengthen preparedness and response capabilities. Participants collaborate with peers from across the country to complete a capstone functional exercise and demonstrate mastery of the full exercise cycle. Graduates of MEPP are equipped to lead effective, impactful exercise programs that improve operational readiness at all levels of government and across the whole community.

Continuity Excellence Series - Level I Professional Continuity Practitioner (PCP)*

National Disaster and Emergency Management University

3/2021

Relevant Coursework:

The FEMA Professional Continuity Practitioner curriculum provides advanced training in continuity of operations (COOP) and continuity of government (COG) principles, essential to sustaining national security. Through a comprehensive series of courses, participants gain expertise in developing, implementing, and managing continuity programs that ensure the resilience of organizations during disruptions. The curriculum emphasizes risk management, continuity planning, exercise design, and leadership responsibilities, preparing practitioners to safeguard essential functions, maintain government and critical services, and uphold national security by supporting mission success under all conditions.

*Actively working on achieving Master Continuity Practitioner (MCP) (expected 2025)

LICENSES AND CERTIFICATIONS

Certified Emergency Manager (CEM®)

International Association of Emergency Managers (IAEM)

2/2020

Colorado Certified Emergency Manager (CO-CEM)

Colorado Emergency Management Association (CEMA)

(b) (6)

(b) (6)

(b) (6)

Project Management Professional (PMP)

Project Management Institute (PMI)

2025 (expected to pass exam this year)

RELEVANT TRAINING

Federal-Level Emergency Management Courses (classroom)

- K-0548: Continuity of Operations (COOP) Program Manager (16 hours)
- L-0550: Continuity of Operations (COOP) Planning (16 hours)
- E-0122: Emergency Management Standard (24 hours)
- K-0427: Community Emergency Response Team (CERT) Program Manager (20 hours)
- K-0428: Community Emergency Response Team (CERT) Train-the-Trainer (28 hours)

State-Level Emergency Management Courses (classroom)

- ICS-300: Incident Command System (ICS), Intermediate
- ICS-400: Incident Command System (ICS), Advanced
- G-141: Instructional Presentation and Evaluation Skills (24 hours)
- G-191: ICS / EOC Interface (8 hours)
- G-205: Recovery from Disaster, the Local Government Role (16 hours) G-272: Alert and Warning (16 hours)
- G-290: Basic Public Information Officer (PIO) (16 hours) G-291: Joint Information Center (JIC) (8 hours)
- G-318: Local Mitigation Planning Workshop (24 hours) G-557: Rapid Needs Assessment Course (8 hours)
- G-2300: Intermediate EOC Functions (24 hours)

FEMA Independent Study (IS) Courses (online)

- IS-3: Radiological Emergency Management (10 hours)
- IS-5: An Introduction to Hazardous Materials (10 hours)
- IS-26: Guide to Points of Distribution (4 hours)
- IS-29: Public Information Officer (PIO) Awareness (2 hours)
- IS-42: Social Media in Emergency Management (3 hours)
- IS-100b: Introduction to Incident Command System (ICS) (ICS 100) (3 hours)
- IS-156: Building Design for Homeland Security for Continuity of Operations (8 hours)
- IS-200b: ICS for Single Resources and Initial Action Incident (ICS 200) (3 hours)
- IS-230d: Fundamentals of Emergency Management (6 hours)
- IS-235c: Emergency Planning (5 hours)
- IS-238: Critical Concepts of Supply Chain Flow and Resilience (2 hours)
- IS-240b: Leadership and Influence (3 hours)
- IS-241b: Decision Making and Problem Solving (2 hours)
- IS-242b: Effective Communication (8 hours)
- IS-244b: Developing and Managing Volunteers (4 hours)
- IS-247a: Integrated Public Alert and Warning System (IPAWS) (2 hours)
- IS-251: IPAWS for Alerting Authorities (2 hours)
- IS-393b: Introduction to Hazard Mitigation Planning (1 hour)
- IS-405: Mass Care / Emergency Assistance Overview (1 hour)
- IS-453: Introduction to Homeland Security (2 hours)

- IS-454: Fundamentals of Risk Management (2 hours)
- IS-520: Introductions to Continuity of Operations Planning for Pandemic Influenza (1 hour)
- IS-525: Guardian Accord Continuity Workshop (4 hours)
- IS-545: Continuity Reconstitution Planning Course (5 hours)
- IS-546a: Continuity of Operations (COOP) Awareness Course (1 hour)
- IS-547a: Introduction to Continuity of Operations (2 hours)
- IS-559: Local Damage Assessment (2 hours)
- IS-632a: Introduction to Debris Operations (2 hours)
- IS-700a: National Incident Management System (NIMS), An Introduction (3 hours)
- IS-702a: NIMS Public Information System (3 hours)
- IS-703a: NIMS Resource Management (3 hours)
- IS-775: EOC Management and Operations (4 hours)
- IS-800b: National Response Framework, An Introduction (3 hours)
- IS-860c: The National Infrastructure Protection Plan, An Introduction (2 hours)
- IS-909: Community Preparedness: Implementing Simple Activities for Everyone (1 hour)
- IS-1300: Introduction to Continuity of Operations (1 hour)
- IS-2000: National Preparedness Goal and System Overview (2 hours)
- IS-2200: Basic Emergency Operations Center (EOC) Functions (4 hours)
- IS-2500: National Prevention Framework, An Introduction (2 hours)
- IS-2600: National Protection Framework, An Introduction (3 hours)
- IS-2700: National Mitigation Framework, An Introduction (3 hours)
- IS-2900: National Disaster Recovery Framework (NDRF) Overview (2 hours)
- IS-2901: Introduction to Community Lifelines (1 hour)

National Domestic Preparedness Consortium (NDPC) Courses (online & classroom)

- AWR-160: WMD / Terrorism Awareness for Emergency Responders (4 hours)
- AWR-333: Improvised Explosive Device Construction and Classification (1 hour)
- AWR-337: Improvised Explosive Device Explosive Effects Mitigation (1 hour)
- AWR-356: Community Planning for Disaster Recovery (8 hours)
- AWR-377: Disaster Resilience Workshop for Small Businesses (4 hours)
- MGT-460: Planning for Disaster Debris Management (8 hours)

Other Relevant Training

- Exec-Comm's Crisis Communication Series
- Protected Critical Infrastructure Information (PCII) Authorized User
- Denver Community Emergency Response Team (CERT) Training
- Denver CERT Emergency Communications Module 1
- National Weather Service SKYWARN / Colorado All-Season Storm Spotter Training
- American Red Cross Shelter Fundamentals Training

RELEVANT AWARDS

Peak Academy Award - Best Collaboration

Denver Peak Academy

11/2024

In February 2024, a remarkable cross-agency collaboration involving the Mayor's Office, the Office of Human Rights & Community Partnerships, the City Attorney's Office, the Office of Emergency Management, and Denver Human Services led to the successful execution of Newcomer Clinics, serving 1,400 individuals in need of work authorization.

Despite having just a week to plan, organize, and recruit 70 volunteer staff, the effort was a resounding success, thanks to the dedication of 20+ peak change champions who volunteered their time. This initiative was instrumental in supporting newcomers as they navigated their path to a new life and home. The Newcomer Clinics team's exceptional work earned us the Best Collaboration Award at the annual Denver Peak Academy Awards.

**The President's Volunteer Service Award
Corporation for National and Community Service
12/2018**

Awarded the President of the United States Volunteer Service Award (Bronze) in recognition and appreciation for committing to strengthening our nation and communities through volunteer service in the field of disaster services. Nominated by Team Rubicon.

