September 15, 2017

FOIA Case No: 2017-00519-FOIA-OS

Austin R. Evers, Executive Director
Sara Kaiser Creighton, Counsel
American Oversight
1030 15th Street, NW, Suite B255
Washington, DC 20005

Dear Mr. Evers and Ms. Creighton:

This letter responds to your FOIA request, which the Office of the Assistant Secretary for Public Affairs (ASPA) received on March 15, 2017, seeking:

1. Records sufficient to identify all employees who entered into a position at the agency as "political appointees" since January 20, 2017, and the title or position of each employee (to the extent that such individuals have held multiple titles or positions since January 20, 2017, identify each title or position). For purposes of this request, please consider any employee in a PAS position, a presidentially-appointed position, a non-career SES position, or a Schedule C position a "political appointee."

2. Records sufficient to identify all career employees who have been detailed into a leadership office or component front office since January 20, 2017; the title or position of each employee while on detail (to the extent that such individuals have held multiple titles or positions since January 20, 2017, identify each title or position); and each employee's originating agency or component, and title.

3. Records sufficient to identify the members of the "beachhead teams" who joined the agency at the beginning of the Trump administration, and the title or position of each employee (to the extent that such individuals have held multiple titles or positions since January 20, 2017, identify each title or position).

4. For each individual identified in response to requests 1 to 3:

    a. The resume provided by the individual to the agency in connection with determining the appropriate salary for the individual, or, if that is not available, a recent resume contained within the agency's records.

    b. Any conflicts or ethics waivers or authorizations issued for the individual, including authorizations pursuant to 5 C.F.R. § 2635.502.

5. Records sufficient to identify the members of the "landing teams" or "transition teams" who were embedded with the agency for transition purposes by the Trump transition organization between the November 2016 election and the Trump administration."

Our office has located 316 pages of documents responsive to your request[1]. After review of those pages, I have determined that while the majority of the records may be released to you in full, portions of these records are properly withheld pursuant to FOIA Exemption 6[2], further discussed below.

Exemption 6

Exemption 6 of the FOIA protects information about individuals in "personnel and medical files and similar files" when the disclosure of such information "would constitute a clearly unwarranted invasion of personal privacy."[3] In order to satisfy the requirements for Exemption 6 protection, the following criteria must be met: first, the information must be contained in a personnel, medical, or "similar" file; and, second, the disclosure of the information must "constitute a clearly unwarranted invasion of privacy." The second criterion requires government agencies to balance the privacy interest that would be compromised by disclosure against any public interest in the requested information.[4]

The first Exemption 6 criterion is easily met in most cases. The Supreme Court has held that Congress intended for the term "similar files" to be interpreted broadly, rather than narrowly, and that the protection of an individual's privacy "surely was not intended to turn upon the label of the file which contains the damaging information."[5] Rather, the Supreme Court has made clear that all information that "applies to a particular individual" meets the threshold requirement for Exemption 6 protection.

Once the first criterion is established, in order for information to be withheld pursuant to Exemption 6, it is necessary to show that a release of the information "would constitute a clearly unwarranted invasion of privacy." In the FOIA context, the Supreme Court has held that information need not be intimate or embarrassing to qualify for protection under privacy grounds.[6] Privacy interests have been found to exist under the FOIA in personally identifying information such as a person's name, address, telephone number, date of birth, criminal history, medical history, or social security number. As long as the privacy interest is substantial (i.e., greater than *de minimis)*, it may qualify for protection under Exemption 6.

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[1] HHS has been in a hiring freeze effective since January 20, 2017; there are no records of details since that date. There are also no records responsive to Item 5, as the Assistant Secretary for Administration/Office of Human Resources does not maintain records for non-employees. Additional records responsive to your request have been made publically available on the U.S. Office of Government Ethics website located at: https://www.oge.gov/web/OGE.nsf/0/67460009B646BBF88525813800566276/$FILE/Certain%20agency%20records%20recd%20in%20response%20to%20PA-17-02.pdf.

[2] 5 U.S.C. § 552(b)(5); (b)(6)

[3] 5 U.S.C. § 552(b)(6)

[4] *See Multi Ag Media LLC v. USDA*, 515 F.3d 1224, 1228 (D.C. Cir. 2008); *News-Press v. DHS*, 489 F.3d 1173, 1196-97 (11th Cir. 2007).

[5] *Dep't of State v. Wash. Post Co.*, 456 U.S. 595, 599-603 (1982).

[6] *See Wash. Post Co.*, 456 U.S. at 600.

When a substantial privacy interest is established, an agency must then "address the question of whether the public interest in disclosure outweighs the individual privacy concerns."[7] The burden of establishing that a release of the requested information would serve the public interest is on the requester.[8] Moreover, the Supreme Court has limited the concept of the public interest under FOIA to "shed[ding] light on an agency's performance of its statutory duties" and has stressed that information that does not reveal the operations or activities of the federal government "falls outside the ambit of the public interest that the FOIA was enacted to serve."[9]

Exemption 6 was invoked specifically to protect the names, telephone numbers, addresses, email addresses, personal familial and medical information, professional social media links, and previous private sector salaries, the contents of which could reasonably be traced back or related to an individual. Given the nature of these records, the individuals identified in these records have a substantial privacy interest in protecting the withheld information. Furthermore, as you stated in your request, you have no objection to the redaction of contact information for the employee or references, nor to the redaction of past salary information.

Finally, in order to overcome a substantial privacy interest, it is necessary to establish that the public interest in disclosure outweighs the individual privacy concerns. Because the identified individuals' privacy interests outweigh the public interest in this case, I am protecting portions of the information withheld pursuant to Exemption 6.

I apologize for the delay in responding to your FOIA request.

If you believe that the information withheld should not be exempt from disclosure, or this response constitutes an adverse determination, you may appeal. By filing an appeal, you preserve your rights under FOIA and give the agency a chance to review and reconsider your request and the agency's decision.

Your appeal must be mailed within 90 days from the date of receipt of this letter to:

Ms. Catherine Teti
Deputy Agency Chief FOIA Officer
U.S. Department of Health and Human Services
Office of the Assistant Secretary for Public Affairs
Room 729H
200 Independence Avenue, S.W.
Washington, DC 20201

Please clearly mark both the envelope and your letter "Freedom of Information Act Appeal." You may also e-mail your appeal to: HHS.ACFO@hhs.gov.

[7] *Multi Ag.*, 515 F.3d at 1230.
[8] *See Associated Press v. DOD*, 549 F.3d 62, 66 (2d Cir. 2008).
[9] *DOJ v. Reporters Comm. For Freedom of the Press*, 489 U.S. 749, 773-775 (1989).

If you would like to discuss our response before filing an appeal to attempt to resolve your dispute without going through the appeals process, you may contact the HHS FOIA Public Liaison for assistance at:

Michael Bell
HHS FOIA Public Liaison
U.S. Department of Health and Human Services
Office of the Assistant Secretary for Public Affairs
Room 729H
200 Independence Avenue, S.W.
Washington, DC 20201
Telephone: (202) 260-0793
E-mail: HHS_FOIA_Public_Liaison@hhs.gov

If you are unable to resolve your FOIA dispute through our FOIA Public Liaison, the Office of Government Information Services (OGIS), the Federal FOIA Ombudsman's office, offers mediation services to help resolve disputes between FOIA requesters and Federal agencies. The contact information for OGIS is:

Office of Government Information Services
National Archives and Records Administration
8601 Adelphi Road–OGIS College Park, MD 20740-6001
Telephone: 202-741-5770
Toll-Free: 1-877-684-6448
E-mail: ogis@nara.gov
Fax: 202-741-5769

There are no charges in this instance because the billable costs are less than our threshold of $25.

If you have any questions about this response, please contact R. Charlie Merritt at the U.S. Department of Justice, Federal Programs Branch, on (202) 616-8098 or robert.c.merritt@usdoj.gov.

Sincerely yours,

Michael Marquis
Director
FOI/Privacy Act Division

Enclosures: 316 Pages

HHS Political Appointees
January 20, 2017 – July 12, 2017

Current HHS Organization	Name	Current Position (Previous Position/Organization)	Date Appointed to HHS
FDA	Abram, Anna Katharine	Deputy for Policy (Special Assistant/OS)	20-Jan-17
IOS	Agnew, Ann	Executive Secretary	13-Feb-17
OGHA	Alexander, Thomas B.	Principal Deputy Director of Global Affairs	28-Feb-17
ASPA	Althouse, Riley	Special Assistant	5-Jun-17
ASPE	Anderson, Jeffrey Hagen	Director, Office of Health Reform	13-Mar-17
ASL	Aramanda, Alex	DASL - Mandatory Health Programs (Special Assistant/IOS)	22-Jan-17
ASL	Arbes, Sarah Cudworth	Principle Deputy Assistant Secretary for Legislation	13-Mar-17
IOS	Balenger, Juanita	Advisor (Special Assistant/IOS)	22-Jan-17
ASA	Bardis, John	Assistant Secretary for Administration	15-Mar-17
IOS	Bell, Kathryn Grace	Special Assistant	16-Apr-17
OCR	Bell, Thomas March	Chief of Staff, OCR	19-Mar-17
WHL	Bird, Catherine Hoyer	Advisor	22-May-17
OGC	Bowman, Matthew	Deputy General Counsel (Special Assistant/IOS)	25-Jan-17
DS	Brady, William Michael	Associate Deputy Secretary	5-Jun-17
ASPR	Brennan, Patrick	Assistant Speechwriter	27-Feb-17
CMS	Brookes, Brady M.	Deputy Chief of Staff (Special Assistant/OS)	20-Jan-17
IOS	Brooks, John	Counselor for Health Policy (Special Assistant/OS)	20-Jan-17
OCR	Brown, Louis	Senior Advisor for Operations	9-Jul-17
ASPA	Bult, David Nathan	Special Assistant	7-Mar-17
CMS	Burghoff, Mary	Special Assistant to the Administrator	6-Apr-17
DS	Caliguiri, Laura Marie	Associate Deputy Secretary	23-Apr-17
		(b)(6)	
ACF	Carter, Clarence	Director, Office of Family Assistance	14-May-17
ACF	Christian, Shannon	Director, Office of Child Care	14-May-17
WHL	Clark, Timothy	White House Liaison for Political Personnel, Boards and Commissions	20-Jan-17
CMS	Cleary, Kelly Marie	Chief Legal Counsel, CMS	23-Apr-17

Color Key:

	Beachhead Team, Appointed January 20, 2017

HHS Political Appointees
January 20, 2017 – July 12, 2017

Current HHS Organization	Name	Current Position (Previous Position/Organization)	Date Appointed to HHS
CMS	Colas, Brian	Chief of Staff and Chief Operating Officer	18-May-17
ASA	Cordova, Jon J	Senior Advisor	9-Feb-17
IOS	Cotter, Janice Myron	Director, Office of Document and Regulation Management	10-Apr-17
OGA	Daravi, Kamran S	Advisor (Special Assistant/OS)	20-Jan-17
ASPE	Destro, Brenda C.	DASPE (Human Services Policy)	5-Jun-17
CMS	Diblasio, Carla	Senior Advisor to the Principal Deputy Administrator (Special Assistant/OS)	22-Jan-17
ACF	Dugan, Meghan	Special Assistant	27-Feb-17
IEA	Ellmers, Renee Louise-Jacisin	Regional Director, Atlanta, GA, Region IV	22-May-17
CMS	Felder, Emily	Director, Office of Legislation	5-Jun-17
ONC	Fleming, John Calvin, Jr	Deputy National Coordinator and Health IT Liaison to the Physician Community	23-Mar-17
OGC	Flick, Heather	Deputy General Counsel (Special Assistant/OS)	20-Jan-17
IOS	Gartland, Molly M	Special Assistant	27-Feb-17
ASPE	Graham, John	Deputy Assistant Secretary for Planning and Evaluation	28-Mar-17
IOS	Greenstein, Bruce David	Chief Technology Officer	22-May-17
OGA	Grigsby, Glenn Garrett	Director of Global Affairs	14-May-17
ASPA	Grinney, Matthew Jay	Assistant Speechwriter	21-Mar-17
CMS	Guram, Gurjeet	Senior Advisor	16-Apr-17
IOS	Harrison, Jessica D	Deputy Scheduler	28-Feb-17
ASL	Hayes, Sean Andrew	Director of Investigations	10-Apr-17
ASH	Huber, Valerie Jean	Chief of Staff	5-Jun-17
IEA	Johnston, Darcie	Director of Intergovernmental Affairs (Special Assistant/OS)	24-Jan-17
FDA	Kalavritinos Jr., John C "Jack"	Commissioner for External Affairs (Special Assistant/OS)	24-Jan-17
DS	Keckler, Charles Norman Wiltse	Associate Deputy Secretary	30-May-17
ACF	Kellog, Cori Stone	Special Assistant	8-May-17

Color Key:

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ASL	Kemper, Laura	DASL - Public Health & Science	13-Mar-17
AHRQ	Khanna, Gopal K.	Director, AHRQ	10-May-17
CMS	Kouzoukous, Demetrious	Principal Deputy Administrator for Medicare	15-Feb-17
WHL	Lagomarsino, Katie	Special Assistant	5-Mar-17
IOS	Lapinski, Mary Sumpter	Counselor	9-Mar-17
ASL	Lawrence, Courtney A.	Deputy Assistant Secretary for Legislation (Human Services)	13-Mar-17
ACL	Lazare, Mary	Principal Deputy Administrator	19-Jun-17
IOS	Leggitt, Lance	Chief of Staff (Special Assistant/OS)	22-Jan-17
IOS	Lenihan, Keagan R	Senior Counselor to the Secretary (Special Assistant/OS)	22-Jan-17
ACF	Lloyd, Edward Scott	Director, Office of Refugee Resettlement	27-Feb-17
ASPR	Lloyd, Matthew	Principal Deputy Assistant Secretary for Public Affairs (Special Assistant/WHL)	22-Jan-17
ASPE	Lucas, Jane	Deputy Director, Office of Health Reform	2-Apr-17
CMS	Lynch, Calder	Senior Counselor	22-May-17
ASH	Manning, Teresa Regan	DAS - Population Affairs	30-Apr-17
WHL	Mansdoerfer, David P	Director of Boards and Commissions	27-Feb-17
ASPA	Marre, Allison	Chief Spokesperson	21-Mar-17
ACF	Marriott, Brian	Senior Director, Communications and Media	7-Jul-17
FDA	Martin, John Michael	Principal Associate Commissioner for Legislative Affairs (Special Assistant/OS)	22-Jan-17
IOS	Martinez, Cecilia	Director of Advance	28-Mar-17
IEA	McGowan, Robert Kyle	Director of External Affairs	1-Mar-17
ASL	McGuffee, Tyler Ann	Special Advisor (Special Assistant/OS)	20-Jan-17
ASH	McIntosh, Tina	Liaison to the Veterans Administration	2-Apr-17
FDA	McWilliams, Carlyle Seward	Senior Advisor to the Commissioner	10-May-17
ASPR	Meekins, Christopher Edward	Senior Advisor	10-Jul-17

Color Key:

	Beachhead Team, Appointed January 20, 2017

HHS Political Appointees
January 20, 2017 – July 12, 2017

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ASH	Meszaros, Marie C	Senior Policy Advisor (Special Assistant/OS)	20-Jan-17
ACF	Milner, Jerry Lee	Associate Commissioner, Children's Bureau	5-Jun-17
IOS	Miranda-Marin, Eric Antonio	Special Assistant	19-Jun-17
ASH	Moorhead, Mari K "Dolly"	Special Assistant (Special Assistant/OS)	20-Jan-17
ACF	Moreno, Pedro	Principal Deputy Director, Office of Refugee Resettlement	14-May-17
ONC	Morris, Genevieve	Principal Deputy National Coordinator	8-May-17
ASL	Morse, Sara Nur	Deputy Assistant Secretary	13-Mar-17
ASFR	Moughalian, Jennifer Crowley	Principal Deputy Assistant Secretary	15-Mar-17
IOS	Murphy, Patrick R	Special Assistant (Special Assistant/OS)	20-Jan-17
CMS	Neale, Brian	Deputy Admin and Dir, CMCS (Special Assistant/OS)	20-Jan-17
ACF	Negri, Warren	Confidential Assistant	21-Mar-17
IOS	Nelson, Beth Ann	Policy Advisor for Health Policy	9-Jul-17
OCR	Noronha, Maya Michelle	Special Advisor	14-May-17
CMS	Norris, Maryjane "Jane" Ovecka	Director, Office of Communications	28-Mar-17
IEA	Norton, Jane	Director, Office of Intergovernmental and External Affairs	15-May-17
ASPE	O'Brien, John Michael	DAS - Planning & Evaluation (Heath Policy)	23-Mar-17
ASPA	Oakley, Caitlin	Communications Advisor	13-Feb-17
ACL	Ortiz, Melissa-Kaye D.	Commissioner of the Administration on Disabilities	11-Jun-17
ASL	Palmer, Ashley	Deputy Assistant Secretary	2-Apr-17
ASPA	Pasch , David Howard	Director of Digital Media	6-Jun-17
CMS	Pate, Randolph	Deputy Administrator and Director (CCIIO) (Special Assistant/OS)	22-Jan-17
HRSA	Patenaude, Caitlin Lisa	Special Assistant	9-Jul-17
IOS	Pelekoudas, Kristina	Briefing Coordinator	28-Mar-17

Color Key:

	Beachhead Team, Appointed January 20, 2017

HHS Political Appointees
January 20, 2017 – July 12, 2017

Current HHS Organization	Name	Current Position (Previous Position/Organization)	Date Appointed to HHS
ACF	Pilato, Anna	DAS - External Affairs (Special Assistant/OS)	24-Jan-17
ACF	Powers, Mary E	Policy Advisor (Special Assistant/OS)	25-Jan-17
IOS	Price, Thomas E	Secretary of DHHS	10-Feb-17
CFBNP	Royce, Shannon O'Chester	Director, Center for Faith-Based & Neighborhood Partnerships	15-May-17
ONC	Rucker, Donald W.	National Coordinator for HIT	10-Apr-17
IOS	Schaefer, Nina	Senior Counselor (Special Assistant/OS)	20-Jan-17
FDA	Schiller, Lowell Jacob	Senior Counselor to the Commissioner	14-May-17
IEA	Seidel, Elizabeth Rankin	Special Assistant	30-Apr-17
OCR	Severino, Roger	Director, Office for Civil Rights	19-Mar-17
HRSA	Sigounas, George	Administrator	30-Apr-17
OASH	Singh, Vanila Mathur	Senior Counselor	11-Jun-17
IOS	Skrzycki, Kristin S	Deputy Chief of Staff	16-Feb-17
IOS	Smith, Andrew Wade	Special Assistant	5-Jun-17
IOS	Stannard, Paula	Senior Advisor to the Secretary	22-Jan-17
ASPA	Stauffer, Evelyn Joan	Press Assistant (Regional Media)	16-Apr-17
IOS	Stevenson, Sarah-Lloyd	Policy Advisor for Human Services Policy	22-May-17
OGC	Stimson, Brian Richard	Deputy General Counsel for Litigation	23-Apr-17
WHL	Stirrup, Heidi	Deputy White House Liaison for Political Personnel, Boards and Commissions (Special Assistant/OS)	22-Jan-17
IOS	Street, Amanda Caroline	Policy Advisor (Special Assistant/OS)	25-Jan-17
IEA	Teuscher, David	Regional Director, Region VI	22-May-17
IOS	Tignor, Beth B	Special Assistant	22-Jan-17
ASPE	Townsend, Kara Osborne	DASPE (Disability, Aging, and Long-Term Care Policy)	11-Jun-17
IEA	Trueman, Laura Clay	Deputy Director (Special Assistant/OS)	22-Jan-17
IOS	Twomey, John	Special Assistant	9-Feb-17
IOS	Udutha, Pranay Kumar	Special Assistant for Health Policy	27-Jun-17

Color Key:

	Beachhead Team, Appointed January 20, 2017

HHS Political Appointees
January 20, 2017 – July 12, 2017

Current HHS Organization	Name	Current Position (Previous Position/Organization)	Date Appointed to HHS
ASH	Valentine Jr., Steven Richards	Associate Director for Policy (Special Assistant/OS)	22-Jan-17
CMS	Verma, Seema	Director	14-Mar-17
ACF	Wagner, James Steven	Principal Deputy Assistant Secretary	14-May-17
IOS	Wilkinson, Emily Elizabeth	Policy Advisor, Office of Health Reform	19-Mar-17
OGC	Wood, Rebecca Kathleen	Chief Legal Counsel - FDA	9-Jul-17
IOS	Wynne, Margaret	Senior Advisor Human Services\Counselor for Human Services Policy (Special Assistant/OS)	20-Jan-17
ASPA	Yoest, Charmaine Crouse	Assistant Secretary for Public Affairs	14-May-17
OGA	Zebley, Kyle	Senior Advisor (Special Assistant/OS)	20-Jan-17

Color Key:

	Beachhead Team, Appointed January 20, 2017

Anna Katharine Abram

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PROFESSIONAL EXPERIENCE

UNITED STATES SENATE, Senator Richard Burr, Washington, DC (8 years)
Senate Health, Education, Labor, and Pensions Committee
428 Senate Dirksen Office Building, Washington, DC 20510

Health Policy Director and Senior Advisor February 2015 – Present
Health Policy Director December 2009 – February 2015
Acting Health Policy Director October 2009 – December 2009
Public Health Policy Director April 2009 – December 2009
Professional Staff Member, Senate Veterans' Affairs Committee February 2009 – April 2009

- Primary advisor to the Senator for all health care issues, including health care policy under the jurisdiction of the Senate Finance Committee and Senate Health, Education, Labor, and Pensions Committee.
- Responsible for managing and directing the health care team for one of the most distinguished and engaged Members of Congress on health care policy.
- Advance the Senator's health policy agenda through the development and implementation of legislation, supporting documents, op-eds, talking points, strategic stakeholder engagement, oversight activities, correspondence with the Administration, and participation on policy panels and briefings.
- Authored health care legislation, policy memoranda and documents on a range of health care issues, including: legislation to reauthorize and improve medical and public health preparedness and response programs (the Pandemic and All-Hazards Preparedness Reauthorization Act of 2013); drug and device legislation; Medicare premium support proposal (the Seniors' Choice Act); influential legislative proposal to repeal and replace the Affordable Care Act (Patient Choice, Affordability, Responsibility, and Empowerment (CARE) Act).

Key Successes

- Spearheaded the bipartisan negotiation and enactment of the most significant security enhancements to our nation's pharmaceutical supply chain in the past 25 years through the Drug Quality and Security Act.
- Successfully negotiated the introduction and enactment of the bipartisan Pandemic and All-Hazards Preparedness Reauthorization Act of 2013.
- Secured multiple patient-centered drug and device provisions to improve regulatory certainty, transparency and accountability at the FDA in the 2012 FDA user fee reauthorization and 21st Century Cures laws.
- Key participant in bipartisan negotiations on a range of health care issues, notably FDA matters, including numerous provisions and bills that have been signed into law.

THE WHITE HOUSE, Domestic Policy Council, Washington, DC (2 years)
Associate Director January 2007 – January 2009
The Domestic Policy Council coordinates the domestic policy-making process for the White House. It is responsible for monitoring policy implementation and ensuring policy initiatives are coordinated and consistent across federal agencies.

- Coordinated development and implementation of policy issues, including: domestic and international HIV/AIDS; food, drug and public health policy; pro-life policy; and veteran and military healthcare
- Advised, briefed, and drafted policy memoranda for the President and Senior Advisors.
- Ensured consistent application of Administration policy and accurate program descriptions in Administration materials, including: Presidential remarks and statements; Statements of Administration Policy; Congressional testimony; G8 documents, and White House fact sheets.
- Assisted the Office of Management and Budget on regulatory matters in collaboration with the Departments of Health and Human Services, State, Labor, Defense, Veterans Affairs, Treasury, Agriculture, and Homeland Security.

Key Successes

- Coordinated the White House-led, interagency policy process resulting in a 5-year, $30 billion proposal by the President for reauthorizing the President's Emergency Plan for AIDS Relief (PEPFAR).
- Engaged key stakeholders to secure successful Congressional passage of $50 billion proposal to reauthorize PEFPAR consistent with the President's priorities and the program's principles.
- Recognized by the Secretary of Veterans Affairs for outstanding contributions to our Nation's veterans and service members as part of the Returning Global War on Terror Heroes Task Force.

UNITED STATES SENATE, Office of Senator Rick Santorum, Washington, DC (3.5 years)

Legislative Aide August 2005 – December 2006
Legislative Correspondent March 2004 – August 2005
Legislative Staff Assistant May 2003 – March 2004

- Advised, briefed, and assisted the Senator for committee hearings, meetings, and floor votes
- Researched, developed positions, and briefed the Senator on healthcare, education, bioterrorism, small business, Social Security, and pension issues.
- Tracked implementation of the Medicare Prescription Drug Benefit, assisting the Senator at Congressional hearings held by the Senate Finance Committee and the Senate Special Select Committee on Aging, and working closely with state staff on behalf of 2.1 million Pennsylvania Medicare beneficiaries.
- Developed and implemented legislation, policy memoranda, and statements for the Congressional Record.
- Drafted correspondence to the Executive Branch and Members of Congress on behalf of the Senator.
- Worked with Senate and House congressional staff, committee staff, and key stakeholders to advance the Senator's legislative priorities.

Key Successes

- Managed the development and successful enactment of legislation, through the Adam Walsh Child Protection and Safety Act of 2006, which allows schools to access FBI databases in order to conduct background checks of teacher applicants.
- Crafted bipartisan legislation on healthcare policy that was introduced and passed by the U.S. Senate.

DEPARTMENT OF ENERGY, Office of Secretary Spencer Abraham, Washington, DC (1 month)

Staff Assistant December 2002 – January 2003

- Worked with the Secretary's senior advisors on a variety of projects ranging from coordination of domestic and international travel schedules to organization of official and political events.

EDUCATION

UNIVERSITY OF PENNSYLVANIA, Philadelphia, PA
Office of the University Registrar, Room 150 Franklin Building, 3451 Walnut Street, Philadelphia, PA 19104-6291

Bachelor of Arts in Political Science, *Magna Cum Laude* May 2003

- GPA: 3.66/4.0
- Activities: Division I Field Hockey 1999-2002
  Chi Omega Sorority
- Honors: Dean's List 2000-2003
  N.F.H.C.A. Academic All-American 2000, 2001, 2002

ADDITIONAL POLITICAL EXPERIENCE

2016 Senator Richard Burr Senate Campaign Volunteer
2012 Romney Virginia Headquarters Volunteer, Arlington, Virginia
2010 Senator Richard Burr Senate Campaign Volunteer, Winston-Salem North Carolina
2008 RNC Victory Volunteer, Westmoreland County, Pennsylvania
2006 Senator Rick Santorum Senate Campaign, Dauphin County Volunteer Coordinator
2004 NRSC Special Teams Alaska Victory Volunteer for Senator Lisa Murkowski
2004 RNC Republican National Convention Committee on Arrangements Volunteer Program

Ann C. Agnew

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Professional Experience

Summary: Twenty-nine years of experience in policy development and implementation, program and project management, coalition building and negotiation, public communication in four Federal agencies and five State agencies. Four years private consulting in health reform and health information technology policies, programs and related business opportunities.

Independent Consultant 2010 – present

In association with McConnell International assisted clients with strategic planning, business development and communication strategies.

Under contract with DaSy (The Center for IDEA Early Childhood Data Systems), provided technical assistance to state and local education agencies on HIPAA requirements and under what circumstances those requirements could apply to education records. (The DaSy Center is a national technical assistance center funded by the U.S. Department of Education, Office of Special Education Programs.)

Executive Secretary, Department of Health and Human Services 2001 – 2009

Managed the office responsible for ensuring coordination and clearance of all policy documents for Secretary's briefings, decisions and signature. Directed review and coordinated policy decision processes for approval of all Department regulations, including complex Medicare payment systems (annually), implementation of the Medicare Modernization Act and HIPPA privacy and electronic payment standards, Food and Drug Administration regulations, CDC regulations governing select agent registration and safety, regulations setting requirements for Patient Safety Organizations. Developed Department-wide policies and practices to ensure delivery of relevant and timely information to the Secretary and senior Department leadership. Established and chaired senior inter-agency workgroups to develop policy options and recommendations for wide-range of health, safety and preparedness issues. Routinely represented department positions and negotiated directly with other federal agencies, OMB and with White House staff.

Director, Corporate Affairs
National Passenger Railroad Corp. (AMTRAK) **2000 - 2001**

Directed both on-going and ad hoc projects within the Office of the Corporate Secretary and represent the Corporate Secretary on a variety of Corporate-wide initiatives, including review and revision of Amtrak's policies and business practices to promote operational self-sufficiency. Projects included expense management and cost reduction, internal budget management, productivity measurement, records management, process reengineering, and brand management.

Deputy Administrator
Division of Economic Assistance
Wisconsin Department of Workforce Development **1998 - 2000**

Provided operational direction and supervision of four bureaus and two offices with 290 employees and a program budget of $855 million ($153 million operating). The Division develops policy for child support programs and nationally known welfare reform programs (W-2). It contracts with county and private agencies for service delivery of income maintenance programs, child care and refugee services as well as certain child support enforcement activities. Notable accomplishments include:

Oversight and coordination of comprehensive reorganization of Division, including reengineering of systems, personnel and resource allocation, union negotiations, and ensuring compatibility with Department and other state agency operations.

Directed and conducted negotiations with county child support agencies for service delivery contracts, including the first performance standards for these annual contracts.

Oversight of the final phases of conversion of the child support collection system from county operated to state operated central receipt and disbursement of child support payments

Director of Federal Programs
Wisconsin Department of Transportation **1996 - 1998**

Working both in Governor's Washington office and in Madison, coordinated Department efforts to ensure equitable funding for Wisconsin in the TEA 21 Act which authorized the expenditure of federal gas tax receipts and created formulas for distribution of funds for surface transportation.

Led development of Department policy

Represented the State in national associations and state coalitions

Worked extensively with Congressional delegation and key committee staff

Negotiated preferred positions within multi-state coalitions and participated in joint development of legislative and media strategies

Built extensive state-wide coalitions of private and public interest groups, businesses and public officials to promote shared program and policy goals

Executive Assistant
Wisconsin Department of Transportation **1995 - 1996**

Provided policy advice to Secretary, directed legislative program and served as principal liaison with State Legislature and Governor's office in the State agency responsible for the planning, promotion, and protection of all transportation systems in the state. The Wisconsin DOT oversees the financing, construction and maintenance of highways, licenses commercial motor carrier operations, registers vehicles and issues driver licenses; enforces law on state highways and directs programs in mass transit, aeronautics, waterways and railroads.

Represented and negotiated agency policies and funding proposals across the spectrum of agency programs

Convened and directed issue specific intra- and inter-agency working groups

Developed and maintained effective lines of communication with local officials, community organizations and trade associations, and interest groups

Built coalitions to promote common funding and policy goals

Extensive speaking engagements across state.

Executive Assistant
Office of the Commissioner of Insurance **1994**

Principal executive and policy adviser to the Commissioner and Deputy Commissioner of the State agency that supervises the insurance industry in Wisconsin, examines financial practices and market conduct, licenses agents, and provides consumer information and protection.

Represented and negotiated agency policies, funding and programs with State legislature

Principal liaison with Governor's office

Coordinated strategic legislative plan

Extensive public speaking and coalition building

Director
Office of Health Care Information **1993**

Directed the Office responsible for collection, analysis, and dissemination of health care provider and financial data, production of statutory mandated reports, and the preparation of customized data reports.

Managed a staff of 14 and a biennial budget of $2.1 million

Expanded the health provider database

Negotiated and coordinated with professional associations to design effective surveys and coordinated with other state agencies to generate savings and reduce burden on public by combining two survey instruments

Repaired previously strained relations with oversight Board of Directors

Oversaw the transfer of the Office from one state agency to another with minimal disruption of production cycles for data collection and reporting

Special Assistant to the Under Secretary of Defense for Policy
US Department of Defense **1983-1986**

Advised the third ranking Department of Defense official on all legislative issues; planned and coordinated legislative policy and strategy through ongoing consultation with other elements of the Defense Department, military services, State Department, and National Security Council; represented the Under Secretary at inter-agency meetings and with Congressional members and staff; directed confidential projects of high priority.

Legislative Assistant
United States Senate **1981-1983**

Advised Senator Robert W. Kasten on foreign policy and national security issues; represented the Senator in meetings with Administration officials, other Congressional offices and committees, and constituent businesses and interest groups; analyzed issues, drafted statements and speeches, and oversaw correspondence in those policy areas; represented constituent interests within appropriate forums in the US Congress.

Research Assistant
Republican National Committee **1977 - 1981**

Responsibilities were varied and subject to rapid change depending on the needs of the Committee and evolving political requirements. Analyzed foreign policy and defense issues for the Chairman; researched and prepared issue briefs and campaign materials for Congressional candidates; conceived, edited and published weekly national security newsletter; edited videotapes for use in two nationally televised programs.

Education

University of South Carolina Columbia, South Carolina
Completed coursework and comprehensive examination for Ph.D. in International Studies, 1976

Virginia Polytechnic Institute and State University Blacksburg, Virginia
MA -- Political Science, 1973
BA -- Political Science, 1972

Thomas Bryant Alexander, Esq.

