ROBERT BORDEN

(b) (6) [redacted]

July 2016 to current: Legal Counsel, (b) (6) [redacted]
Chief counsel to the Office of the Clerk – a 200-person non-partisan office responsible for the legislative operations of the House.

December 2015 to July 2016: Senior Advisor, (b) (6) [redacted]
Supervised eight-person investigative team

- Managed the drafting of the committee's final report.
- Developed committee's recommendations on compliance with congressional oversight.
- Negotiated with White House, Departments of Defense and State, and CIA over access to witnesses and documents.

March 2013 to December 2015: Director of Oversight, (b) (6) [redacted]
Developed oversight priorities for House leadership. Worked with the senior staff of all House committees to coordinate and promote oversight and investigative activities.

- Coordinated Affordable Care Act oversight by House Committees including Energy and Commerce, Ways and Means and Education and the Workforce.
- Coordinated Ways & Means and Oversight & Government Reform investigation of the IRS targeting scandal.
- Increased from one to five the number of committees with staff deposition authority; doubled the number of committees with chairmen's subpoena authority.

August 2009 to March 2013: General Counsel, (b) (6) [redacted]
Responsible for the legislative agenda as well as committee, floor and investigative procedures. Principle contact with House leadership staff. Advised Members on legal and ethics matters. Supervised legislative operations including committee clerks and parliamentarian.

- Managed policy team responsible for the committee's legislative agenda including: federal contracting, civil service, Postal Service, District of Columbia, and FOIA.
- Defeated efforts to 'bailout' Postal Service with pension 'overpayments' and led negotiations on postal reform.
- Led successful efforts to pass whistle blower reforms stalled since the mid-2000s.
- Developed legislative strategy that defunded Acorn.

March 2006 to August 2009: General Counsel, (b) (6) [redacted]
Responsible for committee and floor procedures and oversaw legislative drafting. Directed committee oversight activities. Supervised committee legislative operations.

- Led Republican participation in the investigation of the Crandall Canyon mine collapse.
- Supervised four-person parliamentary team responsible for legislative operations.
- Managed Republican amendment strategy during 24-hour long Affordable Care Act mark-up.

April 2003 to March 2006: Senior Counsel and Parliamentarian, (b) (6) [redacted]

Advised Members on House and committee rules and investigative procedures. Supervised committee legislative operations and drafted legislation in coordination with policy staff. Coordinated with leadership on the scheduling and consideration of committee bills.

- Developed jurisdictional strategy on 9/11 Commission recommendation related to drivers' license security standards leading to passage of the REAL ID Act.
- Worked with House Armed Services to include procurement and civil service reforms in the National Defense Authorization Act.
- Special Counsel to Select Committee on Hurricane Katrina, investigated federal, state and local responses and led team of six attorneys in citation review of final report.

March 2001 to April 2003: Counsel, (b) (6) [redacted]

Responsible for review of pending legislation and enforcement of budget rules. Advised Members on procedures in committee and on the House floor. Wrote weekly budget updates and special legislative updates. Drafted budget reform legislation.

- Parliamentarian for committee, floor, conference and final adoption of three budget resolutions.
- Wrote paper on the budgetary treatment and implications of the Terrorism Risk Insurance Act.

January 1995 to March 2001: Professional Staff Member, (b) (6) [redacted]

Policy professional responsible for employment issues including FMLA, FLSA, OSHA, and MSHA (1999-2001). Parliamentarian responsible for committee and floor procedures (1995-1998).

- Lead committee staffer on repeal of OSHA's ergonomics rule.
- Worked with hospitals and health care workers to craft compromise leading to passage of the Needlestick Safety Act.
- Parliamentarian for the investigation of the contested 1996 election of Teamster President Ron Carey.
- Streamlined legislative operations successfully handling duties previously performed by three staff.

Education

Juris Doctor, American University, Washington, DC, 1994
Bachelor of Arts, Dickinson College, Carlisle, Pennsylvania, 1991

Member of the Virginia State Bar
(b) (6) [redacted]
Eagle Scout, Boy Scouts of America, (b) (6) [redacted]

(b) (6) [redacted]

BRAD HANSHER

(b) (6) [redacted]

(b) (6) [redacted]

SUMMARY: 15 years of leadership experience in the areas of sales, account, project and change management, operations, revenue management, statistical analysis, training and public relations.

EXPERIENCE:

United States General Services Administration — *Chicago, IL*

Senior Advisor to the Regional Administrator - Great Lakes Region (R5) — 2017 to Present

- Conduct outreach to promote GSA's goals of providing ethical leadership, eliminating wasteful spending, increasing operational and procurement service efficiency and transparency, as well as overseeing the implementation of new technologies and strategies to ensure increased competition.
- Maintain liaison between the agency and government clients stakeholders and small businesses.
- Lead local efforts in gathering information for presentation to stakeholders and/or central office.
- Provide assistance to the Acting Regional Administrator as needed.

PayLease, LLC — *Chicago, IL*

Manager - Utility Expense Management / (b) (6) [redacted] — 2016 to 2017

- Manage client relationships, troubleshooting issues and assist sales in new client acquisitions.
- Implement cost saving process improvement strategies and eliminate operational inefficiencies.
- Maintain liaison between Client Services, On-boarding, Engineering, Billing , UEM and 3rd party operational partners.

CLK Multifamily Management, LLC — *Chicago, IL*

Chicago Apartment Finders, LLC / Marc Realty Residential, LLC

(b) (6) [redacted] — 2015 to 2016

(b) (6) [redacted] — 2013 to 2014

- Led the reorganization of the property management division that resulted in increased new and renewal sales (50%), and occupancy (91%).
- Oversaw sales, operations, marketing, budgets, construction and capital funding for 9 buildings.
- Obtained and negotiated 3rd party contracts to lower annual expenses ($75,000) to increase NOI.
- Recruited, trained, managed and mentored operations, sales and construction staff (15).
- Implement statistically driven marketing and operational strategies to drive sales towards goals.
- Drive sales and cut costs while retaining occupancy during portfolio-wide rehab construction.
- Create statistical models to track and analyze marketing, operations and construction performance.
- Managed payroll, invoicing and oversaw new technology integration.

Lakeshore Management, LLC — *Chicago, IL*

Regional Property Manager – (b) (6) [redacted] — 2012 to 2013

- Oversaw sales, operations and allocation of funds for 10 properties, across 8 states.
- Negotiated contracts with contractors and vendor services to cut costs and ensure positive NOI.
- Recruited, trained, managed and mentored sales and management staff (18).

Antheus Capital, LLC — *Chicago, IL*

Portfolio Property Manager – (b) (6) [redacted] — 2011 to 2012

(b) (6) [redacted] — 2009 to 2011

(b) (6) [redacted] — 2008 to 2009

- Led the reorganization of both the property management and sales departments that resulted in increased occupancy (93%) and renewal sales (70%) in 2009, 2010 and 2011.
- Designed and executed cost effective sales and operational strategies for 80+ buildings.
- Budgeting, capital fund allocation, pricing and sales strategies resulted in $90,000 annual savings.
- Designed sales forecast models, training programs and change management procedures.
- Oversaw management operations, payroll, invoicing and the implementation of new technologies.
- Recruited, managed, mentored, set goals and led training for managers (13) and sales staff (14).

(CONT.)

Archstone-Smith Trust *Chicago, IL*
Sales Consultant - (b) (6) 2007

Travel/Studies Abroad *Chicago, IL*
Greece, Italy, Spain, France & Holland 2005-2006

Time Warner Cable Inc. *Milwaukee, WI*
Public Relations Associate, Compliance Officer (& Trainer) 2002 to 2004
Public Relations Coordinator 2000 to 2002
Public Relations / Commercial Production Intern 1999

˚ Developed and maintained liaison with the media, government officials and regulatory agencies.
˚ Managed and trained customer service reps in addressing escalated issues.
˚ Composed press releases, speeches, training material, web content and marketing collateral.
˚ Designed models to track and analyze sales/customer service performance and client experience.
˚ Co-coordinated regional and national educational, promotional, philanthropic and sales events.

EDUCATION: University of Wisconsin *Madison, WI*
Bachelor of History (b) (6)

TECHNOLOGY: MS Office • Access • Yardi • MRI • SafeRent • LexisNexis • On-Site • AMSI • Salesforce

Thad C. Brock

(b) (6)
[redacted]

TCB

EDUCATION

(b) (6)
[redacted]

EXPERIENCE

U.S. General Services Administration Washington, DC

Confidential Assistant to the Administrator April 2018-Present

- Plan and coordinate complex travel and logistic operations for the Administrator including expense reports and collaborating with Federal Protective Services
- Address and monitor incoming correspondence and take appropriate action in responding and relaying messages on behalf of the Administrator
- Work with White House Liaison on personnel matters relating to onboarding and welcoming new employees
- Coordinate with other agency offices among the Executive Branch to schedule meetings and prepare read ahead documents
- Prepare the Administrator's correspondence and messages to GSA staff by working with Executive Secretariat, White House Office of Presidential Correspondence, and Presidential Personnel
- Provide administrative oversight and serve as advance representative on all speeches and official appearances
- Research and negotiate favorable terms and pricing agreements with vendors, caterers, and other providers for services at agency-wide events
- Communicate the needs of the Administrator to other appropriate members of the A-Suite Staff

Congressman Blake Farenthold 27th District of Texas Washington, DC

Scheduler/Executive Assistant September 2017-March 2018

- Arranged the Congressman's daily meeting schedule for Washington, D.C. and district offices visits
- Scheduled complex national and international travel arrangements and transportation via air, land, and sea
- Managed multiple conflicting priorities between House committee offices, internal operations of the office, and the Congressman's personal life
- Provided daily logistical support for the Congressman to ensure timely arrival to and from events
- Maintained an accurate record of all correspondence and schedule requests for events and meetings
- Recorded receipts and disbursements for financial disclosure reporting
- Coordinated with legislative staff to ensure the Congressman is appropriately briefed on legislative topics and maintained voting record