**The President's Volunteer Service Award
Corporation for National and Community Service
3/2018**

Awarded the President of the United States Volunteer Service Award (Bronze) in recognition and appreciation for committing to strengthening our nation and communities through volunteer service in the field of disaster services. Nominated by Team Rubicon for deployment planning efforts supporting Hurricane Harvey disaster relief in 2017.

REFERENCES

Professional References

(b) (6) [Redacted]
[Redacted]
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(b) (6) [Redacted]
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(b) (6) [Redacted]
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(b) (6) [Redacted]
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(b) (6) [Redacted]
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Personal References

(b) (6) [Redacted]
[Redacted]
[Redacted]

(b) (6) [REDACTED]

[REDACTED]

[REDACTED]

Shivaguru (Shiv) Ganesh

(b) (6)

WORK EXPERIENCE

ProspHire

Senior Consultant

November 2023-April 2024 40 hours/week

- Led accessibility (TTY & LEP) communications strategy initiatives for Medicare Stars, applying project management principles to improve program performance. Enhanced data collection and program evaluation processes, similar to the Bureau's need for improving data and information quality to measure and evaluate performance of operations. Implemented regular status updates and knowledge-sharing sessions, resulting in a 10% increase in team communication and efficiency.
- Managed data collection and analysis by maintaining TTY call tracking sheets and preparing comprehensive reports. Conducted trend analysis, delivering actionable recommendations that closely align with the GS duties of compiling data and preparing complex administrative reports for decision-makers. Improved program oversight, contributing to enhanced organizational decision-making and performance tracking.
- Designed and implemented an Intervention Tracker to monitor program performance, analyze deficiencies, and recommend corrective measures. This experience mirrors the role's responsibility for tracking progress toward priority goals and annual measures. Improved operational efficiency by 20% and helped establish new performance policies.
- Conducted market research and utilized advanced statistical techniques to analyze Medicare disenrollment rates. Delivered a written report to senior management, similar to assisting in the development of analyses and assessments for program activities and informing leadership on key trends affecting organizational success.
- Created advanced data visualizations using Tableau and statistical tools to extract, analyze, and present complex datasets, akin to the need for developing briefing materials and data analyses to inform BSEE's programmatic decision-making. Drove stakeholder engagement and data-driven decision-making by at least 20%, enhancing communication strategies and organizational insight.
- Leveraged analytical techniques and Microsoft Excel to extract actionable insights from a large member dataset, similar to conducting data analyses for program accountability and performance targets. Improved targeting efficiency by 30%, demonstrating experience in problem-solving through data analysis for strategic objectives.

EY

Senior Technology Consultant

January 2019-March 2023 40-45 hours/week

- Facilitated a client's transition to SAP, contributing to the development of organizational policies and technical requirements. This parallels the role's duties in advising leadership on performance and strategy efforts, ensuring alignment with strategic goals. Improved system performance by 30% and enhanced organizational policies.
- Developed SAP reports and integrated data into client presentations, optimizing leadership communication. This aligns with the task of drafting written products used to convey information to senior management. Improved reporting accuracy by 20%, contributing to data-driven decision-making and enhanced strategic planning.
- Led the development of a comprehensive Performance Testing strategy to address program deficiencies, utilizing problem-solving methods to solve organizational issues, mirroring the need to support analyses and program improvement efforts within the Bureau.

- Collaborated with cross-functional teams during the S/4 design phase and created Functional Spec documents, ensuring accurate translation of business requirements into technical specifications. This experience aligns with facilitating the documentation of policies and procedures for implementing complex programs, as required by BSEE.
- Managed RICEFW components for data conversion and migration projects, ensuring seamless transitions between platforms. These initiatives required strategic planning and documentation, similar to coordinating efforts across the Bureau for high-visibility initiatives.

SAP North America

Services Procurement Analyst

January-December 2018 40 hours/week

- Partnered with cross-functional teams, local officials, and external vendors across various business areas to expedite requests, ensure project compliance, and meet aggressive revenue targets. Coordinated procurement activities, ensuring alignment with organizational goals and compliance with procurement policies.
- Spearheaded procurement initiatives by creating and allocating funds to internal orders, securing management approvals, and maintaining staffing lists with stringent accuracy standards. Enhanced procurement processes, improving efficiency and accuracy by at least 20%.
- Streamlined logistics and improved transparency by implementing and monitoring SAP user IDs for third-party consultants. Served as the primary point of contact for all external workforce management inquiries, ensuring efficient and effective communication and issue resolution.
- Developed and delivered standardized training programs for staff and contractors on procurement and fulfillment processes for staffing requests. Ensured training materials aligned with organizational policies and industry best practices, increasing effectiveness by 15%.

SAP North America, Newtown Square, PA

Mission Control Center Analyst

January-December 2017 40 hours/week

- Developed and delivered comprehensive written performance reports in the form of meeting minutes and engagement session updates of confidential company information. Detailed the organization's performance with the client during engagements, including key project progress and criticality levels, ensuring clear communication of performance metrics and facilitating at least a 20% improvement in decision-making for future engagements.
- Enhanced engagement effectiveness by identifying and resolving critical issues, developing strategic action plans, and providing analytical support to drive initiatives. Presented findings and recommendations in detailed reports and oral presentations, solving organizational and program deficiencies.
- Exercised superior organizational skills and prioritization abilities while managing incoming requests, documenting progress, and ensuring timely resolution of customer inquiries. Maintained accurate records and ensured effective follow-up on all issues.

KPMG, Mumbai, India

Deal Advisory Intern

June-July 2016 40 hours/week

- Produced comprehensive tear sheets on financially distressed companies, offering key insights to aid in successful mergers and acquisitions. Conducted financial analysis and compiled data to support strategic decision-making.
- Analyzed and consolidated financial data from disparate sources, including railway projects and various databases, to generate actionable organizational guidance for senior management. Prepared detailed reports to support management decisions.

- Conducted financial statement audits to ensure the accuracy and reliability of data used in official reporting. Identified discrepancies and provided recommendations for improvement, ensuring compliance with accounting standards.

Villanova University Multicultural Business Association

Treasurer

January-December 2015 ~10 hours/week

- Successfully coordinated and managed budget allocations for various projects, presenting detailed budget proposals and financial reports to the association board. Ensured alignment with organizational financial goals and compliance with regulatory requirements, leading to optimized resource utilization and fiscal accountability.
- Collaborated with team members to develop cost-effective strategies, monitor expenditures, and adjust financial plans as necessary to meet budgetary constraints. Co-led meetings with a focus on financial planning and budget management
- Networked with firms and corporate sponsors to secure financial support and foster professional development opportunities. Negotiated sponsorship agreements and managed financial contributions, ensuring effective utilization of funds and enhancing the club's financial stability.