(b)(6)

Summary of Key Health Policy/Delivery Experience:

- ***Office of U.S. Senator Jon Kyl (R-AZ)*** -- Legislative Director (2001-2002), Legislative Assistant for Health Policy (1994-2002): responsible for health-related issues arising before the Senate Committees on Finance, Judiciary, and Appropriations.
- ***U.S. Department of Labor: Employee Benefits Security Administration*** -- (2002-2009): Chief of Staff to Assistant Secretary of agency implementing health, pension, and 401(k) fiduciary provisions of Employee Retirement Income Security Act (ERISA).
- ***U.S. Embassy: Kyiv, Ukraine*** -- (2009-2011): Consular Assistant responsible for Medicare, Veterans health, passport and visa issues impacting U.S. expatriates and their families. Received *Benjamin Franklin Award* from Ambassador John Tefft (2011).
- ***U.S. Embassy: Lilongwe, Malawi*** (2012-2013) – U.S. State Department EFM appointee: worked pro bono on two Embassy-sponsored health care delivery projects.
- ***Healthcare Management Professional (HMP)*** designation received from AHIP's American Academy of Healthcare Management (2013).

EXPERIENCE

***Deputy Sherpa,* Presidential Transition Team: December 14, 2016 to present.** Serve as Deputy Sherpa to Lead Sherpa Cindi Berry on the nominations of Congressman Tom Price to be HHS Secretary and Ms. Seema Verma to be CMS Administrator.

***Immigration Services Assistant,* U.S. Representative Barbara Comstock (R-Va); U.S. Representative Frank Wolf (R-Va): U.S. House of Representatives:** January 15, 2014 – November 25, 2016. (Separated from office due to Congressional retirement.)

Responsible for immigrant, non-immigrant, and passport casework: Handled portfolio of over 500 cases. Developed working relationships with numerous Consular Officers at US Embassies/Consulates world-wide, US Senate and US House Hill Liaison Consular Officers, passport adjudication officers at the Washington Passport Agency and the Special Issuance Agency of the US Department of State, and immigration officers at U.S. Citizenship and Immigration Services (USCIS) to assist constituents with immigrant visa, visitor's visa, and passport applications. As a former EFM Consular Assistant in the U.S. Embassy in Kviv, Ukraine, applied my experience and insight into the visa and passport application process to explain the process to constituents, including questions to expect and information that would be requested at the visa and passport interviews; often able to facilitate a quicker resolution, on the merits, of a constituent's case based on experience with the process.

Key Policy Accomplishment: Responsible for change in office policy to allow direct outreach to foreign governments in cases where an American-citizen constituent has non-citizen family members in harm's way and the U.S. Department of State is by law unable to act: Office facilitated release of non-citizen spouse of constituent from imprisonment in Basra, Iraq by reaching out directly to Embassy of South Africa in Washington and the South African government in Pretoria.

***U.S. State Department EFM Appointee*, U.S. Embassy Lilongwe, Malawi.** July 2011- May 2013. Through Embassy's *Community Liaison Office*, worked pro bono on two Embassy-sponsored health outreach projects:

Cleft palate outreach treatment initiative: Staff support provided to medical team performing 155 surgeries at Kumuzu Hospital Lilongwe; (Commendation received in U.S. Embassy Malawi newsletter, *Zatsopano*, 30 November 2012).

First audiology clinic in Malawi: Member of construction crew expanding medical services provided by African Bible College Health Clinic, an Embassy/CDC Malawi health partner. (Public notice received from U.S. Ambassador Jeanne Jackson at Farewell Luncheon for departing Embassy diplomats, 7 April 2013).

Key Policy Accomplishment: Formulated new 'malaria prevention policy' demonstration project: That U.S. Embassy Malawi and American Embassy officers, as a component of current compensation, provide anti-malaria prophylaxis, insect repellent, and treated bed nets to American-employed Malawians (primarily gardeners and household staff), and U.S. contract workers (primarily U.S. Embassy security guards employed by Malawi security contractor).

***Consular Assistant*, U.S. Embassy Kyiv, Ukraine**: January 3, 2010 – May 26, 2011); held (b)(6) (b)(6) Provided staff support to Foreign Service Officers adjudicating non-immigrant visa and passport applicant cases.

Tasks: Interviewed visa applicants using focused Ukrainian language proficiency on '10-print finger scan;' received passport applications and prepared cases for adjudication of Consular Officer. Drafted two comprehensive memos reporting on test results of (then) proposed DS-160 global visa application platform for Embassy leadership and U.S. Department of State Bureau of Consular Affairs in Washington, DC; drafted supplemental DS-160 FAQs for Embassy website; served as assistant website manager.

Foreign Service Institute Courses: At the U.S. Embassy in Kyiv, passed PC-530: Non-Immigrant Visa Classifications; and PC-530 Introduction to American Citizen Services Non-Emergency Services.

Duties: Provided casework assistance to American expatriates on Social Security, veterans, voting rights, federal tax, DNA collection, visa and passport questions. Drafted memos, Warden Messages and press releases conveying information on these issues throughout Ukraine. Created Facebook page for Embassy's Consular Section, American Citizen Services Unit; drafted Standard Operating Procedures (SOPs) approved by Consul General and Ambassador's office.

Key Policy Accomplishment: Formulated the 'Accrual Rule' amendment to Social Security Administration regulation that had previously forbidden accrual and receipt of benefits by a minor child of deceased American citizen parents -- a child who would otherwise fully meet the eligibility test for receipt -- except that the child lived in a 'restricted country' of Eastern Europe within the former Soviet Union. Benefits now accrue, but are disbursed only if and when the minor child becomes a legal resident of a 'non-restricted' country, such as Poland or Hungary, which now grant access to S.S.A. auditors.

Benjamin Franklin Award: Received from Ambassador John Tefft, U.S. Embassy Kyiv, Ukraine on June 22, 2011.

***Chief of Staff,* U.S. Department of Labor's Employee Benefits Security Administration (EBSA).** (April 15, 2002 – January 16, 2009). CoS to Assistant Secretary of agency responsible for enforcing the Employee Retirement Income Security Act of 1974 (**ERISA**) and securing $6.1 trillion in 401(k), pension, and health trust assets.

Tasks: Chief of Staff to Assistant Secretary and liaison officer to career staff of 850 on health, pension and 401(k) regulatory guidance issues; Assistant Secretary's speechwriter; provided staff support, speeches, and talking points for Secretary of Labor; represented Department at White House policy meetings at which administration health reform proposals were formulated; Assistant Secretary's program manager-appointee to the Secretary's ERISA Advisory Council.

Key Policy Accomplishment: As Assistant Secretary's program manager-appointee to the Secretary's ERISA Advisory Council, worked with career staff to streamline procedures under 29 USC § 1142 for statutory selection of bipartisan members of the Council; offered Council appointment recommendations regularly accepted by Secretary and Assistant Secretary of Labor.

Promotion Opportunity: Respectfully declined promotion to EBSA deputy assistant secretary.

Legislative Director (2001-2002); ***Legislative Assistant for Health Policy*** (1995-2002), U.S. Senator Jon Kyl (R-AZ). LD to staff in Capitol Hill, Phoenix, & Tucson offices.

Tasks: Responsible for counsel on health care policy, pharmaceutical patent, tort and anti-trust issues arising before the Senate Judiciary Committee; Medicare and Medicaid issues arising before the Senate Finance Committee; education issues; speechwriting; charged with intermittent ERISA, Medicare, Social Security, FDA 'compassionate release,' and HHS 'health provider under-served area' issues; member of Senator Kyl's Clinton impeachment trial legal staff.

Key Policy Accomplishments: Under aegis of Senator, notable policy includes: HMO Physician Anti 'Gag Rule' Act (1997); Kyl-Salmon 'Dollars Follow the Student' Education Block Grant Act (1998) (Introduced, not enacted; concept created at Arizona's Goldwater Institute); Medicare Competitive Bidding Demonstration Amendments (1999); Arizona Medicaid Equity Act (2000); Leave No Child Behind Tax Credit Act (2001).

Reference: U.S. Senator Jon Kyl's Commendation floor speech on final day of employment; 12 April 2002--Congressional Record: *U.S. Senate*.

Legislative Assistant for Health Policy: **Office of U.S. Representative Jon Kyl (R-AZ),** (January 1994-January 1995). Responsible for ERISA, Medicare, Medicaid, Social Security, Veterans, federal civil service, and post office legislative issues.

Legislative Intern: **Office of U.S. Representative Jim McCrery (R-LA)**, (July 1993 – December 1993). Responsible for counsel on health care legislation arising before the Committee on Ways and Means, Health Subcommittee.

Legislative Intern: **Office of U.S. Representative William Baker (R-CA),** (January 1993 -- July 1993).

Special Assistant to Assistant Secretary of Labor: **U.S. Department of Labor, Employee Benefits Security Administration.** (July 1, 1992- January 20, 1993). Appointee as entry-level member of staff implementing the fiduciary provisions of the Employee Retirement Income Security Act of 1974 (**ERISA**). Coursework: 'The Fiduciary Provisions of ERISA (Aug. 1992).

Assistant City Attorney: **Office of City Attorney of Kansas City, Missouri.** (1987-1992) Represented Kansas City in earnings tax and business license tax civil prosecutions during administration of Mayor Richard Berkley.

Tasks: Civil law suit filing in Jackson County Court: tax revenues generated from earnings and business license tax lawsuits doubled in three years (1988-90). Resolved 10 to 15 court cases (bench trials) per week; responsible for courtroom testimony of 20 revenue officers. Represented interests of State and City in *Missouri ex rel. Kansas City v. Public Service Commission,* 92 G.C. 143 (1992).

Key Policy Accomplishment: Formulated and lobbied Missouri Business License Tax Equity Act (H.B. 1228/1990 Session), to update Kansas City's antiquated City Charter, through Missouri General Assembly and to Governor John Ashcroft's signature (testified before House Ways and Means and Senate Finance committees).

Exceptional Service Promotion (1991): Received from City Attorney Richard N. Ward.

Academic Law Clerk: **Chambers of Honorable Pasco Bowman II, 8th U.S. Circuit Court of Appeals -- Kansas, City, Missouri.** (1987). Provided draft for *U.S. v. Doddington,* 822 F.2d 818 (8th Cir.1987).

Law Clerk: **Office of Missouri Attorney General, Kansas City, Missouri.** (1986-87). First law clerk of Missouri Attorney General, Kansas City Criminal Division, to have initial two appellate briefs affirmed by Missouri Court of Appeals.

White House Staffer: **The White House.** (1981-83). Began work in mail room; promoted to White House Staff writer in Office of Presidential Correspondence. Responsible for drafting

statements and correspondence for President's signature. White House Service Commendation received 25 January 1984 from President Reagan.

Science Instructor: **The Heights Preparatory School -- Potomac, Maryland.** (1982-83). Taught physical science, astronomy, & biology to 120 students in grades 5-8.

Honorable Discharge: **United States Marine Corps: Quantico, Virginia.** (1978-79). Platoon Leaders Class (Active duty during two summers for training purposes only.)

EDUCATION

J.D. 1987: **UNIVERSITY OF MISSOURI-KANSAS CITY SCHOOL OF LAW**
Emphasis: Constitutional Law, Criminal Law
Honors: *Honor Court;* Moot Court (3rd of 91); finalist, Trial Advocacy Competition; President, Student Bar Association; *Who's Who Among American Law Students* (1987).

B.A. 1981: **CARDINAL NEWMAN COLLEGE OF SAINT LOUIS**
Major: Philosophy; Minor equivalents; History, Literature.
Honors: ***Summa Cum Laude***; Speaker, CNC Parliament; Founder, editor of *The Newman Chronicle*; National Dean's List, 1977-81; Academic Merit Scholarship, 1978-81.

Also Attended: Louisiana State University in Shreveport, Louisiana (1976-77); Georgetown School of Continuing Education (1993); U.S. Department of State: Foreign Service Institute online (2010); MIT Online: U.S. and global health delivery systems (2012); American Academy of Healthcare Management (2013): ***Healthcare Management Professional (HMP)*** designation.

BAR ADMISSIONS

Washington, District of Columbia Court of Appeals (admitted 1989; inactive since 1999)
Supreme Court of Missouri (admitted 1987; inactive since 1997)
U.S. Western District of Missouri (1988)
U.S. Eighth Circuit Court of Appeals (1988)

PERSONAL

Recipient of Missouri Bar Association Volunteer Attorney Project Award (1989)
Ranked 12th nationally in U.S. Pentathlon Trials (1975)

(b)(6)

REFERENCES (email addresses available as requested)

U.S. Representative Barbara Comstock (R-Va)
U.S. Representative Frank Wolf (R-Va.)
John Gregg, NIV Chief, U.S. Embassy Kyiv, Ukraine
John Armstrong, Deputy Consul General: U.S. Embassy Kyiv, Ukraine

Nkekeletse Anderson, CLO Coordinator, U.S. Embassy Lilongwe, Malawi
Kathleen Hennessey, Consul General: U.S. Embassy Madrid, Spain
Christopher Beard, Consul General: U.S. Embassy Dakar, Senegal
U.S. Senator Jon Kyl (R-AZ)
Bradford P. Campbell, former Assistant Secretary of Labor
Richard N. Ward, former City Attorney of Kansas City, Missouri

Recent Salary History of Thomas Bryant Alexander

Office of U.S. Representative Barbara Comstock, Office of U.S. Representative Frank Wolf

January 2014 through November 2016

21430 Cedar Drive, Sterling, VA 20164

(b)(6)

Department of State

January 2010 through May 2011

P.O. Box 150008

Charleston, SC 29415

(b)(6)

Department of Labor

April 2002 through January 2009

200 Constitution Ave NW, Washington, DC 20210

(b)(6)

Addresses of Employers and Educational Institutions Attended

Office of U.S. Representative Barbara Comstock, Office of U.S. Representative Frank Wolf

21430 Cedar Drive, Sterling, VA 20164. Phone: (703) 404-6903

U.S. Embassy, Kyiv, Ukraine

Sikorskoho St, 4, Kyiv, Ukraine, 02000. Phone: +380 44 521 5000

Department of Labor EBSA

200 Constitution Ave NW, Washington, DC 20210 Phone:(866) 487-2365

Office of U.S. Senator Jon Kyl

724 Hart Senate Office Building, Washington, DC 20002 Phone (202) 224-3121.

Office of City Attorney of Kansas City, Missouri

1101 Locust St. *Kansas City, MO* 64106. Phone: 816-513-6750

8th Circuit Court of Appeals (Academic Clerkship)

111 South 10th Street, St. Louis, MO. 63102. Phone: (314) 244-2400

Office of Missouri Attorney General, Kansas City, MO

207 W. High St, Jefferson City, MO 65102. Phone: 573-751-3321

The Heights Preparatory School

10400 Seven Locks Rd. Potomac, MD 20854. Phone: (301) 365-4300

White House Office of Presidential Correspondence, Old Executive Office Building

1650 Pennsylvania Ave NW, Washington, DC 20502 Phone:(202) 395-5895

Marine Corps Base Quantico
3250 Catlin Ave, Quantico, VA 22134, Quantico, VA 22134 Phone:(703) 784-2121

University of Missouri – Kansas City School of Law

500 E. 52nd St, Kansas City, MO 64110. Phone: (816) 235-1657

Cardinal Newman College of St. Louis

Records held at:

Fontbonne University

6800 Wydown Blvd.
St. Louis, MO 63105
314-862-3456 | 800-205-586262-3456

Louisiana State University in Shreveport

1 University Place, Shreveport, LA 71115. Phone: (318) 797-5000

Riley N. Althouse

(b)(6)

Education:

Saint Mary's College Notre Dame **May 2017 Notre Dame, IN**

Bachelor of Arts in Mass Communication/Media Studies; Minors: Public Relations, Marketing, & Advertising and Gender & Women's Studies

Experience:

Temporary Assistant **November 2016-present Indianapolis, IN**

NCAA

- Temporary assistant to the Assistant Director of Corporate Relations
- Asked to help with NCAA sales and management tracking
- Assisted with project management of sales programs (multi-media & marketing) tracking

Marketing/Business Intern **May 2016-present Carmel, IN**

Shamrock Wellness

- Revitalized and controlled social media accounts, brainstormed marketing tactics, communicated with the web designer to revamp entire website
- Created an organized system that leaves an easy to follow paper trail in order to keep track of the flow of money, clients, and independent contractors
- Continues to work for Shamrock from school by creating flyers, managing social media accounts, and corresponding via email

Member/Chair **June 2015-present Notre Dame, IN**

Saint Mary's Alumnae Association Board

- Member of 4 sub committees under the Alumnae Association Board
- Attends biyearly conferences with the entire Alumnae Association Board in order to plan future events, fundraisers, and to discuss possible improvements
- Attends weekly committee meetings to prepare for the Alumnae Board's arrival, organizes and promotes events for students, and stays in communication with all other boards
- Chair of the Networking Committee under the Alumnae Relations Board, which entails leading the subcommittee meetings, communicating with the other boards, and increasing the awareness of the boards and their resources to both students and alumnae

Activities:

- **Campus rep** for Balfour: assists with all entities to plan, manage, and implement a marketing scheme each semester, liaises between Balfour & Saint Mary's College
- **Chair** of Saint Mary's Little Siblings Weekend Board 2015-2016 and member of the Saint Mary's Residence Hall Association 2014-2016: officiates meetings, delegates tasks, organizes fundraisers, events, and meetings, and plans the weekend long event
- **Saleswoman** for Chicago's Lincoln Park Zoo Ball: singularly raised over $4,000 in raffle ticket sales, attended meetings in order to gain maximum donations, attended the Lincoln Park Zoo Ball
- **Participant** in Notre Dame's Mock Trial
- **President** of a SADD Chapter: revitalized the program, implemented convocations, created PSAs, and lobbied at the Indiana State House for bills such as the Good Samaritan Law

Jeffrey H. Anderson

(b)(6)

SUMMARY Policy expert and political strategist whose prolific writing, strong leadership, and creative policy proposals have shaped House legislation and presidential and senatorial candidates' platforms.

EXPERIENCE

Senior Fellow, Hudson Institute **2015-present**

- Develops policy proposals and provides analysis on health care, tax reform, immigration, etc.
- Has written op-eds published by the *Wall Street Journal*, the *Weekly Standard*, *RealClearPolitics*, *NRO*, the *Federalist*, *LifeZette*, and the *Claremont Review of Books*
- Appears as a media guest on national broadcasts ranging from NPR to Mark Levin
- Leads in the fight against Obamacare, offering criticism and "An Alternative to Obamacare"
- Authored "The Main Street Tax Plan," a pro-growth, pro-American worker, fiscally sound plan
- Penned and placed a *Wall Street Journal* op-ed in which this tax plan was unveiled
- The Tax Foundation scored the plan as increasing GDP by $2.01 trillion, reducing national debt by $679 billion, and—uniquely—benefitting the median American twice as much as the top 1%
- Met and discussed plan with senior staff from Speaker's Office and Senate Finance Committee

Executive Director, The 2017 Project **2013-15**

- Co-founded, built, and ran an organization to advance pro-Main Street policies for the year 2017
- Authored "A Winning Alternative to Obamacare," arguably the leading Obamacare alternative
- The core of this plan was written into legislation and introduced by House Budget Committee Chairman Tom Price, and the bill (H.R. 2300) is now co-sponsored by 84 House members
- This Obamacare alternative also formed the basis for Scott Walker's and Ed Gillespie's plans
- The Center for Health and Economy scored this alternative as increasing the number of people with private health insurance by 6 million while cutting federal spending by $1.1 trillion
- Testified before the Senate Committee on Small Business & Entrepreneurship, on Obamacare
- Published thorough study of Obamacare's subsidies, showing how they neglect the middle class
- Played a leading role in ending Obamacare's insurer bailout, partnering with Heritage and key congressional members and committees, commissioning polling, and making the public case

Independent Writer/Pacific Research Institute Senior Fellow **2009-13**

- Directed PRI's Benjamin Rush Society, increasing number of med school chapters from 2 to 13
- Fought Obamacare in print & speech (public debates/TV/radio); authored study on Medicare costs

Senior Speechwriter, U.S. Department of Health and Human Services **2008-09**

- Crafted speeches for Secretary Mike Leavitt on Medicare, Medicaid, and myriad other topics
- Wrote and placed op-eds and letters on behalf of senior officials, including in the *NYT* and *WSJ*

Writer and Policy Contributor, Rudy Giuliani Presidential Campaign, Manhattan **2008**

Associate/Assistant Professor of Political Science, U.S. Air Force Academy **2001-07**

- Taught courses on American Government, Political Philosophy, and the U.S. Supreme Court
- Won highest teaching honor for senior Poli Sci faculty ("Outstanding Upper Division Instructor")
- Won highest honor for research and writing for Poli Sci faculty (the Coble Award)
- Overhauled core course, emphasizing primary readings from Founders and subsequent statesmen

Co-Creator, Anderson & Hester College Football Computer Rankings **1994-present**

- Created a computer ranking system that became part of the Bowl Championship Series formula
- Rankings helped determine college football's national championship matchup for 16 years
- Met with Conference Commissioners in offseasons to provide advice on the BCS

Account and Sales Representative, Kellogg Sales Company **1992-94**

- Managed a $5 million Kellogg's military account; became a trusted liaison to buyers and managers

EDUCATION

Claremont Graduate University (Ph.D., Political Science; M.A., Politics) **1994-2001**

University of Washington (B.A., Political Science and Economics) **1988-91**

University of San Diego **1987-88**

Alec Aramanda

(b)(6)

EXPERIENCE

Office of Senator Ted Cruz | Washington, D.C. **January 2013 – Present**

Domestic Policy Advisor, Deputy Legislative Director and Legislative Assistant

- Managed all domestic policy staff and oversaw the office domestic policy agenda
- Devised legislative and procedural strategies within the Cruz office in addition to coordinating with Congressional offices, think tanks and advocacy groups around the country
- Co-directed a legislative department of more than one dozen policy staff
- Advised the Senator on health care, tax, social welfare and domestic policy issues
- Drafted bills and amendments voted on in the Senate, including measures to defund and repeal the Patient Protection and Affordable Care Act (Public Law 111-148)
- Crafted legislation and organized working groups to reform the Food and Drug Administration's drug and device approval process (S. 2388)

Ted Cruz for President | Washington, D.C. **December 2015 – May 2016**

Campaign Liaison to the U.S. Senate Office

- Official and primary contact between the Cruz campaign and Cruz Senate office to coordinate policy background and advise the campaign of the Cruz Senate record

Office of Senator Jim DeMint | Washington, D.C. **May 2010 – December 2012**

Legislative Assistant and Legislative Correspondent

- Served as primary policy advisor on health and domestic policies and represented the office's interests in legislative negotiations with staff and Senators
- Spoke at legislative and grassroots events in Washington, DC and South Carolina
- Drafted legislation including the Welfare Reform Act (S.1904), The Retirement Freedom Act (S.1317) and The Tax Relief Certainty Act (S. 336)

Indiana Victory Campaign | Hamilton County, IN **October 2012 – November 2012**

U.S. Senate Liaison to the Indiana Republican Party and Mourdock for Senate Campaign

The Heritage Foundation | Washington, D.C. **Fall 2006 – May 2010**

Strategic Operations Coordinator

- Authored broadcast material for a marketing campaign utilized on national radio stations by Rush Limbaugh and Sean Hannity
- Coordinated comment-generating campaigns in response to Executive Branch regulations

Legislative Events Coordinator

Research Assistant for Distinguished Fellow, Ernest Istook (R-OK)

EDUCATION

Haverford College | Haverford, PA **May 2006**

B.A., Political Science

Founder of The Patriots of Haverford College

Award-winning goalkeeper for the oldest intercollegiate soccer team in the United States

SARAH C. ARBES

(b)(6)

PROFESSIONAL EXPERIENCE

BUSINESS ROUNDTABLE
VICE PRESIDENT, February 2016 – Present

- Manage the Health and Retirement Committee for an association of chief executive officers of leading U.S. companies
- Association's chief advocate on health care reform and retirement policy before Congress and the federal agencies
- Develop and manage an annual budget to carry out the Committee's priorities

U.S. SENATE COMMITTÉE ON HEALTH, EDUCATION, LABOR AND PENSIONS
DEPUTY HEALTH POLICY DIRECTOR, CHAIRMAN LAMAR ALEXANDER (R-TN), March 2013 – January 2016

- Principal Committee staff for the Affordable Care Act (ACA) and Employee Retirement and Income Security Act (ERISA)
- Lead Senate Republican negotiator of significant ACA reform legislation signed by President Obama
- Key Senate Republican conference advisor on responses to health care decisions from the U.S. Supreme Court

U.S. SENATE REPUBLICAN LEADER MITCH McCONNELL (R-KY)
LEGISLATIVE ASSISTANT, January 2011 – February 2013

- Leader McConnell's advisor for health, tax, retirement, and labor matters impacting Kentucky
- Successfully managed four junior staff members, each of whom was promoted
- Prepared and advised the Leader for key meetings with constituents

RETAIL INDUSTRY LEADERS ASSOCIATION
VICE PRESIDENT, GOVERNMENT AFFAIRS, July 2007 – January 2011

- Led 3 committees representing 250 senior executives from Fortune 500 companies in advocating for health, labor, and privacy policy
- Created and led a coalition to successfully carve out part-time workers from the ACA
- Steering committee member of two leading coalitions which stopped a "card check" legislation and secured merchant protections from high check card fees

U.S. DEPARTMENT OF LABOR
LEGISLATIVE ASSISTANT, OFFICE OF CONGRESSIONAL AND INTERGOVERNMENTAL AFFAIRS (Schedule C Presidential Appointee), January – July 2007

- Prepared briefing memos for Secretary Elaine L. Chao and senior staff on President George W. Bush's immigration reform initiative
- Supported two Assistant Secretaries in advocating for Secretary Chao's priorities on Capitol Hill
- Prepared agency staff to testify before Congress

U.S. SENATOR JIM TALENT (R-MO)
SENIOR CONSTITUENT CASEWORKER, LEGISLATIVE CORRESPONDENT, February 2003 – January 2007

EDUCATION

SYRACUSE UNIVERSITY, Master of Public Administration
THE UNIVERSITY OF OKLAHOMA, Bachelor of Arts in Journalism (Advertising Major)

JUANITA BALENGER

(b)(6)

PROFESSIONAL EXPERIENCE

Donald J. Trump for President, Inc., New York, NY, 2016
Loudoun County (VA) Field Director
Salary: (b)(6) /month (September – November)

- Conducted volunteer recruitment for door knocking and Trump Talk; Daily goals: 100 recruitment calls; 100 Trump Talk calls; 100 door knocks with 150 doors on Saturdays

National Council of Catholic Women, Arlington, VA, 2015 – 2016
Administrator
Salary: (b)(6) year (2016); (b)(6) (2015)

- Supervised two full time employees and two contract personnel for a non-profit organization. Hired and trained support staff; and provided senior management support to the President and the Board of Directors. Managed convention operations; dues notices; and acknowledgement of contributions. Managed customer relations with members, building management, and vendors.

Republican National Committee Victory 2014, Washington, DC, 2014
Precinct Captain and Volunteer Coordinator, NOVA
Salary: (b)(6) /month (July – December)

- Conducted more than 10,000 recruitment contacts resulting in more than 370 walking precinct captains, door volunteers and phone volunteers. Contacts resulted in more than 10,000 voter contacts for Senate and Congressional candidates. Served as Northern Virginia Field Representative for Ed Gillespie for the U.S. Senate. Deployed to Louisiana for Senate run-off resulting in victory for Senator Bill Cassidy.

Old Dominion Advocates Ltd. Centreville, VA, 2014
Legal Assistant (contract employment)
Salary: (b)(6) hour (March – June)

- Provide legal support for criminal defense attorney. Managed schedule, client contacts, and financial progress.

Office of the Attorney General, Richmond, VA, 2006 – 2014
Triad Director and Community Outreach Coordinator
Salary: (b)(6) /year (2013); (b)(6) year (2012); (b)(6) year(2011)

- Represented the Attorney General in Northern Virginia at numerous business and community events. Managed constituent services, office operations, and the intern program for the Northern Virginia Regional Office. Served as Triad Director, a crime prevention program working with law enforcement to protect senior citizens. Supported 97 Triads in more than 230 counties, cities and towns through regular communication and program support. Statewide public speaker on crime prevention topics including identity theft, financial exploitation of seniors, Internet safety, and consumer protection topics to thousands of Virginians. Developed several power point presentations on crime prevention topics. Coordinated the Annual Statewide Triad Training Conference and the Northern Virginia Regional Triad Conference. Professional memberships: Virginia State S.A.L.T (Seniors and Law Enforcement Together) Council; the Va. Department of Criminal Justice Services Crime Prevention Training; Piedmont Regional Crime Prevention Association; the Northern Virginia Aging Network; and the Alcohol Beverage Control's Alcohol and Aging Awareness Group. Recruited attorneys for the Annual Legal Food Frenzy in conjunction with the Capital Area Food Bank to donate food to the needy in Northern Virginia.

CURRICULUM VITAE

John A. Bardis

Founder and Chairman Emeritus
MedAssets, Inc.

EDUCATION

University of Arizona Tucson, AZ BS Business Administration
1401 E University **1978**
Tucson, AZ 85721

PROFESSIONAL EXPERIENCE

Hire Heroes U.S.A. **Alpharetta, GA** **2006-present**
Founder and Chairman
1360 Union Hill Road
Alpharetta, GA 30004

Hire Heroes U.S.A. is the nation's largest and most successful non-profit veteran employment and training organization. In 2016 Hire Heroes achieved over 6,000 confirmed hires, representing a 45% conversion rate from "helped" to "hired". As a result of their proven success and transparency, HHUSA has been recognized as best-in-class by the Call of Duty Endowment, the George W. Bush Institute, the USO, and several additional impactful organizations. Hires for the month of January, 2017 exceeded 700 veterans.

MedAssets, Inc.
100 North Point Center E
Alpharetta, GA 30022

Founder and Chairman Emeritus **2015-present**

Founder, Chairman, President and Chief Executive Officer **1999– 2014**

In 1999 John Bardis founded MedAssets **(former NASDAQ:MDAS)**, a $770 million leading public healthcare performance improvement company in the United States, serving four out of every five hospitals and over 100,000 healthcare providers. He served for 15 years as its Chairman, President and Chief Executive Officer and as Chairman and Chief Executive until he retired in 2015. As a result of Bardis' distinguished leadership as MedAssets Chief Executive, he is nationally recognized as an influential leader in the healthcare industry, and healthcare technology sector. For four consecutive years, 2011, 2012, 2013 and 2014, Bardis was recognized by *Modern*

Healthcare as one of the "Top 100 Most Influential Leaders in Healthcare" In 2012, Bardis received recognition from Ernst & Young as the Technology Entrepreneur of the Year in the Southeast. In 2013 he was the recipient of *Becker Healthcare's* Annual Healthcare Leadership Award, which named him as one of the "Thirty Top Leaders in Healthcare in the U.S."

MedAssets was acquired by Pamplona Capital in January, 2016 in a transaction valued at 2.75 billion dollars. Mr. Bardis continues to serve as a consultant and trusted advisor within the new private ownership framework

TheraTx, Inc. **Alpharetta, GA** **1992-1997**
President and Chief Executive Officer
22 Deborah Drive, Walpole, MA 02081

From 1992 to 1997 Bardis was President and Chief Executive Officer of TheraTx **(NASDAQ:THTX)**, a leading operator of skilled nursing facilities and provider of rehabilitation services. In 1995, in recognition of his successful leadership at TheraTx, Bardis was named Entrepreneur of the Year by INC. Magazine. The publication further named TheraTx as the second fastest growing public company in America, growing from $15 million to over $500 million in revenue in five years. In 1995 Bardis was honored by Ernst & Young as Healthcare Entrepreneur of the Year, Southeast National Finalist.

Kinetic Concepts, Inc. **San Antonio, TX** **1987-1992**
President
12930 W Interstate 10, San Antonio, TX 78249

From 1987 to 1992 Bardis was at Kinetic Concepts **(NASDAQ: KCI)**, the nation's largest specialty bed and medical equipment wound care company where he served as President. KCI was ultimately transacted for a purchase price of 6 billion dollars.

Baxter International **Deerfield, IL** **1984 – 1987**
Vice President and General Manager, Eastern Zone
Vice President, Operating Room Division
1 Baxter Pkwy, Deerfield, IL 60015

Baxter International Inc**. (NASDAQ: BAX)** is an American health care company primarily focused on products to treat hemophilia, kidney disease, immune disorders and other chronic and acute medical conditions.

American Hospital Supply Chicago, IL **1978 -1984**

Prior to its acquisition in 1985 by Baxter Laboratories, AHS was the nation's largest manufacturer of medical supplies.

INDUSTRY RECOGNITION, HONORS AND AWARDS

America's Future Series 5-Star Award **2015**
For Military Philanthropic and Support Initiatives

***Modern Healthcare* Magazine Top 100 Most Influential** **2011, 2012, 2013, 2014**
Named "Top 100 Most Influential Leaders in Healthcare" for four consecutive years

Becker Healthcare Annual Leadership Award **2013**
Named One of the Thirty Top Leaders in Healthcare

National Wrestling Hall of Fame **2013**
Inducted as an Outstanding American

Ernst & Young, Technology Entrepreneur of the Year Award in the Southeast **2012**

University of Alabama LR Jordon Distinguished Lecturer **2012**

University of Arizona, McGuire Center Entrepreneurial Fellow **2012**

University of Arizona Athletics Department C.A.T.S. Silver Anniversary Award **2011**
Recognizing alumni athletes who have significantly impacted their community, The University of Arizona and their chosen profession.