Texas Tech University Student Government Association Lubbock, TX

Chief of Staff November 2016-May 2017

- Directed the day-to-day operations of the office and coordinated all office meetings and schedules
- Served on multiple university committees, and was chairman of the Student Union Fee Advisory Board
- Served as the top advisor to the Student Body President to aid in the completion of strategic initiatives
- Monitored official correspondence of executive officers including letters of acknowledgements, condolences, congratulatory, and speeches for appearances

ACHIEVEMENTS

Boy Scouts of America September 2000-June 2012

- Eagle Scout with Bronze Palm
- National Award of Merit

Thad C. Brock

(b) (6) [redacted]

EDUCATION

(b) (6) [redacted]

EXPERIENCE

Congressman Blake Farenthold 27th District of Texas — Washington, DC

Scheduler — September 2017-Present

- Prepare the daily schedule for the Congressman and disseminate information to the Washington, D.C. and district offices
- Manage multiple conflicting priorities between House committee offices, internal operations of the office, and the Congressman's personal life
- Coordinate extensive travel reservations for the Congressman and staff within the United States
- Provide daily logistical support for the Congressman to ensure timely arrival to events
- Maintain an accurate record of all correspondence and schedule requests for events and meetings
- Record receipts and disbursements for financial disclosure reporting
- Coordinate with legislative staff to ensure the Congressman is appropriately briefed on legislative topics

Texas Tech University Student Government Association — Lubbock, TX

Chief of Staff — November 2016-May 2017

- Directed the day-to-day operations of the office and coordinate all office meetings and schedules
- Served on multiple university committees, and was chairman of the Student Union Fee Advisory Board
- Served as the top advisor to the Student Body President to aid in the completion of strategic initiatives
- Monitored official correspondence of executive officers including letters of acknowledgements, condolences, congratulatory, and speeches for appearances

Texas Tech University System — Lubbock, TX

Student Intern: (b) (6) [redacted] — May 2015-October 2016

- Assisted in planning and coordinating more than 6 annual events for the Chancellor's Council
- Maintained high standards for professional customer service with multiple university leaders, distinguished alumni and friends of the Texas Tech University System
- Worked with highly confidential material and proficient in using the donor database program, *Advance,* to create reports for development professionals

ACTIVITIES

Texas Tech University Student Loyalty Council — September 2015-May 2017

Founding President

- Created the first student philanthropy program at Texas Tech University
- Attended one-on-one meetings with 12 different academic deans of colleges to solicit support
- Implemented the first Day of Giving at Texas Tech, raising over $40,000 in endowed funds

Texas Tech Student Alumni Association — September 2015-August 2016

President, Student Alumni Board

- Student Member of the 2015-2016 Texas Tech Alumni Association National Board of Directors
- Official ambassador for the Texas Tech Alumni Association and Student Alumni Association
- Traveled to Alumni Association chapter events and four CASE ASAP Networking Conferences
- Hootsuite certified, social media contributor to the Texas Tech Student Alumni Association Facebook, Instagram, and Twitter Accounts

ACHIEVEMENTS

Boy Scouts of America — September 2000-June 2012

- Eagle Scout with Bronze Palm
- National Award of Merit

Anil Cheriyan

Board Director, Board Advisor,

(b) (6) [redacted]

Linked [redacted]

(b) (6) [redacted]

Anil Cheriyan started Phase IV Ventures in April 2018 as a consulting & advisory firm leveraging his experience as a Board member, CIO and several years in consulting.

Prior to this, he served as Executive Vice President and Chief Information Officer at SunTrust Banks, where he led the digital and data platform transformation of the bank, driving architectural decisions such as APIs, robotics, data lake, Zelle, core banking, and cloud, that improved client experience and drove the bank's efficiency in todays evolving digital, financial ecosystem.

As CIO, Mr. Cheriyan was responsible for SunTrust's overall information technology, cyber security and business enterprise operations – i.e., contact centers, deposit and payments operations, and supply chain. He reported directly to the Chairman and CEO and was instrumental in providing technology direction to the Executive Committee and the Board of Directors. He chaired the firm's strategic investment committee that oversaw investments decisions and benefits realization of those investments.

Prior to joining SunTrust, Mr. Cheriyan was a Vice President / senior partner at IBM Global Business Services, where he served financial services clients and most recently led the Insurance Industry Practice. Before joining IBM, he was a partner with PwC Management Consulting and served in leadership roles including leading global, industry and technology practices. In his consulting career, Cheriyan worked closely with several Fortune 500 companies in their business and technology transformations from strategy through execution – always delivering on measurable results. In addition, he has led the growth of several successful consulting practices with revenue generating, management and delivery roles.

Mr. Cheriyan plays an active role in business and technology communities. He serves on the Advisory Boards for growth stage start-ups - Tricentis, Fenergo, Mirantis and SkyTap - working on their growth / revenue generation committees. He is an advisory partner to Insight Venture Partners Ignite Roundtables and chairs the InspireCIO innovation committee. In addition, as SunTrust CIO he chaired the Financial Services Roundtable BITS Executive Advisory committee, and was member of the AT&T Client Advisory Committee and Presidents Advisory Committee for Oracle.

Mr. Cheriyan is the recipient of several industry awards – e.g., IDC CIO 100, Computerworld Premier 100 Leader, Enterprise CIO of the year. He is Chairman, Technology Business Management (TBM) Council, on the Boards of Oglethorpe University, St Josephs Health System, Georgia CIO. Research Board and the Wall St. Journal CIO Network.

(b) (6) [redacted]

Anil Cherivan

(b) (6) [redacted]

SUMMARY **OVERVIEW OF EXPERIENCE**

CAREER EXPERIENCE

2018 – Present **PHASE IV VENTURES LLC**
Managing Partner

2012-2018 **SUNTRUST BANKS, INC**
Corporate Executive Vice President, CIO

- Responsible for $1.3B function that transformed the Banks digital, data, core platforms, operations and cyber security
- Defined and directed multi-year effective and efficiency programs that generated $300MM in savings

2002-2012 **IBM CORPORATION**
Vice President, Senior Partner – (b) (6) [redacted] (2010 - 2012)

- Oversaw North American Insurance Industry consulting practice generating $500MM in sales
- Grew practice by 30% with strategic partnerships, senior client relationships, and growing talent

Senior Client Partner (2002 - 2010)

- Led relationships across several Financial Services institutions (e.g., Fannie Mae, Nationwide, SunTrust)
- Spearheaded development of core technology delivery capabilities within offshore delivery centers

1987 – 2002 **PRICEWATERHOUSECOOPERS CONSULTING**
Partner, (b) (6) [redacted]

- Led several industry and technology practices (Pharmaceutical Industry, Data Warehousing, Telecom & Media technologies) , while developing personal brand as business focused technologist

1986 - 1987 **ELECTRONIC DATA SYSTEMS**
Systems Engineer, (b) (6) [redacted]

- Led several billing, reporting engagements with large telecommunications providers

1982 - 1985 **TVS CLAYTON LTD**
Information Systems Manager

- Led Information Services function for this motorcycle, light engineering manufacturer

BOARD EXPERIENCE

2015 - present **ADVISORY BOARDS (GROWTH STAGE START-UPS)**
TriCentis, Fenergo, Mirantis, SkyTap

- Growth and revenue generating advice leveraging CIO perspectives and personal network

2013 - Present **TECHNOLOGY BUSINESS MANAGEMENT (TBM) COUNCIL CHAIRMAN**
TBM seeks to make CIO / IT function a business management discipline

- Led council of 22 fellow global CIOs in executing TBM strategy and growth

2015 - Present **ST JOSEPHS HEALTH SYSTEM, BOARD OF DIRECTORS**

- Provide technology advice to hospital board of directors

2013 - Present **OGLETHORPE UNIVERSITY, BOARD OF TRUSTEES**

- Member of Audit and Business Advisory Committees

EDUCATION

(b) (6) [redacted]

IMPERIAL COLLEGE London, UK
MPhil Management Science

IMPERIAL COLLEGE London, UK
MSc Management Science

IMPERIAL COLLEGE London, UK
BSc Electrical & Electronic Engineering (Honors)

Pam Dixon

(b) (6) [redacted]

Experienced attorney with extensive background in political communications, including gubernatorial campaign director, serving as campaign spokesperson, and working with media.

PROFESSIONAL EXPERIENCE

PRIMARY EXPERIENCE:

Hesse Martone, P.C. *September 2014 - present*
St. Louis, Missouri
(b) (6) [redacted]

- Represent corporate clients in defending employment claims under the Missouri Human Rights Act (MHRA), ADA, Title VII of the Civil Rights Act of 1964
- Ensure client policies comply with state & federal laws
- Involved in all stages of litigation including analyzing claims and defenses, preparing responsive pleadings and summary judgment motions, managing discovery, taking plaintiffs' depositions, preparing settlement and severance agreements
- Drafted motion for summary judgment for national non-profit client in defense of ADA claim; obtained summary judgment and prepared appellee brief pending with 8th circuit
- Retained four new clients within first year, including corporate and non-profit entities
- Secured statewide gubernatorial campaign as client and provided all legal services

(b) (6) [redacted]

- One of two directors for statewide gubernatorial campaign
- Directed campaign planning, strategy and execution; managed staff of 14
- Official campaign spokesperson
- Built and managed relationships with national and state media outlets
- Prepared all press releases and official statements; oversaw social media communications
- Conducted all debate preparations for candidate
- Assisted in drafting campaign ad scripts for television, radio and digital advertising
- Oversaw fundraising effort of more than $2.7 million from July 2015 to August 2016

Missouri Lt. Governor Peter Kinder *January 2011 – January 2013*
Jefferson City, Missouri
(b) (6) [redacted]

- Handled all legal matters regarding the Lt. Governor, his office policies and staff; responded to all inquiries under Missouri's Sunshine Law and ensured office compliance
- Oversaw all policy decisions and worked with members of the state legislature
- Researched policy positions and made recommendations to Lt. Governor
- Represented the office on multiple state boards and commissions
- Managed official communications; drafted and issued press releases and statements
- Speechwriter for Lt. Governor; worked with national, state and local media

(b) (6) [redacted]

- 1 of 3 directors responsible for execution of Lt. Governor's successful re-election campaign
- Handled all campaign compliance matters with the Missouri Ethics Commission
- Worked with media vendors in preparing campaign statements and advertisements
- Part of legal team in successful lawsuit overturning Secretary of State's ballot language
- Speechwriter for the Lt. Governor; prepared press releases and social media statements