SKILLS

- Microsoft Office Suite: Advanced proficiency in Excel, Word, PowerPoint, SharePoint and Visio
- SAP: Extensive experience with CRM, S/4HANA, ISU, IBP, MM, CSS, and ISP modules
- Data Visualization and Analysis: Experience in Tableau and R for data analysis and visualization
- Project Management: Strong ability to apply sound project management principles to manage projects efficiently and effectively
- Data Analysis & Problem Solving: Expertise in analyzing complex datasets and solving multifaceted problems
- Stakeholder Coordination: Skilled in coordinating with diverse stakeholders to achieve project objectives
- Presentations: Experience delivering impactful presentations to stakeholders and senior leadership

EDUCATION

Villanova University, Villanova, PA

(b) (6)

Bachelor of Business Administration - Management Information Systems, International Business

Eastern University, St. Davids, PA

(b) (6)

Master of Science – Data Analytics

Kelly M. Giltner

(b) (6)

SUMMARY

A mission-driven leader with 12 years of experience serving the Federal government, and over 8 years of highly specialized experience as the Department of the Interior's Assistant Director, Continuity Programs Division. Recently served as the White House Military Office (WHMO) Deputy Director and Program Manager in Command and Control. A dedicated and relied-upon professional who has led over 10 different teams in Continuity and emergency planning and response. Leader and team member accountable for mission assurance experience, working in diverse, interagency environments under high-pressure situations. Experienced in national security program administration and management, integration of solutions, training and coordination for worldwide operations, and liaison work affecting the highest levels of government, including work with Federal, state, local, and joint civilian-military teams. Expert in written communication, particularly national continuity doctrine and public safety; oral communication; partnering with key stakeholders and interagency partners; planning, evaluating, and recommending solutions; providing oversight and management of policy and procedural writing teams; sustaining risk management programs; and evaluating national-level emergency response and continuity programs. Brings a proven record of success improving upon and implementing successful worldwide, dynamic mission operations, while managing over 50 employable assets and several teams on a daily basis. (b) (6)

CAREER HISTORY

Assistant Director, Continuity Programs Division, Department of the Interior

(GS-0089-15)

March 2025-present

Supervisory Assistant Director charged with formulating, implementing, overseeing, and managing continuity programs on behalf of the Department of the Interior. Leads team of government personnel in current, daily operations, while also analyzing and directing national security policy and procedures to ensure adherence to Executive Branch requirements. Advises senior Departmental leadership on the future program development and adherence to White House, National Security Council and DHS requirements administered to ensure continuity of government and continuity of operations.

- ◆ Develop policy, plans and implementation strategies of operational requirements for Interior's Continuity of Operations (COOP), and the Department's support of Continuity of Government (COG) programs, as required by national continuity and federal mission resilience policies.
- ◆ Maintains and updates the Department's Continuity Plan, ensures compliance with interagency policies, and represents the Department on interagency policy committees and working groups to address interagency continuity policy and operational issues.
- ◆ Serves as the Department's Continuity Manager, providing overall supervision and management of CPD personnel, equipment, programs, operations, schedules, and acquisitions to meet the requirements of the Department's continuity programs.
- ◆ Leads staff of over 100 and provides leadership during continuity incidents.
- ◆ Develops, updates and ensures compliance in the Departmental succession plan including establishment and storage of all succession memoranda.
- ◆ Develops and briefs classified and unclassified continuity briefings for the Department to the Secretary, Deputy Secretary, Solicitor, and Assistant Secretaries.
- ◆ Develops and executes financial and budget information and contracting requirements for the program consisting of over \$2M.
- ◆ In the absence of the Director, serves as Acting Director, Office of Emergency Management.
- ◆ During emergencies, serves in key leadership position on Departmental response teams.
- ◆ Manages policy, planning, and implementation efforts required by national continuity and federal mission resilience

policies for Interior's continuity program and the Department's support of COG programs, including the formulation of Department-wide policy.

- ◆ Manages the coordination of continuity programs across the Department and serves as the PD 210004A designated Point of Contact in the Department for continuity program requirements with the National Security Council (NSC), White House Military Office (WHMO), Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), and other organizations.
- ◆ Reviews bureau programs and plans to ensure compliance with Interior and Federal policies, provides recommendations on bureau resource requirements during annual budget reviews, and develops and coordinates financial and budget information for the Department's continuity program.
- ◆ Serves as the Department's principal liaison and spokesperson on inter- and intra-agency policy bodies for national continuity and federal mission resilience program requirements.
- ◆ Manages the Department's Continuity Team planning and preparedness activities to enable the Department to respond to incidents in a coordinated and proactive manner including by conducting training, tests, and exercises.
- ◆ Manages the Department's participation in the interagency process to identify essential functions. Coordinates these functions with the senior leadership of the Department, the White House, and other Departments and Agencies, and includes these functions as an integral part of the Department's Continuity Plan.
- ◆ Supports the Department's Continuity Coordinator (Assistant Secretary, Policy, Management and Budget) and Alternate Continuity Coordinator, (Director, Office of Emergency Management) advises the Department's key officials and provides leadership during continuity incidents.
- ◆ Performs duties common to all Department of the Interior emergency management personnel, including but not limited to the following: a. Preparing emergency management policies, plans, and procedures; b. Understanding, complying with, providing guidance, and interpreting National and Departmental emergency management-related directives, regulations, policies, standards, and guidance; c. Providing information on emergency management programs and activities of the Department and its bureaus and offices; d. Evaluating and inspecting emergency management activities; e. Planning, evaluating, controlling, and participating in exercises in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP); providing or coordinating emergency response and preparedness training and exercises; f. Maintaining qualifications for and performing assigned emergency management functions in the field during disasters and other incidents. PD 210004A g. Performing reporting and coordination activities to augment operations center activities during emergencies. h. Serving on incident management teams, occupant emergency teams, and continuity teams, as appropriate.

Deputy Director, President's Emergency Operations Center (PEOC), White House Military Office (GS-0343-13) October 2022-March 2025

Supervisor Deputy Director charged with formulating, implementing, overseeing, and managing strategic special access programs and emergency response. Leads team of 23 government, contractor, and military personnel in current, daily operations, while also analyzing and directing national security policy and procedures to ensure adherence to Department of Defense regulation. As Deputy Director, leads teams daily in coordination of dynamic, worldwide operations, administration and management, and provides recommendations to senior White House and WHMO leadership.

- ◆ Currently manages and leads the President's Emergency Operations Center (PEOC) and several different continuity teams in the execution of National Continuity Policy for continuity, including activities and projects for command and control, National Special Security Events (NSSEs), classified and unclassified White House programs, and mission assurance SAPs focused on all threats, all hazards.
- ◆ Serves as the second line supervisor under the Director, PEOC, on behalf of over 3,000 joint military personnel assigned to the White House Military Office, for both military officers and enlisted. Work entails ensuring overall calendar maintenance and synchronization for the Director of Operations and Command and Control, and also providing guidance, priority-setting, training, and leadership on the execution of mission operations worldwide for over 20 key principals in the White House and the Executive Branch.
- ◆ Specific work and leadership has included the planning, organizing and directing of mission essential functions under the Command and Control (C2) Branch, which focuses on daily execution of dozens of missions in several different theaters. Experience includes personnel leadership through motivating and appraising the staff of the PEOC and the rest of the C2 Branch, and recruiting future leaders in the organization.
- ◆ Expert in managing and monitoring executive staff schedules to ensure meetings and other events are up-to-date; sets priorities daily, weekly, and monthly, including work load and resource analysis, to plan the operations of subordinate organizational segments in order to meet program requirements and objectives. Navigates management

of calendars, workload, training, and personnel actions on a routine basis.