Ernst & Young, Healthcare Entrepreneur of the Year **1995**
Southeast National Finalist

INC Magazine Entrepreneur of the Year **1995**
Named Entrepreneur of the Year for leadership in growing TheraTx from $15 Million to over $500 Million in revenue in five years.

BOARDS, COMMITTEES, NATIONAL LEADERSHIP

MedAssets, Inc. Board of Directors **1999 - 2015**
Chairman of the Board
Chairman Emeritus **2015 - 2016**
Alpharetta, GA

Founder and Chairman of the Board, Hire Heroes USA **2006 – present**
Alpharetta, GA

United States Anti-Doping Agency (USADA) **2011 - present**
Member, Compensation Committee 2013 - present
Member, Audit Committee 2011 - 2013
Colorado Springs, CO

Scripps Health **2015- present**
Strategic Planning Committee of the Board of Directors
San Diego, CA

Jackson Healthcare Board of Advisors, Alpharetta, GA **2015 - present**

Team Leader of the U.S. Greco-Roman Wrestling Team **2008**
2008 Beijing Olympics.

Team Leader of the U.S. Greco-Roman Wrestling Team **2005 - 2008**
2007 World Championships
As Team Leader, in 2007 Bardis lead Team USA to win the World Team Title for the first time in wrestling history.

Committee to Preserve Olympic Wrestling (CPOW) **2013 – present**
Colorado Springs, CO

Metro Atlanta Chamber of Commerce (MACOC), Atlanta, GA 2014 -2015

HHAeXchange Long Island City, NY **2015 - present**

University of Arizona Board of Advisors Tucson, AZ **2011- present**

USA Wrestling Board of Directors Colorado Springs, CO **1995 – 2011**

ARTICLES AND TELEVISION APPEARANCES

Forbes Magazine **2016**
"*Can Republicans and Democrats Agree on What To Do About ObamaCare*?"

Wall Street Journal "*Wrestling, Mixed-Martial Arts and the CEO*" **2014**

FOX BUSINESS / BLOOMBERG
Bardis has been appeared numerous times on Fox Business and Bloomberg News to discuss the state of the healthcare economy in the U.S.

CNBC John Bardis Interview "How this CEO is Dealing with Obamacare" **2014**

CNBC John Bardis Interview **2013**
"Is Obamacare changing the healthcare industry? Individuals will be the game changer"

MarketWatch **2013**
John Bardis Commentary:" Obamacare, Boomers are Health Firms' New Challenge : Providers face a 'reimbursement cliff' no one is talking about

Institutional Investor **2013**
John Bardis Positions MedAssets to Benefit from Obamacare

Investor's Business Daily **2013**
MedAssets Advises Hospitals In New ObamaCare World

PROFESSIONAL ACTIVITIES

As a nationally recognized thought leader in healthcare in the United States, Bardis has delivered numerous addresses and speeches focused on the healthcare economy and healthcare policy in the U.S.

PHILANTHROPIC PROJECTS AND ACTIVITIES

Mully Children's Family International (MCF) **2008- present**

MCF was founded by Charles and Esther Mully to manage residential homes for the feeding, care, education and reintegration of orphaned, abandoned and abused children in Kenya. More than 13,000 children have been adopted during the past 25 years.

Executive Producer of the documentary film "MULLY" **2013-present**

In 2015 John and Judy Bardis completed executive production of the documentary film entitled "Mully" to chronicle the remarkable life works of Charles and Esther Mully. The film "Mully" is currently in distribution and received awards in 2015 from the Austin Film Festival and Virginia Film Festival. In 2016 the film was accepted to a variety of film festivals, including Atlanta, Winnipeg, the Salem Film Festivals, the Hot Docs Canadian International Documentary Festival and the Africa World Documentary Film Festival. Mully will premier in 700 U.S. theaters on Father's Day, 2017.

Hire Heroes U.S.A. **2006-present**
Founded by John Bardis

Hire Heroes U.S.A. is the nation's largest and most successful non-profit veteran employment and training organization in the U.S. In 2016, Hire Heroes confirmed 6,000 hires. As a result of their proven success and transparency, HHUSA has been recognized as best-in-class by the Call of Duty Endowment, the George W. Bush Institute, the USO, and several additional impactful organizations.

Founder, Oscar Canon Military Care Packages Program **2007-present**
Named by Bardis in memory of Marine Staff Sgt. Oscar Canon, the project assembles and distributes care packages quarterly to troops serving in overseas duty locations with an emphasis on Afghanistan and Iraq. Over 30,000 care packages have been delivered to American military members serving overseas.

Founder, The American Fallen Soldiers National Portrait Gallery 2012-2015
In 2012, John Bardis collaborated with artist Phil Taylor to found the National Portrait Gallery of the American Fallen Soldiers Project. The gallery is housed at MedAssets Plano, TX office. The American Fallen Soldiers Project was formed by artist Phil Taylor, to provide comfort and healing to the grieving families of America's fallen military. The organization makes available, at no cost to the family, an original portrait by artist Phil Taylor of their fallen loved one that fully captures the soldier's appearance and personality, seeking to make a profound and lasting contribution to each family.

Founder, George Herbert Walker Bush Pacesetter Award 2011
Bardis founded the MedAssets George H. W. Bush award which is bestowed annually on an American soldier who has embraced the opportunity to serve others with distinction both inside and outside the United States Armed Forces uniform.

Founder, Norman Borlaug Humanitarian Award 2005
Mr. Bardis founded the MedAssets Norman Borlaug Humanitarian Award, which each year provides the recipient with $100,000 in direct financial aid to carry out their charitable mission.

Heart for Africa, Project Canaan 2008
Provides full lifecycle of support for orphaned, poverty-stricken, vulnerable African children, including food, shelter, education, medical care and employment through sustainable agriculture.

MedShare International 2009
Dedicated to the recovery of surplus medical supplies and equipment from hospitals, distributors and manufacturers, and then redistributing to qualified healthcare facilities in the developing world.

ATHLETIC LEADERSHIP EXPERIENCE

USA Wrestling Board of Directors **1995-2011**
(National Governing Body for American wrestlers)

United States Olympic Greco-Roman Wrestling Team Alternate as a competitive athlete

Jr. National Wrestling Champion

Member, United States Wrestling Hall of Fame (Outstanding American) **2013**

Team Leader, United States Olympic Wrestling Team, Beijing China **2008**

Team Leader, United States World Greco-Roman Wrestling Team **2005-2007**
Lead Team U.S.A. to the first World Team Title in history.

Regional Champion, United States Olympic Trials

Board member, United States Anti-Doping Agency (USADA) **2011-present**

Corner Coach for 6 UFC World Championship Title Fights

Division I NCAA Conference Champion and National Qualifier

Kathryn Grace Bell

(b)(6)

EDUCATION

Vanderbilt University Nashville, TN — **Dec. 2015**
Bachelor of Arts Communication Studies and Political Science

PROFESSIONAL EXPERIENCE

Senate Committee on Health, Education, Labor & Pensions Washington, D.C. — Feb. 2016 – Present
Health Staff Assistant

- Drafted a variety of documents for the Chairman, including staff recommendations, pocket cards, and background memos for upcoming meetings.
- Drafted oversight letters in response to policy changes at the National Institutes of Health and health care workforce programs conducted by the Department of Health and Human Services.
- Met with constituent stakeholders and responded to their concerns regarding a number of health policy issues.
- Assisted in preparing for and successfully executing committee hearings and markups by researching potential witnesses, organizing questions for the record from all committee members, and preparing materials for the Chairman.
- Analyzed comments submitted by stakeholders to identify trends and overarching concerns on a variety of issues.
- Developed a working knowledge of legislation moving through the Committee by drafting section-by-section summaries, creating and analyzing side-by-side comparisons, redlining legislation to current law, and observing technical assistance meetings with the administration.
- Routinely drafted correspondence, including responses to letters from state officials and constituents, hearing invitations, and thank you notes.
- Coordinated meetings for ten other staffers in the health policy office.
- Ensured that the office ran smoothly by carrying out miscellaneous administrative tasks.

Office of House Majority Whip Steve Scalise (LA-01) Washington, D.C. — Jan. 2016; May – June 2015
Intern

- Assisted the Legislative Correspondent with rapid-turnaround email responses and other constituent engagement efforts.
- Prepared and staffed events for Members of Congress.

Governor's Foundation for Health and Wellness Nashville, TN — Sept. – Dec. 2015
Intern

- Assisted Field Representative with hands-on research into nutrition initiatives in Tennessee schools.
- Managed recognition process for community organizations that successfully completed the Healthier Tennessee Small Starts program.
- Generated daily content for Healthier Tennessee social media platforms.

Senate Committee on Health, Education, Labor & Pensions Washington, D.C. — June – Aug. 2015
Health Policy Intern

- Researched current policy issues in health care, such as off-label drug prescribing, health IT, and Medicare reform.
- Wrote memos to staff on requested topics, synthesizing information gathered from briefings and personal research.

ADDITIONAL EXPERIENCE

Office of Senator Lamar Alexander (TN) Nashville, TN — Jan. – Apr. 2015
State Office Intern
Office of Congressman Diane Black (TN-06) Washington, D.C. — May – June 2014
Intern
Office of Congressman Kevin Yoder (KS-03) Washington, D.C. — June – July 2013
Intern

SOFTWARE SKILLS

- Proficient in Microsoft Office Suite and Adobe Acrobat.

T. MARCH BELL *CURRICULUM VITAE*

PROFILE

March Bell has acquired extensive experience redirecting the actions and policies of the "administrative state" toward rule of law and constitutional governance while serving as General Counsel in a federal agency, Deputy Director of a Virginia state agency, Vice President of International Justice Mission, in the front office of the Civil Rights Division (USDOJ) and as the Chief Counsel and Staff Director of a Congressional Select Investigative Panel. Mr. Bell also gained wide familiarity with heath care privacy laws and regulations while managing a year long Congressional investigation that focused in part in HIPAA rights of patients and which led to HIPAA civil rights referrals from Congress to the Department of HHS.

FEDERAL MANAGEMENT EXPERIENCE

U.S. House of Representatives *(11/2015 to 12/31/2016)*

Chief Counsel and Staff Director -- Select Investigative Panel – (Rep. Marsha Blackburn, Chairman).

Served as principal legal and investigative team leader for congressional investigation (b)(6) pursuant to H. Res. 461. Designed and implemented an investigation involving numerous entities that procure and resell fetal tissue. Planned and implemented Panel hearings, depositions, issuance of subpoenas and communications strategy. Prepared a final Report to Congress: **https://energycommerce.house.gov/sites/republicans.energycommerce.house.gov/files/documents/Select_Investigative_Panel_Final_Report.pdf**

U.S. Department of Justice *(Retired after 22 years on 03/2015)*

Senior Counsel to the Assistant Attorney General for Trafficking in Persons – Civil Rights Division.

Served as lead policy attorney for the design and implementation of a nation-wide network of 42 anti trafficking taskforces led by U.S. Attorneys. Drafted the design and implementation plan for the President's Initiative on Trafficking in Persons, an eight nation, $50 million program to establish multidisciplinary trafficking taskforces in the developing world. Conducted training of judges, prosecutors and police at the request of the U.S. State Department in 35 countries in Eastern Europe, Southeast Asia, the Middle East, Africa and Central and South America. Maintained an active case load.

U.S. Department of Justice, cont.

Specific accomplishments:

- Negotiated cooperative agreements on human trafficking at the highest levels of government with several countries.
- Selected by the U.S. State Department to serve as *head of delegation* for OAS conference on human trafficking in Rosa Margarita, Venezuela.
- Selected for *U.S. Visiting Expert* presentations (U.S. State Department program) in Berlin, Austria, Taiwan, and Bangkok.
- Served as the Division's representative for the inter agency Operations Center for Smuggling and Trafficking. 2003-2008.
- Selected as *head of delegation* to Helsinki Commission global conference in Vienna, Austria.
- Selected as lead participant for U.S./Saudi law enforcement exchange.
- Selected by the U.S. embassy to testify before the German Bundestad on human trafficking.

Trial Attorney – (b)(6) Litigation Federal Programs, Civil Division

Prepared and litigated detention cases related to detainees at (b)(6) Defended litigation decisions and strategy of individual cases against Obama Administration attack. Selected to conduct expanded discovery review and case reconstruction within data bases at National Counter Terrorism Center. 2009-2011

Attorney Advisor – U.S. Trustee Program.

Managed the investigation of forensic accountants to achieve the resolution of financial fraud associated with hiding assets, and other fraud including several multi million dollar ponzi schemes. Conducted investigations through the deposition of witnesses and the presentation of witnesses at trial. Served as a judge-selected special arbitrator in complex bankruptcy cases. 1992-1995.

Trial Attorney – Criminal Division.

Conducted investigations of organized crime entities including (b)(6) organization figures (b)(6) and (b)(6) Served as a trainer for investigators and prosecutors conducting child sexual abuse cases. Extradited criminals from foreign

nations. Achieved the "first in the nation" asset forfeiture associated with organized crime obscenity and child pornography. 1990-1992.

General Counsel – Office of Justice Programs.

Served as chief legal officer for grant and policy making division of the Department and thus familiar will all aspects of federal funding through grants, cooperative agreements and contracts. Conducted inquiries and investigations into contractor and grantee misconduct. Served as hearing officer for agency disputes. Served as the Department's representative for Drug Policy Coordination. Designed and drafted a Corrections Policy Study Team Report for the Attorney General. Initiated the application of pretrial drug testing during bail hearings in federal magistrate courts. 1987-1990.

CONGRESSIONAL INVESTIGATIONS EXPERIENCE

Counsel - United States Senate Subcommittee on Security and Terrorism.

Designed and conducted public and classified investigations into terrorist activity and organizations. Participated in the design of counter terrorism policies and budgets for the FBI and CIA. Drafted legislation that obtained passage into law. 1982-1984.

Counsel - U.S. House of Representatives Committee on Government Reform and Oversight. Conducted complex investigations into domestic and foreign terrorist acts. 1995.

INTERNATIONAL INVESTIGATION AND ADVOCACY

Vice President for Interventions – International Justice Mission

Designed initiatives for and managed a team of investigators, staff attorneys, and international offices located in Manila, Chiang Mai, Chennai, Mumbai, Nairobi, Tegucigalpa, and Lima, focused on rescue and relief for victims of crime. Managed personnel and conducted casework and witness interviews in 10 additional foreign countries with an emphasis on trafficking in persons, child sexual assault, abusive labor practices, illegal police conduct, and civil rights violations. Designed sex trafficking investigations and intervention programs that produced numerous brothel raids and subsequent prosecutions in Philippines, Thailand, Cambodia, India and Cote D'Ivore. Developed a global network of advocacy assets at high government levels to encourage political will to address human rights problems in 16 countries. 2000-2003.

STATE LEVEL INVESTIGATION MANAGEMENT

Deputy Director -- Department of Environmental Quality, Commonwealth of Virginia

Implemented and assisted in the design of specific programmatic initiatives designed to replace command and control environmental policies with market based policies in combination with aggressive investigation of criminal conduct.

PUBLICATIONS

Have written for *George Washington Law Review, Policy Review, Wall Street Journal, World and I,* and other periodicals and newspapers

EDUCATION

Graduated from Covenant College in 1978 with BA in Philosophy and entered graduate school at Western Kentucky University in an academic track toward Ph.D. in Philosophy. Changed to law school and graduated from Pepperdine Law School in 1982. Recipient of athletic and academic scholarships in college, full graduate fellowship in graduate school.

PERSONAL

Member of the Virginia State Bar

(b)(6)

Thomas March Bell

(b)(6)

REFERENCES FOR T. MARCH BELL

Kay Coles James
President and Founder
The Gloucester Institute

Paul McNulty
President
Grove City College

Dan Bryant
Vice President
Walmart International

Catherine Hoyer Bird

(b)(6)

EDUCATION

Baylor University School of Law, Waco, Texas
Juris Doctor, *Magna Cum Laude*, Top 9%, May 2010

Howard Payne University, Brownwood, Texas
Bachelor of Science in Political Science, *Summa Cum Laude*, May 2006

LEGISLATIVE EXPERIENCE

California State Senator John Moorlach, Sacramento, California
Legislative Director, 2016-Present
Supervise legislative staff; Prepare legislative packet for Senator; Develop and implement legislative strategy; Manage legislative calendar and ensure all deadlines are met; Meet with stakeholders and interest groups; Oversee analysis of bills heard in committees and on Senate Floor; Advise on policy and political implications of legislation.

California State Senator Ted Gaines, Sacramento, California
Legislative Aide/District Representative, 2013-2016
Prepared analysis of bills heard on Senate Floor and in Senate Committees on Environmental Quality, Energy Utilities and Communication, and Transportation and Housing; Worked Senator's bills through entire legislative process; Lobbied other offices and negotiated support for Senator's bills; Met with lobbyists and interest groups on Senator's behalf.

Brian Dahle for State Assembly Campaign, Assembly District 1, California
Campaign Assistant, 2012
Researched and compiled information regarding key community events, contacts and history; Coordinated volunteer efforts and communications; Attended events and spoke on candidate's behalf.

Catherine Bird for Shasta County Supervisor District 4, Shasta County, California
Candidate, 2012 Primary Election
Ran a competitive campaign for County Supervisor; Researched local issues and developed solutions to problems; Spoke at candidate forums and other community events; Generated and implemented campaign messaging; Ran social media campaign; Developed voter outreach strategies; Organized volunteers.

House Judiciary Committee, Constitution Subcommittee, Washington, DC
Staff Assistant, 2006-2007
Researched legal and contextual background on constitutional issues for Committee attorneys; Drafted letters for constituent correspondence; Performed duties of Subcommittee Clerk during hearings and markups; Prepared official record of committee hearings.

OTHER EMPLOYMENT

Simpson University, Redding, California
2010-2013
Student Life Specialist- Researched issues in the Student Life field and recommended changes to Simpson University policies; Oversaw Student Publications Department; Provided administrative support to Student Life Office.

Student Conduct Administrator- Researched relevant criminal justice laws and practices; Revamped Simpson University's conduct system and raised it to the legal standard.

Blalock & Blalock, Redding, California
Law Clerk, 2010-2011
Guided clients through the intricacies of Probates and Trust Administrations; Drafted legal documents.

AWARDS/HONORS

- Academic Awards: Full tuition scholarship to Baylor University, Baylor Law Review, 7 High A's, Dean's List
- Advocacy Competitions: Strasburger and Price (third place), Texas Administrative Law, ABA Labor Law Mock Trial
- Undergraduate thesis published in the *Texas Journal of Free Enterprise and Public Policy*

STATE BAR ADMISSIONS

State Bar of Texas, November 2010; **State Bar of California**, November 2011

MATTHEW S. BOWMAN, ESQ.

(b)(6)

LEGAL AND LITIGATION

Alliance Defending Freedom, Senior Counsel 9/2006—present Washington, DC
440 First Street, N.W., Suite 600, Washington, DC 20001

- Argued 20 constitutional law cases including 6 federal appeals. Major decisions include:

Bruni v. City of Pittsburgh, 824 F.3d 353 (3d Cir. 2016) (protecting speech outside abortion clinics)
Newland v. Sebelius, 881 F. Supp. 2d 1287 (D. Colo. 2012) (first contraceptive mandate injunction)
Cenzon-DeCarlo v. Mt. Sinai Hosp., 626 F.3d 695 (2d Cir. 2010) (ruling on federal conscience law)

- Served as lead counsel on 10 other matters producing written judicial opinions, winning 7.
- Advised legislative staff and policy organizations, presented speeches.

Catholic University of America, Adjunct Lecturer 2/2016—5/2016 Washington, DC
Busch School of Business & Economics, 620 Michigan Ave., N.E., Washington, DC 20064

CLERKSHIPS

The Honorable Samuel A. Alito, Jr. 8/2005—1/2006 Newark, NJ
The Honorable Michael A. Chagares 4/2006—8/2006 Newark, NJ
United States Court of Appeals for the Third Circuit

The Honorable John M. Roll 9/2003—8/2005 Tucson, AZ
United States District Court for the District of Arizona

EDUCATION

Ave Maria School of Law 8/2000—5/2003 Ann Arbor, MI
1025 Commons Cir, Naples, FL 34119
Juris Doctor (*Summa Cum Laude*), G.P.A. 3.831 (Class Rank: 1 of 65)

- Valedictorian; Dean's Honor Roll (all semesters); St. Thomas More Award.
- *Ave Maria Law Review* Editorial Board.

University of Dayton 8/1993—5/1997 Dayton, OH
300 College Park, Dayton, OH 45469
Bachelor of Science, Physics (*Magna Cum Laude*), G.P.A. 3.610

- Dean's Honor List (5 semesters); Physics Honor Society; Philosophy Honor Society.

OTHER EXPERIENCE

The Blackstone Fellowship 5/2001—8/2001 Scottsdale, AZ

- Participated in classes on constitutional law and American founding principles.
- Worked in eight-week internship at a public interest law firm.
- Drafted federal court briefs and pleadings on constitutional law issues.

The Solidarity Project 8/1997—8/2000 Madison, WI
Full-time pro-life volunteer.

BAR ADMITTANCE

State of Michigan 11/2003
District of Columbia 3/2010
U.S. Supreme Court; most federal appellate courts, various district courts

WILLIAM M. BRADY

(b)(6)

PROFESSIONAL EXPERIENCE

HEALTH CARE SERVICE CORPORATION "HCSC", Chicago, IL **Oct. 2012 - Present**
(BLUE CROSS BLUE SHIELD OF IL, TX, NM, OK AND MT)
Associate Legal Counsel
Counsel executive level and middle management personnel in product development, underwriting, sales and IT on general business and commercial matters and laws and regulations relating to the PPACA, ERISA, HIPAA, the Public Health Service Act, Medicare Secondary Payer and Department of Labor regulations. Advise the small group line of business by providing legal guidance in support of day-to-day operations and legal review of contracts, customer communications, and federally required notices.

- Served as lead attorney for the implementation of a new information-reporting requirement under the PPACA, functioned as the subject matter expert, advised on technical requirements, operations process development and negotiated vendor contracts.
- Assisted senior counsel on the bifurcated sale of a 70M subsidiary, drafted the NDA, reviewed the LOI and purchase agreements, and tracked disclosure schedules.
- Supported Sr. Counsel on the corporate restructuring and governance of a growing line of business across five states.

ILLINOIS ARMY NATIONAL GUARD, Chicago, IL **Aug. 2013 - Present**
Captain, Judge Advocate General Corps
Member of the 412th Trial Defense Services Team - managing an independent caseload representing clients in administrative proceedings and negotiating on behalf of soldiers accused of misconduct.

- Selected to attend and completed Maxwell Air Force Base Cyber Law Course (40 hours of legal training and practical exercises focused on cyber, data, information and privacy law).
- Developed and conducted training for soldiers on cyber security law, information privacy law and regulatory compliance issues.

RNRS, LLC, Chicago, IL **Mar. 2010 - Jun. 2013**
Founder/Co-CEO
Founded mobile payment company that developed a mobile, web-based, ordering system for golf courses and a mobile fundraising platform for charities.

- Developed and executed a comprehensive business plan including: market identification, product development, financial projections, seed-stage fundraising and customer acquisition strategy.
- Drafted and negotiated business associate, software license and data use agreements.
- Recruited, hired and managed the product development and sales team through three product launches and sales cycles.
- Acquired initial customers for mobile ordering and charity platforms.

THE LAW OFFICE OF WILLIAM BRADY, Chicago, IL **Nov. 2011 - Dec. 2012**
Attorney at Law
Represented, counseled and advised clients on various legal and business matters including: business development, joint ventures, real estate purchases, commercial leases, software licensing, and corporate governance.

- Negotiated and drafted multiple commercial lease agreements for multiple properties valued over $5M.
- Advised and counseled client on the structuring, drafting, and negotiation of a $2.5M real estate development joint venture.
- Advised and supported multiple clients in business formation and governance, including filing articles of incorporation and organization, and drafting corporate by-laws, operating agreements, company resolutions and meeting minutes.

EDUCATION

DePaul University College of Law, Chicago, IL
May 2011
Juris Doctor

The University of Dayton, Dayton, OH
May 2008
Bachelor of Arts, Accounting

- Division I Basketball and Football Letter Winner

BAR MEMBERSHIP:

Illinois **Nov. 2011 - Present**

Patrick T. Brennan

(b)(6)

POLITICAL/POLICY EXPERIENCE

Opportunity Lives *Washington, D.C.* July 2016 – Present

- Write opinion and policy analysis for start-up media organization
- Design and create policy-related content for the organization's "Solutions Studio"

Conservative Reform Network *Washington, D.C.* October 2016 – Present

- Research and write policy memos and planned strategic communications strategy

Allan P. Kirby Center, Hillsdale College *Washington, D.C.* April 2016 – July 2016

- Composed congressional testimony on budget reform and consulted on digital strategy and programming

Marco Rubio for President *Washington, D.C.* August 2015 – March 2016

- As Director of Digital Content, managed writing, editing, and approval of op-eds, emails, and website posts
- Assisted in drafting and editing policy papers on a range of topics
- Designed and drafted Issues page of MarcoRubio.com, translating policy positions into popular digital content
- Ran a $7 million email fundraising operation

National Review *New York, N.Y.* 2011 – 2015

- Wrote policy-focused articles and staff editorials featured in outlets from the Drudge Report to *The Economist*
- Appeared on Fox News, Fox Business Network, and talk radio to discuss policy issues and represent NR
- Made final decision for all outside online contributions
- Edited opinion and reporting pieces, including one that helped build a U.N. Security Council investigation

Assistant to Peggy Noonan *New York, N.Y.* 2012 – 2015

- Provided research for Ms. Noonan's *Wall Street Journal* column and blog posts, managed her social media accounts

EDUCATION

Harvard College *Cambridge, Mass.* 2007 – 2011

- A.B. with High Honors in Classics and a secondary field in Government GPA: 3.46
- Coursework in political economy and African studies GRE: 338

OTHER EMPLOYMENT

The Africa Group *Washington, D.C.* Spring 2011

- Worked with boutique consulting firm to analyze acquisition opportunities and research market prospects for firms interested in sub-Saharan Africa

Brookwood Financial Partners *Beverly, Mass.* Summer 2010

- Helped develop marketing strategy for a private-equity firm's new real-estate fund, researched and wrote firm's list of typical responses to RFPs from institutional investors

Campaign for Good Governance *Freetown, Sierra Leone* Summer 2009

- Analyzed government policy, wrote policy papers, and worked with international institutions in the Public Financial Management division of a prominent local non-governmental organization

WorldTeach *Tsandi, Namibia* Summer 2008

- Taught English and implemented technological improvements and training at a rural secondary school

HONORS/AWARDS

2016–7 Foreign Policy Initiative Future Leader, 2014 Hoover Institution Media Fellow, 2013 Claremont Institute Publius Fellow, 2009 Harvard Rockefeller Fellowship, 2009 Knights of Columbus Council 14188 Chancellor, 2009 Knights of Columbus College Council of the Year (collective) 2006 National Merit Scholarship Finalist

Brady M. Brookes

(b)(6)

Professional Experience

Office of Governor Mike Pence: Legislative Director **July 2015 – Present**
200 West Washington Street, Room 206, Indianapolis, IN 46204

- Senior advisor to Governor on all issues and strategy affecting nearly 30,000 state employees and the state's $30 billion dollar biennial budget.
- Coordinate the planning and execution of senior staff strategy efforts regarding management of crisis situations, development and implementation of policy and legislation, and the transition.
- Governor's principal liaison to the General Assembly including chief lobbyist to Speaker of the House and president pro-tem of Senate, their chief of staffs, and policy directors.
- Successfully lobbied the Indiana General Assembly in support of the Governor's entire legislative agenda, despite opposition from both sides of the aisle, including securing more than $1 billion dollars in road funding, and codifying the Healthy Indiana Plan (HIP) 2.0.
- Develop and execute the Governor's legislative strategy to build support for his agenda with legislators and external stakeholders.
- Manage three legislative staff and 15 policy directors on all aspects of legislative process from development of legislation to bill signing.
- Oversee the legislative staff and policies of more than 70 executive branch agencies.
- Developed and managed the successful and nearly unanimous legislative confirmation process of Lieutenant Governor Holcomb.

Office of Governor Mike Pence: Deputy Legislative Director **October 2014 – July 2015**
200 West Washington Street, Room 206, Indianapolis, IN 46204

- Served as a key advisor to Governor, Lieutenant Governor, and senior staff on legislative matters.
- Transformed the Governor's legislative affairs operation, which resulted in improved relationships and success with legislative leadership, state agencies, and external stakeholders.
- Developed and executed Governor's legislative strategy resulting in passage of the Governor's entire legislative agenda, which included securing $48 million dollars for career and technical education, and $90 million dollars for the creation of the Regional Cities program to help areas of the state attract investment.
- Provided oversight and counsel on legislative matters to more than 70 executive branch agencies.
- Oversaw the process to monitor, review and sign all legislation, and co-managed 15 policy directors on all aspects of the legislative process.
- Represented the Governor before the state legislature and with external stakeholders.

Indiana Department of Child Services (DCS): Legislative Director **April 2010 – October 2014**
302 West Washington Street, Room E306, Indianapolis, IN 46204

- Lobbied the Indiana General Assembly on behalf of DCS, an agency with a budget of $900 million dollars and more than 3,400 employees.
- Developed and executed the legislative strategy which resulted in passage of all agency agenda bills over four years and secured an additional $70 million in funding for the 2014-2015 biennium.
- Expanded the Legislative Director role from a mid-level position to an executive staff position responsible for overseeing the newly created division of legislative affairs with two staff responsible for handling all DCS legislative issues and constituent inquiries.
- Collaborated with DCS staff, the Governor's Office, and legislators to develop and draft legislation.
- Monitored and analyzed all legislation affecting DCS and advised legislators about its impact.

- Provided testimony on behalf of the Department and prepared legislatively required reports.
- Developed and coordinated the implementation of the Department's statewide outreach plan.
- Advised the Director on communication strategy and budget development.

Indiana Department of Child Services (DCS): Special Projects Consultant **January 2009 – March 2010**
302 West Washington Street, Room E306, Indianapolis, IN 46204

- Assisted the Legislative Director in lobbying in support of DCS proposed legislation, including the largest child support reform legislation enacted in Indiana during the past 20 years.
- Monitored, analyzed, and reported on legislation affecting DCS.
- Coordinated the statewide rollout of the Child and Adolescent Needs & Strengths (CANS) tool to 2,000 DCS field staff, including developing policy for use of the tool and training staff.
- Created a plan for Indiana to increase the educational stability for children in foster care, in accordance with the Federal Fostering Connection to Success and Increasing Adoptions Act of 2008.

Indiana Republican State Committee: Political Department Intern **September 2008 - December 2008**
47 South Meridian Street, 2nd Floor, Indianapolis, IN 46204

- Assisted Field Director with management of statewide grassroots efforts in support of Republican candidates and Mitch Daniels' successful reelection efforts.
- Organized more than 7,000 voter registrations collected by the Indiana Republican State Committee.
- Organized food, staffing, locations and managed the budget for the 'Final Mile' of the Mitch Daniels campaign at 22 locations statewide.

JSE Design Group: Executive Assistant **April, 2008 – August, 2008**
2724 N. Dayton, Apt. C, Chicago, IL 60614

- Maintained communication between clients, contractors and vendors.
- Tracked all office expenses, prepared customer invoices, and reviewed and recorded all business finances.

CareerBuilder.com: Small Business Consultant **August, 2007 – February, 2008**
8420 W Bryn Mawr Ave., Suite 1000, Chicago, IL 60631

- Sold online advertisement to small businesses and created new client base by calling leads and setting appointments with company's main decision makers.
- Built relationships with companies to ensure hiring needs were met.

Volunteer/Community Activities/Memberships

Holcomb for Governor **2016**

- Advised campaign on policy issues.

Indiana University Purdue University Indianapolis (IUPUI) **2013 and 2016**

- Guest lecturer on Indiana's legislative process.

Kelly for Indiana State Treasurer **2014**

- Volunteered with a successful grassroots floor effort that was declared an upset by political experts.

The Richard G. Lugar Series Excellence in Public Service **2011- 2012**

- Graduate of The Lugar Series, a political leadership development program.

Mike Pence for Indiana **Fall 2012**

- Advised the campaign on Indiana child welfare issues and policy.

Mitch Daniels Aiming Higher Political Action Committee **2009- 2011**

- Volunteered at events and phone banks.

Mitch Daniels Leadership Foundation **Fall 2013**

- Volunteered at the inaugural dinner and awards ceremony.

The Indiana Republican Party **2009- 2014**

- Volunteered at events and grassroots activities such as going door-to-door and working at phone banks.

Neighbors for Webber **Fall 2010**

- Volunteered at the grassroots level going door-to-door.

Miami University College Republicans **2004 – 2007**

- Participated in multiple local and national campaigns at the grassroots level.