OTHER EXPERIENCE:

Kingdom Scene Endeavors LLC *January 2013 – February 2014*
St. Louis, Missouri
(b) (6) [redacted]

- In-house counsel; drafted and negotiated internal and external contracts
- Helped create and execute strategy that raised $1.8 million in seven months from investors
- Developed marketing plan for traditional, online and social media methods
- Created Google AdWords and YouTube ads campaign
- Prepared terms of service and privacy policy for children's online virtual-world
- Researched regulations regarding company products and ensured compliance
- Handled all press inquiries and public relations matters; prepared advisories for investors

Lathrop & Gage
St. Louis, Missouri
Associate – (b) (6) [redacted] *September 2009 – January 2011*
(b) (6) [redacted] *May 2008 – August 2008*

- Successfully argued discovery and dispositive motions, conducted depositions, prepared pleadings and settlement agreements, researched and analyzed complex legal matters

U.S. District Court, Eastern District of Missouri *May 2007 – August 2007*
St. Louis, Missouri
(b) (6) [redacted]

- Researched case law and drafted opinions regarding cases argued before Judge Medler

EDUCATION

Washington University in St. Louis - School of Law, St. Louis, Missouri

- Licensed to practice law in Missouri (b) (6) and Illinois (b) (6)

Texas A&M University, College Station, Texas

- B.A., cum laude, Major: Communications

(b) (6) [redacted]

AWARDS AND RECOGNITION

Rising Star for 2016 Missouri & Kansas Rising Stars' list – Selected by Super Lawyers Magazine
(b) (6) [redacted]
Missouri Times' 30 Women Changing Politics - Selected by The Missouri Times in 2016

COMMUNITY INVOLVEMENT

Board of Directors, Mission: St. Louis *August 2015 - present*

- One of eight Board members for Mission: St. Louis, a large 501(c)(3) non-profit addressing systemic poverty in the St. Louis region through education & job training

National Committeewoman, Missouri Federation of Young Republicans *February 2015- present*

- Represent Missouri's delegation of Young Republicans at the national convention and assist local leaders in running their chapters and starting new ones

President, St. Louis Young Republicans *January 2015- January 2016*

- Increased membership from 25 members to more than 90 members in one year
- Registered organization as official Political Action Committee with the state of Missouri
- Represented organization in multiple television and radio interviews

ALEX HERRGOTT (b) (6) [redacted]

The White House – Executive Office of the President, (b) (6) [redacted] **May 2017 - present**
Associate Director for Infrastructure

- Managed the execution and implementation of the President's "One Federal Decision" Executive Order to streamline the NEPA and permitting processes, which has required coordinating all infrastructure Agencies and several offices within the EOP.
- Lead the CEQ portion of the White House Infrastructure team, which developed the President's Infrastructure Initiative. This has required soliciting and evaluating input from the multiple federal, state, and local stakeholders as well as non-profits and the private sector, balancing competing interests and priorities to ensure the best possible policy outcomes for communities.
- Coordinate and support activities relating to the Federal Permitting Improvement Steering Council.

U.S. Senate Committee on Environment and Public Works, (b) (6) [redacted] **Jan. 2015-April 2017**
Deputy Staff Director

- Served as the Committee's lead author and negotiator for the *FAST Act (P.L. 114-94)*; and *the Water Infrastructure Improvements for the Nation (WIIN) Act of 2016(P.L. 114-322)*.
- Directed Committee floor strategy, provided policy guidance to Committee Members and handled all procedural legislative issues during the Committee's unanimous markup of the *FAST Act and* the *WRDA bill (w/Flint language)*, from draft, to Committee, on the Senate Floor and Conference and ultimate passage.
- Served as a Committee spokesperson, and delivered remarks and presentations to industry stakeholders, trade associations and the press, including the editorial boards of the Wall Street Journal, Washington Post, and Bloomberg.

Office of U.S. Senator James M. Inhofe (R-OK) **Jan.2013-Jan.2015**
Legislative Director

- Responsible for the performance and daily activities of 22 legislative employees to include hiring, training, planning, assigning and directing work.
- Served as the Senate floor manager for the Senate Armed Services Committee.
- Managed the National Defense Authorization Act ("NDAA") of 2013 and 2014 through Committee and Senate floor passage.

U.S. Chamber of Commerce **Aug 2011-Jan. 2013**
Director (b) (6) [redacted]

- Served as Chamber spokesperson on transportation and infrastructure issues and managed relationships with members of national, regional media and represented the Chamber at conferences and events across the country.
- Formulated Chamber legislative and communications strategy, developed messaging, planned events, and developed creative collateral for public information campaigns to align with associated lobbying and grassroots outreach efforts.
- Lobbied Congress and executive branch agencies on all transportation and infrastructure legislative and regulatory matters to include infrastructure development, funding, finance and management, federal authorization, budget and appropriations, environment, energy, labor, international trade, and homeland security issues.

U.S. Senate Committee on Environment and Public Works, (b) (6) [redacted] **Jan. 2004-Aug. 2013**
Professional Staff

- Managed Committee portfolio of issues to include acting as official liaison to DOT, EPA, DOT, Army Corps, Fish and Wildlife Service including oversight, regulations and enforcement.
- Advised Senator on regulatory implications and legislative concerns affiliated with the National Environmental Policy Act (NEPA); Endangered Species Act (ESA), and streamlining the permitting process for infrastructure design and construction.
- Negotiated the transportation reauthorization bill of 2005(SAFTEA-LU:PL 109-59) through conference with the House of Representatives and final passage; focused on the federal gas taxes that contribute to the Highway Trust Fund and the formula funding for states, NEPA implications on highway construction, and project eligibility and financing.

EDUCATION

The George Washington University, *Washington, DC*
Bachelor's in Business Administration, Finance and International Business

(b) (6) [redacted]

JACK ST. JOHN

(b) (6)

[redacted]

PROFESSIONAL EXPERIENCE

U.S. General Services Administration *Washington, District of Columbia*

Established in 1949, the General Services Administration provides centralized procurement for the federal government, delivering the products, services, and facilities needed by federal agencies to fulfill their missions.

Acting General Counsel *October 2017—Present*

- Serves as the chief legal advisor to the GSA Administrator, Deputy Administrator, and other high-level agency officials.
- Coordinates and consults with the White House Counsel's Office and Department of Justice on matters affecting White House equities, including engagements with the Office of Inspector General and congressional hearings.
- Responsible for ensuring White House guidance is implemented with respect to congressional oversight requests and the production of documents involving White House equities.
- Provides overall guidance and direction to all components of the GSA Office of General Counsel.
- Administers the development and execution of all legal activities on an agency-wide basis to ensure proper legal and policy support for the various programs and functions of GSA.
- Actively involved in the development and implementation of Administration policy with respect to real property reform initiatives, including disposals, leasing, and acquisitions.

Chief of Staff *March 2017—April 2018*

- Actively involved in all major policy and management discussions and decisions for the agency.
- Served as primary point of contact with the White House, including the Office of Cabinet Affairs, the Office of American Innovation, the Office of Management and Budget, and the Office of White House Counsel.
- Served as the senior political appointee in the agency from January 2017 to December 2017 with supervisory responsibility over the agency's political appointees.
- Responsible for reviewing and approving all public statements made on behalf of the agency, both active and reactive, including press engagement.
- Represented the Administration and GSA in public events, including speaking engagements.
- Represented the agency in outside meetings with other agencies, industry stakeholders, and outside groups.
- Actively involved in the confirmation process of Emily Murphy, GSA Administrator, including hearing preparation, drafting and editing of official documents, and meetings with senators and staff.
- Active in the agency's disaster relief efforts following Hurricanes Irma, Maria, and Harvey.
- Pivotal in the merger of GSA's Technology Transformation Service and Federal Acquisition Service.

- Actively involved in recruiting, interviewing, and selecting all incoming political appointees for the agency.

Senior White House Advisor *January 2017—March 2017*

- Served as leader of the GSA Beachhead Team starting on Inauguration Day.
- Responsible for reporting agency activities and other items of significant public interest to the Office of Cabinet Affairs.

St. John & St. John, LLC *Cullman, Alabama*

Founded in 1892, St. John & St. John is a full service civil law firm with a focus on representing businesses and professionals in variety of legal matters, including civil litigation, corporate practice, real estate, and wills and estates.

Partner *September 2013—December 2016*

- Served as defense counsel in variety of civil litigation matters involving complex business disputes, personal injury, and medical malpractice defense.
- Served as co-lead counsel for the plaintiff in a professional negligence case that led to a multi-million dollar settlement.
- Served as lead counsel for the plaintiff in a negligence and conversion case that led to a six-figure settlement.
- Served as lead counsel for the plaintiff in a construction trespass case that led to a six-figure settlement.
- Successfully tried multiple jury and bench trials in Alabama state court.
- Drafted multiple successful appellate briefs in the Alabama Supreme Court and Court of Civil Appeals.
- Represented Cullman Regional Airport as general counsel in a variety of legal matters, including: Federal Aviation Administration compliance, land acquisitions, eminent domain proceedings, construction contracts, leases, and general corporate governance.
- Represented a large Cullman-based manufacturing company in a variety of legal matters, including: drafting and negotiating manufacturing contracts and related documents, negotiating lease agreements and resolving related disputes, defending lawsuits, and providing general legal advice on numerous issues including insurance and limitation of liability.

Starnes Davis Florie LLP *Birmingham, Alabama*

One of the premier civil litigation firms in the Southeast, Starnes Davis Florie specializes in medical malpractice defense and complex commercial litigation.

Associate *February 2013—September 2013*

- Obtained complete dismissal of an OB/GYN in a federal case alleging injuries arising from the surgical implantation of an intrauterine device.
- Obtained transfer to a more favorable venue for client-landowner in a complex lease dispute against the nation's largest producer of construction aggregates.
- Served as defense counsel, regularly drafting briefs, motions and other court documents, in a variety of cases involving medical malpractice and complex commercial litigation in state and federal court.

Summer Associate *June—July 2010 & 2011*

- Performed legal research and drafted memoranda of law on issues involving the Alabama Medical Liability Act, civil procedure, evidence, and commercial litigation.
- Drafted briefs, motions, and other court documents.