- ◆ Leads, plans, organizes, and engages with the activities of interagency mission partners, reporting relevant information to reduce risk to mission execution. Expertise extends to the application of national security policy. On a daily basis is charged with managing over 50 assets relevant to COP, 20 key principals, and the watch-floor, which includes global air transportation and logistics support to sustain the operations of the Office of the President and Vice President. Personal and teamwork includes preparation of daily trip products, DoD support requests, equipment transportation plans, execution checklist, and risk analysis products.
- ◆ By name requested to lead or participate in special projects and initiatives; Created, implemented, and advised on over 40 directives for current operations management and future strategic initiatives of classified programs, inclusive of a dozen new strategies and procedures. Performs special assignments at the direction of the Director, Policy, Plans and Requirements to diversify national security program portfolios.
- ◆ Leads teams in modernization projects and research travel as it relates to expanding WHMO's reach into DoD and other Federal agency groups to learn their regulations, lessons learned, and modernization tools, particularly as it relates to mission planning. Currently serves as a critical point person for incoming correspondence, reviews documents, memoranda, and other information requiring review and concurrence as it relates to new programs.
- ◆ Led the management of, and fostered decision maker buy-in on, a new common operating tool, user interface, and program procedural guide for Operational Planning Teams (OPTs); led the creation of IT requirements and integration into the current inventory through an Integrated Operational Commissioning Plan (IOCP); established plans, proposals, and over \$10M in resources to advance emergency response and recovery practices, including conducting ongoing assessment of equipment, equipment locations, use, costs and acquisition to define opportunities for new or improved employment.
- ◆ Identified over 20 high-level, critical tasks and 100 implied tasks related to a new program that aided the decision-making cycle, and resulted in universal end-user buy-in at the Deputy Assistant to the President (DAP) level.
- ◆ Sat on the Director, WHMO's 2023-2024 Operational Planning Initiative Working Group, which resulted in the creation of the first-ever WHMO Mission Planning Cell (WMPC). Demonstrated expertise includes effectively communicating with higher-level management to execute organizational improvement recommendations; these recommendations required leadership to buy-in to substantial changes that would improve mission planning procedures.
- ◆ WHMO lead-liaison, representing the department for over 25 continuity and interagency National Security Program committees, working groups, conferences, and Outside of the Continental United States (OCONUS) Presidential and Vice Presidential trips, founded upon strong working relationships with all Executive Branch Department and Agencies. Experience includes proactively identifying force protection and security concerns, industrial, information and physical security best practices, and communicating with leadership where gaps and risks exist.
- ◆ Representative chosen for short-notice TDY at all Combatant Commands, CONUS and OCONUS, as the White House liaison during Presidential and Vice Presidential travel.
- ◆ Demonstrated expertise in communicating orally and in writing in order to coordinate activities with senior government and management officials and other specialists, ensuring meetings and other events are up-to-date and briefing materials are received in a timely manner.
- ◆ Prepares and presents hundreds of individually tailored emergency action plan briefings, both oral and written, and department-wide policy for the U.S. President, Vice President, Chief of Staff, Deputy Chiefs of Staff, National Security Advisors, and 200 White House principals and Cabinet-level officials. Frequently translates complex topics into bottom-line significance for key leaders, external customers, and continuity stakeholders. Relied upon, concise briefer in the community. Expert in MS Office applications (Word, Power Point, Excel, Outlook) to accomplish routine to complex tasks.
- ◆ Supports Military Aides to the President and Vice President on a recurring basis to establish and communicate asset status reporting and readiness of multiple options for continuity. Prepares and delivers daily briefings and analysis to the Military Aides on operational considerations and readiness postures worldwide.
- ◆ Excels in operational planning and execution as it relates to National Special Security Events (NSSEs), including directing and planning the classified operational response and preparation for the 59th and 60th Presidential Inauguration, a planning period that lasts over a year and involves coordination with over 300 government and military members. Frequently briefs the Director of the White House Military Office, and has briefed the Deputy Chief of Staff of the White House, on all execution activities prior-to, and during, execution of NSSEs or other special events.
- ◆ Works daily to assess current and future threats, monitoring and recommending proactive and reactionary measures which has included over 200 quality final products providing clear and concise details from data collection and research analysis. Frequently proposes modifications to plans to address not just national level regulation, but also local, State, and Federal directives; coordinates high level visibility briefings for officials in the national security space, and delivers products on organizational interdependencies.

- ◆ Frequently directs, conducts, and executes various senior level program management activities to include developing policy and procedures necessary to implement revised or new directives of higher headquarters.

**Operations Program Manager, White House Military Office
(GS-0343-13)**

January 2019-October 2022

Continuity Program Manager charged with directing diverse White House and interagency teams in administering a unique portfolio of classified programs vital to the continuity of the presidency, continuity of government, and national security

- ◆ Managed and led continuity teams in policy, planning, and implementation efforts required by National Continuity Policy for COG activities, including activities and projects for command and control, National Special Security Events (NSSEs), classified and unclassified White House liaison programs, and 2 mission assurance SAPs focused on all threats, all hazards. Singularly developed and delivered oversight on continuity programs that focus on the Federal Mission Resilience Strategy (FMRS) implementation affecting 4,000+ personnel in the WHMO and White House organizations.
- ◆ Extremely well-developed customer-facing and leadership-engagement communication skills, successfully applied developing new emergency response, and national and incident preparedness policies and programs. Subject matter expert in national continuity doctrine, continuity principles, practices, policies, and regulations.
- ◆ Served as the WHMO lead liaison, representing the department for over 25 continuity and interagency committees, working groups, conferences, and Outside of the Continental United States (OCONUS) Presidential and Vice Presidential trips, all founded upon strong working relationships with all Executive Branch Department and Agencies. Experience includes proactively identifying mission overlap with interagency partners to ensure the entirety of the Executive Branch maintains a level of readiness and resilience commensurate with COG essential functions.
- ◆ Coordinated with over 30 Continuity Coordinators, Managers, and Emergency Operations Centers members to collectively create guidelines suited for a government-wide alert and notification system, receipt of situation reports, and a common understanding of activation language to facilitate emergency awareness. Continuously provided oversight to the organization's continuity programs, addressing not just internal, but also government-wide policy and operational gaps and issues. Served as the primary point of contact for the organization's continuity policies, programs, and requirements for the interagency community.
- ◆ Continuously analyzed and assessed processes and mission risks as the lead Program Manager for joint training and execution requirements, specifically for a new project supporting the FMRS and the National Continuity System (NCS) Operations Plan (OPLAN). Developed and routed readiness requirements for the WHMO staff and resources required to execute contingency missions. Briefed direct mission-impact to legacy programs and concepts of operation to WHMO leadership on a recurring basis.
- ◆ Engaged daily with and assigned work to team, including identifying needs and requirements and points of improvement for program implementation, detailing battle rhythm of external partner and strategic engagements, and setting project timelines.
- ◆ Served as the key advisor for management officials on interagency planning and synchronization, including developing year-long operations orders (OPORD). Work included relationship building and team integration with several external mission partners to contribute to a common operating picture and understanding of the threat.
- ◆ Excels in operational coordination activities, and emergency communications planning and execution as it relates to COP, COG, and COOP, including directing and planning the classified operational response and preparation for NSSEs, involving coordination with over 300 government and military members.
- ◆ Served as senior writer, editor, and consultant on the 2020 Department-wide, WHMO COOP plan, the first of its kind in over 10 years. Lead writer and planner for the NCS OPLAN rewrite, 2019 and 2022, supporting National Continuity Policy. Continuity of the Presidency OPLAN lead manager and writer, 2019, as well as lead manager for the rewrite, 2022, a publication approved and signed for the White House Chief of Staff. OPLAN experience includes routine review and maintenance, and 3 interim change revisions and 2 reissues in the last two years of this position.
- ◆ Prepared and presented over 300 individually tailored emergency action plan briefings and department-wide policy for the U.S. President, Vice President, Chief of Staff, Deputy Chiefs of Staff, National Security Advisors, and 200 White House principals and Cabinet-level officials, ensuring continuity of the presidency throughout 2 dynamic presidential transition periods. Personally briefed the Secretary of the Interior, Sally Jewell, on the COP OPLAN and its effect on White House classified programs.
- ◆ Coordinator and manager for the test, training, and exercise (TT&E) programs at WHMO for Presidential Succession, including developing a TT&E program from scratch to support senior government members,

including over 20 Cabinet Secretaries. TT&E expertise derived from creating and executing an annual Protective Services Conference with over 100 attendees, an event that is still in practice today. Planned, conducted, and participated in over 30 exercises, ensuring compliance with standard operating procedures, preparedness policies, and identifying mission risks for WHMO leadership's acceptance or mitigation. Facilitated and led the joint training and exercise programs for the President's, Vice President's, and Cabinet Secretaries' staffs, including intra and interagency joint planning, after-action meetings, and continuous improvement workshops, with over 40 members per event, to ensure emergency preparedness.