Education

Miami University, Oxford, Ohio
501 E. High Street, Oxford, Ohio 45056
Bachelor of Arts **May 2008**
Major: Political Science
Minor: Human Resource Management

Miami University Club Lacrosse Team **2003 – 2007**

- Team member and assisted with management of the team.

Transatlantic Seminar on the European Union **Summer 2006**

- Traveled to France, Belgium, Prague, England, Germany and Luxembourg to discuss with prominent business and political leaders the economic, social, and political challenges facing the developing European Union.

JOHN H. BROOKS

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PROFESSIONAL EXPERIENCE

The MITRE Corporation,
1550 Westbranch Boulevard, McLean, Virginia 22102;
August 2011 – Present

Sr. Principal; Department Head, Health Policy*; September 2015 – Present*
Principal Health Policy Analyst, Health Policy Team Lead; *January 2013 – September 2015*
Lead Health Policy Analyst*; August 2011 – January 2013*

- Manage a department of forty-five health policy analysts providing strategic health policy support to clients including the Center for Medicare & Medicaid Services, the Food & Drug Administration, the Veteran's Health Administration, and other federal health agencies.
- Direct the development of MITRE's health policy capability (team has grown from eight analysts to over forty-five analysts in four years).
- Assist the Center for Medicare and Medicaid Services and other federal agencies with statutory and regulatory analysis supporting the implementation of the Affordable Care Act, the Medicare Access and CHIP Reauthorization Act of 2015, and other significant health legislation related to new payment models.
- Manage programs, including work shaping, budgeting, staffing, scheduling, and customer relationships.

Raytheon Company, Dulles, Virginia
Lead Integrated Project Manager, *Feb. 2011–August 2011*

- Lead reviews of outside counsel spending, Foreign Corrupt Practice Act controls, and monitoring processes related to program bidding and execution.
- Managed project teams, using a Six Sigma process to identify key risks and opportunities to strengthen financial and operational processes.

Vinson & Elkins LLP, Dallas, Texas
Merger & Acquisition / Private Equity Attorney, *Jan. 2010 – Jan. 2011*

- Advised clients on various aspects of merger and acquisition and private equity transactions, including risks uncovered during due diligence and valuation.
- Drafted and assisted in the drafting of various documents required to complete merger and acquisition deals.

Raytheon Company, Reston, Virginia
Senior Auditor, Consulting Auditor, *2005 – 2006, 2009*

- Lead and assisted reviews of key financial and operational functions.
- Worked with internal clients to improve and strengthen business controls.

Raytheon Information Solutions, Reston, Virginia
Senior Financial Analyst, Principal Financial Analyst*, 2004 – 2005*

- Coordinated preparation of the Five Year Plan and Annual Operating Plan.
- Prepared and analyzed budgets and forecasts for the RIS business unit.

Raytheon Technical Services Company, Reston, Virginia
Financial Analyst I, Financial Analyst II*, 2001 – 2004*

- Received Six Sigma specialist certification and achievement award for coordinating the implementation of a system to track new orders.
- Assisted with preparation and development of the RTSC Five Year Plan and Annual Operating Plan, serving as the Business Development liaison for Finance.

EDUCATION

University of Virginia School of Law,
580 Massie Rd, Charlottesville, VA 22903
Charlottesville, Virginia
J.D., May 2009

- *Virginia Law & Business Review*, Articles Editor

Virginia Tech (NoVA campus)
7054 Haycock Rd #341, Falls Church, VA 22043
M.B.A., Corporate Financial Management, 2005

- Cumulative 3.9 GPA

Franciscan University, Steubenville, Ohio
1235 University Blvd, Steubenville, OH 43952
B.S. in Business Administration, Management Concentration, 2001

- Graduated *magna cum laude*

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LOUIS BROWN JR. ESQ.

A dynamic coalition builder, thought leader, spokesperson, legislative and policy adviser, and attorney who brings interest groups and influencers together to advance legislation and social movements. Subject matter expertise on health care policy, the right of conscience, the right to life, and domestic policy.

EXPERIENCE SUMMARY

Member, Board of Directors

One Nation Health Coalition • Washington, DC — Feb. 2017 – Present

- Advised the executive director in launching this coalition that is a central clearinghouse for the Republican narrative and messaging effort on the repeal and replacement of the Affordable Care Act.
- Engaged Congress and Congressional staff on behalf of the Coalition leadership team.

Director

Christ Medicus Foundation CURO Catholic Health Ministry • DC/CO/MI — Sept. 2014 – Present

- Under the direction of the co-founder, Foundation executive director, and COO, successfully launched and helped lead a national Catholic health care sharing option with membership in over 47 states.
- Helped build this national Catholic health option by serving as its spokesperson to national and local media; spoke on the Foundation and ministry's behalf in television, radio, and print interviews.
- Educated Congress about the right of conscience and the sanctity of life in health care including the Conscience Protection Act of 2016 that passed the U.S. House of Representatives in summer 2016.
- Spoke on the importantance of the election and protecting the right to life as the keynote speaker for four county chapters of Michigan Right to Life at their fall 2016 fundraising dinners.
- Led and executed two Washington, D.C. press conferences that gained national media coverage.
- Built consensus with interest groups on legislation in the event of the repeal of the Affordable Care Act.
- Built relationships with Catholic medical providers to mutually advance life affirming health care.

Associate Attorney

Fraser Trebilcock Davis & Dunlap, P.C. • Detroit / Lansing, MI — Jan. 2013– Aug. 2014

- Litigated and assisted shareholders in litigating state and federal court cases concerning commercial, labor, employment, and other civil law areas; represented clients in state courts on matters of general civil litigation; provided expert testimony for a major municipal employer in a labor arbitration on wages, health care, and pensions; drafted motions, briefs, and memos on commercial, labor, and workers' compensation law; assisted a shareholder on real estate matters.

Legislative Counsel

U.S. Rep. Dan Lungren (R-CA), U.S. House of Representatives • Washington, DC — Oct. 2011–Jan.2013

- Served as Rep. Lungren's legislative counsel to the House Judiciary Commmittee under the legislative director's supervision.
- Advised Rep. Lungren on health care generally including the Affordable Care Act, Medicare, and HHS regulations including the employer mandate and the contraception mandate.
- Provided legislative counsel on Judiciary Committee issues including criminal and constitutional law, civil rights, Justice and Homeland Security Dept. oversight, human traffcking, and national security;
- Worked with Judiciary Committee staff on the Stop Online Piracy Act, the Violence Against Women Act, internet sales tax, and the Foreign Intelligence Surveillance Amendments Act, among other issues.
- Advised Rep. Lungren on pro-life and religious freedom issues; drafted policy and legal memos.
- Drafted talking points and assisted the legislative director in drafting talking points and in making recommendations to Rep. Lungren regarding signing on to amici curae briefs submitted from certain Members of Congress to a federal court and the U.S. Supreme Court.

LOUIS BROWN JR. ESQ.

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EDUCATION AND BAR ADMISSIONS

Howard University School of Law (HUSL), *J.D.*, 2007
Honors and Leadership: *Co-recipient*, Student Leadership Award from HUSL Student Bar Assoc. (3L Year);
Awarded, Trustee Scholarship (3L Year); and
President, Howard Public Interest Law Society (2L Year).

Activities: *Member*, Trial Advocacy Moot Court Team; and
Constitutional law tutor: informally tutored first year law students.

Michigan State University, James Madison College, *B.A.*, 2003, *Political Economy*
Leadership: *President*, MSU International Relations Organization (university student organization);
External-Vice Chair, Student Assembly, ASMSU (MSU student government).

Bar Admissions: Michigan; U.S. Court of Appeals for the 6th Circuit Court; U.S. District Courts of Michigan.

LEADERSHIP EXPERIENCE

- Steering Committee, Marisol Health (Denver based Catholic women's health provider) (2016-present).
- Student, Leadership Program of the Rockies (Colorado) (completion of program expected in 2017).
- Selected delegate to the Michigan Republican Party's state convention (2014).
- Advisory Board Member, Levin Center, Wayne State University Law School (2015-present).
- Board of Directors, Highfields, Inc. (nonprofit serving struggling children and families) (2008-2009).

REFERENCES

- Congressman Jeff Fortenberry, Member of Congress (R-Nebraska).
- Brian McGuire, Chief of Staff, U.S. Senator Mitch McConnell (R-Kentucky).
- Jayd Henricks, Executive Director, Office of Government Relations, U.S. Conference of Catholic Bishops.
- Steve Stafford, Speechwriter, U.S. Senator Rob Portman (R-Ohio).
- Mike O'Dea, Executive Director, Christ Medicus Foundation.
- David Wilson, Co-Founder CMF CURO; Health Care Executive and Entrepreneur; Co-Author, *Improving Health and Health Care*, published in 2015 by the Amercan Enterprise Institute.

Nathan Bult

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Work Experience

U.S. Rep. Bill Huizenga (MI-02) **2011-Present**
Legislative Director (Scheduler and Staff Assistant from 2011-2012, Legislative Assistant from 2013-2015)

- Advise Congressman Huizenga, the Chairman of the Financial Services Capital Markets Subcommittee, on a diverse legislative portfolio including the following policy areas: Healthcare, Tax, Energy, Commerce and Manufacturing, Appropriations, Budget, Great Lakes, Transportation, Trade, Agriculture and Nutrition, and Values. Previously responsible for managing a legislative portfolio including the following issues: Environment, Telecommunications, Small Business, Science, Education, Labor, Natural Resources, and Interior.
- Assistant to the Financial Services Capital Markets Subcommittee Staff Director and manager of a three-person legislative staff.
- Led the drafting and introduction of multiple bills in the 112th, 113th, 114th, and 115th Congresses. Secured passage of the Federal Vehicle Repair Cost Savings Act and guided it into law. Other measures impacted health policy, tax, natural resources, budget, and homeland security.
- Drafted, introduced, and secured House passage of multiple amendments to major legislation and appropriations measures.
- Assemble and manage working coalitions of stakeholder groups that are impacted by the Congressman's legislative initiatives and priorities.
- Strategically message complex legislation to West Michigan residents in coordination with the Congressman's communications director.
- Conduct meetings with constituents and interest groups on behalf of the Congressman.
- Manage all constituent correspondence.
- As Scheduler, prepared and made recommendations on the Member's calendar, ensuring he had adequate time to fulfill his legislative responsibilities as well as his small business and family obligations. Also, implemented the Member's calendar by transporting him to various events and meetings, ensuring that he stayed on schedule and was fully prepared for both the events themselves and possible contingencies.
- As Staff Assistant, was responsible for constituent relations, greeting visitors to the office, organizing and leading tours in Washington D.C., hiring and coordinating interns, and maintenance of the day-to-day office operations.

Huizenga for Congress **2010**
Assistant Campaign Coordinator

- Secured a primary election victory by 646 votes in a competitive seven-candidate primary and earned 64% of the vote in the general election.
- Served as a special assistant to the candidate (Bill Huizenga) by transporting him to various events and staffing him.
- Miscellaneous Campaign Activities: grassroots advocacy, volunteer coordination, event planning and staffing, sign locations and assembly, candidate questionnaires, and maintenance of the day-to-day campaign operations.

U.S. Rep. Chairman Fred Upton (MI-06) **2010**
Intern

- Maintained the day-to-day operations of the Chairman of the Energy and Commerce Committee's office.
- Drafted constituent correspondence.

Education

Hope College, Holland, MI **Class of 2011, December 2010 Graduate, Summa cum Laude**
Political Science and Communications Majors
Dean's List 2007-2010
The James Dyke van Putten Political Science Senior Prize, Political Science Sophomore Book Award, Political Science Renze Hoksema award for the junior who exhibits excellence in the field.

MARY CLAIRE BURGHOFF

(b)(6)

EXPERIENCE

UNITES STATES HOUSE OF REPRESENTATIVES — **Washington, DC**
OFFICE OF STEVE WOMACK (AR-3) — **September 2012-Present**
Communications Director & Health Care Legislative Assistant

WOMACK FOR CONGRESS — **Rogers, AR**
CAMPAIGN OF STEVE WOMACK (AR-3) — **September 2012-Present**
Spokesperson

UNITES STATES SENATE — **Washington, DC**
OFFICE OF JOHN CORNYN (TX) — **August 2010-September 2012**
Legislative Correspondent

- Draft detailed responses to all constituent correspondence pertaining to health care
- Monitor, research, evaluate, & report on pending legislation & policy
- Represent Senator Cornyn in constituent & interest group meetings

Staff Assistant

- Gathered extensive knowledge of Senator Cornyn's positions & policies to aid constituents with comments & questions
- Designed, created, & implemented a database of all votes, letters, & cosponsorships for the 111th Congress
- Orchestrated weekly constituent coffees & managed congratulatory letters

UNITES STATES HOUSE OF REPRESENTATIVES — **Washington, DC**
OFFICE OF MICHAEL BURGESS, MD (TX-26) — **July 2010-August 2010**
Intern

- Wrote & edited Dear Colleague letters, briefing papers, form letters, & questions for Congressional hearings
- Served as the front-line liaison for constituents & callers
- Conducted research on behalf of legislative staff

WASHINGTON UNIVERSITY IN ST. LOUIS — **St. Louis, MO**
OFFICE OF BRUCE LEE HALL, MD, PhD, MBA — **January 2010-June 2010**
Undergraduate Independent Researcher

- Utilized Statistical Process Control techniques to design surgical quality control measures for physicians at Barnes Jewish Hospital St. Louis

AMERICAN RED CROSS - BLOOD SERVICES — **St. Louis, MO**
MISSOURI/ILLINOIS REGION — **May 2009-August 2009**
Consultant - Taylor Community Consulting Program

- Member of a team providing a pro bono, in-depth analysis of the St. Louis volunteer market
- Created & helped implement a marketing plan to recruit volunteer drivers to reduce the per unit delivery cost of blood

BARNES JEWISH CHRISTIAN - DEPARTMENT OF NEUROLOGY — **St. Louis, MO**
NEUROFIBROMATOSIS CENTER — **January 2009-June 2009**
Undergraduate Researcher

- Studied the effect of global ischemia on heterozygous NF1 Mice
- Independently performed perfusion & ran highly technical chemical & tissue experiments
- Developed a unique method for triple-labeling specific brain tissue cells that allowed for this study to be done & increased the productivity & accuracy of the experiment

EDUCATION

WASHINGTON UNIVERSITY IN ST. LOUIS — **St. Louis, MO**
OLIN SCHOOL OF BUSINESS - CLASS OF 2010
Bachelor of Science in Business Administration

- Major in Health Care Management - Minors in Public Health & Accounting - Concentration in Pre-Medicine
- Dean's List

ACTIVITIES & HONORS

- Republican National Committee Volunteer
- Olin School of Business Scholars in Business Program
- Kappa Kappa Gamma - Panhellenic Standards Board & Thurtene Fundraising Chair

LAURA M. CALIGUIRI

(b)(6)

PROFESSIONAL EXPERIENCE:

MICROSOFT CORPORATION, Washington, DC
Managing Director, Health and Human Services; Director Strategic Communications and Initiatives
US Health and Life Sciences, US Public Sector, June, 2012 to July, 2016 (4 years)

- Define and execute strategic growth opportunities translating public policy into business strategy to extend or defend the addressable market across the public sector and commercial health business.
- Work cross-collaboratively across health segments and business units ensuring our partners, solutions and product marketing strategy are aligned to current and emerging healthcare policy trends and regulations.
- Develop and execute an integrated policy and business related thought leadership platform, strategic communications and issues management strategy for internal and external industry and government stakeholder audiences.
- Lead industry specialist team to define and execute the vertical growth strategy, through alliances, marketing and thought leadership at the federal, state & local government and private sector levels.

Director, Government and Industry Affairs, Health Solutions Group, October, 2009 to June, 2012 (2 years)

- Serve as cross-company advisor on public policy, advocacy and policy-related communications related to healthcare.
- Manage relationships with Congress, Administration and Executive Branch, associations, coalitions, think tanks to drive public policy goals and drive thought leadership.
- Develop and execute public policy and advocacy strategy, maintain awareness of current and emerging trends for opportunities and threats to policy and strategic business agenda.
- Collaborate with executive management, legal, marketing, product development, corporate communications, citizenship, sales ensuring consistent messaging alignment and effective communications to external stakeholders, go-to-market and state and federal procurement efforts.

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS), Washington, DC
Immediate Office of the Secretary, Office of Intergovernmental Affairs
Director, June, 2007 to January, 2009 (Senior Executive Service/ (b)(6) (2 years)
Deputy Director, September, 2005 to June, 2007 (1 year)

- Served as advisor to the Secretary on emerging, existing and evolving public policy matters recommending effective strategies to accomplish goals and objectives.
- Managed an operating division by providing strategic and tactical leadership and supervision for 40+ staff and administered a six million dollar budget.
- Cultivated, managed and maintained relationships with state, local and tribal governments including governors' chiefs of staff, DC directors, health secretaries, public health officials, tribal leaders, public policy groups and external stakeholders.
- Oversaw secretarial interaction with governors from one-on–one meetings to large public events, including over 50 pandemic flu summits.

U.S. DEPARTMENT OF LABOR (DOL), Washington, DC
Immediate Office of the Secretary, Office of Congressional & Intergovernmental Affairs
Senior Intergovernmental Affairs Officer, January, 2004 – September, 2005 (1 year)

- Developed strategy for roll-out of Department regulations and legislative initiatives to state officials as team leader of five person intergovernmental affairs group.
- Served as liaison to governors, state lawmakers, local officials and public policy groups.
- Advocate Administration's legislative and regulatory agenda to Members of Congress and their staff and monitored policy development and intergovernmental affairs proposals and actions.

GOVERNMENT AFFAIRS-STRATEGIC COMMUNICATIONS, Alexandria, VA
Consultant, November, 2000 to November, 2003 (3 years)
- Coordinated representation of multiple clients before Congress and state officials.
- Developed and implemented strategic plans including message development, issue management, grassroots, and communications activities.
- Maximized opportunities for earned media through letters to the editor, opinion editorials and other communications venues.

NATIONAL SOFT DRINK ASSOCIATION, Washington, DC (now American Beverage Association)
Director of State & Local Affairs, March, 1998 to October, 2000 (2 years)
- Implemented issue management strategies to achieve legislative goals and objectives.
- Built and managed state-level coalitions to generate support among lawmakers, allied industry groups and the public for industry initiatives.
- Managed field activities among association and coalition members and consultants and participated in public policy and industry group committees.

AMERICAN ASSOCIATION OF HEALTH PLANS, Washington, DC (now America's Health Insurance Plans)
State Legislative & Regulatory Representative, November, 1997 to March, 1998 (1 year)
Policy Analyst, November, 1995 to November, 1997 (2 years)
Legislative Programs Coordinator, June, 1994 to November, 1995 (1year)
Legislative Assistant, June, 1993 to June, 1994 (1year)
- Represented association in coalitions, public policy groups, managed legislative tracking service operations, and established state-level grassroots lobbying program.
- Analyzed state legislation, identified emerging public policy issues and wrote weekly publication highlighting state legislative and regulatory developments.

THE GOODYEAR TIRE & RUBBER COMPANY, Washington, DC
Staff Assistant, June, 1992 to June, 1993 (1year)
- Assisted in the coordination of federal and state legislative activities.

EDUCATION:

The College of Wooster, Wooster, Ohio, 1992 Bachelor of Arts, Philosophy
Academy for Healthcare Management, Washington, DC, 1997 Certificate Program
Uniformed Services University, Bethesda, MD, 1991 Intern, Medical Ethics

PROFESSIONAL ASSOCIATIONS AND ACTIVITIES:

American Council of Young Political Leaders (ACYPL) Delegate, Egypt and Jordan, May, 2005
Honorable Kentucky Colonel Commission, 2000
The Hope for Henry Foundation Board of Directors, 2014 - Present
Medstar Washington Hospital Center, Medical Ethics Committee Member, September, 2014 to Present
State Government Affairs Council (SGAC) Member, 1998 to 2002, AFI Liaison, Vice-Chair, 2000 to 2002
TechAmerica Chair, Health Committee, 2011 to 2012
Washington Area State Relations Group (WASRG) Member, 1994 to 2005 Board of Directors, 1995 to 2004
Woodley House Volunteer, 2011 to 2015 and Board of Directors, 2012 to 2015
Women in Government Relations (WGR) Member, 1995 to 2004, Co-Chair, State Affairs Taskforce, 1997

CLARENCE H. CARTER

(b)(6)

Government & Nonprofit Executive: Operations / Administration / Management

Providing Executive Vision, Strategic Planning, and Organizational Development

Extensive Experience in Highly Visible and Political Roles

Talented and visionary professional with a stellar career defined by fast-track progression through increasingly responsible Governor- and U.S. President-appointed positions within the public sector. Exceptional ability to perceive opportunities and situations differently than most and to consistently position organizations and ideas most favorably. Proven ability to unite previously disjointed, multibillion-dollar agencies behind a shared sense of purpose to more effectively, expediently, and cost-efficiently serve constituencies in need. Highly articulate communicator, trainer, and motivator, able to impart protocols, goals, and visions with near-missionary zeal. Adept in procuring loyal and unwavering support in furtherance of common objectives.

Demonstrated Talent for Change Management

Valuable ability to identify, attract, retain, and inspire top-quality personnel; to clearly enunciate organizational visions; and to join with and motivate staff to effectuate them. Gifted troubleshooter and problem solver with a record of inspiring cross-functional teams to create original solutions to intractable problems. Demonstrated capacity to improve productivity, reduce costs, and augment financial results. Strongly self-motivated, enthusiastic, and committed to professional excellence.

AREAS OF EXPERTISE

- Regulatory Compliance
- Minority Affairs
- Media/Public Relations
- Strategic Planning/Needs Analysis
- Training/Supervision
- Organizational Design
- Team/Group Leadership
- State/Federal Legislation
- Process Planning/Reengineering
- Large-Scale Project Direction
- Presentations/Public Speaking
- Budgetary Planning/Reduction

CAREER PROGRESSION

Institute for the Improvement of the Human Condition (IIHC) – Phoenix, Arizona

[The Institute for the Improvement of the Human Condition is a private sector consulting organization specializing in assisting public safety net agencies in the design and execution of strategies and initiatives to grow the capacity and reduce the dependency of consumers of public safety net benefits, goods and services.]

Founding Director, Institute for the Improvement of the Human Condition (IIHC) (03/2015 – Present)

Arizona Department of Economic Security (DES) – Phoenix, Arizona

[The Arizona Department of Economic Security (DES) is a $5 billion agency serving as the principal safety net agency of Arizona state government administering 40 programs, with the goals of providing emergency supports, growing the functioning capacity and reducing the dependency of safety net users]

Director, Arizona Department of Economic Security (DES) (03/2011- 01/2015)

Appointed by Arizona Governor Janice K. Brewer to serve as the cabinet officer over the largest agency in Arizona State Government, with responsibility for 10,000-person staff, setting enterprise vision, strategic planning, annual budget development, annual legislative development, and the design and execution of more than 40 programs serving more than 1.6 million socially and economically challenged Arizonans. Directly supervise a senior management team comprised of

deputy directors for operations and programs, inspector general, chief information officer, legislative liaison and equal employment officer. Serve as chief spokesperson, actively representing agency and its programs through appearances before legislature, national/local media and program constituent organizations (e.g., national trade associations and community and faith-based organizations).

Selected Achievements:

- Created new office of faith and community to form a stronger outward facing presence with the community of faith and other community partners in service to the broader agency objectives of growing the capacity and reducing the dependency of safety net users. Office forged alliances to increase foster homes for children in the

Director, Arizona Department of Economic Security – continued

Arizona foster care system by 15%. Office was ultimately subsumed by Governor's office to serve same purpose for all Arizona state government.

- Created office of inspector general to centralize program compliance functions and blend continuous process improvement and enterprise data analytics functions. Office increased detection and apprehension of food stamp fraud violations and developed first annual audit schedule for all programs.
- Forged relationship with Arizona State University (ASU) to support the development of a new model for the American safety net. First product of the initiative was to produce the first comprehensive map of the Arizona safety net. This effort created a blue print to enable Arizona to array multiple safety net agencies and services to create a composite picture of a comprehensive safety net and see dependencies and linkages as well as develop an integrated service model.
- Created Office of Strategic Partnerships to manage a demonstration for a model to transform the design and operation of the American safety net. The transformation work was supported by a national academic advisory group comprised of 9 interdisciplinary academicians from across the nation. It was also supported by a federal policy group that was comprised of the leadership of many federal agencies that administer safety net programs.

District of Columbia Government, Department of Human Services – Washington, D.C.

[The Department of Human Services' (DHS) mission is to coordinate and provide a range of services that collectively create the enabling conditions for economic and socially challenged residents of the District of Columbia to enhance their quality of life and achieve greater degrees of self-sufficiency.]

Agency Director (07/2007- 02/2011)

Appointed by Mayor Adrian M. Fenty on July 7, 2007 to serve as chief executive officer in a cabinet-level position with responsibility for all income assistance support programs and related welfare-to-work employment programs, early child care and education, eligibility determination and program quality improvement initiatives, and a wide spectrum of social service programs including homeless services, adult protective services and teen pregnancy prevention efforts. Responsible for a budget in excess of $350 million and is responsible for more than 950 employees. Directly supervise senior management team comprised of deputy for operations, chief budget officer, legislative liaison, procurement officer and general counsel. Served as chief spokesperson, actively representing agency and its programs through appearances before City Council, national/local media and program constituent organizations (e.g., national trade associations and community and faith-based organizations).

Selected Achievements:

- Developed and executed initiative to house 215 families from an uninhabitable shelter to permanent supportive housing. Organized a city government wide interdisciplinary team that included the public housing agency and health and mental health agency to orchestrate a comprehensive plan to find and secure housing and wrap around services for the families. Met the objective in 63 days from charge to completion and closed shelter.
- Developed and executed initiative to house 1200 homeless men and woman in permanent supportive housing to restructure District shelter system. Initiative included housing more than 300 veterans and creating a model

partnership with The Department of Veterans Affairs that has become a national best practice for serving homeless veterans.
- Initiated data sharing legislation adopted by City Council to enable sharing data across multiple agencies in service to shared consumers

U.S. Department of Agriculture: Food and Nutrition Services – Washington, D.C.

Deputy Administrator (04/2005-06/2007)

Appointed by President George W. Bush to serve as principle political appointee of $30 billion Food Stamp Program; the cornerstone of the nation's nutrition safety net, with responsibility for a 52- person staff, strategic planning, annual budget development, annual legislative development and nationwide execution of the program. Directly supervised a senior

U.S. Department of Agriculture: Food and Nutrition Services – continued

management team comprised of Deputy Director, Policy Director, Chief Administrative Officer and Chief Compliance Officer.

Selected Achievements:

- Managed process to approve more than 30 policy waivers to administer emergency food programs as a result of Hurricane Katrina. Food Stamp program cited as one of the programs of the federal government that worked effectively during the disaster.
- Developed the policy provisions of the administration's Farm Bill reauthorization proposal. Highlights of the proposal; increase minimum food stamp benefit, rename the Food Stamp Program (current name Supplemental Nutrition Assistance Program (SNAP)) and provide administrative efficiencies for states.
- Led the program through two consecutive reductions in national payments error rates of 5.8% in 2005 and 5.6% in 2006.

U.S. Department of Health & Human Services: OCS – Washington, D.C.

[The Office of Community Services (OCS) is a $5 billion+ agency of the federal government administering 12 programs, with a goal of reducing poverty and strengthening distressed communities]

Director, Federal Office of Community Services (OCS) (07/2001 – 2005)

Appointed by President Bush to serve as chief executive officer over multibillion-dollar agency, with responsibility for a 60-person staff, strategic planning, annual budget development, annual legislative development, and the design and execution of responsive programs and services meeting the needs of impoverished individuals and communities. Directly supervise senior management team comprised of Deputy Director, Chief Budget Officer, Program Division Directors, and administrative sraff. Serve as chief spokesperson, actively representing agency and its programs through appearances before Congress, national/local media, state/local government, and program constituent organizations (e.g., national trade associations and community and faith-based organizations).

Selected Achievements:

- Reshaped organization lacking a central mission and operating under an outdated construct. United entire agency behind a well-articulated and cohesive purpose and fused a formerly disconnected set of programs into a dynamic, centralized effort. Constructed and instilled a shared vision of building the capacities of low-income people and strengthening their communities, and oversaw the development/launch of large-scale initiatives directly relating to these goals.
- Incorporated goals and objectives from the President, White House, and Office of Management and Budget into strategy and enhancement recommendations that strengthened and retooled legislative programs under the authority of the organization.
- Created nationwide, community-based movement to update the United States' approach to addressing the issue of poverty. Put into place federal, state, and local infrastructure to administer the vision.
- Delivered annual savings of $1.7 million by enforcing a global view of organization; successfully consolidated series of disparate contracts that performed similar functions to eliminate unnecessary redundancies.

- Developed community-based management information system (MIS) that will facilitate local empowerment through knowledge-sharing and state-of-the-art technology.
  - Initiated concept to equip targeted communities nationwide with data, statistics, and metrics enabling more informed decision-making to proactively address community-specific needs relating to ending poverty.
  - Recruited and led team of IT subject matter experts and community leaders in the design of next-generation system compiling and configuring data from disparate sources into a searchable, user-friendly, and high-powered community resource. System will begin beta testing phase in early spring, with deployment scheduled for 2004.
- Established a dialogue to redefine and reduce poverty in America. Devised strategy for and launched nationwide, grass-roots movement, convening multiple, issue-specific focus groups comprised of nationally recognized leaders from financial institutions, government, clergy, corporate sectors, and agencies serving the poor.
  - Led groups in addressing various aspects of finding practical, workable solutions to minimize poverty and drive the self-sufficiency and financial recovery of the impoverished.

U.S. Department of Health & Human Services: OCS – continued

- Commended for building a connected network of problem solvers, with early-stage efforts underway and promising solutions quickly gaining momentum.

Virginia Tobacco Settlement Foundation – Richmond, Virginia

[Foundation develops/funds programs that limit and discourage use of tobacco products, especially among minors. Birthed from the historic settlement of a class action lawsuit by 47 states against tobacco companies, the foundation will disperse a minimum of $400 million in healthcare-related and antismoking initiatives]

Executive Director (01/2000 – 06/2001)

Appointed by Governor to head foundation and exhorted to exhibit the same imagination, drive, and energy previously displayed in inaugurating numerous reforms at Social Services. Challenged to design foundation from ground zero; to recruit/hire/train staff and define their responsibilities; to determine, pioneer, and inaugurate program initiatives; and to ensure a harmonious relationship between all personnel and the 23 Board of Trustee members.

Selected Achievements:

- Created an atmosphere and forum where opposing forces (growers, manufacturers, retailers, antismoking activists, healthcare community) on extremely emotional issue can peacefully coexist witb an expectation their sides will be fairly heard.
- Orchestrated landmark educational forum, which brought together intractable opponents for the first time ever, to discuss numerous aspects of tobacco issue. Achieved major breakthrough in getting all sides to agree on the desirability of developing a rational approach to a shared dilemma.

Virginia Department of Social Services (www.dss.state.va.us) – Richmond, Virginia

[Dedicated to fostering self sufficiency and healthy families and communities across the Commonwealth, VDSS-offered programs include: welfare, food stamps, Medicaid, child support enforcement, child protective services, licensing of child care and adult home facilities, daycare, and adoption/foster care services]

Commissioner (01/1996 – 01/2000)

Entrusted to manage all programs and operations while furthering reform of the welfare system (Governor's signature initiative). Challenged to clearly articulate the vision for welfare reform, to interpret the Governor's vision for human service programs to the localities, to set policies and procedures, and to move an intractable bureaucracy toward unprecedented change. Led staff of 1,500 who supported another 6,500 local workers in 121 social services departments. Supervised senior leadership team, including eight direct reports. Administered annual operating budget of federal, state, and local dollars exceeding $1 billion and oversaw 41 separate programs and initiatives.

Budgetary responsibility included presentation to General Assembly and guidance through all legislative stages leading up to and including passage. As Human Services liaison, advised Governor and Secretary on issues/trends, recommended

modifications to state law, and testified before legislature to gain passage of initiatives. Represented agency before the media, state/federal/local governments, and other human service organizations nationwide.

Selected Achievements:

- Joined with Governor and Cabinet Secretary to design welfare reform legislation. Determined operational parameters, secured federal operating waivers, and lobbied legislature to ensure passage.
- Overhauled agency design and function to deliver services more efficiently, implement new programs/initiatives, and best serve customer base.
- Spearheaded and shepherded welfare reform program's successful implementation. Convinced frontline bureaucracy of its merits, overcame objections of recalcitrant jurisdictions, and changed internal procedures and operational culture to accept new paradigm.

Virginia Department of Social Services – continued

- Saved Virginia taxpayers over $200 million during first four years after implementation of reform. Cut welfare roles 51% (from 74,000 to 35,000) and enabled over 30,000 previously idle public assistance recipients to find jobs and realize $130 million in new earnings.
- Rehabilitated development and oversaw successful implementation of a major computer system that was four years overdue and millions over budget. Interfaced with major players and reengineered the design, which resulted in VDSS's ability to convert to new state-of-the-art eligibility determination system.
- Increased federal revenues $50 million annually by pioneering system to more accurately report and categorize federal spending. Also instituted a program that expedited increase of federal monies to localities.