Hand Arendall LLC *Birmingham, Alabama*

One of the largest law firms in the State of Alabama, Hand Arendall provides legal services in all areas of traditional civil practice.

Summer Associate *July—August 2011*

- Assisted in developing Alabama's Health Information Exchange (HIE), One Health Record.
- Performed legal research and drafted memoranda on issues involving healthcare, personal injury defense, and commercial litigation.

HealthSouth Corporation *Birmingham, Alabama*

HealthSouth is one of the nation's largest providers of post-acute healthcare services and an industry leader in home-based patient care.

Law Clerk *July—August 2010*

- Performed legal research and drafted memoranda on issues involving corporate law, commercial litigation, and healthcare.

EDUCATION

University of Alabama School of Law *Tuscaloosa, Alabama*

(b) (6) [redacted]

- Juris Doctor
- Senior Editor, THE ALABAMA LAW REVIEW
- President, *Alabama (Civil) Defense Lawyers Association, Student Division*
- Best Paper Award, *Alabama Civil Practice and Procedure*
- University of Fribourg (Switzerland) Summer Exchange Program

Manderson Graduate School of Business (UA) *Tuscaloosa, Alabama*

(b) (6) [redacted]

- Master of Business Administration
- Awarded Manderson Endowed Full Academic Scholarship

University of Virginia *Charlottesville, Virginia*

(b) (6) [redacted]

- Bachelor of Arts in Government, American Politics
- Dean's List
- St. Anthony Hall Fraternity

Jenna Payne Semsar

(b) (6) [redacted]

PROFESSIONAL EXPERIENCE

General Services Administration **February 2018 – Present**
Confidential Assistant **Washington, DC**

- Manage the Assistant Commissioner's schedule through the coordination of internal and external stakeholders, management of read-ahead briefing materials, and follow-up correspondence
- Coordinate travel arrangements including plane and hotel reservations and local drivers for out-of-town conferences
- Drafted standard operating procedures for GSA Assistants that could be leveraged as onboarding materials
- Supported the Assistant Commissioner in updating all SES performance plans according to the Office of Personnel Management guidelines
- Coordinated the day-to-day governance of the Office, including reviewing and organizing travel requests, correspondence, decision memos, policies, and incoming speaking opportunities for decisions and signature
- Managed the Weekly Activity Report and the Significant Items Report

Carolina One Real Estate **October 2016 – July 2017**
Real Estate Agent **Charleston, SC**

- Developed a targeted social media campaign using Instagram and Facebook that engaged 2,000+ followers
- Led and advised clients as they navigated the real estate market and worked through contracts

Nature's Calling INC **January 2014 – October 2016**
Regional Sales Manager **Charleston, SC**

- Managed $100,000+ in sales each month
- Developed a new, client-friendly website that was easier to navigate and ultimately increased sales
- Oversaw a client portfolio through sales management and cultivation of client relationships
- Planned and executed client contracts and provided real-time problem solving support to customers
- Led targeted marketing campaigns using social media platforms to meet monthly and annual sales benchmarks

Molly Hurley and Associates, AmericasMart **October 2012 – January 2014**
Account Manager **Atlanta, GA**

- Planned and executed quarterly Apparel markets, which typically produced over $300,000 in sales over a four-day period
- Responsible for the client management and sales for nine apparel lines, which resulted in over a million in sales annually
- Served as the southeastern liaison between designers and boutiques
- Developed quarterly sales reports for each clothing line to assess progress
- Managed a multitude of diverse relationships through ongoing relationship building and targeted communication

Coplons **January 2012 – October 2012**
Sales Consultant **Greenville, SC**

- Responsible for the sustainment and growth of the high-end customer base
- Led customer relationship initiatives to increase sales and grow profit, such as sartorial consultancy
- Coordinated Coplons' involvement in the City of Greenville's second annual "Fashion on the Town" program
- Established and managed social media handles and marketing platforms
- Produced quarterly sales reports, which helped assess success in meeting sales benchmarks

The Greenville Journal **August 2011 – January 2012**
Event Coordinator **Greenville, SC**

- Developed a marketing initiative, "Fashion on the Town," to raise awareness for the magazine
- Led focus groups and interviews with public officials, small business owners, and other involved parties
- Developed a project plan and coordinated the event -- including vendor, advertisements and sponsorships, and site selections
- Twenty-five Greenville, SC stores participated in the first event; the event has now grown to over a hundred stores, participating in an annual weeklong fashion-focused marketing initiative

EDUCATION

Clemson University, Clemson SC (b) (6) [redacted]
BS in Business Management
Minor: Communication Studies
Affiliations: Alpha Delta Pi Sorority; Phi Alpha Delta Law Fraternity; and ROTARACT Service Club

MARK M. MCHALE

(b) (6) [redacted]

EXECUTIVE PROFILE

Results and relationship-driven communications professional with strategic, marketing and executive communications experience with national brands, across highly competitive industries. Proven strategic counselor, thought leader and business partner to senior executives in the development and execution of communication strategies aligned with company mission, vision and values.

PROFESSIONAL EXPERIENCE

Nationwide 2014 - Present
Internal Communications Lead – (b) (6) [redacted]
Develop and execute aligned communication plans in support of company-wide business and brand strategies. Provide counsel and guidance to senior marketing leaders/partners for the company's One Nationwide re-branding, national broadcast and digital advertising, multi-cultural and cause marketing, and corporate partnership with Nationwide Children's Hospital. Responsibilities include lead communications partner for enterprise brand/advertising and customer-centered priorities: Enterprise strategy, national advertising, customer segmentation, sports marketing, corporate citizenship, and transformational customer experience initiative.

This role requires strong relationship building and collaboration across multiple lines of business with senior executives and marketing leaders in a highly matrixed environment – to effectively deliver strategic marketing messages that enable leaders and associates to understand and personally connect with Nationwide's evolving business strategy, strategic priorities and value proposition.

Accomplishments include: Development and implementation of all strategic communications plans for Enterprise Brand Marketing initiatives, national advertising, One Nationwide branding, Nationwide Children's and sports marketing communications (Peyton Manning, Dale Earnhardt Jr. and Memorial Tournament) to reinforce company brand/culture, strategic communications counsel to Chief Customer Advocate's Nationwide Experience project.

Nationwide Insurance 2011 - 2014
Communications Consultant - (b) (6) [redacted]
Lead communications counselor for Customer Insights & Analytics Tier 1 customer information management (CIM) program and largest CSSS business unit, Personal Lines Service and Processing Operations. As a member of leadership team, provided proactive strategic communications counsel and planning aligned with business strategy, operations and customer experience metrics. Developed senior executive and operational communications to ensure people leaders and front-line associates were aligned with enterprise business strategy, customer service levels and operational performance metrics.

Accomplishments included: Created brand associate program that highlighted service representative behaviors that reduced customer hand-offs by 20 percent, improved service levels by more than 30 percent, reduced call-backs by 15 percent, and significantly reduced the cost per customer contact.

M3 Partners, LLC 2008 - 2011
Principal and Communications Strategist
Strategic communications, media training, web design and brand consultancy focused on regional clients in the technology and consumer sectors. Provided clients with strategic marketing communications counsel and recommendations that included media relations, message development, marketing communications and advertising support. Clients included: Sprint-Nextel, Anheuser-Busch, Air Shares Elite, Maximum Communications, Columbus Ophthalmology Associates, IGS Energy, NextStep M3DIA, Sanders Sports Marketing, Revol Wireless and Ritter Communications.

LIMITED BRANDS 2006 - 2007

Internal Communications Director/HR

Lead internal communicator for two-year project, responsible for internal and HR communications in support of the company's brand realignment, IT transformation and merger and acquisition activities. This role focused on providing senior IT and HR leaders with internal communications and change management counsel in support of the company's Project Insight – global SAP logistics migration – and rollout of with new enterprise brand strategy. Accomplishments included: Creation and execution of the enterprise's first all-associate feedback and engagement survey, conducted quarterly all associate Town Hall meetings and IT leader strategy forums, created employment brand strategy in connection with the sale of the company's two apparel brands.

FEDEX KINKO'S 2004 - 2005

Senior Director, (b) (6) [redacted]

Led a team of eight strategic communications and PR professionals responsible for the creation and implementation of media relations and marketing communications strategies following FedEx's acquisition of Kinko's. Responsible for communications strategy, managing PR agency relationships, senior leader communications and marketing communications. Highlights included:

- Created culture-shaping communications program called "The *Purple Promise"* to introduce, align, and reinforce FedEx's customer-centric service culture across the new global retail network.
- Led marketing communications, media relations, and rebranding program called "*Make it. Print it. Pack it. Ship it."* to increase consumer awareness of overnight shipping services and solutions that were now available at the new FedEx Kinko's. The marketing communications program produced a 200 percent increase of in-store FedEx Express shipping during the first year of the program.

SPRINT 1997 - 2004

Regional Communications Director

Following "One Sprint" rebranding, led a combined team of Sprint communicators with increased communication responsibilities across all business units and consolidated agency relationships to more efficiently partner with sales leaders across Sprint's lines of business. Led a team of 14 managers and a network of PR firms to strategically tell a broader customer solutions story that supported the company's bundled sales strategy and elevated the brand with consumer and business customers. Results included:

- Strategically positioned One Sprint portfolio of services with news media, consumers, business partners and industry analysts. Supported increased retail/business sales of bundled telecom services, which yielded higher customer retention, satisfaction rates, profitability and market valuation.
- Served on cross-functional Task Force that created internal and change management plans to drive associate awareness, alignment and understanding of the One Sprint go-to-market strategy. Created award-winning associate program called "Play to Win" that reinforced new One Sprint strategy.

SPRINT PCS

Regional Director, (b) (6) [redacted]

Led a team of six PR professionals that created and implemented regional communications and PR plans to launch Sprint's new, all-digital nationwide wireless phone service. Served as national/regional media trainer for executive leaders and performed media spokesperson duties. Launched new markets across the country and partnered with area PR/marketing managers and regional public relations agencies to transform the wireless market and build the Sprint PCS wireless brand. Highlights included:

- Built high-performing, award-winning communications and media relations team (Area PR managers) that launched more than 50 markets; fastest wireless start-up to generate $10 billion in revenue.
- Regional media relations/communications lead for Sprint PCS sports marketing team, leveraged relationships with national sports properties: NFL, NASCAR/IRL, PGA Tour and U.S. Ski Team.
- Served as regional spokesperson, speechwriter and media trainer for senior executives/sales teams.