- ◆ Served as a Subject Matter Expert in support of the Command and Control program. Co-authored and implemented the 2022 C2 joint-training program for the White House and WHMO with policies written for stakeholders such as the Military Aides to the President, Military Aides to the Vice President, and other key staff. Publications were signed by the Director of the White House Military Office (D/WHMO) and a governing memorandum was sent to the White House Chief of Staff.

Deputy Program Manager, WHMO, General Dynamics (GDIT) February 2016 – December 2018

Continuity Deputy Program Manager charged with directing diverse White House and interagency teams in administering a unique portfolio of classified programs vital to the continuity of the presidency, continuity of government, and national security.

- ◆ Responsible for co-leading a team of 11 as an interface between the client and GDIT Headquarters. Briefed Project Management Reviews and situation reports, performed contract analysis and execution, managed contract scope of work and deliverables, managed cost and schedule constraints for a \$4 million dollar program, conducts invoicing, advocated for team members and advised on corporate process impacts at higher, company-level meetings, working directly with Government contracting divisions, CORs, COTRs, financial management divisions, and internal and external clients.
- ◆ Responsible for maintaining over 30 WHMO contingency operations and plans, standard operating procedures (SOPs), training and exercise programs, and other derivative methodology projects, all of which directly supported the development, coordination, distribution, and execution of National Continuity Policy (PPD-40) and WHMO Operations Plan (OPLAN).
- ◆ Briefed, trained, and interfaced with, through training and evaluation evolutions, members of Cabinet Affairs, Executive Branch Departments and Agencies, White House staff, Executive Office of the President and Office of the Vice President (EOP/OVP) staff, Military Aides, United States Secret Service (USSS), the White House Situation Room (WHSR), the White House Communications Agency (WHCA), President's Emergency Operations Center (PEOC), Capitol Police (USCP), and the Federal Emergency Management Agency (FEMA), and other members of the WHMO community of interest.
- ◆ Senior project lead on various WHMO systems and documents: emergency action plans and procedures; alerts and rosters; program checklists, operations orders, special event plans, program summary dashboards, senior staff briefings, trip briefs, and field guides in accordance with presidential directives, and in support the WHMO community of interest.
- ◆ Served as the manager and lead on a 12-month long project supporting the White House Chief of Staff and Deputy Chief of Staff for Operations, to include implementation of best practices and processes, tracking progress with integrated tools, adjusting priorities and resource allocation based on objectives, providing metrics, briefings, and analysis, oversight of testing and evaluation to satisfy DoD and Executive Branch guidelines and ensure compliance; also collaborated with policy experts, program managers, and emergency operations staff across the interagency to inform performance measures and leverage data and qualitative results for the final product – a new OPLAN with all new concepts of operation (CONOP).
- ◆ Led the execution of Special Events and annual, national-level exercises, to include providing detailed event checklists, operations orders, critical event alert and notifications, recall rosters, and after action reports; 8 Special Events and national-level exercises supported over 2 years; included extensive planning and execution of risk management plans, inter- and intra-agency coordination, and results in reports on strategic improvement of complex classified programs and projects.
- ◆ Assessed results, prepared and reported lessons learned, and contributed to after-action working groups on over 20 exercises and training projects to include creation of policy and procedures, statements, contract terms, and legal findings, all of which result in creation of program-level solutions affecting National-level programs.
- ◆ Responsible for planning, coordinating, preparing, and executing a biannual emergency management conference with over 100 attendees from across the WHMO community of interest and Federal government that addressed responses to the full spectrum of threats.
- ◆ Coordinated and conducted 15 working groups and committees of varying scopes and sizes annually with internal and external WHMO entities to review, validate, and develop operations plans in accordance with established policies, regulations, and program goals and objectives.
- ◆ Served as the primary point of contact for Policy, Plans, and Requirements on project management of product development and publication processes for the entire WHMO and interagency community as it relates to

special access programs; developed and implemented policy recommendations pertaining to emergency management, emergency preparedness, consequence management, COOP, COG, and COP.

Office of Military Commissions, Intelligence Analyst

March 2015 – February 2016

Intelligence Analyst charged with providing research and analysis on alleged terrorists and radicals in violation of our national and international laws

- ◆ Provided research material, analysis, and data on evolving radicalization trends and current cases of those alleged to be in violation of U.S. federal laws of war to support prosecution cases and investigation of indicted terrorists
- ◆ Proactively identified areas of concern for future terrorist activity and formulated intelligence collection plans (ICPs)
- ◆ Articulated findings through written reports, data, charts, and oral briefings, including preparation of a briefing delivered directly to the Chief Prosecutor of Military Commissions, Brigadier General Martins
- ◆ Collaborated with other prosecution teams, law enforcement personnel, and intelligence agencies
- ◆ NIPRNET, SIPRNET, PACER, Lexis Nexis, JSTOR, and Janes experience

Team Lead and Business Capture Analyst, SRA

July 2013 – March 2015

Business Analyst charged with providing research and analysis on all prospective and current Federal government clients, focusing on mission first to achieve Department and Agency objectives through use of government contracts

- ◆ Corporate-focused capture analysis and proposal development on over 20 bids for Homeland Security, Law Enforcement, Health and Civil Federal contracts supporting agencies such as Naval Criminal Investigative Service (NCIS), Customs and Border Protection (CBP), Veterans' Affairs (VA), and Defense Intelligence Agency (DIA).
- ◆ Conducted six months of research, prepared an assessment, and briefed SRA's White House contracts and capture efforts directly to the CEO and senior-level colleagues.
- ◆ Collected and evaluated qualitative and quantitative data for corporate workforce management and business transformation initiatives; culminated in a brief of over 50 data charts and assessments to the Vice President of Business Operations.
- ◆ Researched industry workforce management best practices, communicated with internal and external partners through strategy and solution sessions, and conducted over 100 interviews of internal staff.

Intern, Nuclear Reactors, U.S. Department of Energy

June - December 2012

National Nuclear Securities Administration intern charged with providing research, analysis, and standard operating procedures on all nuclear energy focused national policy and regulation

- ◆ Employee of the STEP and Pathways Programs at the Washington Navy Yard, jointly supporting DOE and Navy personnel at Naval Reactors).
- ◆ Wrote and performed standard operating procedures for general office administration support, maintained databases, logged records, conducted security classification reviews for 30% of documentation leaving the division, updated files, and designed and implemented a new, automated electronic process for solution manual updates involving disaster recovery.