Virginia Department of Social Services - continued

- Created Office of Inspector General to provide a first-ever nucleus for operational integrity. Combined existing integrity functions (such as internal audit and hearings officers) with new initiatives in order to provide the Commissioner with accurate and ongoing internal review of agency programs.
- Redesigned human services operation to emphasize frontline support and strengthen regional office system. The "Millennium Project" brought together representatives of the various offices and programs served by the central office, determined regional configuration that best served their needs, and established an augmented network.
- Designed and launched Management Assistance Program. MAP examined in-depth all local agency processes, provided recommendations for improvement, and transformed a program-specific and fragmented evaluation approach into an integrated and holistic process-improvement review. Convinced once bitterly opposed localities, who feared being exposed as deficient, that the review was as concerned with process improvement for the state as it was local agencies. There is now a waiting list of volunteers to be the next agency reviewed.
- Collected $54 million in child support from non-custodial parents. Presided over the design and launch of an amnesty program guaranteeing parents in arrears that the Commonwealth would not initiate punitive action providing they contacted the department and entered into payment arrangements.

PROFESSIONAL PROFILE

Education:	Indiana University of Pennsylvania, Indiana, Pennsylvania **Bachelor of Arts in Criminal Justice & Political Science** (1981)
Affiliations:	American Public Human Services Association, Board of Directors (1999)
Community Service:	Make-A-Wish Foundation of Richmond and Western VA, Board of Directors (1996 – 1999), Chairperson (1999) Family & Children's Trust Fund, Board of Directors (1996 – 2000)
Presentations & Public Appearances:	Reforming the American Safety Net – Congressional Testimony (2013) Transforming the Arizona Safety Net National Press Club (2013)

Case for Renewal (keynote address to International Social Security Assoc. , Seville, Spain (2010)
"Redesign of Federal Food Stamp Program" – Congressional Testimony (1999)
"Next Steps in Welfare Reform" – Congressional Testimony (1999)
"Building a Strong Community Infrastructure" – Keynote Address, Community Collaboration Conference (1999)
Crossfire – Public Affairs Program, CNN (1993)
C-Span Morning Roundtable (1992)
Our Voices – Public Affairs Program, Black Entertainment Television (1992)
Lead Story – Public Affairs Program, Black Entertainment Television (1992)

(b)(6)

Shannon Christian

(b)(6)

Summary: Experienced leader/administrator of complex, high-visibility public programs and reform initiatives at federal and state levels with expertise in social services, welfare-to-work, and school readiness/success issues. Skilled in communications, social marketing, policy development, project management, and interdisciplinary and cross-sector work.

Professional Experience

Independent Public Policy Consultant, Chicago, IL, 2012--Present

Consult on state and national social welfare policy. Focus on healthy child development, child care, prevention/intervention strategies, and cross-program systems building. Partial project listing:

- **Be Strong Families** -- Currently conducting Parent Café evaluation project for national nonprofit focused on strengthening families, building social-emotional skills, and developing community leadership capacity. (I also serve on their board, contributing to strategic planning and resource development efforts.)
- **BLH Technologies, Subcontract – for DHHS ACF** -- Co-designed web-based communications tool to support sharing and collaboration among 200+ members of the federal Child Care & Early Education Policy and Research Consortium.
- **Berry Dunn, Subcontract -- for State of Colorado** – Identified and reviewed state child care policies and information technology decisions across the nation to support program integration and collaboration to improve customer service, program functioning, and accountability.

Director, Governor's Office of Early Childhood Development and Consultant, Illinois Dept. of Human Services, Chicago, IL, 2010--2012

Established new office to guide and support the Illinois Early Learning Council and state agencies in building a comprehensive early childhood system and oversee related federal grants.

- Led strategic planning process to revisit scope, direction and decision-making process for 75-member, public-private partnership advising the governor.
- Oversaw development and launch of federally funded home visiting service expansion for new parents in six communities. Project included public awareness and engagement strategies for community partners and parents, and rigorous research components working with university partners.
- Managed federal Early Childhood State Advisory Council grant and sub-grants including procurement of contracts to link early childhood data systems, build collaborative capacity, engage "hard to reach" families, and improve quality of services through professional development and other means.

Consultant, Christian & Tvedt Consulting and Independently, Washington, DC, 2006-2010

Provided expert consultation and lectured on early care and education, workforce development, child care subsidy, and evidence-based programs and policies that support working parents and healthy child development. Formed consulting partnership, Christian & Tvedt Consulting, LLP, in March 2008. Partial project listing:

- **Mathematica Policy Research, Inc**. Provided guidance on technical assistance portion of product for HHS to help states design, implement and evaluate Child Care Quality Rating Systems.
- **District of Columbia**. Drafted RFP for evaluating's pre-k and early learning programs and a visioning strategy for early childhood education in a recently formed umbrella agency for education policy and programs.
- **Early Care and Education Consortium.** Developed research-based policy framework for the country's largest for-profit and not-for-profit providers of child care services.
- **Cornell and Columbia Universities.** Addressed graduate students at Cornell on the relationship between economic development and child care, and Columbia Teacher's College on overall child care policy. Assisted Ph.D. students seeking to identify policy-relevant dissertation topics.

Associate Commissioner, Administration on Children, Youth and Families, Child Care Bureau, U.S. Dept. of Health & Human Services, Administration for Children and Families, Washington, D.C., 2002-2006

Top official and spokesperson for the federal Child Care Bureau in the Administration for Children and Families (ACF) overseeing $5 billion per year Child Care and Development Fund (CCDF), a block grant program to states and Native American tribes to subsidize child care for low-income families and improve quality and supply of child care and afterschool services for children ages 0-13.

- Led three divisions managing more than 100 national and regional staff, contractors and grantees.
- Oversaw extensive training and technical assistance to states and tribes shaping and implementing child care/early learning programs and policies, including strategies for social-emotional development.
- Ensured accessibility and relevancy of federally funded-research to state and tribal administrators.
- Brought top university researchers, child care administrators, and other stakeholders together through conferences and other events to share and strengthen the evidence base for better decision-making.
- Directed key pieces of president's school readiness initiative, enabling states to achieve significant and measurable progress in new target areas while also meeting original CCDF goals.
- Built strategic, external relationships to bridge economic, political and philosophical differences across early learning stakeholder groups from child care, Head Start and pre-k, to public health and nutrition programs, Medicaid, TANF, and others.
- Prepared Assistant Secretary for media interviews, congressional hearings, and other speaking engagements. Wrote and edited speeches, reports to Congress, program brochures, and other publications.
- Met/exceeded all federal accountability goals.

Consultant, Indiana and Florida, 1999-2001

Hudson Institute, Welfare Policy Center, Indianapolis, IN, 1999-2001.

- Coordinated innovative public-private partnership evaluating state's comprehensive welfare reform.
- Co-led development of state's fatherhood initiative, reducing barriers and increasing state resources.
- Wrote published reports and policy papers.

WIN Multimedia— web-based services, TV, and video production company, Tallahassee, FL, 2000-2001.

- Contributed to design and development of interactive multimedia distance learning and training vehicles.
- Participated in strategic planning and development. Produced marketing materials and proposals for new business, funding, and sponsorship.

Executive Vice President, James Madison Institute, Tallahassee, FL, 1998-1999

Led positioning and branding during time of gubematorial party change and merger with competing state policy think tank; absorbed broader issue agenda and very different organizational culture. Developed projects. Promoted membership, events, and publications. Wrote op-eds and issue papers.

Senior Policy Adviser to Secretary, Wisconsin Dept. of Workforce Development, Madison, WI, 1996-1998

Assisted state labor secretary with oversight, implementation and management of public perceptions of welfare and related workforce development initiatives, which had been transferred from the state's Health and Social Services Department to strengthen the program's connection to work.

- Refined and promoted Wisconsin's landmark welfare replacement program; guided the successful restructuring of controversial child care co-payment system.
- Launched new office of policy analysis; directed the work of the state's Glass Ceiling Commission.
- Addressed program critics and negative press related to the development and launch of welfare reform, including public presentations, radio and TV.

Chief of Planning, Office of Policy and Budget, Wisconsin Dept. of Health and Social Services, Madison, WI, 1992-1996

Led team of policy analysts and planners to develop policy and program strategies addressing issues from health care to poverty reduction, juvenile justice to child welfare in one of the nation's broadest human service agencies.

- Developed nationally recognized, work-based welfare reform initiatives that significantly influenced the course of federal welfare reform; served on small team reporting to the dept. secretary and governor.
- Staffed the secretary, who staffed the governor as he participated in health care and welfare reform efforts at the national level, including during his term as chair of the National Governors Association.
- Collaborated with stakeholders in counties, technical colleges and universities, workforce and economic development boards, private sector, and non-governmental agencies.
- Wrote speeches, promotional pieces and issue papers. Spoke on radio and in person.

Special Assistant, Office of the Secretary, Congressional Affairs, and Office of Policy, U.S. Dept. of Labor, Washington, D.C., 1988-1992

Policy analyst and project lead for three labor secretaries. Covered topics in work-family balance, child care and parental leave, employment and training, competitiveness, and education and skills for the 21st century.

Public Relations Officer, **S.K. O'Brien and Assoc. Public Relations**, Washington, D.C., 1982-1985

Education

Northwestern University, Kellogg School of Management Executive Scholars Program, Chicago IL
Nonprofit Management Certificate, December 2013

Harvard University, **John F. Kennedy School of Government,** Cambridge, MA
Master in Public Policy, June 1987 -- Concentration: Business and Government

California State University, Chico, CA
Bachelor of Arts, May 1981-- Majors: Economics and International Relations/Political Science

Note: *See Attached Resume Supplement for Professional Training, Board and Volunteer Service, and Affiliations*

Resume Supplement for Shannon Christian

Professional Training

Nonprofit Management Certificate, Northwestern University, Kellogg School of Management Executive Scholars Program, Chicago IL, December 2013

Circle (Practice) Training -- Leadership and communication process/tool similar to peace circles used in restorative justice, but with broader application, Art of Hosting, November 2013.

Leadership/Negotiation Workshop: Beyond Yes -- Summer Institute, Authentic Leadership in Action (ALIA), Halifax, Nova Scotia, 2012.

US DHHS Training for Senior Managers – Required courses in logic model development, supervision, plain language writing, the federal Program Assessment and Rating Tool (PART), and other topics, 2002-2006.

Executive Development Seminar: Leading Change -- 2-week session at US Office of Personnel Management's (OPM) Federal Management Development Center in Shepherdstown, West Virginia, 2002.

Board and Volunteer Service

Be Strong Families – Board Member for Chicago-based national non-profit focused on parenting and community capacity building in the context of social justice, peer-to-peer learning, and self-reflection. Board work for BSF includes strategic business planning, resource development, grant applications, and exploration of alternative, more meaningful evaluation strategies for family support, 2012-present.

Support Chicago Dogs – Organizing Committee leader and spokesperson for effort to promote thoughtful density planning, responsible dog ownership, and park access for leashed dogs, Chicago, 2014-present.

Harvard Kennedy School of Government Alumni Association (HKSAA) – Elected Board Member of organization serving alumni worldwide, 2008-2012. Participate in building Chicago HKS Alumni Network in collaboration with Cambridge Office. Ongoing.

Center for American Progress – Member of bipartisan child care advisory panel, May 2014 to 2016.

ReadyNation – Presenter and participant in national discussion group supporting the discovery, documentation and promotion of cost effective early childhood investments, 2008-2010.

Club Positivo & Opcionnes Program – Consultant to founder on strategies to expand international youth development program focused on building self-esteem, conflict resolution, and academic skills to the United States, 2008.

World Forum on Early Care and Education, Malaysia – Presenter and participant at pre-conference institute on funding policy and early childhood development strategies and services for AIDS orphans in Sub-Saharan Africa and other high-incidence countries globally, 2007.

Additional Affiliations

Child Care Policy Research Consortium of the Office of Planning, Research and Evaluation, Administration for Children and Families, US Department of Health and Social Services.

Chicago Art of Hosting Community of Practice – promotes strategies for participatory leadership, community building, and civic engagement.

Tim S. Clark

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SUMMARY

An expert at communication strategy and grassroots advocacy; has earned a reputation for directing powerful public-affairs and candidate campaigns that deliver success even against superior financial resources. As a communications professional, has been quoted in dozens of news outlets and has been recognized for excellence by the *American Association of Political Consultants*.

EDUCATION:

Bachelor of Arts, Political Science — 1993
Minor, Business Marketing,
San Jose State University
1 Washington Square, San Jose, CA 95192

PROFESSIONAL

President, Clark Strategy Group LLC — 2009 to Present
2495 Vineyard Drive, Auburn, CA 95603

Chief of Staff, California State Senate — 2015 to 2016
State Capitol, Sacramento, CA 95814

Partner, JohnsonClark Associates — 1994 to 2009
2150 River Plaza Drive, Ste 150, Sacramento, CA 95833

SALARY HISTORY

2016	CA State Senate	(b)(6) Annual Salary (departed April 2016)
	Clark Strategy Group	(b)(6) (estimate)
2015	CA State Senate	(b)(6) Annual Salary (started April 2015)
	Clark Strategy Group	(b)(6)
2014	Clark Strategy Group	
2013	Clark Strategy Group	
2012	Clark Strategy Group	

CAREER HIGHLIGHTS

- June 2016, served as the California State Director for Donald J. Trump for President. In the June Primary, Mr. Trump won by large margins in every county and every congressional district, earning all 172 of the state's delegates.
- November 2016, served as the Southwest U.S. Political Coordinator for the Trump Pence campaign. Directed a grass roots army that delivered over 1.5 million phone calls and thousands of onsite volunteers to battleground states, as well as 20 million online impressions through social media.
- 2015, served as Chief of Staff to California State Senator John Moorlach, directing a communications and legislative effort that quickly branded the freshman Senator from Orange County as California's leading taxpayer advocate and budget hawk.
- Undefeated in California statewide primary contests and is one of just a handful of GOP consultants who have managed a winning statewide general election race.
- Successful in expanding the GOP base, helping elect America's first Vietnamese-American state legislator and the nation's highest-ranking Korean American elected official.
- Successful in promoting female candidates, including several big-city mayors and California's highest ranking Republican, Board of Equalization Member Diane Harkey.
- Multiple recipient of the "Pollie Award" from the American Association of Political Consultants for creative advertising excellence.
- 2004, named by Campaigns & Elections magazine as one of ten "rising stars" in national politics.
- A frequent college guest lecturer and presenter at professional conferences, addressing the topics of strategy, messaging, organization management, public policy and communications.

SKILL SET HIGHLIGHTS

- **Communication Strategy** – Has directed communication strategy and participated in strategy teams for candidate and public affairs campaigns in California, Oregon, Washington, Nevada, Utah, Virginia, New Mexico, Texas, Idaho and overseas. An analytical and strategic thinker by nature, understands how to integrate research, polling, and operational considerations into a winning effort.

- **Policy Support** – Has advised multiple elected leaders and industry executives in developing strategic communication plans to support their policy proposals. Has provided 'background' and ongoing earned media support to build and manage public opinion and support for policies.

- **Earned Media Management** – Has served as a press spokesman for campaigns in California and abroad. Familiar with the political press corps in Washington D.C. and California. Expert at handling earned media for crisis management situations. Has executed strategies that gained millions of dollars in positive earned media for clients.

- **Grass Roots Leadership** – Has recruited, trained, organized and managed large grass roots advocacy efforts. The 2016 Donald J. Trump for President California grass roots team walked thousands of precincts in the primary, then managed 20 phone bank locations for the general election, delivering over 1.5 million calls to target battleground states.

- **Social Media Growth** – Expert at growing an effective online presence, including Facebook and Twitter communication growth.

- **Legislative Advocacy** – A former Chief of Staff in the California State Senate, has a strong understanding of legislative drafting, coalition building, stakeholder relations, messaging, and other elements to successful legislative campaigns.

- **Campaign Management** – Has managed large, multi-million dollar campaigns. Expert at creating an integrated organization, tying in finance, communications, earned media, and other operations into a synchronized effort. Strong budget and critical-path-management decision-making skills. Has built large organizations to execute broad-based public affairs and candidate campaign efforts.

PERSONAL

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- Active youth soccer volunteer for over 15 years, including as a coach, board member and donor. Currently serving as the volunteer varsity soccer head coach for Cornerstone Christian School, Sacramento, CA.

- Earned his Eagle Scout rank as a youth.

KELLY M. CLEARY

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EDUCATION

The Catholic University of America, Columbus School of Law, Washington, D.C.
Juris Doctor, May 2006, *Magna Cum Laude* Rank: 7/210
Recipient of the Archbishop Fellowship, a merit-based scholarship award, 2003-2006
Editor-in-Chief, *Catholic University Law Review*, 2005-2006; Staff member, 2004-2005

Colgate University, Hamilton, NY
Bachelor of Arts, May 2002 Major: Biology
Beta Beta Beta, Biology Honor Society, inducted Fall 2001
Vice President, Kappa Alpha Theta Sorority
Fall Study Abroad at the University of Queensland, Brisbane, QLD Australia

EXPERIENCE

AKIN GUMP STRAUSS HAUER & FELD LLP, Washington, D.C.
Senior Counsel, January 2017-Present; *Counsel,* January 2012 – January 2017, *Health Care Associate,* October 2007 – December 2011; *Summer Associate*, May 2005 – August 2005
Represent a broad-based group of health industry clients on a variety of policy and regulatory matters involving Medicare and Medicaid participation, coverage and payment policies; fraud and abuse; and health information privacy.

- *Medicare and Medicaid regulations*: Help clients navigate complex statutory and regulatory code on a wide variety of issues, including those relating to Medicare and Medicaid participation, coverage and reimbursement. Recent engagements have focused on analysis and implementation of payment and delivery system reforms, including the Medicare Access and CHIP Reauthorization Act (MACRA), Center for Medicare and Medicaid Innovation programs, the Medicaid Managed Care regulatory overhaul, and site neutral payment provisions impacting off-campus hospital outpatient departments.

- *Legislative and regulatory advocacy*: Routinely track and analyze proposed legislation and regulations, and assist clients in developing and implementing strategies to achieve policy goals. Advise clients on various major Congressional healthcare initiatives considered in the past several years, including the HITECH Act, the Patient Protection and Affordable Care Act and MACRA, and assist clients in advocacy efforts before HHS, CMS, the FDA and other federal agencies and departments relating to implementation of those initiatives.

- *Fraud and abuse / compliance*: Counsel clients on state and federal fraud and abuse laws, including the Stark Law, Anti-Kickback Law, False Claims Act, and Physician Payment Sunshine Act, and assist clients in designing and implementing compliance programs and responding to government investigations. Litigate on behalf of clients in federal court in lawsuits arising under the False Claims Act and Anti-Kickback Statute. Assist clients in all aspects of litigation, including discovery, depositions, witness preparation, pre-trial preparation, trial, and post-trial briefing.

- *Information Privacy*: Counsel healthcare clients on issues arising under state and federal privacy, security and data breach notification laws and regulations, including HIPAA, the HITECH Act, and the FTC Red Flags Rule.

UNITED STATES DISTRICT COURT FOR THE EASTERN DISTRICT OF VIRGINIA, HONORABLE CLAUDE M. HILTON, Alexandria, VA
Judicial Clerk, September 2006 – August 2007
Reviewed motions and briefs on civil docket and researched relevant legal issues. Regularly briefed Judge on matters before the Court and prepared bench memoranda for trials and motions practice. Drafted opinions and orders consistent with Judge's rulings.

UNITED STATES DEPARTMENT OF LABOR, Office of Health Plan Standards and Compliance Assistance, Washington, D.C.
Intern, May 2004-September 2004
Assisted attorneys in providing interpretive guidance to outside counsel, employers, and health plan participants regarding recent changes to ERISA. Researched and drafted memoranda discussing emerging issues in healthcare law, specifically mental health parity and genetic discrimination.

PUBLICATIONS

February 10, 2015	"OIG Releases New Proposals on Anti-kickback Statute Safe Harbors, Exceptions to the CMP Law and the Gainsharing Prohibition" *Financial Fraud Law Report*
October 10, 2014	"OIG Releases New Proposals on Anti-kickback Statute Safe Harbors, Exceptions to the CMP Law and the Gainsharing Prohibition" Akin Gump Client Alert
September 10, 2014	"Fire Safety Requirements for Hospitals and Other Health Care Facilities: How CMS Is Interpreting Occupancy Classifications and What This Might Mean for Many Health Facilities Across the Country" Akin Gump Client Alert
May 28, 2013	"Akin Gump Authors Explore Upcoming Compliance Requirements of HITECH Act" *Intellectual Property & Technology Law Journal*
April 17, 2013	"Physician Payment Sunshine Act: How Hot Could It Get in the Sun?" *Bloomberg BNA*
January 25, 2013	"Health Sector Braces for Wide Impact of Newly Released HITECH Omnibus Rule"
February 2009	"Limiting the Scope of the False Claims Act: the Tenth Circuit's Decision in United States ex rel. Conner v. Salina Regional Health Center" *The Metropolitan Corporate Counsel*
March 2009	"Lessons From a False Claims Act Case Alleging a Violation of the Anti-kickback Act: United States ex rel. Pogue v. Diabetes

Treatment Centers"

The Metropolitan Corporate Counsel

SPEAKING ENGAGEMENTS

"MACRA, MIPS & You – What's Next?: Policy Perspectives," Statewide Continuing Medical Education Program hosted by the Nevada State Medical Association, January 10, 2017

"Forecasting the 2017 Health Care Agenda: An Election Day Breakdown of What's in Store for Health Sector Stakeholders," Akin Gump CLE Program, November 8, 2016

"What Does Performance Under Medicare's Value-Based Modifier (VM) Program Suggest Concerning Physician Performance Under MACRA: A Conversation With Kelly Cleary," The Healthcare Policy Podcast, July 20, 2016

"Overview of Physician Payment System Reforms in the Medicare Access and CHIP Reauthorization Act of 2015," The Health Collaborative, June 18, 2015

"Paying for Value: An Olympic Challenge," Wisconsin Collaborative for Healthcare Quality Annual Assembly, March 8, 2016.

COMMUNITY ACTIVITIES Ministry of Mothers Sharing; Shrine of the Most Blessed Sacrament Ave Maria Sodality; Heart of L'Arche Society

BAR ADMISSIONS Virginia, District of Columbia

BRIAN COLAS

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EXPERIENCE

UNITED STATES SENATE, Washington, DC **2015-present**
Senate Banking Economic Policy Subcommittee Staff Director for Senator Tom Cotton
Previously – Deputy Legislative Director, Legislative Counsel for Senator Cotton

- Manage Banking Committee work for Senator Cotton. Lead Senate Banking Subcommittee on Economic Policy. Responsible for hearings, witnesses, subcommittee reports.
- Previously managed Healthcare, Taxes, Trade, Entitlements, and Commerce for Senator Cotton
- Wrote 6 bills that Senator Cotton introduced from 2015-2017
- Heritage Foundation Weyrich Fellow
- Lead Senator Cotton's Leadership PAC –Campaign for and contribute to candidates across US.

MCKINSEY & COMPANY, Washington, DC **2011-2015**
***Engagement manager**, January 2014 – July 2015*
***Associate** – 2011 – January 2014*

- Led teams serving clients on strategy, operations and organizational change projects
- Industry experience in healthcare, technology, pharmaceuticals, energy, and public sector
- Completed secondment (temporary transfer to client) as ***Director of Strategic Initiatives*** for **JobsOhio**, Ohio's economic development organization
- Taught 'Basic Consultant Readiness' training for new consultants
- Led mid-Atlantic legal recruiting– conducted >200 interviews and wrote cases used by McKinsey interviewers globally
- Co-developed and led McKinsey Law Insights program – one-day training session for law students

AMERICAN ISRAEL PUBLIC AFFAIRS COMMITTEE, Washington, DC **2007-2008**
Campus Outreach Director

- Led program to create pro-Israel student organizations on Historically Black and Christian colleges

EDUCATION

UNIVERSITY OF VIRGINIA SCHOOL OF LAW, Charlottesville, VA
***Juris Doctorate** (passed VA bar in Oct 2011)* **2008-2011**

- Leadership Board – Virginia Criminal Law Journal
- Clerkships with Virginia Beach and Eastern District of Virginia Prosecutor's Offices
    - Prosecuted misdemeanors and one drug felony in Virginia Beach courts
- Taught LSAT & GRE Prep Classes with Kaplan throughout law school

LIBERTY UNIVERSITY, Lynchburg, VA **2004-2007**
***B.S. with Honors in Political Science,** Dec 2007*

- Student Body President of 10,000+ students

Jon Joseph Cordova

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Leader Experience

- Inspirational & motivational Leader – large multi-functional teams
- Change Agent – Organizational Efficiency
- Develops & Influences strategic intent to drive results
- Strong business acumen & process re-engineering
- Develops customer focused strategies
- Marshalling resources across organization/coalitions
- Understand long term organizational lifecycle
- Thrives in complex engagement environments
- Results Focused – Plan, Execute & Deliver – General Manager experience/P&L accountability
- Possibility Thinking – strong Innovator

Career Highlights

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ORACLE

2014 to Present

Sr Director - Customer Experience

San Francisco, CA

Customer Experience – Omni-channel Cloud products for top tier accounts (over $1B in revenues. Products are primarily targeted at CRM, Contact Centers, Web Self Service & Knowledge Mgmt. Delivered as SaaS, PaaS, and solutions integrating to HCM, ERP, Marketing & Social Clouds. Supported by 9 Application Sales Managers, 9 Pre-sale, 5 Customer Success managers and 4 solution consultants.

- On a team of 9, hired 6 sales resources – on-boarded, trained and managed team to grow the business by 20% and exceed revenue objective of $13M SaaS revenues. Three of new hires have been promoted for the exemplary sales performance – including the largest SaaS Field Service deal to Google - $2.2M. Other notable companies are Adobe, VISA, SanDisk, Apple, William Sonoma, Symantec, Caesar's, HP, Franklin Templeton, Zion's Bank, EA and Logitech.

RolePlay, LLC

2009 to 2014

Sales & Marketing Executive Consultant

Danville, CA

RolePlay is a professional consulting firm focused on ***marketing messaging for lead generation, sales management – channel & direct, and process management*** *for emerging companies. Key results:*

- **Envizio** – Mobile Commerce – Collaborated with Development and Marketing to create offering for mobile wallets. Designed, implemented and operated **Salesforce.com,** sales design and performance reporting.. Secured pilot ($250K) with Wells Fargo and Safeway to launch innovative ecosystem. Offerings are: SaaS-based, mobile technology, eCommerce, UI/UX, iPhone/Android app, consumer analytics, lead generation & marketing.
- **e4e** – BPO – Directed 5 sales executives that generated $5.2M in new revenue projects. Organized and deployed activity mgmt. model and CRM workflow – **Salesforce.com** Supported operations offshore in India, UK and China – Technical Support, CRM, IT infrastructure Services & Development services. **Key account were Honeywell, Apple, Symantec and HP.**
- **Convergys** - BPO - Acquired **new** technology clients and secured deal with Apple – NEW LOGO, valued at $34M annually – CRM, Technical Support, Managed Services

SIVOX

2003 to 2009

Chief Operating Officer/Vice President Sales & Marketing

Philadelphia, PA

SIVOX is a SaaS start-up focused on ***Performance Mgmt technology for contact centers****, including Business Intelligence, Speech Analytics, HCM ,& Artificial Intelligence* ***Resulted in acquisition***

- **Tripled revenue ($5M) and client base (6)** . As first sales resource (**player-coach**), focused on acquiring new markets and building share – targeting enterprise markets. Created proactive sales model that included lead generation, targeted campaigns and solution-based selling motion. **Key accounts were AT&T, Sprint, MCI/Verizon, Medical Mutual and Citigroup.**
- **Created breakeven operating model.** Established cash positive environment; including **fund raising, cash management and financial planning**. Developed initial workflow across functional areas using **Salesforce.com** as platform for ongoing performance management and forecasting. Incorporated forecasts model into cash forecasting process and developed a predictable approach
- **Designed & Launched three new products** Engineered technology roadmap and solution architecture to improved service-ability. Collected customer feedback and developed gap analysis for product adoption – key activity was conversion from software to **SaaS model**. SaaS, e-learning, Analytics,

e-talk

2001 To 2003

Vice President Global Sales & Services

Irving, TX

etalk is a technology provider of CRM, Performance Management and Analytics for; contact centers, technical support and revenue generation functions. ***Resulted in the acquisition of e-talk.***

- **Managed entire sales operation**. Architected and deployed CRM design (Seibel On Demand) focused on adherence, predictability and efficiency. Managed regular sales activity as compared to plan and created scorecard approach. Developed compensation/incentive plans that recognizes high performance individuals. Managed quote-to-cash process and revenue recognition.
- **Grew the overall revenue stream** by 75% to $41M, while containing costs ($12M budget). Focused on targeting the "right" customers, with the "right" solution, with the right "sales" resource. Collaborated with customers, development, marketing and others to optimize and continually evaluate efficiencies. **Key wins were; Kaiser, Southwest Airlines, Norwegian Cruise Lines, Aetna healthcare, United Healthcare, Verizon, BofA, IRS, Sitel, Convergys, The Limited, US Cellular, Dell, General Electric and General Motors ,**
- **Doubled Global Partners** (EMEA, LATAM, APAC) markets revenue and added 10 new VARS in major CRM markets outside of U.S. Recruited, trained and managed ongoing performance
- **$24M in Enterprise Software revenue** from $13M, 80+ personnel deployed globally including Account Executives, Sales Engineers, Channel Managers and Field Engineers that engage F500 in 40 Countries.

Lucent Technologies

1996 To 2001

General and Branch Manager – Small Business Markets

New Jersey Zone – Basking Ridge, NJ

Accountable for New Jersey market performance; 1) financial results-revenues & P/L, 2) Customer Value, 3) Market Growth and 4) Associate Value. Managed 65+ sales resources & 20 Business Partners.

- Directed sales operations; territory development, lead generation, forecasting and performance management. Responsible for Partners through recruitment, development and sales support.
- Exceeded revenue plan every year - $65M/100K customers. Improved market coverage with new multi-channel distribution strategy—expanded partner network, develop joint venture & recruit new sales capabilities.

General Manager - Global Operations

Customer Care Center – Parsippany, NJ

Accountable for development and execution of the Customer Care strategy for the top 200 Global commercial customers. Managed portfolio of $400M and a team of 130+, deployed nationwide.

- Collaborated with multi-functional team to **deploy SAP** across enterprise. Focused on project mgmt. of rollout, user adherence and compliance, management and performance systems.
- **Generated nearly $110M in resolved customer accounts.** .Directs the cash management strategy and accountable for improving; Average Days Outstanding, Account Aging and Past Due account management.

AT&T

1983 to 1996

Sales Manager - Global Business Communications Systems (GBCS)

Indiana Enterprise Business Market

Directed the sales and marketing efforts. Accountable for; 1) financial results, 2) Customer Value, 3) Market Growth and 4) Associate Value. Managed 20 associates and 3000 customers.