SHANDWICK INTERNATIONAL 1996

Vice President

Team leader for the Washington, D.C. PR/public affairs agency's technology and media training practice areas. In addition to providing client's with on-camera media and message training sessions, managed a five-person team that provided strategic communications planning and media relations counsel for the service launches of two technology start-up/partner companies – American Personal Communications (APC) in Washington, D.C. and Cox Communications in Orange County, CA.

FLEISHMAN-HILLARD 1992 - 1995

Account Executive – Managing Supervisor

Member of the agency's public affairs/PR team that created and executed media relations campaigns, grassroots communications, lobbying services and public affairs support for association and corporate clients. Worked in close partnership with the agency's government relations/lobbying team on federal legislative activities, including the passage of the 1996 Telecommunications Act.

In addition to media relations activities, drafted legislative briefs and alerts, position papers, newsletters, congressional testimony and advocacy advertising for clients that included: American Ambulance Association, Chemical Manufacturers Association, Honda North America, International Bottled Water Association, Major League Baseball, Mineral Resources Alliance, National Retail Federation and Southwestern Bell Company. Member of the agency's media/message training team that coached and counseled senior executive spokespeople.

EDUCATION

B.S. Marketing, Miami University, Oxford, Ohio

Kevin B. Ortiz

(b) (6) [redacted]

PROFESSIONAL EXPERIENCE:

(b) (6) [redacted] **U.S. House of Representatives, Washington, D.C.** **June 1, 2016-present**

Professional Staff Member (Dec. 9, 2016 – present); Staff Assistant (June 1, 2016 – Dec. 9, 2016)

- Portfolio area includes federal workforce issues such as the civil service generally, federal retirement programs and policies, and federal employee recruitment, retention, compensation, and benefits. Also includes Social Security mail fraud, executive branch reorganization, and security clearance policy.
- Researches, drafts, negotiates, and manages legislation in portfolio area. To date, lead Committee staffer on 7 standalone bills that were signed into law in the 115th Congress, 7 bills that passed the House of Representatives, and 6 bills that passed Committee markup. Also worked on Committee equities in non-OGR bills, such as the National Defense Authorization Act and annual appropriations bills.
- Engages with congressional offices (Republican and Democratic), other committees, federal agencies, and interest groups on issues in portfolio area.
- Prepares for subcommittee and full committee hearings in portfolio area through prior research, organizing briefings, coordinating witnesses, liaising with Democratic staff, and creating briefing and hearing materials for Republican Members.
- Writes letters in portfolio area on behalf of the Committee to federal agencies and outside groups that ask for information or detail Committee's position on policy issues.
- Plans and executes investigations in portfolio area which include drafting and releasing staff reports detailing the Committee's findings.
- Conducts general oversight of federal agencies within the Committee's jurisdiction, including the U.S. Office of Personnel Management, Merit Systems Protection Board, Federal Retirement Thrift Investment Board, and General Services Administration.
- Gained management experience comprised of assigning tasks and reviewing work products for two individuals detailed to the Committee on a temporary basis.
- Previously managed post office naming bills in Committee markup and on the House floor.

(b) (6) [redacted] **U.S. House of Representatives, Washington, D.C.** **July 6-Aug. 28, 2015**

Intern

- Conducted ad hoc research for the Subcommittee on Government Operations, focusing on cyber protections, federal government/District of Columbia relations, and oversight of the executive branch's rulemaking process.
- Listened to whistleblowers regarding federal government programs and drafted memos discussing their concerns for Committee staff review.
- Organized Committee hearings by ensuring all necessary preparations were completed quickly and efficiently while also helping to maintain audience decorum during the hearings themselves.

(b) (6) [redacted] **U.S. House of Representatives, Washington, D.C.** **Apr. 2-May 29, 2014**

Intern

- Engaged with Committee members' personal offices to plan the Committee's CODEL to New York City.
- Answered phone calls, handled official mail, and referred members of the press/lobbyists to the appropriate staff member.
- Served as the initial point of contact for the Committee by interacting and communicating effectively with elected officials, constituents, and business and community leaders.
- Ensured Committee hearings and markups ran smoothly through thorough preparation.

EDUCATION:

Washington & Lee University, Lexington, VA (b) (6) [redacted]

Bachelors of Arts, Politics and Sociology/Anthropology, Minor in Education

- Johnson Academic Scholarship Recipient (Full tuition, room, and board)
- Phi Beta Kappa (Academic), Omicron Delta Kappa (Leadership), Pi Sigma Alpha (Politics), Alpha Kappa Delta (Sociology) Honor Societies
- McJunkin Endowment for Student Engagement Recipient (b) (6) [redacted]
- Endeavor International Student Collaboration Grant Recipient (b) (6) [redacted]
- Office of Student Affairs General of the Month (b) (6) [redacted]
- Dean's List and Honor Roll: All semesters (b) (6) [redacted]
- Mock Convention, Co-Political Director and National Political Analyst ((b) (6) [redacted]

RELEVANT TECHNICAL SKILLS:

Legislative drafting, Knowledge of congressional legislative and investigative procedures, Speech and report writing

Kevin B. Ortiz

(b) (6) [redacted]

PROFESSIONAL EXPERIENCE:

U.S. General Services Administration, Washington, D.C. **January 2, 2019-present**
Congressional Policy Analyst

- Contacts relevant congressional staff to ensure that information concerning the U.S. General Services Administration's (GSA) programs, plans, and activities is readily available.
- Represents GSA in presentation of the aims and operations of legislative programs to White House officials, Members of Congress, and Office of Management and Budget officials.
- Provides information on GSA programs and policies in response to congressional inquiries.
- Researches and drafts written replies to congressional correspondence.
- Prepares key GSA officials for congressional meetings and hearings to ensure they are completely informed on all pertinent issues.
- Reviews and edits testimony prepared for presentation to Congress.
- Accompanies key agency officials when appearance is requested before a congressional committee hearing.
- Develops special reports covering the status of certain legislation that is of particular interest to GSA. This includes gathering, organizing, and evaluating legislative information.
- Negotiates with congressional staff on legislation that is of interest to GSA.

(b) (6) [redacted] **U.S. House of Representatives, Washington, D.C** **June 1, 2016-January 1, 2019**
Professional Staff Member (Dec. 9, 2016 – Jan. 1, 2019); Staff Assistant (June 1, 2016 – Dec. 9, 2016)

- Portfolio area included federal workforce issues such as the civil service generally, federal retirement programs and policies, and federal employee recruitment, retention, compensation, and benefits. Also included Social Security mail fraud, executive branch reorganization, and security clearance policy.
- Researched, drafted, negotiated, and managed legislation in portfolio area. Lead Committee staffer on 9 bills that were signed into law in the 115th Congress, 6 bills that passed the House of Representatives, and 6 bills that passed Committee markup. Also worked on Committee equities in non-OGR bills, such as the National Defense Authorization Act and annual appropriations bills.
- Engaged with congressional offices (Republican and Democratic), other committees, federal agencies, and interest groups on issues in portfolio area.
- Prepared for subcommittee and full committee hearings in portfolio area through prior research, organizing briefings, coordinating witnesses, liaising with other congressional staff, and creating briefing and hearing materials for Members.
- Wrote letters in portfolio area on behalf of the Committee to federal agencies and outside groups that ask for information or detail Committee's position on policy issues.
- Planned and executed investigations in portfolio area which include drafting and releasing staff reports detailing the Committee's findings.
- Conducted general oversight of federal agencies within the Committee's jurisdiction, including the U.S. Office of Personnel Management, Merit Systems Protection Bd., Federal Retirement Thrift Investment Bd., and General Services Administration.
- Assisted Committee parliamentarian on preparing and managing bills, including drafting parliamentary motions, scripts, and amendments, within Committee's jurisdiction for House passage. Lead parliamentarian for over 30 Committee suspension bills and one rule bill in the 115th Congress.
- Gained management experience comprised of assigning tasks and reviewing work products for two individuals detailed to the Committee on a temporary basis.
- Previously managed post office naming bills in Committee markup and on the House floor.

EDUCATION:

Washington & Lee University, Lexington, VA (b) (6) [redacted]
Bachelors of Arts, Politics and Sociology/Anthropology, Minor in Education

- Johnson Academic Scholarship Recipient (Full tuition, room, and board)
- Phi Beta Kappa (Academic), Omicron Delta Kappa (Leadership), Pi Sigma Alpha (Politics), Alpha Kappa Delta (Sociology) Honor Societies
- McJunkin Endowment for Student Engagement Recipient (b) (6) [redacted]
- Endeavor International Student Collaboration Grant Recipient (b) (6) [redacted]
- Office of Student Affairs General of the Month (b) (6) [redacted]
- Dean's List and Honor Roll: All semesters (b) (6) [redacted]
- Mock Convention, Co-Political Director and National Political Analyst (b) (6) [redacted]

RELEVANT TECHNICAL SKILLS:

Legislative drafting, Knowledge of congressional legislative and investigative procedures, Speech and report writing

REBECCA W. PSELOS

(b) (6) [redacted]

EXPERIENCE

SENIOR MANAGEMENT ANALYST NATIONAL AERONAUTICS AND SPACE ADMINISTRATION, (b) (6) [redacted]

Working knowledge on NASA's policies, programs, and strategic planning. Knowledge ranges from facilities management efforts to promote public-private partnerships, the agency's budgeting process, acquisition of complex services, mission directorate portfolio management, to agency initiatives to better align technical capabilities, business service areas, and organizational structure.

Developed and directed program reviews critical for annual and long-range planning of agency functions and policy. Identified critical objectives, scope, data collection methods, tasks, and time schedules to assess a variety of NASA programs. Assessments included: (1) efficiencies with procuring complex services; (2) leasing underutilized infrastructure to industry; (3) efforts to standardize financial and procurement data to meet the DATA Act; (4) appropriateness of the Earth Science portfolio of 69 programs; and (5) management of health and human risks associated with space travel. Assessments led to recommendations for improved management, revised policy, and new processes. For example, identified inherent and programmatic challenges in developing countermeasures that placed the agency on a path to accept higher levels of risk human health for deep space missions. As a result, recommended program schedule and costs better reflect the agency's progress and an ethical framework be developed.