EDUCATION

- ◆ Department of Defense's Executive Leadership Development Program (ELDP) Graduate, 2024
- ◆ Master of Science, Intelligence Analysis, Mercyhurst University, (b) (6)
- ◆ Bachelor of Arts, Foreign Affairs and Middle East Studies, University of Virginia, (b) (6)

CERTIFICATIONS

- ◆ Professional Continuity Practitioner (PCP) Level I Certification
- ◆ Defense Acquisition Workforce Improvement Act (DAWIA) Program Management Level I Certification
- ◆ Certified Associate in Program Management (CAPM) Certification with focus on business continuity

TRAINING

- ◆ WHMO's Supervisory Manager Annual Training, 2024
- ◆ Defense Acquisition Workforce Improvement Act (DAWIA) Program Management Level I courses
- ◆ Contracting Officer's Representative (COR) certification courses

- ◆ FEMA, Emergency Management Institute Professional Continuity Practitioner courses

AWARDS AND HONORS

- ◆ Department of the Navy Meritorious Civilian Service Award recipient, November 2022
- ◆ One of 8 government civilians, in an organization of 3,000, nominated in 2019 for WHMO's Outstanding Member of the Year
- ◆ 2019 - 2023 - 5 government civilian performance awards and 3 time-off awards
- ◆ 2017 CSRA's Homeland Security Group, 1% Club Award Winner
- ◆ 2015 SRA President's Award: Presented by the CEO
- ◆ 2014 SRA President's Award: Presented by the CEO

CIVILIAN PERFORMANCE RATINGS AND INCENTIVE AWARDS

- ◆ Performance Rating 2022-2023: (b) (6)
- ◆ Performance Rating 2021-2022: (b) (6)
- ◆ Performance Rating 2020-2021: (b) (6)
- ◆ Out of Cycle Pay Raise for Performance – MARCH 2024
- ◆ Individual Cash Award for Performance – JUNE 2023
- ◆ Individual Time Off Award for Performance – AUGUST 2022
- ◆ Individual Cash Award for Performance – JUNE 2022
- ◆ Individual Cash Award for Performance – JULY 2021
- ◆ Out of Cycle Step Increase for Performance – JUNE 2021

PROFESSIONAL MEMBERSHIPS AND ASSOCIATIONS

- ◆ Global Project Management Institute (PMI) community under the Certified Associate in Program Management (CAPM) program
- ◆ (b) (6)



BEN GRAHAM

PASTORBENGRAHAM.COM

CONTACT



(b) (6)



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pastorbengraham.com

EDUCATION

BHBC, (b) (6)

- Bachelor of Pastoral Theology

BHBC, (b) (6)

- Master of Theology

Institute of Counselor
Development, (b) (6)

- Doctorate

Hillsdale Institute

- Multiple courses in history & founding documents including the Constitution

SERVICE

- Wilson County GOP Chaplain, 2019 - 2023
- Tennessee National Guard Chaplain, 2015 - 2018
- Roane County Sheriff's Department Chaplain, 2011 - 2012
- New York City Police Department Reserve Officer/Chaplain, 2007 - 2011

PROFILE

Ben Graham committed his life to the Lord at the age of fourteen and answered the call to preach less than a year later. Coming from a long line of pastors, he proudly carries on his family's legacy as a fifth-generation preacher. Ben entered full-time ministry at the age of 20, serving both as an evangelist and pastor. Over the years, he has traveled extensively, preaching across all 50 states and in over 40 countries. His passion for reaching people extends into broadcasting, where he has hosted his own radio program, airing across the United States and online worldwide. He also engages audiences through his weekly podcast, *Real Talk with Pastor Ben*.

In addition to his pastoral and broadcasting work, Ben is an accomplished actor and producer. He has taken on lead roles in several films, including *Fearless Faith*, *Pardon by Grace*, and *Christmas at Keestone*. His creative talents also extend to producing and participating in various commercials.

Beyond the pulpit and the screen, Ben has dedicated himself to serving his community and beyond. He has served on the boards of over 50 organizations, including SWAT (Sports World Against Trafficking) and LTI (Let's Talk Interactive). He is also actively involved in combating the opioid crisis, co-founding the Faith-Based Initiative App to support those battling addiction.

Ben's commitment to service includes significant roles in local and state politics. He has served as a chaplain for the Tennessee State Guard, the Roane County Sheriff's Department, and the York City Police Department. In 2018, he was invited to Washington, D.C., where he played a key role in President Trump's White House Faith and Opportunity Initiative, helping coordinate pastoral briefings and providing spiritual guidance.

In 2013, Ben felt called to Nashville, Tennessee, where he founded a church and served as lead pastor until October 2023. Under his leadership, the church launched multiple ministries and planted several new churches. After 16 years, he passed the senior pastor role to a minister he had ordained.

Ben holds a Doctorate in Temperament Counseling and is a licensed counselor. He has authored several impactful books, including *Bring Back the Glory, 1948 - Countdown to a Day of Reckoning*, and his latest release, *Ignorance and Apathy: Two of America's Deadliest Sins*.

Above all, Ben cherishes his role as a family man. He and his wife, Candice, are the proud parents of four sons—Jordan, Zach, Carson, and Cooper. (b) (6)



BOOKS

- Bring Back the Glory, 2016
- 1948: Countdown to the Day of Reckoning, 2020
- Ignorance and Apathy: Two of America's Deadliest Sins, 2024
- Also featured in multiple magazines & publications

FILMS

- Diamond Rose, 2025
Actor/Producer
- Wedding at Keestone, 2025
Actor
- Discover the Wonders, 2024
Host/Producer
- Guns & Glory, 2024
Host/Producer
- Christmas at Keestone, 2023
Actor/Producer
- All In, 2023
Lead Actor
- 7 Days to Sunday Reality Show
Featured
- Pardoned by Grace, 2022
Executive Producer
- Fearless Faith, 2020
Actor
- Miracle on Christmas, 2020
Executive Producer
- Acquitted by Faith, 2020
Actor
- I'm not Ashamed, 2016
Actor
- Remember the Goal, 2016
Producer
- Forgiven, 2016
Actor
- Love Again, 2014
Assistant Producer
- Multiple other commercials and live shows

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WORK EXPERIENCE

● Graham Family Films President - Mount Juliet, TN	2015 - PRESENT
● Cardio Miracle Director - Salt Lake City, UT	2023 - PRESENT
● Music City Baptist Church (Liberty Church) Senior Pastor - Mount Juliet, TN	2012 - 2023
● Mt. Pisgah Baptist Church Co Pastor - Oliver Springs, TN	2011 - 2012
● Blessed Hope Baptist Church Senior Pastor - York, SC	2007 - 2011
● Victory Baptist Church Staff Evangelist - Benton, AR	2005 - 2007
● Open Door Bible Church Senior Pastor - Johnson City, NY	2001 - 2005
● Victory Baptist Church Youth Pastor - Benton, AR	1998 - 2001
● Wright, Lindsey and Jennings Law Firm Little Rock, AR	1998 - 1999
● Roller/Ballard Funeral Home Benton, AR	1997 - 1998
● Benton State Bank Benton, AR	1995 - 1997

CONSULTING

● Cardio Miracle	2023 - PRESENT
● Lets Talk Interactive	2016 - 2022
● Street Grace	2019 - 2021
● Geneus Health	2018 - 2020

REFERENCES

Please see attached letters of reference from:

- Governor Bill Lee
- Congressman Andy Ogles
- Congressman John Rose
- (b) (6)

References to contact:

- Eric Trump -
eric.trump@trumporg.com
- Governor Mike Huckabee -
mhuckabee55@mikehuckabee.com
- Senator Marsha Blackburn -
(b) (6)
- Congressman Mark Green -
(b) (6)
- Congresswoman Cathy McMorris
Rodgers - (b) (6)
- Former Congressman Louie
Gohmert - (b) (6)
- Kevin Sorbo - (b) (6)
- (b) (6)
- (b) (6)