- Managed the entire sales cycle, collaborated with internal stakeholders, understand competitors' activity with the focus of achieving sales objectives. Managed adherence to CRM inputs and align with performance
- **Exceeded revenue plan every year**. Increased revenue stream from **$12.8M to $30.8M / 140.6% growth.**

Education

February 1994

Ann Arbor, Michigan

Executive Education – Management

June 1980

Westwood, California

Bachelors of Science - Business- Economics

Janice M. Cotter

(b)(6)

PROFESSIONAL SUMMARY

Resourceful, hard-working, detail-oriented professional seeks challenging position. Schedule C Appointee in the Administration of President George W. Bush at the Department of Health and Human Services (DHHS). (b)(6) (b)(6) *Strengths include: strong verbal/written communication skills; enjoys fast-paced and multi-tasking environments; rational thinker under pressure; solid management background; exercises sound judgment; demonstrates strong self-initiative; effectively interacts with personnel at all levels; positive attitude; keen business sense; exercises discretion; crisis management; manages for successful outcomes; problem solver; and maintains a good sense of humor.*

(b)(6)

PROFESSIONAL EXPERIENCE

Department of Health and Human Services **Washington, D.C.**
Immediate Office of the Secretary, Office of the Executive Secretariat
Director, Office of Documents and Regulations Management, ODRM (September 2007-January 2009)

- Successfully managed the office reorganization for the personnel actions for Program Manager, Regulations Coordinator, Records Management Specialist, Office Automation Assistant, and Summer Intern
- Awarded "On The Spot" Awards to three ODRM staff members
- Supervised the fourteen professionally trained staff that open, read, and screen every letter that is addressed to the Secretary and are knowledgeable about the Department's programs and are familiar with the priorities of the Secretary while assigning the document to the HHS component that will respond
- Responsible for analyzing and processing decision documents, policy statements and high priority correspondence
- Ensured top quality and timely responses to accomplish the "One HHS" program's mission and goals
- Oversaw the process for receiving, delivering, and securing classified documents
- Ensured that correspondence, regulations, FOIA requests, official file documents and other items are properly coordinated within the Department and the Administration (including OMB and other Departments)
- Participated in multiple ITO Contract ReCompete-Vendor Presentations from May 2 through May 12
- Provided expertise and suggestions when CMS's correspondence system crashed in January of 2008 by being a resource to work with Sole Solutions Inc. for a workflow solutions system called SWIFT similar to the one used in ES for the Secretary's mail
- Hosted the September Meeting of the Council of Federal Executive Secretariats with the Chief of Staff as the guest speaker and FOIA Best Practices Panel
- Oversaw the maintenance of the official Secretarial and the Deputy Secretary's documents in departmental files
- Managed the staff who process the correspondence and other documents in final form for the signature of the Secretary, Deputy Secretary, Chief of Staff and the Executive Secretary including the use of the autopen machine where appropriate
- Interacted weekly and frequently daily with the SWIFT support team to report issues as they arose with the automated document tracking system used in ODRM
- Created the 2007 ODRM Quick Reference Guide which gives a step-by-step standard operating procedure for every task that is performed by the staff
- Energetically supported a worklife quality that improved organizational effectiveness which fostered team spirit and unity of purpose which built a climate of cooperation and trust where colleagues respected and valued individual diversities
- First responder for emergency Secretary auto penning after hours, on weekends, and holidays

Special Assistant/Policy Coordinator (May 2007-August 2007) HHS

- Served as lead on the following CDC issues: Quarantine Rule; E Birth Certificates; Animal Reimportation: Epidemiology Program Office (EPO/CDC); Sexually Transmitted Diseases; and Agency for Toxic Substances and Disease Registry
- Served as lead on Faith Based Initiative; Administration for Children and Families' Native Americans Program Act; Indian Health Service; Office of Women's Health (OPHS); and Office of Minority Health (OPHS)
- Ensured that positions, policies and actions of the OPDIV/STAFFDIVs (as reflected in documents needing Secretarial approval) are consistent with the Secretary's views and policies

U.S. House of Representatives, Personal Office of Chairman Henry J. Hyde **Washington, D.C.**
Legislative Assistant (2005 –2007)

- Interacted directly with Congressman Hyde, including accompanying him to the House floor for votes and assisting with personal matters with the ability to work discreetly in handling sensitive, personal and classified information
- Advanced meetings and events
- Responsible for coordinating and organizing Member's travel with Washington and district schedules
- Lead on the following legislative issues: Agriculture, Arts/Humanities, Energy and Commerce, Environmental, Katrina Issues, Literacy, Natural Resources, O'Hare Airport Expansion, Science, and Transportation in 2005. Health and Human Services in 2006

Overlee Cooperative Preschool **Arlington, VA**
Preschool Director (1997 – 2005)

- Served as Director for a 60-year-old parent cooperative preschool (1945) handling all business aspects of running the school

Preschool Teacher (1990 – 2005) Overlee Cooperative Preschool

- Taught 15+ students each year from ages 2-4 years old, working closely with parents, teachers, county experts and church members to ensure a smooth school year and a developmentally appropriate preschool experience for the whole family
- Attended 16 hours of continuing education courses on an annual basis

Country Day School **McLean, VA**
Preschool Teacher (1997-2000) five afternoons per week while teaching and directing morning classes at Overlee Cooperative Preschool

EDUCATION

Converse College, *Spartanburg, South Carolina,* Bachelor of Arts

JOB RELATED TRAINING

- (b)(6)
- SWIFT (Strategic Work Information Folder and Transfer) Enhancement Team for the 2009 Contract negotiations
- Arranged the Enhancement Executive Secretariat "Wish List" meeting and prepared the document from which the contract decisions were made
- SWIFT Training (ongoing with the new enhancements)
- Council of Federal Executive Secretariats member attending monthly meetings showcasing "Best Practices" on topics such as FOIA requests (09/2007 which I hosted and organized at HHS), Electronic Records Management (10/2007), and Write-In Campaign and Comment Line (11/2007) to name a few
- "Stop Guessing Start Knowing: Strategies to Optimize Federal Performance Management Initiatives Seminar" by Actuate 07/24/2008
- ITO Contract Re-Compete Meetings with the Director of Plans and Operations
- Core Team Member for ITO Contract Re-Compete Meetings for IOS
- Records Management Training/Workshop (ongoing)
- TSP Seminar 06/24/2008
- IT Security Awareness Program 05/30/2008
- ODRM Ethics Training at HHS 04/30/2008
- EEO Diversity Training for Managers and Supervisors, Fall 2007
- "Managing Your Human Resources within the Federal Law Seminar" 08/20-21/2007
- "Legislative History and Statutory Research" two-day seminar, Congressional Research Service, 2006
- "Federal Budget Process" Congressional Research Service, 2006
- "Congressional Appropriations Process" Congressional Research Service, 2006
- "Excel Seminar" House Learning Center, 2006
- "BlackBerry Seminar" House Learning Center, 2006
- For the fifteen years of teaching at Overlee Parent Cooperative Preschool, I annually attended sixteen hours of continuing education (when only eight hours were required) on topics as varied as anger management; bullying behavior; learning styles; stress management; conflict resolution; crises/death in the family; substance abuse; celebrating diversity; to implementing the most current curriculum planning to enhance the skills, knowledge, and abilities for this generation

PUBLICATIONS

The Director's Column, the Pre-Kindergarten Class Column, and the Hot Topics Column in the monthly Overlee Preschool newsletter

AWARDS and ADDITIONAL INFORMATION

Virginia Cooperative Preschool Council "Outstanding Teacher of 2000"

Crystal Plaque from the DHHS ODRM Staff Members etched "In appreciation of your services, dedication, and leadership to the Office of Documents and Regulations Management…Janice M. Cotter…January 15, 2009" upon my departure from DHHS at the close of the George W. Bush Administration

MS Word, MS PowerPoint, MS Excel, MS Outlook, Word Perfect, Correspondence Control System-Strategic Work Information Folder and Transfer (SWIFT), HHS Employ Performance Plan, Business forms on HHS Intranet for Purchase Card Forms

Functions I have performed using automated information systems:
Input and retrieve data; prepare Congressional correspondence and added to Letter Library; receive and respond to e-mails; track the status of actions and requests; prepare charts; prepare reports for overdue correspondence; prepared customized reports for HHS OPDIV/STAFFDIV quarterly meetings; perform FOIA searches

REFERENCES

Ann Agnew — Executive Secretary for the Department of Health and Human Services during the President George W. Bush Administration
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Jamie T. Burke — White House Liaison at the Department of Health and Human Services during the President George W. Bush Administration
(b)(6)

Thomas E. Mooney — U.S. House of Representatives, Committee on International Relations
Staff Director and General Counsel, 2000-2006
703-548-1717

Kamran Daravi

(b)(6)

PROFESSIONAL EXPERIENCE

I. TRUMP-PENCE PRESIDENTIAL TRANSITION TEAM. **GSA, 1800 F Street NW, Washington, DC**

- Agency Landing Team for Department of Health and Human Services.

II. DONALD J. TRUMP FOR PRESIDENT, INC. **Trump Tower, 725 5th Avenue, New York, NY**

Health Policy Advisor. **General Election**

- Outline failures of Obamacare, premium increases, attacking drug addiction and fighting the war on drugs.
- Research for speeches, create policy proposals on healthcare reform and op-ed statements for the campaign.

III. UNITED NATIONS HEADQUARTERS **405 East 42nd Street, New York, NY**

Permanent Mission of the Somalia Republic to the United Nations. **September 2015 - May 2016**

- Advisor of General Assembly of the United Nations Economic and Financial Council (Second Committee).
- Advisor of General Assembly of the United Nations Social, Humanitarian Affairs, and Cultural issues (Third Committee).
- Inform government officials of current political discussion. Create contact files to collaborate with multiple states for drafting resolutions on global diplomatic change.
- Certified in International Negotiations & Decision Making.

Secretariat: Executive Office of the Secretary-General. **January 2015 - May 2015**

Protocol and Liaison Services, Department of General Assembly and Conference Management.

- International Policy Development and Research. Write, edit, update, and facilitate the "Manual of Protocol."
- Assistance and logistics during conferences and events for 193 member states.

IV. ST. JOHN'S UNIVERSITY M.P.H. PROGRAM **8000 Utopia Parkway, Queens, NY**

Graduate Research Assistant **August 2014 - May 2016**

- Focus on: Health Policy, Medicaid, CHIP, Cardiovascular, Physical, Mental Health, Epidemiology.
- Published in Scientific Anthropological Article "Current issue of Neos" acyig.americananthro.org/neos/current-issue/
- Lead weekly anti-hunger workshops for Salvation Army on food security and resiliency to motivate and educate children.
- Assist with in-depth interviews, focus groups, and video storytelling with women and children living in a shelter.
- Research in food security and homeless housing policies including SNAP, WIC, CHIP, Medicaid, ACA, and cash assistance.
- Develop promotional materials to recruit program participants, create nutrition materials to promote healthy eating.
- Transcribe and analyze qualitative data analysis of primary data collection on homeless health using Atlas.ti software.

V. HALO HEALTHCARE INC **19800 MacArthur Blvd, Irvine, CA**

Research Assistant, Breast Cancer Early Awareness and Medical Device Manufacturer. **May 2012 - May 2014**

- Evaluate health policy. Treatment options for pre-cancerous cell detection.
- Assess doctor's usage of "Halo" medical device.
- Reporting manager for fundraisers and events to advocate for pre-cancerous preventative care.

VI. STRAPS UNLIMITED **21541 Surveyor Circle, Huntington Beach, CA**

Director of Marketing. USA Custom Luggage and Cases Manufacturer. **May 2006 - Present**

- Three year New York Fashion Week representative for branding to gain seasonal trend incite and network to increase clientele.
- Online Marketing. Created media campaigns and responsible for all social media updates gaining 2,000+ followers and contacts.

LEADERSHIP EXPERIENCE

I. Global Medical Brigades, *Founder, Vice President*

- Recruit student volunteers and medical professionals to travel overseas as a mobile medical unit to Ghana, Panama, & Honduras.
- Program Evaluation through Health Informatics and Geographic Information Systems.
- Donations and Purchasing, track and record vaccinations, complete medical grant applications, contact and communicate with various companies, businesses, hospitals, about donations and purchasing medicine and medical supplies for Ekumfi, Attakwa.

II. Give Kids the World, for terminally ill children, *Volunteer*

- Orchestrate events to motivate and work with children having life-threatening illnesses.
- Assisted organization clinically and spiritually to strengthen health and wellbeing in this no cost and worry free environment.

III. Kristie's Foundation, for critically ill children, *Volunteer*

- Researched policies available for mothers in need of hospice care.
- Led annual fundraising events for building properties dedicating their focus on the end-of-life care for children.

EDUCATION

St. John's University, *Master of Public Health, Global Health* **8000 Utopia Parkway, Queens, NY**

Bachelor of Science in Biology, Pre-Medical and Environmental Studies **May 2014**

MEMBERSHIPS AND ASSOCIATIONS

I. American Public Health Association, *Active Member*.

II. Kappa Sigma Fraternity 4 year active Brother *Philanthropy Chair, Fundraising Chair, & Social Chair*.

II. Who's Who Among Students in American Colleges and Universities.

III. Watson Pre-Health Society, Biology Students Organization, American Colleges Healthcare Executives, Campus Ministry.

Brenda Destro, Ph.D.

(b)(6)

Professional Summary - Accomplished public health and human services analyst with over 30 years of experience in direct service, education and training, evaluative research, and federal legislative and administrative management.

Skills - Developing and moving public health/human services legislation, developing and administering programs, staff training and development, evaluative research, consensus building, and problem solving.

Professional Experience

Public Health Analysis – May, 2007 to present

Senior Public Health Advisor
Senator Bill Cassidy, M.D. - US Senate

Responsible for public health portfolio related to work on the Committee on Health, Education, Labor, and Pensions (HELP), Veterans Committee, and Appropriations Committee – Issues and legislation: mental health, public health and emergency preparedness, biomedical research, and veteran's health.

Professional Staff on the Subcommittee on Health
Rep Fred Upton, Chairman of the Energy and Commerce Committee –
US House of Representatives

Responsible for Public Health legislation related to the National Institutes of Health, Centers for Disease Control and Prevention, Health Resources and Services Administration, Substance Abuse and Mental Health Services Agency, Administration on Aging, and Indian Health Service. Responsibilities include review of budget justifications, overseeing legislation, congressional hearings and briefings, meeting with constituents groups, and report preparation.

Senior Advisor to the US Assistant Secretary for Health
US Department of Health and Human Services
Office of Public Health and Science

Advisor to the Assistant Secretary of Health in the US Department of Health and Human Services – Within that division, worked on behalf of the Assistant Secretary reviewing budgets, developing training conferences, facilitating communication across agencies, and special projects related to public health, reproductive health, conscience, prevention, and research.

Program Management, Education, and Training – 1992 - 2004

Deputy Director ***October, 2001 to January, 2003***
Infant Adoption Awareness Training Program/
National Council for Adoption

Directed a federally funded, national training program on adoption for public health and family planning nurses with an annual budget of $6,000,000. Managed all aspects of the project including staffing, design and implementation of training program, financial oversight, curriculum development, and evaluation design. From 2001 to 2003, the project trained 13,000 nurses and scored evaluations of 90% and above.

Adjunct Professor ***January, 1992 to 2000***
John Paul II Institute for Studies on Marriage and Family

Lectured on Parish Social Work and Family Ministry - An introduction to social work theory and practice and its application in developing family ministries on the parish level. Students learned theory and skill in helping parishioner within the context of the Church's teaching on marriage and family.

Education

- **Doctor of Social Work** - The Catholic University of America, Washington, D.C.
- **Masters of Social Work** - University of Wisconsin, Milwaukee, Wisconsin
- **Bachelor of Arts** - The Ohio State University, Columbus, Ohio

CARLA F. DiBLASIO, Esq.

(b)(6)

Congressional Experience

Congressman Tom Price, M.D., Georgia 6th District
1211 Longworth House Office Building, Washington, D.C. 20515
Senior Policy Advisor/Legislative Counsel January 2015 - Present

- **Legislative portfolio**: Ways and Means Subcommittee on Health, Congressional Doctors' Caucus, Medicare, Medicaid, private insurance, FDA, Social Security, Veterans Affairs, the protection of life and social values, while serving as shared staff with the House Budget Committee.
- **Duties**: Develop and direct the Congressman's healthcare legislative portfolio, including drafting and promoting legislation; crafting congressional letters to circulate for Member signatures; drafting hearing questions, floor statements, and memos. Advise the Congressman on votes in the Ways and Means Committee and on the House Floor. Negotiate with committee staff and leadership in both chambers and stakeholders to move the Congressman's priorities. Work with the press shop to prepare the Congressman for interviews and speeches. Represent the Congressman at healthcare events. Perform oversight of federal healthcare programs under HHS. Manage and oversee a health team in the congressional office. Collaborate with House Budget Committee staff on budget policy and healthcare reform, including CMMI initiatives and Speaker Ryan's Healthcare Taskforce.
- **Successfully passed into law:** *The Meaningful Use Hardship Relief Act* (H.R. 3940), as included in the *Patient Access and Medicare Protection Act* (P.L. 114-115); *The Patient Access to Durable Medical Equipment Act* (H.R. 5210) and H.R. 5688, to provide for a temporary exception to the application of the Medicare long-term care hospital site neutral provisions for certain spinal cord specialty hospitals, as included in the *21st Century Cures Act* (P.L. 114-255).

Congressman David P. Joyce, Ohio 14th District
1124 Longworth House Office Building, Washington, D.C. 20515
Legislative Assistant/Executive Assistant April 2013 – December 2014

- **Legislative portfolio**: Appropriations, the protection of life, Ethics Committee, veterinary medicine, U.S. Postal Service reform, the Italian-American Congressional Delegation (IACD), while assisting with healthcare policy.
- **Duties**: Prepared for Appropriations Committee markups, led policy initiatives, met with constituents and stakeholders, wrote letters, and led coalition-building efforts, while managing the Member's schedule.

Campaign Experience

Team Ohio
Split time: 320 First Street S.E., Washington, D.C. 20003 / 505 Liberty Street, Painesville, Ohio 44077
Northeast Ohio Coordinator September – November 2014

- Planned and managed Team Ohio operations in Northern Ohio.

Ohio for Mitt Romney
195 E. Erie Street, Kent, Ohio 44240
Field Director July 2012 – November 2012

- Led all voter contact and campaign activities. Produced 200,000+ voter contacts for Portage County.
- Secured a victory for congressional candidates Jim Renacci and David Joyce in Portage County.

Legal Experience

Law Clerk: Conducted legal research and drafted memoranda, briefs and court motions, while handling client concerns.

- **Alice Rickel & Associates** in Beachwood, Ohio May 2011 – June 2012
  3690 Orange Place, Cleveland, Ohio 44122
- **Elfvin & Besser, Siegel & Agins, LPA** in Cleveland, Ohio August 2010 – January 2011
  4070 Mayfield Road, Cleveland, Ohio 44121
- **Honorable Walter H. Rice, U.S. District Court, Southern District of Ohio** May 2010 – July 2010
  Federal Building, Room 909, 200 West Second Street, Dayton, Ohio 45402

Education

Licensed Attorney in Ohio May 2013

Juris Doctor, Case Western Reserve University School of Law Cumulative GPA: 3.0/4.0

11075 East Blvd., Cleveland, Ohio 44106

- ***Leadership:*** Executive Board Member for the *Journal of Law, Technology and the Internet*; Class Senator for the Student Bar Association; Executive Board Member of Case Western Women's Law Society.
- ***Published work:*** "Hostile Learning Environment: Developing Student Speech Regulation by Applying the Hostile Work Environment Analysis to Cyberbullying" in the *Journal of Law, Technology and the Internet*.
- ***Honors:*** CALI Award winner for highest score in Corporate Real Estate Law.

Bachelor of Arts, Psychology

- **University of Dayton,** Dayton, Ohio, *magna cum laude* in May 2009, Cumulative GPA: 3.8/4.0
  300 College Park, Dayton, Ohio 45469
- **Mercyhurst University,** Erie, Pennsylvania, transferred after two years, Cumulative GPA: 3.9/4.0
  501 East 38th Street, Erie, Pennsylvania 16546

Meghan Dugan

(b)(6)

Profile

Skilled communicator with experience in legislative issues. Independently driven, adaptable, and focused on solution-built organizations with a strong work ethic and goal-oriented environments.

Computer Skills

Intranet Quorum
Macintosh and PCS
Final Cut Pro
Microsoft Windows
Photoshop
WordPerfect
Microsoft Works
Basic Coding Skills

Experience

04/2015-Present

Congressman Tom Price, M.D.

1211 Longworth House Office Building
Washington, DC 20003
Executive Assistant/ Scheduler

- Handle all travel arrangements for Congressman Price, including CODELs which consist of extensive cross-world travel
- Schedule all meetings with a specific format to make the process the most efficient for Dr. Price
- Handle all finances in the office including staff salaries and reimbursements
- Foster relationships with CEOs from all types of organizations, media contacts, and members of other congressional and senate offices
- File all Ethic reports on behalf of Congressman Price
- Scheduling responsibilities also include Budget, Personal, Political and Official

12/2014-04/2015

DimuroGinsbergPC

1101 King St #610
Alexandria, VA 22314
Legal Assistant

- Created legal portfolios to assist attorneys during trial.
- Established system to keep case files organized including monitoring calendars; ensuring deadlines were met; documenting actions, inputting information into file database and case management software and confirming case status with attorney

- Supported case management by serving as a point of contact for those involved in the case, scheduling depositions, preparing and forwarding summonses and subpoenas, drafting complaints, preparing and filing discovery requests, preparing responses to opposing counsel and generating status reports
- Supported case preparation by preparing case summaries and materials for mediation conferences, preparing pleadings, monitoring and obtaining discovery responses, organizing materials for team case review
- Supported the success of trial proceedings by organizing evidence; preparing exhibits, scheduling witnesses, ensuring witnesses were ready and taking courtroom notes

09/2014-12/2014

Senator Johnny Isakson
131 Russell Senate Office Building
Washington, DC 20510
Intern

- Worked directly with the Legislative Correspondent on Foreign Affairs, Military/ Defense, and Veteran Affairs issues in order to draft responses for constituents
- Improved response to constituent mail by organizing Intranet Quorum batches into Excel spreadsheet for my Legislative Correspondent
- Researched and updated all required materials needed for drafting letters to constituents
- Utilized customer service and conflict resolution skills to diffuse angry constituents over the phone

5/2014-8/2014

Boys & Girls Club of Metro Atlanta
1275 Peachtree Street NE, Suite 500
Atlanta, GA 30309
Executive Assistant

- Answered and quickly redirected up to 20 calls per hour.
- Established an online office calendar resulting in more effective scheduling across all departments
- Planned and coordinated logistics and materials for board meetings, committee meetings and staff events
- Developed a system to coordinate travel arrangements
- Researched local vendors to find a more cost effective option for purchasing office supplies
- Recorded and archived all invoices

1/2014-5/2014

Governor Nathan Deal
206 Washington Street
111 State Capitol
Atlanta, Georgia 30334
Intern

- Conducted research to establish a correlation between vehicle and motorcycle fatalities
- Successfully supported constituents negatively affected by the ice storm of 2014 by assuaging their concerns and connecting them to assistance and resources
- Successfully handled a bomb threat from a disgruntled constituent by remaining calm, alerting the police keeping the constituent on the phone in order to garner enough information to apprehend him.
- Served as the only liaison to Spanish speaking constituents

Education 2010-2013

Auburn University
Auburn, Alabama 36849
BS, Political Science
Cum Laude

Renee Ellmers

(b)(6)

Objective:

To obtain an official position within the Department of Health and Human Services to assist in the effort to repeal and replace the ACA and other necessary reforms to ensure improved quality and affordability for healthcare in America.

Experience:

United States House of Representatives – Washington, D.C.
Member of Congress (R-NC-02) – Jan. 2011 to Dec. 2016

- Served on House Energy and Commerce Committee Subcommittees - Health, Communications & Technology, and Energy & Power.
- Played key role in generating support and crafting legislation in E&C committee for the following major initiatives: SGR Repeal, 21st Century Cures Act, Helping Families in Mental Health Crisis Act, multiple bills to reform the ACA, and legislation to decrease regulations on physician practices such as Meaningful Use and Electronic Health Records.
- Took part in numerous Energy and Commerce hearings on the ACA.
- Selected to serve on whip team under House Majority Whip, Rep. Steve Scalise.
- Chairwoman of the Republican Women's Policy Committee (RWPC) in 113th and 114th Congress - caucus comprised of the 23 female Republican members in the U.S. House of Representatives.
- Helped steer and unify RWPC's voice and highlight the leading roles and accomplishments of Republican women serving in the U.S. House of Representatives.
- Served as conferee for the Federal Unemployment Insurance Reduction Conference (First Term).
- Served on the House Republican Doctors Caucus since 2011.
- Served on House Agricultural, Small Business and Oversight and Investigations Committees (First Term).

Dr. Brent R. Ellmers General Surgery & Trinity Woundcare Center - Dunn, NC
Surgical and Woundcare RN – 1998 – 2009

- Coordinated care of general surgery and woundcare patients between physician, medical staff, and other multidisciplinary professionals.

Clark Memorial Hospital - Jeffersonville, IN
Nurse, Surgical Intensive Care Unit (ICU) – 1997 to 1998

- Care of acute patients at a 1:1 or 1:2 ratio.

Beaumont Hospital - Royal Oak, MI
Nurse, Surgical Intensive Care Unit (ICU) – 1990 to 1996

- Care of acute patients at a 1:1 or 1:2 ratio and intermittent Charge Nurse responsibilities.

Education:

Oakland University – Bachelor of Science in Nursing - 1990

Skills/Licenses:

Licensed as RN since 1990 in NC and formerly licensed in MI and IN

EMILY MARTIN FELDER

(b)(6)

WORK EXPERIENCE

HOUSE OF REPRESENTATIVES, UNITED STATES CONGRESS

Counsel, Committee on Energy and Commerce August 2015 – present

- Develop and advance the Committee's oversight priorities for health care, drug policy and pricing, and federal benefit programs, including the Patient Protection and Affordable Care Act.
- Lead counsel for eight committee hearings on federal health care programs and public health issues.
- Principal author of three Committee investigative reports on the implementation of the Patient Protection and Affordable Care Act.
- Monitor administrative activities and legal developments at federal agencies and departments under the Committee's jurisdiction, particularly regarding health care and public health.
- Conduct briefings with agency officials and their Inspectors General on oversight matters concerning issues within the Committee's jurisdiction.
- Negotiate with government agency officials regarding document and interview requests to further Committee investigations.

UNITED STATES SENATE

Counsel, Homeland Security and Government Affairs Committee January 2015 – August 2015

- Coordinate the Committee's oversight activities for federal healthcare programs.
- Lead counsel for Committee oversight hearings, including a hearing featuring testimony from the IRS Commissioner.
- Author communication products on behalf of the Chairman and Committee members, including letters to federal agencies and private entities, speeches, and press statements.
- Provide counsel to Committee members and staff regarding administrative and legal developments.

HOUSE OF REPRESENTATIVES, UNITED STATES CONGRESS

Counsel, Committee on Oversight and Government Reform April 2013 – December 2014

Legal Fellow September 2012 – February 2013

- Lead staffer for 18 Committee and Subcommittee hearings on healthcare oversight, including state and federal healthcare exchanges, Medicaid overpayments, Social Security Disability Insurance Reform, drug policy, and the misuse of funds by federal agencies.
- Conducted 12 transcribed interviews of witnesses under investigation by the Committee.
- Principal author of two Committee staff reports on HHS's Navigator Program for the Affordable Care Act, one report on the rollout of Healthcare.gov, and three reports on fraud in federal disability programs.

EDUCATION

UNIVERSITY OF NOTRE DAME LAW SCHOOL

Juris Doctor May 2012

- Editor-in-Chief, Notre Dame Law School *Journal of Legislation*, Volume 38
- Assistant Rector, Division of Student Affairs; Lexis Nexis Student Representative

UNIVERSITY OF CALIFORNIA, LOS ANGELES

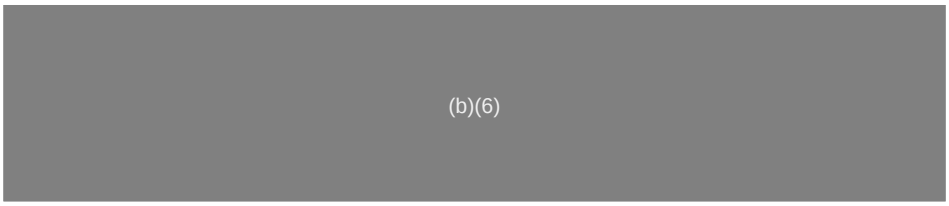
Bachelor of Arts in English and History, *cum laude* June 2009

- Phi Beta Kappa; Golden Key Honors Society; Dean's Honors List, News Reporter for the *Daily Bruin*

BAR ADMISSION

State of California

Hon. John Fleming, MD



Highlights

- Served U.S. House of Representatives January 2009 through December 2016
- Former chairman for Water, Power and Oceans Subcommittee for Natural Resources
- Background: physician, small business owner creating 500 jobs, and military veteran
- Co-author of the American Health Care Reform Act to replace the Affordable Care Act

Elected Office

2009 - PRESENT (TERM ENDING JANUARY 3 2016)

US House of Representatives - *Louisiana Representative, District 4*

- Served four terms
- Natural Resources Committee (8-years)
- Chairman of Water, Power and Oceans Subcommittee of Natural Resources (6-years)
- Armed Services Committee (8-years)
- Co-Chairman of Values Action Team - pro-life, pro-family advocacy caucus
- Co-Chairman of GOP Doctors Caucus

1996 - 2000

Webster Parish (Louisiana) - *Coroner*

Business/Professional Experience

- Opened the first Subway franchised restaurant in North Louisiana 1985 and currently owns 38 stores.
- Implemented a regional sub-franchise operation covering much of Texas, Louisiana and Mississippi for The UPS Store franchise program, 168 stores currently operate in the region under this sub-franchise. Personally sold the first twelve franchised stores.
- Provide more than 500 jobs in the North Louisiana area.
- Develop commercial real estate properties.
- Selected "Louisiana Family Practice Physician of the Year" in 2007.
- Active private practice of Family Medicine from 1982 until 2009.
- Board Certified by the American Board of Family Medicine.
- Author of "Preventing Addiction: What Parents Must Know to Immunize Their Kids Against Drug and Alcohol Addiction", *published in 2006.*

Military Service

JUNE 1981 - JUNE 1982

Naval Regional Medical Center Charleston, SC - *Rank Lt. Commander*

JUNE 1979 - JUNE 1981

Naval Regional Medical Center Camp, Guam, M.I. - *Rank Lt. Commander*
Commendation: For work creating and leading the Child and Family Advocacy Committee at NRMC Guam

JUNE 1976 - JUNE 1979

Naval Regional Medical Center Camp, Pendleton, CA - *Rank Lieutenant*

Education And Postgraduate Training

JUNE 1976 - MAY 1979

Naval Regional Medical Center, Camp Pendleton, CA - *Family Medicine Residency*
Chief Resident 1979

SEPTEMBER 1972 - MAY 1976

University of Mississippi School of Medicine - *Medical Doctorate*

SEPTEMBER 1969 - MAY 1972

University of Mississippi - *Bachelor of Science*

Personal

- JKA third degree Black Belt in Karate, recognized worldwide.
- First began piano lessons at (b)(6) after studying for 14 years. Played church programs and recitals.
- Served as church deacon, Sunday school teacher and Sunday school department director.
- (b)(6)

Biography

(b)(6)

Heather Gwen Flick, Esq.

(b)(6)

CONFIDENTIAL

OF COUNSEL, Dhillon Law Group, Inc.
177 Post St. Suite 700
San Francisco, CA 94108
June 2015 – *Present* Practice includes corporate law, M&A, licensing, employment, IP protection and arbitration. Election law practice advises candidates and committees on local, state and federal campaign finance, communications and ethics reporting and recounts/contests. (b)(6)

OWNER, The Flick Group
177 Post St. Suite 700
San Francisco, CA 94018
July 2004 – Present Practice includes corporate law, M&A, licensing, employment, IP protection and arbitration. Board Advisor and General Counsel to emerging stage companies focusing on strategic planning, fundraising, initial hiring and operation ramp up. Political law practice counsels, filings and IP protection to candidates and committees. Salary: 2016 - (b)(6) 2015 (b)(6) 2014 - (b)(6) 2013 - (b)(6) 2012 - (b)(6)

EDUCATION

UNIVERSITY OF SAN FRANCISCO SCHOOL OF LAW J.D.
·*USF Maritime Law Review*, Managing Editor & Associate Articles Editor
2130 Fulton St., San Francisco, CA 94117

UNIVERSITY of CALIFORNIA at LOS ANGELES B.A.
·Internship, White House Office of Political Affairs, Washington, DC
·Internship, White House Office of Advance & Press, Los Angeles, CA
405 Hilgard Ave., Los Angeles, CA 90095

Molly Gartland
(b)(6)

PROFESSIONAL EXPERIENCE:

Office of Congressman David Schweikert **Washington, DC** **February 2017 – Present**
Special Assistant to the Chief of Staff

- Help manage incoming and outgoing correspondence for the Chief of Staff via mail and e-mail
- Participate in all Member Services efforts, including data tracking for the Congressman's meetings and events as well as keeping record of services provided by the Congressman in his various House positions
- Attend events and meetings on behalf of the Chief of Staff

Office of Congressman David Schweikert **Washington, DC** **June 2016 – January 2017**
Staff Assistant

- Was responsible for the daily operations of the Congressional office, including providing administrative assistance to all members of staff and the Congressman
- Booked all White House and Capitol Building tours and managed the Congressman's social media accounts
- Served the role of intern coordinator, managing schedules, activities and needs of our interns, ensuring their personal growth while in our office

Panhellenic Council **San Diego, CA** **January 2015 – January 2016**
President, member of Gamma Phi Beta

- Oversaw operations for USD Panhellenic Association; served as chief judicial officer for 10 sororities and organized and managed multiple social and philanthropic events and programs on a weekly basis
- Served as the primary liaison to the University administration and represented the Association on panels and committees across the larger campus community
- Investigated all alleged code of conduct violations regarding USD Greek organizations by exercising mature judgment and conflict mitigation skills

Office of Congressman David Schweikert **Washington, DC** **June 2015 – August 2015**
Intern

- Carried out administrative duties and constituent communication over the phone and via e-mail
- Attended various House and Senate committee briefings and engaged in conversations on current issues
- Researched topics as requested by staff on a variety of public policy issues and drafted several 499s

University of San Diego **Johannesburg and Makuleke, South Africa** **May 2014 – July 2014**
Research Assistant in Department of Political Science and International Relations

- Collected preliminary data regarding party platforms targeted at South African youth
- Assisted Dr. Mike Williams on a trip to South Africa to research youth voting trends and party performance in South Africa post-Apartheid
- Joined six peers in interdisciplinary, comprehensive course on South African politics
- Partnered with *SharingToLearn* to develop and facilitate leadership training for high school students in the village of Makuleke who aim to improve the South African education system

EDUCATION:

University of San Diego **San Diego, CA** **Graduation: May 2016**
Bachelor of Arts, International Relations and Honors GPA: 3.72
Minor in Peace and Justice Studies, focus in Conflict Resolution

- Completed Honors thesis entitled "Regime-Type Variation in the Post-Communist States"
- Graduated Magna Cum Laude and as a member of Phi Beta Kappa and Order of Omega honors societies

University College Cork **Cork, Ireland** **Fall 2014**
International Study Abroad Program

SKILLS:

Languages: Spanish, *intermediate proficiency*; Russian, *elementary proficiency*

Addresses:

Office of Congressman David Schweikert
2059 Rayburn House Office Building
Washington, D.C. 20515

University of San Diego
5998 Alcala Park
San Diego, CA 92110

University College Cork
College Road, University College
Cork, Ireland

John R. Graham

Mr. Graham is an expert health economist and executive, with experience in health policy, global capital markets, and military leadership, giving him a unique ability to address the nation's health policy challenges.