Planned, directed, lead, counseled, and evaluated subordinate staff on a variety of program reviews as a team lead and acting program manager. Teams consisted of 3 members; managed staff included new hires and seasoned analysts. Effectively evaluated staff to identify performance, training needs, and align their expertise and experience to critical audit tasks to ensure team deliverables were timely, of high-quality, and met professional standards. Reviewed work papers for accuracy and relevance to audit's scope. Finally, ensured that individuals' analysis were compiled into a cohesive message and presented in a clear, concise manner.

Communicated both orally and in writing in a clear and concise manner. Significantly contributed to 5 reports, 2 congressional hearing, and multiple briefings on complex issues. Presentations and written products were tailored to a variety of audiences and effectively supported findings and recommendations. Audiences included agency senior officials, such as NASA mission directors and the Inspector General. Additionally, established strong working relationships, via effective communication with audit liaisons, program managers,

and directors, to gather information, collect agency comments, resolve differences between audit findings and agency perspectives, and ensure recommendation close-outs.

Consulted on additional audits and activities. Identified steps for determining whether waste existed in NASA's space suit program which resulted in finding duplication of effort and $80 million in potential waste. Improved the accuracy of the OIG's method for reporting questionable grant dollars. Provided quality and accuracy reviews for reports on the following: (1) utilization of the ISS; (2) information technology security; and (3) grant management. Supported the OIG's Data Analytics Program work by reviewing accounts receivable waivers and write-offs and companies' Commercial and Government Entity Codes to identify potential waste, fraud, and abuse.

SENIOR ANALYST GOVERNMENT ACCOUNTABILITY OFFICE
SEPTEMBER 2011 - AUGUST 2013

Working knowledge on federal acquisition and sourcing management across the federal government. Knowledge included both the procurement of goods and services, management of contracts, and contractor workforce trends.

Determined priorities, objectives and staff requirements needed to perform audits, as a team lead. For example, developed an audit plan with objectives, tasks, resources, and time estimates to assess the Department of Transportation's process to acquire services to dispose of retired sea vessels. Tasks were executed on time with the requested resources, including travel, and led to multiple findings and recommendations.

Performed acquisition management evaluations by assessing program criteria, condition, and root causes for program's ineffectiveness and inefficiency. For example, developed and executed a survey on program management for 77 major Department of Homeland Security (DHS) programs. Survey supported a recommendation for DHS to modify its program management policies. Additionally, helped develop and present internal training for analysts on how to identify criteria, key questions, and relevant documents to audit acquisitions.

Assessed the overall effectiveness and efficiency in agencies procurement by recommending improvements to the Agency's approach to program management and acquisition process. In addition to audits on DHS acquisitions that led to recommendations, such as developing independent cost estimates and better aligning requirements to end user needs, annually assessed the engineering and technology activities for the Navy's Littoral Combat Ship and Defense Destroyer 1000 and reported on cost, schedule, performance and changes in requirements. Additionally, developed annual budget analyses to make recommendation to Congress for future program funding.

Identified trends and solutions to improve the quality of services while lowering costs. For example, contributed to developing best practices for federal agencies to acquire services

based on leading companies' practices. Briefed agencies acquisition heads and congressional staff on how practices could be implemented. Final product significantly contributed to GAO's portfolio of work on strategic sourcing.

Clearly and concisely communicated both orally and in writing. Significantly contributed to drafting 6 reports and 4 testimonies. In addition, conducted quality assurance reviews of audit reports and testimonies.

ANALYST GOVERNMENT ACCOUNTABILITY OFFICE

MAY 2008 – SEPTEMBER 2011

Developed and presented findings critical for annual and long-range planning of agency functions and influence agency policies and legislative proposals. For example, determined the Coast Guard's Fleet Mix Analysis proscribed a fleet that was not fiscally possible. Finding led to multiple congressional hearings and recommendations to update the analysis and provide additional funding. Additionally, assessed Department of Defense's ability to inventory its civilian and contractor workforce which led to recommendations for a standardized method among the branches of services.

Performed program evaluations by assessing program criteria, condition, cause and effect on the program's effectiveness. Evaluations used interviews, document review, case studies, and surveys to assess quantitative and qualitative information. For example, conducted interviews and claim reviews to assess an insurance program for servicemembers suffering from traumatic brain injuries. Work led to improved claim reviewer training, clearer injury criteria, and ultimately more timely and consistent claim reviews.

Clearly, concisely communicated both orally and in writing. Contributed to 3 reports and 1 testimony.

Completed an Office of Congressional Affairs detail which included monitoring legislation and associated mandated work. For instance, provided weekly updates to the Comptroller General and modified an Access database to support agency-wide staffing decisions.

EDUCATION

THE COLLEGE OF WILLIAM AND MARY, WILLIAMSBURG, VA

MASTER'S OF PUBLIC POLICY; (b) (6)

MIAMI UNIVERSITY, OXFORD, OH

BACHELOR'S URBAN, REGIONAL PLANNING; MINOR IN POLICITCAL ANALYSIS; (b) (6)

Rebecca W. Pselos

(b) (6) [redacted]

WORK EXPERIENCE

U.S. General Services Administration, (b) (6) [redacted]

Policy Advisor **November 2018 - Present**

- Serve as a policy advisor for Federal Acquisition Service (FAS) and Office of Small Business Utilization issues before Congress, including organizing technical assistance feedback on draft legislation, coordinating briefings on topics of interest, and preparing witnesses for hearings.
- Manage General Services Administration (GSA) relationships to Members of Congress and congressional committees to include the Senate Committee on Homeland Security and Governmental Affairs and the House Committee on Oversight and Reform. And, assist in developing and implementing a strategy to expand relationships by coordinating joint briefings to include House Armed Services Committee and Senate and House Small Business Committees and orchestrating acquisition and supply chain risk management training for congressional staff.
- Assist in coordinating GSA's legislative outreach efforts, including reviewing legislative proposals, communicating proposals to Congress, and securing Congressional support. For example, secured a member's sponsorship for a legislative proposal to bring uniformity to the micro-purchase threshold following an increase in a prior National Defense Authorization Act (NDAA) and worked with committee staff to move FY20 NDAA language away from directing GSA's to test all e-Commerce portal models.
- Work with Office of Management and Budget counterparts to include advocating GSA's views on codifying the Federal Risk and Authorization Management Program (FedRAMP) and establishing an Artificial Intelligence Center of Excellence. During discussions convey current practices, anticipated limitations, and agency requests.
- Ensure prompt and thorough response to Congressional inquiries, including those related to technical assistance on legislation, policy or oversight matters, and constituent casework. This extends beyond the FAS portfolio to include consulting and adjudicating comments across GSA to ensure the agency's overall position is articulated.
- Direct the preparation of GSA FAS witnesses for testimony before Congress to include a FedRAMP hearing, and significantly contribute to preparing agencies witnesses for other testimonies to include hearings on the Old Post Office and e-rulemaking.

National Aeronautics and Space Administration, (b) (6) [redacted]

Senior Management Analyst **August 2013 – November 2018**

- Led audit teams to include assigning tasks to staff, reviewing work papers, and overseeing report writing.
- Evaluated the risk posture, progress, and challenges of the agency's space exploration; analyzed leasing practices for underutilized federal property; and examined the agency's contracting awards and practices.
- Assisted in preparing the Inspector General for hearings and reviewed his testimony statements before the House Subcommittee on Space and Aeronautics, Committee on Science, Space, and Technology.
- Communicated both orally and in writing to include report writing for five audits, drafting testimony for two congressional hearing, and presenting multiple briefings on complex issues. Audiences included senior officials, such as NASA mission directors and the Inspector General.
- Established strong working relationships, via effective communication with audit liaisons,

program managers, and directors, to gather information, collect agency comments, resolve differences between audit findings and agency views, and ensure recommendation close-outs.

Government Accountability Office, (b) (6) [redacted]

Senior Analyst **September 2011 – August 2013**

Analyst **May 2008 - September 2011**

- Examined federal acquisition and sourcing management practices across the federal government and developed agency recommendations and congressional matters. For example, assessed 77 major Department of Homeland Security programs and recommended modifying program management policies to improve monitor of performance, cost and schedule. Annually assessed Department of Defense engineering and technology activities and budget for two major acquisitions – Navy's Littoral Combat Ship and Defense Destroyer 1000 – and reported findings to Congress.
- Determined priorities, objectives and staff requirements needed to perform audits, as a team lead. Tasks were executed on time with the requested resources, including travel, and led to multiple findings and recommendations.
- Significantly contributed to drafting nine reports and five testimonies by drafting testimony, preparing witnesses and responding to Questions for the Record.
- Briefed committee staff on audit scope, progress and findings to include briefing the Armed Services Committees.
- Completed Office of Congressional Affairs detail which included monitoring legislation for mandated Government Accountability Office reports and keeping the Comptroller General and Managing Directors up to date on legislative activities.

EDUCATION

College of William and Mary

Master of Public Policy

(b) (6) [redacted]

Miami University

Bachelor of Urban and Regional Planning

Minor in Political Science

Jeffrey A. Post (b) (6) [redacted]
(b) (6) [redacted]

WORK EXPERIENCE

U.S. General Services Administration, (b) (6) [redacted]

Acting Associate Administrator **March 2018-May 2018**
August 2018-Present

- Serve as the chief political advisor to the Administrator of General Services and GSA leadership.
- Manage GSA relationships and outreach to Members of Congress and congressional committees, as well as state and local government officials.
- Oversee GSA's National Congressional Support Program, which provides services to Members' state and district offices including procurement and moving services and office space in GSA controlled buildings.
- Lead GSA's efforts in working with counterparts at the Office of Management and Budget and the Office of Personnel Management to encourage Legislative Branch support for the transfer of OPM's Human Resource Services operations to GSA.