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BOARD OF DIRECTORS

Whitestone Treatment Foundation	2024 - PRESENT
Cardio Miracle	2023 - PRESENT
Liberty Church	2023 - PRESENT
SWAT (Sports World Against Trafficking)	2018 - PRESENT
AM Holdings (America First News & America First Financial)	2024 - PRESENT
Anastasia Health	2024 - PRESENT
America's Black Robe Regiment	2023 - 2024
TN Christian Chamber Board	2022 - 2024
Music City School	2022 - 2023
Music City Baptist Church	2012 - 2023
Arya Group	2020 - 2022
Lets Talk Interactive	2016 - 2020
Street Grace	2020 - 2021
Geneus Health	2018 - 2020
Blessed Hope Christian Academy and Blessed Hope Church	2007 - 2011
BEAMS Printing Ministry	2006 - 2007
Open Bible Church	2001 - 2005
Blessed Hope Youth Conference	1998 - 2001

William Groffy

(b) (6)

Candidate for

Natural Resources Policy Expert

Regulatory and Government Relations Professional with 15+ years of experience in legislative processes, policy analysis, lobbying, and regulatory affairs, engaging and influencing stakeholders and policymakers at all levels by building relationships, sharing knowledge, and leading thoughtful negotiations. Valued for accurately assessing legislative impacts, crafting strategic solutions, fostering collaboration, and helping organizations navigate change by translating complex laws into clear, actionable insights to drive organizational success.

Core Competencies:

Government Affairs	Government Relations	Industry Engagement	Knowledge Sharing
Legislative Tracking	Policy Analysis	Public Policy	Public Policy Outreach
Strategy Development	Advocacy	Budget Management	Coalition-Building
Collaboration	Community Outreach	Compliance	Crisis Management
Political Insight	Business Acumen	Regulatory Risk Management	Stakeholder Engagement

Experience

COLORADO OIL & GAS ASSOCIATION – *Lobbying & professional organization with 200 corporate members* 2022 — Present
Sr. Director, Legislative & Regulatory Affairs

- Fulfill a multi-faceted role combining local government, regulatory, and legislative duties. Frequently testify before the local/county regulatory agencies and state legislators.
- Lead a team of 2 and optimize a \$800k budget, reporting to President & CEO of a multi-million-dollar trade association focused on legislative lobbying on behalf of and communicating regulatory updates to members.
- Partner with numerous stakeholders including CO Natural Resources and Public Health & Environment, chambers of commerce, and trade associations.
- Impacted legislation of 12 local, state, and federal oil and gas production and environmental regulations to date, facilitating clean, efficient, economical production in Colorado, maintaining the state's position as the 4th largest oil producer and 8th largest natural gas producer nationwide.
- Spearheaded development of a new decision-making structure for proposed air quality processes, increasing member engagement and communication.
- Manage the Political Action Committee (PAC), leading \$200k in political fundraising during election cycles.
- Valued by members for communicating industry concerns, building consensus, and expediting legislative processes, achieving positive changes for a stable and predictable legislative, regulatory, and legal environment.

OVINTIV/ENCANA acquired NEWFIELD in 2019 – *\$2B Top 10 North American exploration & production co.* 2015 — 2021
Regulatory Compliance Specialist

- Led a team of 5 consultants in timely filing of permits and reports. Reported to Manager of Drilling & Completions.
- Built internal relationships, expanding accountability and influencing company development plans during tenure.
- Ensured 100% regulatory compliance of 200+ drilling operations in UT, WY, OK, ND, and CO.
- Oversaw site inspections and field audits to ensure operational compliance to state and federal requirements.
- Built productive relationships with regulators, proactively resolving issues to avoid costly production impacts.

MARATHON OIL COMPANY – *\$6B oil and gas producer - Houston, TX* 2008 — 2015
Regulatory Compliance Specialist (2010 — 2015)

- Managed a consulting team of 5 consultants in timely filing of permits and reports. Reported to Director of Planning.
- Achieved 100% regulatory compliance of 200+ drilling operations in North Dakota during tenure.

Government Relations Specialist (2009 — 2010)

- Established a new role within Marathon to lead a grassroots public relations campaign against a proposed federal Cap-and-Trade initiative. Successfully promoted the value of providing affordable, reliable energy to customers.
- Oversaw a team of 4 consultants in development of a public education website.

Continued

William Groffy

(b) (6)

Experience

Continued

MARATHON OIL COMPANY – *\$6B oil and gas producer - Houston, TX* 2008 — 2015
Government Relations Specialist (2009 — 2010)

- Managed relationship with Edelman PR in conducting consumer sentiment polls to develop impactful campaign messaging.
- As a member of the Political Action Committee, contributed to political fundraising efforts during election cycles.

External Relations Representative (2008 — 2009)

- Hired into a novel public-facing position, engaging with city and county government agencies, an oil and gas association, leading employers, and chambers of commerce in Grand Junction, CO.
- Built relationships and enhanced public perception for ongoing citizen support of local development operations.
- Trained field staff in complying with state and local rules and regulations.

AURORA WATER – *Water utility serving a rapidly growing community of 300K residents* 2004 — 2008
Government Relations Representative

- Selected for a new role for Aurora Water, cultivating influential relationships with state legislators to protect and expand water rights for the city.
- Served as subject matter expert and internal consultant to top executive and Aurora City Council members.
- Managed a lobbying team of 3 consultants. Led lobbying in DC to ensure continued business with federal agencies.
- Successfully defeated proposed legislation that would have prevented the utility from providing service.
- Developed legislation to enable farmers and ranchers to lease water rights.

Early career – Political Consultant, Campaign Manager, and District Director for congressional offices.

Education | Thought Leadership

Bachelor of Science (BS), Political Science, COLORADO STATE UNIVERSITY— PUEBLO

Professional Development: Executive Coaching, completed a Business Overview Leadership Development program offered by the Colorado Chamber of Commerce

Speaker and attendee at industry conferences:

Energy and Environment Symposium 2024, COGA Energy Symposium 2024, UNT Oil & Gas Conference, 2024

Shane Hardenbrook

(b) (6)

EDUCATION

Bachelor of Arts, Political Science
University of California, Davis

(b) (6)

EXPERIENCE

2024 Republican National Convention Delegate for President Donald J. Trump

July 2024

Donald J. Trump For President, Inc., Michigan, *Political Coordinator*

October 2024 – November 2024

- Staff President Trump rallies, making sure the events run smoothly.
- Interact with hundreds of potential voters by door knocking and phone banking.
- Make sure the office in Livonia, Michigan runs smoothly every day.
- Oversee volunteers to make sure they understand their assignments during rallies and voter contact efforts.

Congressman Ronny Jackson, Washington, DC, *Legislative Correspondent*

November 2024 – Present

- Manage the office constituent correspondence portfolio.
- Draft letters covering various policy areas on behalf of the Member.
- Assists Legislative Assistants by recommending potential bills to Co-Sponsor.

Congressman Ronny Jackson, Washington, DC, *Staff Assistant*

February 2024 – Present

- Act as body man for the member, staff events, coordinate and execute transportation for member.
- Assist in legislative matters and managing office functions.
- Train and manage interns, directly oversee their projects and tasks.
- Manage incoming constituent correspondence and draft responses to constituent questions.

Congressman Scott Franklin, Washington, DC, *Intern*

September 2023 – January 2024

- Engaged in constituent outreach, respond to inquiries, and provide exceptional constituent services.
- Developed a well-structured mail program in IQ.
- Coordinated with legislative staff on policy analysis.
- Assisted with administrative tasks, such as managing incoming and outgoing correspondence.

Majority Leader Steve Scalise, Washington, DC, *Intern*

September 2022 – December 2022

- Assisted staff with administrative work including data entry.
- Attended congressional hearings, information gatherings, and helped with event organization.
- Interacted with constituents in variety of roles including guiding tours of the U.S. Capitol and answering phones to ensure constituent needs are met.