CORE COMPETENCIES

- Health Economics & Finance
- Project Design & Management
- Healthcare Reimbursement – Public & Private
- Medical-Device, Health IT, Pharmaceutical Regulation

CURRENT EMPLOYMENT

National Center for Policy Analysis, Washington, DC
Senior Fellow (July 2013 to present)

- Prepare research strategies and budget estimates.
- Direct and write research projects on:
  - Repealing and replacing Obamacare.
  - Consumer-driven health care, including convenient clinics and cash-based providers,
  - Price transparency in hospitals and physicians' offices,
  - Effect of state health policy on economic growth and jobs in state,
  - Effect of state regulation of health providers and facilities on access to care.
- Direct the most highly visited free-market health-policy blog in the U.S.: NCPA's Health Policy Blog, with 3,000 to 6,000 unique visitors per day.
- Regular contributor at *Forbes.com*, op-eds frequently published in other media.

Health Technology Forum: DC, Washington, DC
Founder and Chapter Head of local branch of global networking group (September 2013 to present)

- Organize quarterly meetings for entrepreneurs, investors, doctors, engineers, and others passionate about health technology. Recruit three or four presenters per event.
- Manage relationship with our sponsor, Troutman Sanders, LLP (a class-A law firm).

PAST EMPLOYMENT

Advanced Medical Technology Association (AdvaMed), Washington, DC
Vice President, Research, Payment, & Health Care Delivery Policy (August 2012 to June 2013)
Developed and managed analytically sound, original, relevant research used to support industry's positions.

- Prepared research strategies and budget estimates.
- Identified and contracted with consultants to execute research that informed policy positions.
- Designed and prepared issue briefs summarizing studies on healthcare delivery and payment.
- Provide analytic support on Medicare technology-related payment issues and collaborated with department staff on internal and external data analysis and other research-related projects.
- Served as the key department contact with private and public-sector data specialists, member company experts, and consultants conducting similar research.

Pacific Research Institute for Public Policy, San Francisco, CA
Director & Fellow, Health Care Studies (May 2005 to July 2012)
Designed and executed a research agenda examining U.S. health policy, including:

- Two editions of an analysis of the FDA's impact on patients' access to medicines.
- Three editions of a score-sheet of each state on the degree to which its regulation of hospitals, health professions, and health insurance affects individuals' access to care.
- A monthly research periodical, *Health Policy Prescriptions*.
- Engaged external scholars and experts to conduct studies of health policy.
- Wrote op-eds for newspapers, including *Washington Post* and *Wall Street Journal*; blogged frequently; spoke publicly on radio, TV, and at conferences and state legislative hearings.

Benjamin Rush Society, San Francisco, CA
Executive Director (May 201[illegible] July 2012)
Responsible for general management, administration, and development of this national society of medical students and physicians interested in health economics. Eleven chapters from Harvard to UC San Diego.

The Fraser Institute, Vancouver, Canada
Director of Health & Pharmaceutical Policy Research & Adjunct Scholar (2000 to July 2012)
Led and managed the performance of Interns and Fellows in analyzing and communicating the economic impacts of Canadian health care policy.

- Produced papers and articles on a wide variety of topics in health policy, including:
  - Price differences for prescription drugs in Canada and the United States;
  - Effect of price controls and cost-containment tools on R&D;
  - Intellectual property law.
- Wrote op-eds for periodicals, including the *Wall Street Journal*; spoke frequently on Canadian and U.S. radio and television; featured speaker at conferences in the US, Canada, and Europe.

Kidder, Peabody Securities Company, London, England
Assistant Vice President - Fixed Income Sales
Responsible for developing and selling products in the Eurobond market to European institutional investors during a period of high growth (and subsequent decline) in the market. Products included government bonds, Eurobonds, U.S. corporate bonds, and derivatives such as call and put options and asset swaps.

Goldman Sachs and Company, Frankfurt, Germany, and London, England
Associate - Fixed Income Sales
Hired as only entry-level salesperson in the firm's newest office. Initiated and developed Eurobond business with institutional investors in Germany and Austria

United Nations Operation in Somalia, Mogadishu, Somalia
Political and Military Analyst
Analyzed the situation in Somalia, especially political developments and level of risk, and gathered information on deployment of faction militias in Mogadishu during a time of rapid change and high threat. Reports supported crucial decisions as the mission entered its final stages.

Covenant House Vancouver, Vancouver, Canada
Development Consultant
Researched and consulted on fundraising tactics and directly raised over $50,000 of a $2,750,000 capital campaign to purchase and renovate the crisis shelter.

Canadian Army – Canada, Cypress, & Germany
Captain, promoted from Lieutenant
Platoon commander and Operational staff officer, leading groups of between seven and thirty-three soldiers. Completed Basic Military Parachutist course.

EDUCATION

London Business School, London, England
Master of Business Administration
Attended **University of Cologne, Germany** on exchange for one term.

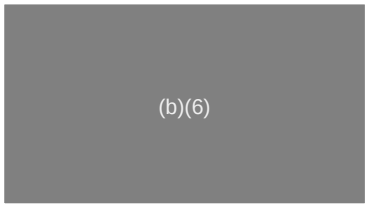
Royal Military College, Kingston, Canada
Bachelor of Arts (Honors) Economics and Commerce

Chartered Financial Analyst® Program
Completed Level III (final level).

OTHER LANGUAGES

French & German - speak and read with confidence.

BRUCE DAVID GREENSTEIN



PROFESSIONAL EXPERIENCE

QUARTET HEALTH
NEW YORK, NY & SEATTLE, WA
2016 – CURRENT
PRESIDENT

Quartet Health is a technology company transforming behavioral health. Our technology platform allows seamless communication and collaboration between medical and behavioral health providers, leading to targeted, timely and higher quality patient care. Powered by our advanced data engine, Quartet works with health plans and health systems to provide actionable population insights that improve patient outcomes and reduce overall costs.

As President, I oversee operations of the company in the west, including relationships with health plans, health systems, and providers, building out teams, managing G&A, building new revenue streams and ensuring customer success.

BLEND HEALTH INSIGHTS
SEATTLE, WASHINGTON
2013 – 2016
CEO

BHI is an advisory firm working at the intersection of health and health care; government; and the technology sectors. The work is focused primarily on execution in addition to the more traditional work of management and strategy consulting and executive advising. Clients have included large health plans, academic medical centers, tele-medicine providers, health information technology companies, private equity firms, law firms, and other management consultancies.

STATE OF LOUISIANA
DEPARTMENT OF HEALTH AND HOSPITALS
BATON ROUGE, LOUISIANA
2010 – 2013
Secretary

Chief executive of the Department and the Governor's chief health care advisar, responsible for the development and execution of policy for, and the management of, the state's health, public health, and healthcare system. The Department's budget is approximately $9 billion and started out with about 11,000 emplayees.

Largest Programs in the Department's portfolio:

- The Medicaid program / Managed Care (Launched Bayou Health and Behavioral Health Partnership)
- Emergency Preparedness and Disaster Response (BP Oil Spill, Mississippi River Flood, Hurricane Isaac)
- Office of Public Health (Health Unit privatization, Launched online food inspection, West Nile Virus outbreak)
- Offices of Behavioral Health, Aging and Adult Service, and Developmental Disabilities
- Office of Healthcare Reform (State's response to Affordable Care Act)

Special Initiatives include:

- Health Information Technology
- Fraud and Abuse
- Social Media
- Reformed Civil Service by Moving to Pay for Performonce
- Birth Outcomes (Reduced NICU admissions by 24% in first year)

Major Accomplishments during the tenure included:

1. ***Implementation of Bayou Health, Managed Care for Medicaid – over 900,000 members and $136 million in first year savings***
2. ***Privatization of State mental hospitals and LSU hospital system have resulted in greater access to care and lower costs***
3. ***Reduce spending by over $400,000,000 and right sized Department FTE count from 11,000 to 5,700***

MICROSOFT CORPORATION
REDMOND, WASHINGTON
2006-2010
Managing Director, Worldwide Health

Microsoft's global health care business division drives sales and mindshare with the largest health systems and ministries of health, and partner companies, (e.g. the NHS in the UK, Asklepios in Germany, European Commission, EMR and other health technology vendors). Driving revenue and developing strategies for growth in each geography was the focus, specifically, my accountabilities were to:

- Direct Microsoft's worldwide health and human services strategy
- Oversee the worldwide go-to-market execution of the strategy
- Develop, promote and maintain relationships with government and health elites (CEOs, Ministers, and Secretaries, of health care organizations) for better understanding of Microsoft's value to customers in health

As Microsoft is a company expecting high performance from employees, I focused on execution and results.

- Selected to Microsoft HiPo (High Potentials) Program – to train and groom senior executives. This selection is made of fewer than 4% of executives.

- Out of four years, my Performance Reviews were at the top level - "Exceed."
- Exceeded revenue growth targets each of the fiscal years.
- "Win, Drive, Grow" Award.

CNSI
ROCKVILLE, MARYLAND
2005 – 2006
Vice President – Healthcare

CNSI is a technology solutions provider and systems integrator operating in federal and state government markets. CNSI is an innovator in large IT systems, including the Medicaid Management Information Systems, as well as case management and vital records systems. As vice president for healthcare, I directed all corporate affairs in the healthcare vertical.

U.S. DEPARTMENT OF HEALTH & HUMAN SERVICES
CENTERS FOR MEDICARE & MEDICAID SERVICES
2003 – 2005

CENTER FOR MEDICAID AND STATE OPERATIONS
DIVISION OF WAIVERS AND DEMONSTRATIONS
BALTIMORE, MARYLAND
DIRECTOR

I directed a team partnering with states in overhauling their Medicaid health care systems. The direct result of the work was several health care reform Section 1115 waivers approved by the Secretary of the Department of Health and Human Services. Several of these initiatives have become widely known. For example:

- Massachusetts's MassHealth Medicaid waiver – this laid the groundwork for the state nationally recognized healthcare reform
- Vermont's Global Commitment to Healthcare – the nation's first fully capped Medicaid program where savings can be used to expand the state's public health efforts
- Florida's Medicaid Reform – to open up the managed care market, provides risk assessments to enrollees and allows benefit packages to be customized
- Tennessee's TennCare Program – approved amendment to enact the state's solvency plan for the Medicaid program that changed benefit packages, eligibility and the program's population

We also provided council and direction to other states interested in reforming their healthcare systems, such as Louisiana, South Carolina, Georgia, Hawaii, New York, and California.

CENTERS FOR MEDICARE & MEDICAID SERVICES, REGION I
BOSTON, MASSACHUSETTS
DIVISION OF MEDICAID AND CHILDREN'S HEALTH
Associate Regional Administrator

The Associate Regional Administrator (ARA) is the federal official overseeing the Medicaid program for the six New England states. As ARA, I oversaw two branches to administer the

Medicaid and State Children's Health Program; Financial Management and Medicaid Operations. I also served as the primary liaison to states' commissioners and secretaries for health and human services. As the director of Medicaid, I also worked collaboratively with other federal agencies, and advocacy and professional organizations.

Responsibilities of the Division include:

- Provides consultation and guidance to States on appropriate Medicaid matters including interpretation of Federal requirements, and options available to statutes under these requirements.
- Monitors State Medicaid Agencies program activities and practices by conducting periodic program management and financial reviews to assure state adherence to Federal law and regulations.
- Reviews, approves, and monitors State reimbursement systems and determines the allowability or non-allowability of claims for Federal financial participation (FFP); and where State expenditures have not been in accordance with Federal requirements, takes action to disallow such claims.
- Reviews States' quarterly budget estimates and statements of expenditures; recommends appropriate action on amounts claimed.
- Reviews and approves Medicaid State Plan Amendments (SPAs). Reports SPA waiver activity through the National State plan and waiver (SPW) tracking system.
- Collaborates with Central Office on 1915(b), 1915(c), and 1115 waiver reviews and approval process.
- Coordinates with Medicare divisions in resolving dual-eligible problems and concerns.

U.S. GENERAL ACCOUNTING OFFICE (GAO)
SEATTLE, WASHINGTON
HEALTH CARE GROUP
2001 – 2003
SENIOR ANALYST, ANALYST IN CHARGE

The GAO Health Care Team's work has responsibility for assisting Congressional deliberation by conducting analysis and preparing testimony and reports in all areas of health care delivery and financing. Topics of work include: Public Health; Medicare, Medicaid, and other federal / state government health financing programs; private health insurance; and Veterans' Administration and Department of Defense health care programs.

Key Contributions:

- Co-author of reports and testimony covering the following topics:
    - Emergency department and hospital systems – emergency department operations, market and community pressures on delivery systems and hospital capacity;
    - Long-term care – legal responsibility of federal / state programs, state financing arrangements, and estimating demand for services; and
    - Medicaid managed care and children's health care services – regulatory requirements, statutory authority, outcomes and coverage issues.
- Co-authored Congressional Briefing for Senate Majority Leader on health care disparities and potential methods for addressing the disparities
- Co-authored Congressional Testimony on implications of Supreme Court's Olmstead decision and demand for long-term care services

- Briefed Congressional staff on long-term care, potential impact of the Olmstead decision and the prevalence of disability
- Provided consultation to other GAO health care teams in areas of Medicaid long-term care

FRIENDS OF THE AVALANCHE CENTER
SEATTLE, WASHINGTON
501(C)(3) NOT FOR PROFIT ORGANIZATION
1999 - 2003
PRESIDENT AND CHAIRMAN OF THE BOARD OF DIRECTORS (VOLUNTEER POSITION)

The Friends of the Northwest Weather and Avalanche Center is a coalition of individuals and groups working to support the Avalanche Center (an office of the U.S. Forest Service) and its scientific and educational efforts to promote the safety of mountain travelers. Whether people use ski areas or go into the back-country for recreation, or travel in mountainous terrain commercial purposes, the work of the Northwest Weather and Avalanche Center is critical to safety in the mountains.

As chief executive of an all-volunteer not-for-profit, my activities were as much about 'doing' as they were about directing.

- Chief Fundraiser and Business community outreach. Increased revenues through fund raising over 400% during my tenure
- Liaison with the US Forest Service
- Overall finance, accounting, tax filing, and governance
- Skiing – You have to spend time on the snow to be taken seriously in the ski industry. This was tough.

HEALTH CARE FINANCING ADMINISTRATION, REGION X,
SEATTLE, WASHINGTON
DIVISION OF MEDICAID AND STATE OPERATIONS
1997 - 2001
Senior Health Policy Coordinator

- Regional Principal for eligibility Medicaid policy, including:
  - The interpretation of federal eligibility law and regulations;
  - Development of new state program parameters; and
  - Provide technical assistance to states on managed care
- Coordinate state / federal long-term care strategies

STATE OF FLORIDA, DEPARTMENT OF ELDER AFFAIRS
TALLAHASSEE, FLORIDA
4040 ESPLANADE WAY, TALLAHASSEE, FLORIDA 32399
1995 - 1997
Director, Robert Wood Johnson Foundation - State Initiative in Long-Term Care

- Directed the development of a new managed long-term care financing and service delivery demonstration program
- Spearheaded an overhaul of Florida's nursing home assessment, preadmission and placement program, resulting in reduced institutionalization, lower caseloads, and department-wide budget savings

STATE OF FLORIDA, AGENCY FOR HEALTH CARE ADMINISTRATION
TALLAHASSEE, FLORIDA
1994 - 1995
Senior Management Analyst II - *(Senior Health Policy Analyst) Health Economist*

- Administered evaluation of state's managed competition system – a private insurance purchasing pool for small businesses. This study resulted in continued development of the private, small group insurance market for small businesses and greater access to affordable health insurance.

UNIVERSITY OF TENNESSEE MEDICAL CENTER
KNOXVILLE, TENNESSEE
1994
Medical Ethics Resident

- Participated directly with the hospital's Ethics Committee
- Completed rotations with residents and administrators
- Conducted analysis of ethical elements of cases with teams of attending physicians in ambulatory setting and in-patient cases
- Taught financing and policy component of the medical ethics curriculum to residents

TALLAHASSEE REGIONAL MEMORIAL MEDICAL CENTER
TALLAHASSEE, FLORIDA
1991 - 1992
Strategic Planner - Finance

- Directed study on intra-hospital system transfers, leading to policy changes and realized savings
- Collected, synthesized and analyzed financial and patient data to identify utilization outliers
- Directed hospital's sub-acute ond post-acute cost-benefit study

EDUCATION

UNIVERSITY OF TENNESSEE, KNOXVILLE, TENNESSEE
Pursued Doctor of Philosophy, Political Science - finished coursework, ***no dissertation***
Fields: American Government and Politics; Empirical Theory and Quantitative Methods; and Medical Ethics

FLORIDA STATE UNIVERSITY, TALLAHASSEE, FLORIDA
Masters of Science, Interdisciplinary Social Science
Concentration: Health Care Policy and Administration
Graduation Date: August 1992

FLORIDA STATE UNIVERSITY, TALLAHASSEE, FLORIDA
Bachelor of Science
Major: Political Science: Minor: Economics
Graduation Date: April 1991

FLORIDA STATE UNIVERSITY, TALLAHASSEE, FLORIDA
Graduate Certificate in Public Administration and Policy, 1992

Graduate Certificate in Health Care Policy and Administration, 1992

LONDON STUDY CENTRE, LONDON, ENGLAND

Pursued undergraduate study of economics, literature and history
Spring 1990

G. Garrett Grigsby

(b)(6)

EXPERIENCE

Christian Connections for International Health (CCIH)
Sterling, VA

Executive Director *September 2014-present*

CCIH is a diverse, global membership organization of 185 Christian nonprofits and secular affiliates, and 400 individual members.

- ✓Oversaw creation of new Strategic Plan through comprehensive yearlong Board, staff and membership collaboration.
- ✓Vastly improved annual conference attendance (+30%) and revenue (+120%).
- ✓Frequent interaction with Board of Directors on issues pertaining to all aspects of the organization such as strategic direction, annual budget, resource development, management of resources, ensuring faithful adherence to mission and long-term viability and sustainability.
- ✓Management of staff of 6, including grants, communications, member relations, and financial management.
- ✓Oversee implementation of grants, and responsible for resource development from private foundations, individuals, government funding opportunities and conference sponsors.
- ✓Member relations, including new member recruitment.
- ✓Leadership role in advocacy/education efforts aimed at U.S. Government policymakers directly on CCIH's behalf and as part of coalitions advocating for global health.

See website at www.ccih.org for more information.

Grigsby Government Relations Associates, LLC
Vienna, VA

Owner *May 2008-present*

Established consulting firm to assist non-profit organizations with government relations. Scope of work includes providing:

- ✓Advice and strategy about establishing organizational mechanisms for securing and managing U.S. Government grants.
- ✓Advice on grant proposal/application creation, including grant writing.
- ✓Navigation of federal bureaucracy and Congress to advocate for policy or legislative priorities.
- ✓Engagement with the Congressional appropriations process to secure congressionally directed grants or report language.
- ✓Communications with Executive Branch and Congress to resolve problems.
- ✓Meetings with federal officials in Washington and at client sites for educational purposes.
- ✓Appropriate and effective engagement with federal government.

See website at www.grigsbygov.com *for more information and client list.*

Russ Reid Company
Washington, DC

Vice President *May 2006-May 2008*

Led team of professionals managing portfolio of clients seeking funding or report language in Congressional appropriations bills for leading lobbying and government relations firm focused on the non-profit sector.

✓Hired specifically to build the company's international business, meaning signing clients focused on the State, Foreign Operations and Related Programs Appropriations Bill.
✓Built a portfolio of thirteen clients, mostly internationally focused.
✓Secured funding or legislative report language for majority of clients.

U.S Agency for International Development (USAID)
Washington, DC

Director *March 2005-April 2006*
Center for Faith-Based & Community Initiatives (CFBCI)
Office of the Administrator

Appointed Director of Center for Faith-Based & Community Initiatives responsible at USAID for implementing President Bush's December 12, 2002 Executive Order coordinating Federal efforts to expand opportunities for faith-based and community organizations (FBOs) and strengthen their capacity, specifically those interested in working overseas. Managed staff of four political appointees. Reported directly to the White House Office of Faith-Based & Community Initiatives and the Administrator of USAID.

✓Extensive out-reach efforts included publicizing the Initiative domestically and internationally.
✓Increased FBOs competitiveness for USAID partnerships through participation in regional White House conferences, speaking engagements and providing technical advice.
✓Responsible for in-reach, which included education of USAID Washington and field staff on the Initiative.
✓Eliminated unfair or contradicting regulations and other programmatic obstacles to the participation of FBOs in USAID funded activities.
✓Managed massive data collection effort required for regular reporting to the White House about the impact of the Initiative on USAID activities.

Deputy Assistant Administrator *January 2002-March 2005*
Bureau for Democracy, Conflict & Humanitarian Assistance

Appointed Deputy of bureau administering approximately $2 billion in international humanitarian assistance annually. Managed 95 employees and provided policy direction for offices under jurisdiction. Direct management responsibilities for:

➢ *Office of Food for Peace* – largest bilateral food assistance program in the world
➢ *Office of Private and Voluntary Cooperation (PVC)* -- capacity building assistance for humanitarian organizations
➢ *American Schools and Hospitals Abroad (ASHA) program* -- infrastructure grants to schools and hospitals in the developing world
➢ *Humanitarian Information Unit (HIU)* – unclassified information on humanitarian disasters for U.S. policymakers and non-government organizations

➢ *Office of Volunteers for Prosperity (VfP)* -- established and oversaw office pursuant to the September 25, 2003 Executive Order launching the initiative.

Accomplishments included:
✓Implemented bureau reorganization to streamline management and focus programmatic efforts by merging ASHA and PVC.
✓Led bureau's efforts to comply with and promote within the bureau President Bush's Faith-Based & Community Initiative.
✓Responsible for bureau's Global Development Alliance effort, USAID's new public-private partnerships business model.
✓Coordinated with other USAID bureaus, the National Security Council, Office of Management & Budget, Departments of State, Agriculture and Defense, Central Intelligence Agency, Congress, non-government organizations, companies and commodity associations involved with foreign aid and international affairs.

U.S. Senate Committee on Foreign Relations
Washington, DC

Deputy Staff Director *1999-2002*

Promoted Deputy of 34-member staff responsible for the U.S. Senate's oversight of American foreign policy, including constitutionally mandated treaty and nomination advice and consent requirements. Responsible for Committee oversight of $9 billion in U.S. bilateral foreign aid programs administered by five federal agencies in 75 countries.
✓Prepared bills and amendments for Committee mark-ups and Senate floor consideration.
✓Negotiated legislation with Senate and House offices and the Executive branch.
✓Wrote speeches and letters (including speeches delivered on the Senate floor and in Committee hearings, letters to Cabinet Secretaries and Heads of State).
✓Wrote official Committee reports on U.S. foreign policy and foreign aid issues for public dissemination.
✓Organized Committee hearings for Presidential nominations, legislative initiatives and foreign policy issues.
✓Participated in meetings with high-level U.S. officials, foreign heads of state, foreign ministers and ambassadors.
✓Traveled overseas extensively for investigative and/or policy oversight purposes.
✓Managed legislative correspondent and constituent service staff responsible for replying to more than 4,000 constituents' letters annually.
✓Assisted constituents with overseas trade issues, particularly in dealing with agencies listed below and foreign governments.
✓Coordinated with federal agencies, including: *Agency for International Development; State Department; Treasury Department; Overseas Private Investment Corporation; Trade and Development Agency; General Accounting Office; Defense Intelligence Agency; Central Intelligence Agency;* and *non-government organizations* and *companies* involved with foreign aid and international affairs.

Senior Professional Staff Member *1997-1999*
International Economic Policy, Export & Trade Promotion

Responsible to the Chairman for Committee oversight of U.S. bilateral foreign aid programs through the State Department and USAID and U.S. participation in the World Bank, regional

development banks, and International Monetary Fund. Conducted Committee oversight of international trade promotion programs through U.S. Trade Development Agency (TDA), Overseas Private Investment Corporation (OPIC), and efforts to combat international religious persecution, and international petroleum issues.

Professional Staff Member *1996-1997*
African Affairs

Responsible for Committee oversight of U.S. policy and bilateral assistance in Africa. Additional responsibilities included oversight of efforts to combat religious persecution abroad, and various international social issues. Assisted with oversight of foreign aid programs in other regions.

Legislative Assistant *1991-1996*

Assisted senior staff responsible for oversight of foreign aid and Latin America. Worked on specific projects concerning protection of U.S. citizens' rights abroad (i.e. illegal expropriation of property) and arms control.

Bruce W. Eberle & Associates
Vienna, VA

Purchasing Manager/Account Assistant *1988-1991*

Promoted to primary purchasing agent for company and sole purchasing manager for senior account executive. Coordinated all components of political direct mail fundraising packages from creation, through production, to distribution. Analyzed financial data on fundraising packages. Co-managed the company's largest account: a 1990 Senate campaign, which raised more money than any other Senate campaign in history to that point.

Miami Systems Corporation
Nashville, TN

Account Executive *1985-1988*

Sold business forms and commercial printing. Exceeded first year sales quota by 150%.

EDUCATION

U.S. Agency for International Development *2003*
Office of Food for Peace
Washington, D.C
Food Aid Managers Course

The American University *1988-1991*
School of International Service
Washington, DC

Hanover College *1981-1985*
Hanover, IN
B.A., Communication

Fork Union Military Academy *1977-1981*
Fork Union, VA

PUBLICATIONS

In addition to grant writing, wrote or co-wrote the following official U.S. Senate Committee on Foreign Relations reports:

Inter-American Foundation Projects in Argentina and Haiti, S.Prt. 106-35	*January 2000*
Sudan Today: Prospects for Peace and Democracy, S.Prt. 105-45	*February 1998*
Issues Regarding Senate Ratification of the Chemical Weapons Convention	*December 1994*
Confiscated Property of American Citizens Overseas: Cases in Honduras, Costa Rica and Nicaragua, S.Prt. 103-77	*March 1994*
The Haiti Crisis	*December 1993*
Nicaragua Today, S.Prt. 102-102	*August 1992*

AWARDS

International Midway Memorial Foundation *Battle of Midway Medallion Award*	*1999*
Concerned Women of America *1st Annual Defender of Truth Senate Staff Award*	*1998*
Bruce W. Eberle & Associates *Employee of the Quarter*	*1989*

(b)(6)

OFFICIAL TRAVEL

Conducted on-the-ground oversight of USG policy and programs and client work in 37 countries, including: Angola, Argentina, Bangladesh, Bolivia, Burkina Faso, Cambodia, China, Costa Rica, Eritrea, Ethiopia, Gabon, Germany, Guatemala, Haiti, Honduras, India, Israel, Italy, Kenya, Mali, Mauritius, Mexico, Namibia, The Netherlands, Nicaragua, Philippines, Russia, Rwanda, South Africa, Spain, Sudan, Swaziland, Taiwan, Tanzania, Uganda, Vietnam and Zimbabwe.

PERSONAL

(b)(6)

Matt Grinnev

(b)(6)

EXPERIENCE

The United States Senate, Washington, DC — April 2014 – Present

U.S. Senator Mike Lee, Communications Advisor

- Compose floor remarks and speeches on a wide range of policy topics and for a variety of audiences, including The Heritage Foundation, The Federalist Society, and Hillsdale College.
- Write white papers, newsletters, press releases, and op-eds that have been published in *The Wall Street Journal*, *National Review*, *Deseret News*, and *The Washington Times*.
- Conduct independent research on the full spectrum of policy issues, focusing in particular on advancing market-based reforms for our most centralized and bureaucratized federal policies that have been driving up the cost of living, while driving down the take-home pay, for middle-class Americans.
- Helped develop and implement a communications strategy for the Article I Project, a network of House and Senate Republicans that was established in February 2016 to make the federal government more accountable and responsive to the interests and values of the American people, by reclaiming Congress's constitutional lawmaking powers that today are being improperly exercised by unelected bureaucrats.
- Participate in the James Madison Fellowship, hosted by The Heritage Foundation and Hillsdale College.
- Attended the Claremont Institute's Lincoln Fellowship Program in August 2015, and Hillsdale College's Constitution Retreat in August 2014.

The Heritage Foundation, Washington, DC — January 2013 – April 2014

The Center for Principles and Politics, Research Assistant

- Authored several blogs and a Heritage *Backgrounder*, "Bringing Transportation Decisions Closer to the People: Why States and Localities Should Have More Control."
- Edited First Principles essays and lectures for conceptual clarity and logical consistency.
- Directed a weekly reading group with Heritage interns on the history of progressive-liberalism in America.

The University of Texas, Austin, TX — August 2010 – May 2012

The Department of Government, Master of Arts

- Completed four semesters of PhD-level graduate classes in classical and modern political theory, as well as U.S. foreign policy and international political economy.
- Assisted teaching four political science courses on American government.

United States House of Representatives, Washington, D.C. — August 2009 – July 2010

Staff Assistant

- Managed front office activities and supervised the internship program.

Emory University, Atlanta, GA — August 2008 – January 2009

Political Science Department, Research Assistant

- Assisted Professor Robert C. Bartlett in editing his translation of Aristotle's *Nicomachean Ethics*.

EDUCATION

The University of Texas at Austin, M.A., Political Science, 2012

- Thesis Focus: Tocqueville's *Democracy in America* and the Democratic Peace Theory
- Awards: Two-year financial award of full tuition and living stipend • GPA: 3.7/4.0

Emory University, B.A., Political Science, 2008

- Honors: Dean's List, Political Science Honor Society, Spanish Honor Society • GPA: 3.7/4.0

JEET GURAM, M.D., M.B.A.

(b)(6)

experience

2015-present **MCKINSEY & COMPANY** **DALLAS, TX**
Associate
Received highest rating in performance review. Serve healthcare organizations across the U.S. on a range of topics, representative projects include:
- Advised a not-for-profit community hospital system on its academic strategy, focusing on how to optimize its medical school partnerships
- Assessed scheduling processes at a multi-hospital network and created a plan for reducing appointment wait times and improving the patient experience
- Designed and implemented strategies to increase labor productivity in procedural departments for a for-profit provider network
- Evaluated a proposed merger between two hospitals to determine potential synergies and project competitive responses from various stakeholders

2011 **THE HERITAGE FOUNDATION** **WASHINGTON, DC**
Health Policy Fellow
Coauthored an article in *The New England Journal of Medicine* entitled, "The Medicare Advantage Success Story – Looking beyond the Cost Difference" (March 2012 with Robert E. Moffit, Ph.D.)

2009 **THE AMERICAN ENTERPRISE INSTITUTE** **WASHINGTON, DC**
Health Policy Intern
Coauthored an article in *The American* entitled, "Here's Why the Public Plan Won't Work" (August 2009 with Joseph Antos, Ph.D.)

education

2010-2015 **HARVARD MEDICAL SCHOOL** **BOSTON, MA**
Doctor of Medicine
- Served as President of the Benjamin Rush Society (Harvard Chapter), a national organization dedicated to upholding conservative principles in healthcare
- Spoke on a panel marking the one-year anniversary of PPACA on the group's behalf

2013-2015 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Master of Business Administration
- Awarded Second Year Honors (top 15-20% of the class)
- Coauthored two Harvard Business School cases about healthcare companies with professors Regina E. Herzlinger and Robert F. Higgins

2006-2010 **UNIVERSITY OF SOUTH CAROLINA HONORS COLLEGE** **COLUMBIA, SC**
Bachelor of Arts and Bachelor of Science, *Summa Cum Laude*
Rhodes Scholarship Finalist (U.S. District 12)

personal Conversant in Spanish. Enjoy independent film, hiking, and traveling throughout Latin America

Jessica Harrison

(b)(6)

WORK EXPERIENCE

U.S. Representative Bill Flores
Scheduler/Executive Assistant– Washington, D.C. **February 2014 – Present**

- Coordinate and maintain Congressman's schedule to accommodate constituent meetings, briefings, press interviews, committee hearings and conferences
- Serve as liaison to constituents, other Congressional offices, the White House, executive branch offices, U.S. departments and agencies, the State of Texas and local district offices
- Responsible for Congressman's special projects, personal correspondence and related issues
- Coordinate Congressman and Congressman's spouse travel for both official and political events
- Work with both DC and Texas fundraisers on logistics regarding Congressman's political events
- Manage Staff Assistant, Interns, Financial Administrator and IT vendor on behalf of the Chief of Staff

Republican Study Committee; U.S. Representative Bill Flores
Director of Operations and Member Services – Washington, D.C. **January 2015 – December 2016**

- Organized and coordinated multiple Member oriented events each week to include dinners, lunches, and leadership steering meetings
- Responsible for Member services on behalf of the RSC Chairman and the 177 Members of the organization
- Worked closely with the Chairman and Executive Director to organize the weekly RSC Member meeting
- Managed weekly special guests invitations and coordination for RSC Member events
- Maintained the contact information list serve for the 177 RSC Members and their staff

U.S. Representative Bill Flores
Press Assistant – Washington, D.C. **October 2013 – February 2014**

- Drafted and distributed press releases, floor speeches, press clips, and e-newsletters for Congressman
- Managed the Congressman's media platforms including Twitter, YouTube, and Facebook
- Responsible for official website management to include media and press updates
- Attended Republican conference press briefings and press workshops
- Managed Congressional press contacts' list and staffed Congressman for press interviews and media events
- Assisted in the coordination and operation of teleconference town hall meeting

Staff Assistant – Washington, D.C. **January – October 2013**

- Managed front office responsibilities including: answering phones, greet/assisting office visitors, distributing mail and aiding in special projects
- Scheduled and coordinated tours for constituents at the White House, Capitol Visitors Center, Supreme Court, the Library of Congress, and the Pentagon
- Assisted Legislative staff in writing letters on behalf of the Congressman

POLITICAL EXPERIENCE

- Coordinated and helped host a political reception in Texas for Congressman Flores with medical community
- Assisted in planning and managing Congressman Flores' fundraising tailgate in College Station, TX
- Organized Congressman Flores' election victory party in 2014

EDUCATION

Texas A&M University – College Station, TX **2008 – 2012**
Bachelor of Arts
Major: Political Science Minor: Sociology

SKILLS/INTERESTS

- Proficient in Microsoft Office Suite, new media, and Fireside/ IQ constituent resource databases

INTERNSHIPS/CAMPAIGN EXPERIENCE

- RNC Operation Rolling Surge Deployment 2012, Canseco for Congress 2012, Bill Flores for Congress 2010, 2012, 2014 and 2016, Buddy Winn for Texas House of Representatives 2010
- Interned for U.S. Congressman Bill Flores, Louie Gohmert and Texas State Representative John Smithee

SEAN HAYES

(b)(6)

A Stanford educated lawyer with nearly a decade of experience leading Congressional oversight on health care, technology, regulations, and how the government works.