Deputy Associate Administrator **November 2017-Present**

- Coordinate GSA's overall legislative outreach efforts and manages the Office of Congressional and Intergovernmental Affairs' policy staff.
- Works to secure funding for agency appropriations priorities, including Federal buildings, courthouses, and land ports of entry.
- Ensure prompt and thorough response to all Congressional inquiries, including those related to technical assistance on legislation, policy or oversight matters, and constituent casework.
- Direct the preparation of all agency witnesses for testimony before Congress.

Policy Advisor **May 2017-November 2017**

- Served as lead for Federal Acquisition Service issues before Congress, including by organizing technical assistance feedback on draft legislation, coordinating briefings on topics of interest, preparing witnesses for hearings, and securing support and enactment of the Technology Modernization Fund as part of the Modernizing Government Technology Act of 2017.
- Secured necessary Congressional support to ensure a statutory increase of the Micro-Purchase Threshold for non-Defense agencies and a government-wide increase of the Simplified Acquisition Threshold in the FY 2018 National Defense Authorization Act.
- Served as the agency's primary liaison to the Senate Committee on Homeland Security and Governmental Affairs and the House Committee on Oversight and Government Reform.

U.S. Department of the Treasury, (b) (6) [redacted]

Senior Policy Advisor (Detail) **May 2018-August 2018**

- Served on an 80 percent detail to the Department supporting the President's Task Force on the United States Postal Service, pursuant to EO 13829.
- Evaluated the regulatory structure, market, and pricing of the Postal Service's Competitive Product offerings.
- Examined implicit and explicit postal universal service requirements in both domestic and international contemporary contexts.
- Analyzed the state of the Postal Service's business model and developed reform proposals for the nation's postal system.

U.S. House of Representatives, (b) (6) [redacted]

Deputy Staff Director, Subcommittee on Government Operations **January 2015-April 2017**
Senior Professional Staff Member **August 2013-January 2015**
Professional Staff Member **February 2011-August 2013**

- Managed the Committee's overall legislative portfolio, including assigning staff to legislation, reviewing legislative text, coordinating all materials for business meetings, and overseeing legislative report drafting.
- Led, developed, and advanced the Committee's efforts to reform the Postal Service.
- Authored comprehensive Postal Service reform legislation in three straight Congresses, including the bipartisan H.R. 5714 in the114th Congress, all of which focused on long-term internal restructuring of the agency.
- Oversaw policy and legislation related to the federal recordkeeping, including authoring legislation in response to recordkeeping failures at the IRS and State Department to better require the preservation of e-mail records.
- Conducted evidence based oversight of numerous federal agencies, including drafting oversight letters and led multiple transcribed interviews of as part of Committee investigations.
- Served as team leader and workload manager for multiple staff, detailees, and interns.
- Prepared the Chairman and Majority members for hearings, markups, and floor action on issues within the Committee's legislative jurisdiction, including matters related to the National Archives and Records Administration, and the United States Postal Service.
- Composed and edited speeches, talking points, and statements for Chairman Darrell Issa (R-CA), Chairman Jason Chaffetz (R-UT), Government Operations Subcommittee Chairman Mark Meadows (R-NC), and other Committee members**.**
- Directed the Committee's oversight and reform efforts of the U.S. Census Bureau and managed the Committee's investigation into unemployment data falsification at the Census Bureau.
- Wrote "The Postal Reform Act: A Plan for an Affordable, Sustainable Postal Service," an article which appeared in the Notre Dame Law School's Journal of Legislation.

U.S. House of Representatives, (b) (6) [redacted]

Deputy Chief of Staff **July 2014-January 2015**

- Supervised Washington, D.C. office staff, assisted the Chief of Staff in developing office policy, and trained staff on parliamentary procedures, House Rules, and hearing and business meeting preparations.
- Advised the newly-elected Member on all legislative issues and initiatives and managed preparation of materials for votes, hearings, and meetings.
- Approved all constituent mail responses.

U.S. House of Representatives, (b) (6) [redacted]

Legislative Assistant **September 2009-February 2011**
Legislative Correspondent **September 2007-September 2009**

- Prepared Member for hearings in the Committees on Oversight and Government Reform and Veterans' Affairs.
- Advised Member on a policy portfolio, including transportation, defense, federal workforce, and budget issues.
- Drafted multiple pieces of legislation on topics, such as expanding the use of nuclear power, preventing illegal campaign contributions, and granting the Postal Service greater intellectual property licensing flexibility.
- Oversaw the office constituent correspondence program, ensuring the Legislative Correspondent and Staff Assistant responded to constituent legislative concerns in a timely, accurate, and thorough manner.

- Authored all response letters to constituent legislative inquiries, significantly increasing the policy content of replies and reducing the average response time by 75 percent.
- Revolutionized the office constituent mail process, eliminating a 7,000 letter backlog within two months of joining the Congressman's staff, sending out more than 40,000 reply letters to constituents during 2009.

EDUCATION

(b) (6)

The George Washington University
Master of Professional Studies in Political Management. Public Policy Concentration.
Graduate School of Political Management Fellowship

University of California, Irvine
Bachelor of Arts in Political Science. History Minor.
(b) (6)
Phi Beta Kappa, Political Science Honors

Jessica Salmoiraghi, Esq.

(b) (6) [redacted]

Experience

AMERICAN COUNCIL OF ENGINEERING COMPANIES, Washington, DC 2014-Present
Director (b) (6) [redacted]

- Direct national trade association advocacy on military and civilian procurement policies before Congress, the Department of Defense, GSA, and federal agencies
- Lead efforts to build coalitions with USACE, NAVFAC, VA and other federal agencies on key legislative priorities, while erecting and extending existing partnership agreements for further efforts towards procurement reform
- Foster and maintain Council advocacy coalition relationships with broad industry organizations
- Develop consensus positions with a wide-range of engineering and industry coalitions to advocate for key legislative and regulatory changes, the latter of which resulted in language in 2016 NDAA and 2017 CRA bills
- Cultivate key relationships with wide range of Congressional offices covering defense, procurement, small business, foreign relations, appropriations and other issues

AMERICAN INSTITUTE OF ARCHITECTS, Washington, DC 2010-2014
Director, (b) (6) [redacted]

- Directed a national professional society's advocacy and outreach efforts before the federal government's executive and legislative branches, the latter of which resulted in adoption of key legislation during the 112th Congress and introduction of legislation in the 113th Congress
- Led the effort towards signing of Partnership Agreement with USACE and maintained good working relationship with that and other agencies
- Advised staff and volunteer member leaders on legal, advocacy, and regulatory matters, which resulted in the Small Business Administration making a significant regulatory ruling benefiting the architectural profession
- Developed and maintain Institute advocacy coalition relationships

ASSOCIATED GENERAL CONTRACTORS OF AMERICA, Arlington, VA 2006-2008
Director, (b) (6) [redacted]

- Managed the development of construction contracts legal software, which was subsequently launched on time and under-budget
- Served as the nationwide marketing lead for that software with 25 national trade associations
- Increased sales by 39 percent from the previous year and expanded strategic marketing efforts, while reducing over IT costs by five percent
- Facilitated the drafting of contract templates by senior construction experts and attorneys

IDENTITY THEFT ASSISTANCE CENTER, (b) (6) [redacted]
Law Clerk 2003-2004; 2005-2006

- Developed and implemented strategies to assist identify theft victims in reestablishing their identities, including collaboration with senior business leaders across the financial services sector
- Tracked state and federal legislative developments on identity theft, banking and corporate regulations on financial services entities

Education

CATHOLIC UNIVERSITY OF AMERICA, COLUMBUS SCHOOL OF LAW, Washington, DC
UNIVERSITY OF PENNSYLVANIA, Philadelphia, PA

Bar Admissions

District of Columbia, Virginia

Publication

Reflections on Architectural Practice in the Federal Market, at The American Bar Association, Forum on Construction Industry Sep 2013.

Thomas B. Scott

(b) (6) [redacted]

Over 30 years experience in government and public affairs, communications and community relations. Knowledge and competence in:

- Advocacy at all levels of government
- Strategic direction and understanding of legislation and regulatory process
- Legislative and regulatory monitoring and tracking
- Grassroots organizing
- Writing, research, public speaking and social media

National Federation of Independent Business, Sacramento, CA July, 2015 – December, 2017
State Executive Director
Managed the California chapter and Capitol office which included legislative advocacy, communications, grassroots and administrative functions (budgeting and personnel). Oversight of the annual budget and 22,000 small business members. Responsible for the legislative, regulatory and political strategy for the State of California for NFIB/CA whose core mission is to promote and protect the rights of our members to own, operate and grow their businesses.

- Appointed a statewide Leadership Council and Political Action Committee made up of small business owners. Interviewed and endorsed candidates for state elected office. Additionally, played a large role in statewide initiatives affecting small businesses.
- Conducted annual balloting of members on key legislative issues.
- Issued annual voting record of our state legislature and conducted numerous legislative roundtables at the state and federal level.
- Regularly appeared on television, radio and print including the L.A. Times, Daily News, and Orange County Register highlighting issues such as tax reform, healthcare, regulatory and labor mandates facing small business owners. Implemented a broad based social media presence.
- Served on multiple panels and gave speeches regarding the small business climate in California
- Worked with a sales force of over 20 individuals to secure and retain members.

TOM SCOTT ASSOCIATES, Folsom, CA 1995-2015
President
Provided comprehensive services to clients to meet the growing demands of business and industry in governmental affairs representation. Represented clients on issues including tort reform, plastics, advertising, defense, environmental engineering and telecommunications. Services included advocacy at all levels of government, legislative and regulatory tracking, media relations, grassroots organizing, political and campaign consultation.

- Designed structure for a statewide non-profit organization. Created and recruited statewide advisory boards and local leadership councils. Managed a team of regional directors.
- Recruited 30,000 volunteer activists. Created database allowing instant mobilization in response to legislative and electoral issues.
- Implemented social media functions for client including creation of a blog, Facebook presence and Twitter. Increased followership by over 800%.
- Developed and implemented governmental affairs programs for trade associations and non-profit organizations.
- Built a collegiate advertising program. Took organization from a small start up to a multi-million dollar company in three years.