Jason Karim-Baker, MA, CO-OP

(b) (6)
Phone: (b) (6) | Email: (b) (6)
(b) (6) | (b) (6)

Summary

Senior Conflict Management Specialist and Certified Organizational Ombuds Practitioner with over 15 years of experience leading alternative dispute resolution (ADR) programs, organizational change, strategic conflict prevention, quality assurance, and senior leadership advising across large federal agencies, healthcare, and academia.

Work Experience

Lead Conflict Management Specialist and Organizational Ombuds (GS-15)

Department of Interior, Arlington, VA

Dates: 01/2025 – Present | 40 hours/week

Supervisor: William Hall, PhD | May contact

- Serve as Lead Ombuds for the Department, managing confidential consultations, conflict coaching, mediations, systemic analyses, and organizational feedback to senior leaders.
- Lead and mentor the CORE PLUS team, ensuring compliance with federal ADR policies, standards of practice, and agency goals.
- Develop and implement strategic conflict management policies; enhance conflict tracking, metrics, and evaluation systems.
- Partner with HR, compliance, and senior leaders to promote early conflict intervention and support organizational resilience.
- Represent Director in senior leadership forums, interagency collaborations, and ADR working groups; serves as Acting Director as needed.
- Coordinate program response to administration and departmental priorities, supporting a more effective and nimble workforce to accomplish mission with available resources.

Senior Associate Ombuds

University of California, Davis Health, Sacramento, CA

Dates: 12/2023 – 01/2025 | 40 hours/week

Supervisor: Lauren Bloom, MSW | May contact

- Delivered confidential ombuds services across the health campus, managing over 200 complex and potentially sensitive cases annually.
- Conducted conflict assessments, mediations, facilitations, and leadership coaching.
- Spearheaded the development of a new case management system; improved trend analysis and systemic feedback.
- Developed and implemented innovative conflict management training programs.

Lead Associate Ombuds (GS-14)

National Institutes of Health, Bethesda, MD

Dates: 07/2018 – 12/2023 | 40 hours/week

Supervisor: Victor Voloshin, JD | May contact

- Led a team of 4 Associate Ombuds, advancing conflict management services for all of NIH.
- Provided consultations, mediation, and systemic interventions on research integrity, workplace conflict, and scientific collaboration issues.
- Managed department budget, including contracts, renovation projects, and strategic plans.
- Developed NIH-wide ADR policies, including on authorship disputes and scientific conflicts.
- Redesigned the case management and analytics system, improving program insights.

Principal and Mediator

Coalesce Mediation LLC, Pittsburgh, PA

Dates: 07/2017 – 12/2017 | variable hours/week

Supervisor: N/A (self-employed)

- Conducted mediations for complex civil cases, including civil rights, employment law, and tort claims in the U.S. District Court for the Western District of Pennsylvania.
- Negotiated settlements in high-stakes, multi-party disputes, reducing litigation backlog.
- Served as expert educator and advisor in the community on ADR issues in healthcare.

Medical Ethicist and Manager, Supportive Care Services

University of Pittsburgh Medical Center, Pittsburgh, PA

Dates: 01/2011 – 06/2017 | 40 hours/week

Supervisor: Margaret Reidy, MD | May contact

- Managed team of 3 ADR practitioners; second line supervisor to Palliative Care Department and Chaplain Services.
- Facilitated over 2,000 clinical ethics consultations, supporting patients, families, and providers to effectively resolve clinical conflicts.
- Developed institutional policies on ethical decision-making, end-of-life care, resource allocation, and emerging system-wide challenges.
- Led interdisciplinary training programs in ethics, communication, and conflict management.
- Directed the postgraduate ethics rotation for the Family Medicine Residency Program and Palliative Medicine Fellowship.

Education

- Master of Arts, University of Pittsburgh
- Bachelor of Arts (Honors), University of Maryland, College Park

Certification

- Certified Organizational Ombuds Practitioner, International Ombuds Association (IOA)

Professional Training (Selected)

- Advanced Mediation and Advocacy Skills, American Bar Association, 2022
- Senior Leadership Program, NIH, 2019-2020
- Foundations of Organizational Ombuds Practice, IOA, 2018
- Difficult Conversations in Healthcare, Harvard Medical School, 2014
- Advanced Bioethics Consultations, Georgetown University, 2012
- Ethics Mediation Training, University of Pittsburgh Medical Center, 2009-2010

Publications and Professional Presentations

- Multiple peer-reviewed journal articles in ethics, organizational systems, and conflict management.
- Featured presenter at International Ombuds Association, Coalition of Federal Ombuds, American Society for Bioethics and Humanities, among others.

Professional Service

- Member, Conference Committee, International Ombuds Association
- Former Secretary, Coalition of Federal Ombuds
- Former member and chair of various ethics committees and Institutional Review Boards

References

- Available upon request.

Andrew King

(b) (6)
PORTFOLIO: www.andrewkingdigitalmedia.com
www.linkedin.com/in/andrewkingmedia/

CREATIVE MANAGER & CONTENT CREATOR

(b) (6)

About

Creative videographer, photographer, and graphic designer specializing in content creation for our country's most influential public officials. Comfortable working at the highest levels across the country and internationally. Directs creative teams to meet both quality standards and key deadlines. Always striving to expand skill-sets and keep up-to-date with the ever changing media landscape.

Education

ASBURY UNIVERSITY (b) (6)
B.A., Media Communication

Awards

KENTUCKY COLONEL (2018)

Qualifications

SOFTWARE

Adobe CC
After Effects
Premiere Pro
Photoshop
Illustrator
InDesign
Lightroom

PERSONAL

Personal
Storytelling
Self-motivated
Adaptable
Networking

SKILLS

Social Media
Management
Graphic Design
Videography
Photography

Experience

DIGITAL DIRECTOR | Jan. 2025 - Present

Senate Republican Whip John Barrasso

- Create and oversee content strategy for Senator John Barrasso in his role as Senate Republican Whip.
- Design content for use on social media and on the floor of the Senate.

DIGITAL DIRECTOR | Dec. 2021 - Dec. 2024

Senate Republican Conference

- Created and executed a content strategy for Senate Republicans, collaborating with a cross-functional team of creatives to develop innovative content.
- Traveled solo or with a team of videographers across the country with Senators, capturing photos and videos in their home states for rapid response and strategic brand development.
- In 2022, produced photos, videos, and graphics for 49 of 50 Republican Senators.

CAMERA OPERATOR | Summer 2016-2024

Olympic Broadcasting Services

- Broadcast camera operator during press conferences, red carpet, and medal ceremonies during the Olympic Games.
- Collaborated with members of the International Olympic Committee, athletes, sponsors, and National Organizing Committees to ensure both sponsor expectations and broadcast quality standards were met.

DEPUTY DIRECTOR OF COMM. | Dec. 2019 - 2021

Kentucky Office of the Attorney General

- Established a streamlined messaging framework for communicating the Kentucky Attorney General's priorities through social media.
- Grew @KYOAG social media accounts 3x the size of the previous administration in year one, resulting in the second-largest official Attorney General Facebook page out of all 50 states.
- Produced an [anti-human trafficking training video](#) that was disseminated to police departments across Kentucky.

DIGITAL DIRECTOR | Jun. 2017 - Dec. 2019

Kentucky Governor's Office

- Created photos and videos to convey the priorities of the Kentucky Governor's Office.
- Traveled across the state to tell stories of Kentuckians who had impacted their communities in a positive way.