PREVIOUS POSITIONS

AMERICAN PLASTICS COUNCIL, Long Beach, CA 1992-1995
Coordinator, Western Region

CALIFORNIA MANUFACTURERS ASSOCIATION, Sacramento, CA 1991-1992
Manager, Energy, Environmental Quality and Transportation

LOS ANGELES AREA CHAMBER OF COMMERCE, 1989 -1991
Program Director, Energy, Air Quality and Water

U.S. DEPARTMENT OF COMMERCE, Washington, D.C. 1989
Special Assistant to Deputy Assistant Secretary for Congressional and Intergovernmental Affairs

AMERICAN BICENTENNIAL PRESIDENTIAL INAUGURATION, Washington, D.C. 1988-1989
Site Director

CANADIAN CONSULATE GENERAL, Los Angeles, CA 1987-1988
Political/Economic Relations Officer

U.S. SENATOR PETE WILSON, Los Angeles, CA 1987
Field Representative

RELATED EXPERIENCE

- Planning Commission, City of Folsom, 2010 to Present
- Chair, Folsom Prison Citizens Advisory Committee – Appointed by Assemblyman Kevin Kiley
- Member, Sacramento County Sheriff's Advisory Committee – Appointed by Supervisor Sue Frost
- Vice President, State Board Guide Dogs for the Blind 2004-13
- Board of Directors, Folsom Chamber of Commerce 2005-10
- Former Chair, Utility Commission, City of Folsom 2001-10

EDUCATION

Master of Public Administration, University of Southern California, Los Angeles, California
B.A., Political Science, California State University, Long Beach, California

Jenna Semsar

(b) (6) [redacted]

PROFESSIONAL EXPERIENCE

Carolina One Real Estate
Real Estate Agent **October 2016-Present**

- Developed a targeted social media campaign using Instagram and Facebook that engaged 2,000+ followers
- Leveraged social media consistently to attract clients and build brand awareness
- Led and advised clients as they navigated the real estate market to close contracts

Nature's Calling INC **January 2014 – September 2016**
Regional Sales Manager

- Oversaw a client portfolio through sales management and cultivation of existing client relationships
- Managed $100,000+ in sales each month
- Planned and executed client contracts and provide ad-hoc real-time problem solving support to customers
- Led targeted marketing campaigns to meet monthly and annual sales benchmarks

Molly Hurley and Associates, AmericasMart **October 2012 – January 2014**
Account Manager **Atlanta, GA**

- Responsible for the client management and sales for nine apparel lines
- Served as the southeastern liaison between designers and boutiques
- Developed quarterly quantitative annual reports for each clothing line to assess success in meeting sales targets
- Leveraged sales data gleaned from line sheets for the design of strategic sales blueprints
- Managed a multitude of diverse relationships through ongoing cultivation and targeted communication
- Planed and executed quarterly Apparel markets, which generally produced over $300,000+ in sales over a four-day period

Coplons **January 2012 – October 2012**
Sales Consultant **Greenville, SC**

- Responsible for the sustainment and growth of the high-end customer base
- Led customer relationship initiatives to increase sales and grow profit, such as sartorial consultancy
- Coordinated Coplons' involvement in the City of Greenville's second annual Fashion on the Town program
- Established and managed social media handles and platforms, and concurrently served as the marketing manager
- Produced quarterly sales collateral, which assessed success in meeting sales benchmarks

The Greenville Journal **August 2011 – January 2012**
Event Coordinator **Greenville, SC**

- Developed a marketing initiative – Fashion on the Town, to raise awareness for the nascent magazine
- Crafted a project plan, and oversaw the project from cradle to grave
- Led focus groups and interviews with public officials, small business owners, and myriad additional parties
- Coordinated the event including vendor selection, advertisements and sponsorships, site selections, and communications
- Twenty-five Greenville, SC stores participated in the first annual event; the event has now burgeoned to well over fifty stores, participating in a weeklong fashion-focused marketing imitative

Clemson Donation Office **September 2009 – May 2011**
Donation Supervisor **Clemson, SC**

- Supervised a team of ninety undergraduate students in soliciting donations from Clemson alumni
- Set donation benchmarks and weekly call targets to optimize contributions
- Leveraged quantitative data to assess team progress, and conducted intervention strategies to improve productivity

EDUCATION

Clemson University, Clemson SC (b) (6) [redacted]
BS in Business Management
Minor: Communication Studies

Affiliations: Alpha Delta Pi Sorority; Phi Alpha Delta Law Fraternity; and, ROTARACT Service Club

JACK ST. JOHN

(b) (6) [redacted]

PROFESSIONAL EXPERIENCE

U.S. General Services Administration *Washington, District of Columbia*

Established in 1949, the General Services Administration provides centralized procurement for the federal government, delivering the products, services, and facilities needed by federal agencies to fulfill their missions.

Acting General Counsel *October 2017—Present*

- Serves as the chief legal advisor to the GSA Administrator, Deputy Administrator, and other high-level agency officials.
- Coordinates and consults with the White House Counsel's Office and Department of Justice on matters affecting White House equities, including engagements with the Office of Inspector General and congressional hearings.
- Responsible for ensuring White House guidance is implemented with respect to congressional oversight requests and the production of documents involving White House equities.
- Provides overall guidance and direction to all components of the GSA Office of General Counsel.
- Administers the development and execution of all legal activities on an agency-wide basis to ensure proper legal and policy support for the various programs and functions of GSA.
- Actively involved in the development and implementation of Administration policy with respect to real property reform initiatives, including disposals, leasing, and acquisitions.

Chief of Staff *March 2017—April 2018*

- Actively involved in all major policy and management discussions and decisions for the agency.
- Served as primary point of contact with the White House, including the Office of Cabinet Affairs, the Office of American Innovation, the Office of Management and Budget, and the Office of White House Counsel.
- Served as the senior political appointee in the agency from January 2017 to December 2017 with supervisory responsibility over the agency's political appointees.
- Responsible for reviewing and approving all public statements made on behalf of the agency, both active and reactive, including press engagement.
- Represented the Administration and GSA in public events, including speaking engagements.
- Represented the agency in outside meetings with other agencies, industry stakeholders, and outside groups.
- Actively involved in the confirmation process of Emily Murphy, GSA Administrator, including hearing preparation, drafting and editing of official documents, and meetings with senators and staff.
- Active in the agency's disaster relief efforts following Hurricanes Irma, Maria, and Harvey.
- Pivotal in the merger of GSA's Technology Transformation Service and Federal Acquisition Service.

- Actively involved in recruiting, interviewing, and selecting all incoming political appointees for the agency.

Senior White House Advisor *January 2017—March 2017*

- Served as leader of the GSA Beachhead Team starting on Inauguration Day.
- Responsible for reporting agency activities and other items of significant public interest to the Office of Cabinet Affairs.

St. John & St. John, LLC *Cullman, Alabama*

Founded in 1892, St. John & St. John is a full service civil law firm with a focus on representing businesses and professionals in variety of legal matters, including civil litigation, corporate practice, real estate, and wills and estates.

Partner *September 2013—December 2016*

- Served as defense counsel in variety of civil litigation matters involving complex business disputes, personal injury, and medical malpractice defense.
- Served as co-lead counsel for the plaintiff in a professional negligence case that led to a multi-million dollar settlement.
- Served as lead counsel for the plaintiff in a negligence and conversion case that led to a six-figure settlement.
- Served as lead counsel for the plaintiff in a construction trespass case that led to a six-figure settlement.
- Successfully tried multiple jury and bench trials in Alabama state court.
- Drafted multiple successful appellate briefs in the Alabama Supreme Court and Court of Civil Appeals.
- Represented Cullman Regional Airport as general counsel in a variety of legal matters, including: Federal Aviation Administration compliance, land acquisitions, eminent domain proceedings, construction contracts, leases, and general corporate governance.
- Represented a large Cullman-based manufacturing company in a variety of legal matters, including: drafting and negotiating manufacturing contracts and related documents, negotiating lease agreements and resolving related disputes, defending lawsuits, and providing general legal advice on numerous issues including insurance and limitation of liability.

Starnes Davis Florie LLP *Birmingham, Alabama*

One of the premier civil litigation firms in the Southeast, Starnes Davis Florie specializes in medical malpractice defense and complex commercial litigation.

Associate *February 2013—September 2013*

- Obtained complete dismissal of an OB/GYN in a federal case alleging injuries arising from the surgical implantation of an intrauterine device.
- Obtained transfer to a more favorable venue for client-landowner in a complex lease dispute against the nation's largest producer of construction aggregates.
- Served as defense counsel, regularly drafting briefs, motions and other court documents, in a variety of cases involving medical malpractice and complex commercial litigation in state and federal court.

Summer Associate *June—July 2010 & 2011*

- Performed legal research and drafted memoranda of law on issues involving the Alabama Medical Liability Act, civil procedure, evidence, and commercial litigation.
- Drafted briefs, motions, and other court documents.

Hand Arendall LLC *Birmingham, Alabama*

One of the largest law firms in the State of Alabama, Hand Arendall provides legal services in all areas of traditional civil practice.

Summer Associate *July—August 2011*

- Assisted in developing Alabama's Health Information Exchange (HIE), One Health Record.
- Performed legal research and drafted memoranda on issues involving healthcare, personal injury defense, and commercial litigation.

HealthSouth Corporation *Birmingham, Alabama*

HealthSouth is one of the nation's largest providers of post-acute healthcare services and an industry leader in home-based patient care.

Law Clerk *July—August 2010*

- Performed legal research and drafted memoranda on issues involving corporate law, commercial litigation, and healthcare.

EDUCATION

University of Alabama School of Law *Tuscaloosa, Alabama*

(b) (6)

- Juris Doctor
- Senior Editor, THE ALABAMA LAW REVIEW
- President, *Alabama (Civil) Defense Lawyers Association, Student Division*
- Best Paper Award, *Alabama Civil Practice and Procedure*
- University of Fribourg (Switzerland) Summer Exchange Program

Manderson Graduate School of Business (UA) *Tuscaloosa, Alabama*

(b) (6)

- Master of Business Administration
- Awarded Manderson Endowed Full Academic Scholarship

University of Virginia *Charlottesville, Virginia*

(b) (6)

- Bachelor of Arts in Government, American Politics
- (b) (6)
- St. Anthony Hall Fraternity