U.S. House of Representatives Committee on Oversight and Government Reform

Staff Director, Subcommittee on Health Care, Benefits, and Administrative Rules — January 2015 - present

- Lead all health care related investigations including oversight of the Patient Protection and Affordable Care Act (PPACA), the Internal Revenue Service's implementation of the PPACA, and the Committee's bipartisan review of pharmaceutical drug pricing.
- Review all agency and administrative rulemaking. Discovered documents on the Environmental Protection Agency's "Waters of The United States" rule that led to the rule being halted nationwide. Conducted oversight that ceased efforts to further regulate ammunition. Routinely review the administration's lack of transparent rulemaking.
- Conducted joint investigations into the Federal Deposition Insurance Corporation, the Export-Import Bank of the United States, and the President's executive actions regarding immigration.
- Negotiated document productions and conducted numerous depositions and transcribed interviews.

U.S. House of Representatives Committee on Energy and Commerce

Deputy Chief Oversight Counsel — February 2014 - January 2015
Counsel — June 2009 - February 2014

- As lead counsel for all oversight of the PPACA discovered problems with Healthcare.gov before the launch of the site. This positioned the Committee to host the widely watched first public testimony by both the contractors responsible for the site and later the Secretary of Health and Human Services.
- Worked countless issues spanning the Committee's widespread jurisdiction, including the GM ignition switch recall, the government's response to prescription drug and heroin abuse, federal standards on cyber security, and the Committee's 21st Century Cures initiative, specifically related to autism funding.
- Uncovered the deal between the administration and pharmaceutical industry that led to the PPACA's passage, resulting in front-page coverage in *The New York Times* and a substantial editorial in *The Wall Street Journal*.
- Exposed the large premium increases the insurance industry was planning as a result of the PPACA and the cost increases being faced by members of the President's Council on Jobs and Competitiveness.
- Ran several dozen Committee hearings, drafted questions and assisted Members with their examination of many witnesses. Responsible for arguably one of the most famous exchanges after the HealthCare.gov launch and revelations that were described as a "bombshell" leaving one Member "visibly stunned."

Republican National Committee

Associate Counsel — August 2008 - February 2009

- Approved all contracts, press releases, talking points, and statements issued by the Committee during the 2008 election. Counsel responsible for the planning and execution of all Victory Rallies in partnership with campaigns.
- Counsel for the 2008 Minnesota Senate recount and the Republican National Convention. Advised 2012 Convention.

RELATED PROFESSIONAL ACTIVITIES

- Two years of experience as litigation and election law Associate with Wiley Rein LLP.
- Deployed as election volunteer and legal counsel to North Carolina in 2016, Colorado in 2014, and New York in 2010. Assisted the Chief Counsel of the Republican National Committee in 2012.

EDUCATION

Stanford University Law School — Juris Doctor, May 2006

- *Stanford Journal of Law, Business and Finance*, Production Editor

Fairfield University — Bachelor of Arts, May 2003

- Class of 2003 Commencement Valedictorian Speaker
- *The Fairfield Mirror,* Editor-in-Chief

Valerie J. Huber

(b)(6)

PROFILE

Creative entrepreneurial leader with experience in overcoming obstacles with diplomacy. Proficient in cultivating a common vision and purpose, especially during difficult or challenging situations. Makes connections between seemingly disparate ideas and applies them in support of a strategy. Personal ethics are foundational to professional life.

WORK EXPERIENCE

Ascend, Washington, DC
President/CEO (2012-present)
Executive Director (2007 – 2012)

- **Vision.** *Co-created, planned and implemented strategy sessions with national leaders that resulted in the creation of Ascend. Plotted a long-term strategy for the issue and successfully executed it through messaging, research, and tactical, incremental success.*
- **Media.** *Chief national media spokesperson for Sexual Risk Avoidance education (SRA- formerly known as* abstinence education) *in major print, radio and television outlets, including the New York Times, Washington Post, USA Today, Newsweek, The Economist, Associated Press, NPR, ABC, NBC, CBS and Fox News.*
- **National Policy.** *Guided bipartisan efforts in Congress, resulting in (1) creation of the Competitive Abstinence Education & Sexual Risk Avoidance Education Programs, (2) funding parity between the two sex education approaches in FY 2012-FY 2017 House LHHS bills and Senate FY 2016 bill, (3) reauthorization of state block grant for abstinence education in a Democratic-controlled Congress and White House, (4) first Congressional sexual risk avoidance (SRA) bipartisan support letters, (5) bicameral introduction of the Abstinence Education Reallocation Act and the Healthy Relationships Act. (5) annual congressional briefings to expand support for SRA education. Overall, we were able to maintain SRA education as federal priority, reviving the issue from $0 to bringing more than $½ billion to communities across America under Democratic administration. Expert resource for key Congressional committees.*
- **State Policy.** (1) *Drafted model legislation, providing the basis for one state updating its sex education law. (2) Designed strategy and oversaw successful efforts in at least 8 states resulting in the successful protection of SRA education. (3) Proposed and managed outreach to more than half of all Governor's offices resulting in 37 states implementing the Title V Abstinence Education Block Grant.*
- **Partnerships.** *Led substantive meetings with HHS and the White House under both Democratic and Republican Administrations, leading to increased bipartisan support for SRA education. Worked closely with other organizations to amplify and coordinate messaging surrounding SRA.*
- **Messaging.** *Changed messaging surrounding abstinence education to the public health and holistic Sexual Risk Avoidance terminology, resulting in increased support among those previously unsupportive.*
- **Professionalism.** *Co-created and facilitated the graduate-level Sexual Risk Avoidance Specialist (SRAS) credential that ensures minimum levels of professionalism for the SRA field. Nearly 1,000 individuals have completed the training to date, opening significantly more educational opportunities for students. HHS recognizes this credential as the only meaningful one for SRA.*

Ohio Department of Health, Columbus, OH
Abstinence Manager for State of Ohio & Title V Coordinator (2004-2007)

- *Ohio's program became a model for other states to follow as evidenced by invitation from HHS to share best practices with other state programs during national conferences.*
- *Set curricular guidelines for state abstinence education programs serving 100,000 students.*
- *Wrote and implemented standards for medical accuracy in Ohio.*
- *Created state objective review guidelines for funding proposals.*
- *Introduced sexual risk avoidance programming in Ohio for college students.*
- *Initiated 4 state-wide research studies with high school and college students, parents, & health depts.*
- *Frequent presenter at meetings and conferences.*
- *Media spokesperson for the Ohio Department of Health abstinence program on behalf of the governor.*
- *Developed first statewide Abstinence Education Conference and Youth Leadership Conference, which became a model for other states.*

REACH of Southwestern Ohio, Greenville, Ohio
Founder/ Executive Director (1999-2004)

- *Founded first character and sexual risk avoidance organization in two counties of Ohio.*
- *Wrote proposal for competitive funding and secured largest grant of its kind in first attempt.*
- *Initiated school-based services that grew from zero to ~10,000 students in one county, and eventually growing to ~20,000 students in two counties.*

SELECTED PUBLICATIONS AND SPEECHES

- *The First Line of Defense (2016, August). Citizen Magazine.*
- *Making Your Message Matter: Communication strategies. (2016). Ascend.*
- *Abstinence Defined: Theory, Practice & Legal Practices* (2001). Ohio Abstinence Coalition
- *SRA Works (formerly Abstinence Works),* (2010-2016). Ascend.
- *A History of Sex Education Since 1900. (2014).* International Journal of Education Reform.
- *Developing Habits of the Heart. (2001). REACH.*
- *Sexual Risk Avoidance Education: Considerations for Protecting Teen Health* (2012). NAEA.
- *The History of Sex Education in America Since 1900* (2010). Master's Thesis, Cedarville University.
- Frequent speaker at conferences, congressional briefings and caucus meetings including HHS Evaluation Conferences, PACHA, and Ohio World AIDS Day.

LEADERSHIP & SERVICE AWARDS

- Medical Institute for Sexual Health (MISH) advisory board member (2012-present)
- Ohio Adolescent Health Association Impacting Ohio Youth Award (2016)
- Alumna of the Year, Cedarville University (2013)
- Alumni Award, Lake Michigan College (2014)
- National Impact Award, RIDGE Project (2014)
- Darke County Character Council, co-chair, education committee (2003-2004)
- Co-developed the first graduate class for Abstinence Education in Ohio (2005)
- HOME (Helping Ohio Marriages Excel), co-founder (2005)
- Michigan Association for Sexual Health, advisory board, (2010-2012)
- Ohio Abstinence Coalition, co-founder. (2001)
- Pregnancy Decision Health Center, board member (2010-2015)

EDUCATION

Master of Education, summa cum laude, GPA 4.0
Cedarville University, Cedarville, Ohio
Bachelor of Arts, summa cum laude, GPA 3.97
Cedarville College, Cedarville, Ohio
Associate of Arts, summa cum laude, GPA 4.00
Lake Michigan College, Benton Harbor, Michigan

Darcie L. Johnston
Johnston Consulting

(b)(6)

A highly experienced **Executive** who has demonstrated the ability to lead diverse teams of professionals in a variety of highly competitive public relations campaigns in fast-paced environments. I have strong communications, strategic planning, and business qualifications, with an impressive track record of more than 15 years of hands-on-experience in strategic planning, business development, project management and lobbying. In addition, I have a strong proven ability for analytical, critical thinking, negotiating and problem-solving skills along with excellent social media, oral and written communication skills.

Government Affairs * Public Relations * Key Client Retention * Business Development
Relationship Management * Project Management

4/15/16 – Present **Vermont State Director for Donald J. Trump for President, Inc.**

- Identified and helped to elect 13 Trump delegates and alternates to the Republican National Convention at the Vermont Republican State Convention.
- Served as a Trump Delegate on the Republican Platform Committee at the Republication National Convention.
- Trump Floor Whip for Vermont, Maine and Rhode Island at the Republican National Convention.
- Trump Whip for Platform and Rules Committee for Vermont, Maine and Rhode Island.
- Directed the Vermont campaign and volunteers for Trump for President in Vermont.
- Coordinated Vermont volunteers to work as volunteers in New Hampshire to reinforce ground operations for the Trump campaign.

2/2011 – Present **Founder and President of Vermonters for Health Care Freedom**
99 State Street Montpelier, VT 05602

- 501(c)(4) organization established to fight Governor Shumlin's health care reform efforts to create first single payers health care state.
- Developed strategic plan and raised resources to execute public relations campaign.
- Monitored health care reform legislation being proposed in the Vermont Legislature from 2011 through 2016 and the impact of Green Mountain Care on Vermont patients, insurance brokers and health care professionals.
- Planned and executed development of Doctor Network in 2013 for the purpose of protecting the patient-doctor relationship and to allow private practice doctors to continue to set their own payment rates with private patients. Act 48 gives the Green Mountain Care Board the authority to set reimbursement rates for all providers.

2/2015 -3/2016 **Director of Development, Excellence in Education, PO Box 1069, Tallahassee, FL 32302**

- Director of Development for newly formed 501 (c)(4) organization focused on educational reform.
- Helped to create a national plan for individual donor and 501 (c)(4) organizations to fund our lobbying and grassroots efforts in 22 states.

- Planned and executed fundraising events in Florida to help build grassroots support.

12/2011 – 11/2012 **Brock for Governor, LLC, Montpelier, VT**
2396 Highgate Road, Swanton, VT 05478

- Successfully oversaw the start-up and development of Senator Randy Brock's statewide campaign for Governor.
- Executed an on-going campaign strategy to build support, raise campaign resources and strategic issue development.
- Established critical relationships with donors, supporters and members of the Vermont press corp.
- Supervised and managed campaign staff, volunteers and hired contractors.
- Supervised opposition research on Governor Shumlin and his administration.
- Developed and executed communication strategy.

Experience

12/98 –	Present President / Owner – Johnston Consulting, Inc., Montpelier, VT. Public relations, strategic planning and fundraising consulting firm.
2/95 – 6/95	Deputy Director for Major Donors, the 1995 Republican Senate-House Dinner, Washington D.C. The largest national fundraising event held to help re-elect republican candidates to Congress. This annual event raised over $11 million dollars.
3/94 – 11/94	Finance Director – Jeffords for Vermont Re-Election Campaign, Montpelier, VT. Raised over $600,000 for the successful re-election of Senator Jeffords.
5/89 – 3/94	Systems Administrator – Office of Senator James M. Jeffords, Washington, D.C. Tracked and managed constituents communication on all legislative issues for Senator Jeffords. Responsible for responding, in a timely manner, to Vermonters' concerns regarding legislation were responded to in a timely manner.

Education **B.A. – Major History - Minor: Politics** (5/89)
Randolph-Macon Woman's College, 2500 Rivermont Avenue Lynchburg, VA 24503
Snelling Center for Government, Women's Leadership Circle (1/13 -6/13)

JACK KALAVRITINOS

(b)(6)

EXECUTIVE CORE COMPETANCIES

20-plus years at executive and management levels: trade association, corporate, government sectors

Leadership and management
Coalition-building, fundraising
Senior political appointee
Legislative, legal and regulatory

PROFESSIONAL EXPERIENCE

Presidential Transition Washington, DC
Lead, Appointments, Department of Education November 2016 – present

Leading effort to develop candidates for Senate-confirmed positions as well as the "Beachhead" team of Department of Education appointees to arrive immediately after January 20, 2017. Working with the Secretary-designee and policy, legal and personnel colleagues to recruit candidates who will best achieve future policy goals in the new Administration. Assisted colleagues with candidate searches for their agency portfolios.

ACE Mentor Program of America Rockville, MD
President and CEO February 2015 – September 30, 2016

Led the nation's foremost private-sector after-school mentoring program with 65 affiliates in 33 states engaging over 8,000 high school students in a curriculum involving 3,300 volunteer professionals from all sectors construction industry. Worked closely with a Board of Directors composed of CEOs from a cross-section of stakeholders in the design and construction industry, while managing 8 national staff members.

- Developed national strategic plan that in Year One, spurred one-third of the affiliates to create their own.
- Stimulated growth throughout the organization: from 2015-16 affiliates grew 10%, number of mentors and students increased 10% and 6% respectively and total scholarships increased 13%.
- Launched national partnership with STEM Premiere, an on-line platform that will dramatically improve how ACE students showcase themselves and how ACE sponsors recruit students, and built support for and initiated development of an upgraded database, the most significant non-personnel organizational asset.
- Instituted critical compliance policies and procedures to better manage risk to the organization
- Moved ACE HQ to Rockville, MD., hired new staff, bolstered national office systems
- Enhanced organization's internal communications through new widely disseminated monthly e-newsletter stimulated 50% growth of social media, revamped ACE's website and increased national media coverage.

Covidien (Medtronic) Washington, D.C.
Global Government Affairs
Director, Government Affairs *2010 – January 2015*
Director, Public Policy *2007 - 2010*

Served as government affairs advisor to $10 billion medical device and pharmaceutical company with 42,000 employees worldwide. Represented the company before Congress and federal agencies. Provided advice on working with the agencies, crafted strategies to facilitate approvals for company's device/drug applications.

- Worked closely with company leaders, specialists, and industry allies with AdvaMed on a range of issues.
- Hired in 2007 as Director of Public Policy, given increasing responsibilities, and in July 2010, was promoted to Director of Government Affairs which included supporting the device sector.
- Represented company before Congress during the reauthorization of the medical device user fee legislation. Played key role in Congress adding key policy provisions to the user fee legislation.
- Chair of new AdvaMed Trade Advocacy Working Group in 2013. Increased Covidien's presence in India.

The Department of Health and Human Services Washington, D.C.
Office of the Secretary
Director, Office of Intergovernmental Affairs July 2005 to June 2007

Served as principal advisor to Secretary Mike Leavitt and other HHS senior leaders on state and local affairs and liaison to all governors, mayors, and other state and local officials and intergovernmental groups.

- Managed an office of 35 staff members, recruited many for the DC and ten federal regions, assisted in overseeing regional media outreach. Managed department's $6 million budget.
- Played key role in implementation of Medicare Modernization Act
- Crafted strategy and implemented plan that led to Pandemic Influenza Preparedness Summits with Governors in all 50 states and territories within six months.

The Department of Labor Washington, D.C.
White House Liaison and Senior Advisor to the Secretary August 2003 to July 2005

- Served as principal liaison between White House Offices of Presidential Personnel, Political Affairs, Scheduling, and the Secretary of Labor; provided strategic advice to the Secretary and Chief of Staff
- Managed recruiting, hiring and assessment of all political appointees.

The White House Washington, D.C.
The Office of Management and Budget
Associate Administrator for Competitive Sourcing August 2001 - August 2003

Appointed to implement the President's Competitive Sourcing Initiative, the total savings achieved by the competitive sourcing initiative over an 8-year period is estimated to total $7 billion, with thousands of jobs having been competed using our revised process, and served as congressional and media affairs liaison.

American Council of Engineering Companies (ACEC) Washington, D.C.
Director, Government Affairs *1999 - 2001*
General Counsel *1998 - 2000*
Director, Risk Management / Assistant GC *1993 - 1999*

Led federal advocacy efforts and served as primary lobbyist on key legislative issues. Managed nine-person, government affairs office, which included policy committees, coalitions, and outside consultants.

- Responsible for doubling size of ACEC's Political Action Committee and created state legislative program.
- Served as General Counsel from 1998-2000, providing legal counsel to ACEC Board of Directors and EVP. Hired in 1993 to run the risk management program and promoted to Assistant General Counsel.

Bush-Quayle '92 Campaign Washington, D.C.
Associate Director, Business and Industry Coalitions January - November 1992

Served as liaison to the construction/engineering and Greek-American communities.

Representative Michael Bilirakis Rockville, Maryland
Legislative Aide January 1991 - January 1992

Drafted speeches and press releases on foreign policy issues and developed constituent outreach program.

Miller, Miller & Canby Rockville, Maryland
Attorney-at-Law September 1989 - January 1991

Represented clients before Board of Appeals, Planning Commission and County Department of Transportation.

EDUCATION

Catholic University of America, Columbus School of Law, Washington, DC: Juris Doctor, May 1989; Senior Staff, Law Review, co-authored, "Developments in District of Columbia Case Law"; Moot Court.
Wake Forest University, Winston-Salem, NC: Bachelor of Arts, Political Science, Deans List May 1985.

CURRICULUM VITAE
CHARLES N. W. KECKLER

(b)(6)

LEGAL & POLICY EXPERIENCE

Legal Services Corporation, Board of Directors, 4/2010-
- *Nominated by President (reappointed 1/2014) and confirmed twice by the Senate to board of federal non-profit corporation; supported by the American Bar Association.*
- *Oversight and policy direction of $348 million of public funds to provide legal representation to America's poor; Operations & Regulations Committee (Chair), lead director for current strategic plan emphasizing performance management, developed new regulations, including enhanced enforcement authorities against misuse of funds.*

George Mason University School of Policy, Government and International Affairs
Presidential Scholar, 8/2013- 8/2016
- *Competitive fellowship providing research support during doctoral studies; assisted Dean with research, writing, editing and analytical support*

Washington & Lee School of Law, Adjunct Professor of Law, 1/2013 –6/2013
- *Responsible for required course in Administrative Law in Spring Semester*

Dickinson School of Law, Penn. State University, Visiting Assistant Professor, 2009-2011
- *Responsible for required four-credit Civil Procedure course Fall 2009 and 2010; taught Evidence, Spring 2010 and Remedies, Spring 2011 developed new course in Analytical Methods, taught simultaneously in two campuses.*

United States Department of Health & Human Services, Deputy Assistant Secretary for Policy & External Affairs, 2008-2009; Senior Advisor, 2007- 2008
- *Principal legal and regulatory advisor within the Administration for Children and Families, a $48 billion grant-making agency focused on social research and public welfare; elevated to the Senior Executive Service.*
- *Other duties included testifying before Congress, legislative analysis, drafting regulations, service on the Advisory Committee on Genetics, Health, and Society, and leadership of United States diplomatic delegation on issues of social development.*

George Mason University School of Law, Visiting Assistant Professor, 2004 – 2006
- *Taught required four-credit civil procedure course; one section in Spring 2005, all (> 200 students) in Spring 2006. Course and instructor rated 4 on 5 point scale.*
- *Redesigned and taught advanced courses in comparative law, biology and the law.*

Northwestern University College of Law, John M. Olin Fellow in Law, 2003-2004
- *Conducted research on empirical measures of legal change. Designed and taught course for upper-level law students in complex litigation.*

Mayer Brown, Associate, 2001-2003, Summer Associate, 1999 & 2000, Chicago, IL

- *Civil litigation at trial and appellate level, with emphasis on employment discrimination, class actions against lenders, public utilities and pharmaceutical companies, and emergency, fee-recovery, and post-judgment motion practice.*

United States Court of Appeals for the Sixth Circuit, Law Clerk, 2000-2001

- *Served as clerk to the Honorable Danny J. Boggs.*

OTHER EXPERIENCE

University of New Mexico, Instructor

- *Redesigned and taught research methods course for two semesters*

University of New Mexico, National Science Foundation Graduate Fellow

- *Wrote and presented six papers at national academic conferences*

University of Michigan, Teaching Assistant

- *Taught three sections of Biological Anthropology*

Harvard College, Seminar Leader

- *Co-taught section of science and philosophy course, "Chance, Necessity & Order".*

Bar Memberships and Activities

District of Columbia, Northern District of Illinois, United States Court of Appeals for the Fourth, Sixth, and Seventh Circuits, State Bar of Illinois (inactive); Phi Beta Kappa, Order of the Coif. American Conservative Union Foundation Policy Fellow; Federalist Society, Vice-President, Chicago Lawyers Chapter (former), Vice-President, University of Michigan Student Chapter (former); Boy Scouts of America, Pack Committee Chair (former), Troop Committee, Merit Badge Counselor (Law, American Heritage, Citizenship in Nation, American Cultures, Chess)

EDUCATION

George Mason University, 2013 – 2017 (*anticipated*) Ph.D. Candidate in Public Policy

- *Field specialization in performance measurement, agency structure, and regulation*
- *4.0 GPA (A+ in performance measurement and microeconomics)*
- *Advanced to all-but dissertation stage Dec. 2016 ("Programmatic Performance and Constitutional Consequences of Independent Commission Structure")*

University of Michigan Law School, J.D., 1999, magna cum laude

- *Michigan Law Review, Book Review Editor, Technology Committee*
- *Top 2% of Class and elected Order of the Coif*
- *Certificates of Merit – Evidence, Torts, Oral Advocacy, Constitutional Law*

University of Michigan, M.A. (Anthropology)

- *Regents Fellowship*

Harvard College, A.B. (Anthropology) magna cum laude

- *Phi Beta Kappa (Senior 24)*

PUBLICATIONS

Professional Publications

2017	*I'm Unconstitutional: Another Dubious Restriction on the Presidential Power to Remove,* forthcoming in THE GREEN BAG.
2016	with Nina Kasniunas and Mark Rozell, *Interest Groups, Super PACs and Independent Expenditures*, Chapter 8 in CAMPAIGNS ON THE CUTTING EDGE, 3RD ED., R. J. Semiatin, ed. CQ Press.
2015	with Mark J. Rozell, *The Libertarian Right and the Christian Right*, 44 PERSPECTIVES ON POLITICAL SCIENCE 92.
2010	Cy Pres *and Its Predators*, Chapter 11 *in* THE PURSUIT OF JUSTICE: THE LAW AND ECONOMICS OF LEGAL INSTITUTIONS, E. Lopez, ed., Palgrave
2010	*The Hazards of Precedent: A Parameterization of Legal Change,* 80 MISSISSIPPI L. J. 105.
2010	*Lawyered Up,* 27 THOMAS M. COOLEY L. REV. 58
2007	*Life v. Death: Who Should Capital Punishment Marginally Deter?*, 2 J. LAW, ECON. & POLICY 51-104
2006	*Cross-examining the Brain: A Legal Analysis of Neural Imaging for Credibility Impeachment*, 57 HASTINGS LAW JOURNAL 509-556
2005	Invited Comment, 46 CURRENT ANTHROPOLOGY S39-S40
2000	Ed., Annual Review of Books Related to the Law, 98:6 MICHIGAN L. R.
1997	"Catastrophic Mortality in Simulations of Forager Age-at-Death" Ch. 7 in INTEGRATING ARCHAEOLOGICAL DEMOGRAPHY, R. Paine, ed., SIU Press

Selected Public and Professional Presentations

2014	"Agency Leadership Structure and Performance: A Depolarization Hypothesis and Some Evidence," George Mason University, Arlington VA
2010	Neuroscience Panelist, Pennsylvania Bar Institute Law Policy Forum, Philadelphia
2010	"The Origin of Law," Society for Evolutionary Analysis in the Law, Williamsburg VA
2009	"Cy Pres and Its Predators", Annual Conference on Empirical Legal Studies, Los Angeles
2007	"The Hazards of Precedent: A Parameterization of Legal Change", Annual Conference on Empirical Legal Studies, New York, NY
2006	"*Fiat Lex*: Conditions for the Evolutionary Emergence of Legal Norms" Levy Workshop, George Mason University Law School, Arlington, VA
2006	"Restoring the Admissibility Threshold for Foreign Law: Rule 44.1 and a New World of Facts" Federalist Society Faculty Conference, Washington, DC
2005	"A Piece of the Action: Legal System Capture Through Judicial Decree" Southern Economic Association, Washington, DC
2004	"The Political Economy of Class Actions in the USA" Brazilian Bar Association, Rio de Janeiro, Brazil
2003	"Cultural Evolution and Constitutions" Center for Middle East Studies, University of Chicago, Chicago, IL
2000	"Evolution of Traits Related to Population Density in a Heterogeneous Metapopulation," Human Behavior and Evolution Society, Amherst, MA
2000	"Who Were the First Criminals: and Why It Matters" Society for Evolutionary Analysis in the Law, Bloomington, IN
1999	"Coalition Modeling and Political Evolution" Human Behavior and Evolution Society, Salt Lake City, UT
1997	"Power and Evolution" Human Behavior and Evolution Society, Tucson, Arizona

Cori S. Kellogg

(b)(6)

Objective

Experienced RN with clinical and managerial experience in Intensive Care and Academic Research settings looking for a career with the Department of Health and Human Services. Background in conducting clinical trials research in the areas of Vascular and Endovascular Surgery in accordance with FDA regulations. Strong foundation in management of patient-specific, quality nursing care. Extensive experience as Charge Nurse and Shift Supervisor managing clinical staff. Appointed to multiple leadership roles including: Shared Governance Council member, Education Council member, preceptor role educating newly hired RNs or nursing practicum students, etc.

Professional Experience

Clinical Research Coordinator, Licensed
09/2016 – Present, UVA Department of Surgery, Charlottesville, VA 22908

Coordinate clinical research for the Department of Surgery with a strong emphasis on vascular and endovascular procedures. Collaborate with multidisciplinary team members to ensure protocol is observed and remains in accordance with applicable local, state, and national regulations. Involved in data collection, record maintenance, subject consenting, adverse event reporting, specimen collection and processing, device management and accountability, IRB activities and regulatory document management. Maintain consistent communication with study sponsors and CRAs to ensure each study is performed to the highest level of safety and excellence.

Highlights of Contributions:

- Actively participate in trial planning and preparatory work, patient enrollment and consent, specimen and data collection, as well as post-operative/follow-up coordination
- Execute overall management of retrospective and prospective clinical trials to ensure full compliance with protocols set forth by the FDA, University policies and procedures, and outlined sponsor requirements
- Educate vascular and endovascular subjects on study involvement and requirements

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Neonatal Intensive Care Nurse (Staff RN – Nightshift NICU Representative) – CLINICIAN II
01/2015 – 09/2016 University of Virginia Children's Hospital, Charlottesville, VA 22903

Successfully provided patient specific nursing care to critically ill newborn patients and family members. Achieved Newborn Resuscitation certification. Continuously sought out opportunities for unit participation and development as a NICU nurse. Demonstrated ability to manage care for full patient load in the NICU (intensive care and intermediate care areas). Strengthened ability to effectively communicate with care team members to ensure appropriate and effective care for patient population; effectively showed compassion and service for family members and loved ones.

Highlights of Contributions:

- Demonstrated understanding and proficient use of high frequency ventilators, ECMO, cooling protocols, bedside procedures, code situations, and other skill sets specific to neonatal intensive care settings
- Acted as Skin Champion and performed PUP (Pressure Ulcer Prevention) quarterly rounds
- Collaborated with other team members to develop and implement neonatal sleep sacks throughout the unit based off evidence-based practices
- Created, implemented, and educated fellow clinicians about new Blood Gas Standard of Care
- Elected UVC Securement Champion to ensure safety of central lines

Medical/Surgical Nurse (Staff RN) – CLINICIAN II
5/2013 – 12/2014, Martha Jefferson Hospital, Charlottesville, VA 22911

Performed assessments and correctly interpreted patient data. Implemented thoughtful, patient specific nursing interventions based on clinical findings. Effectively managed care of full patient load. Assumed role as care team member and effectively collaborated with other team members for continuity of patient care. Communicated effectively with family members while being a strong advocate for my patients.

Highlights of Contributions:

- Consistently managed care for six Medical/Surgical patients by creating care plans specific to my patient's individual needs
- Successfully preformed and interpreted clinical nursing assessments, and implemented nursing interventions based off clinical findings and lab/imaging results
- Communicated effectively with patients and family members to ensure optimal understanding of disease process and treatment plan
- Effectively collaborated with patient care team to ensure excellent patient care and patient outcomes

Medical/Surgical Nurse (Charge RN/Nightshift Supervisor) – CLINICIAN II
5/2013 – 12/2014, Martha Jefferson Hospital, Charlottesville, VA 22911

Effectively and thoughtfully managed clinical staff; created and organized patient care assignments for oncoming shift; managed rapid response and code situations. Effectively handled internal and external unit conflict. Completed unit-wide reports based off of evidence-based practice. Upheld Magnet Hospital standards. Advocate for clinical staff and patients.

Highlights of Contributions:

- Acted as unit representative for hospital wide Education Council focusing on new/emerging medical technology and evidence-based practice for clinical standard practices, and implemented these findings on the floor
- Acted as preceptor/nurse educator for newly hired clinical staff and nursing students
- Led unit wide reports to discuss floor issues, new evidence-based findings and implementation, and unit/patient trends
- Participated in the rolling out of online Medical/Surgical training courses

Nursing Credentials

Education:

- Associates Degree (2013) – Nursing – Piedmont Virginia Community College, Charlottesville, VA
- Bachelor of Science Degree (2014) – Nursing – George Mason University, Fairfax, VA
  - **Awards:**
    - Dean's List
    - Alpha Lambda Delta Honor Society
    - National Society of Collegiate Scholars
- Master of Health Administration / Master of Business Administration (MHA/MBA) - University of Phoenix
  - (To begin Fall, 2017)

Certifications:

- BLS (Basic Life Support) for Healthcare Providers - (2017)

Quality Improvement Projects

Projects:

- UVC Securement Team – Trial for safe UVC securement to decrease incidence of dislodged central lines
- Safe Sleep Taskforce – Implemented and provided education for sleep/swaddle sacks to decrease incidence of SIDS
- Employee Engagement Committee – Facilitated team member education and engagement
- Skin Champion – Participated in quarterly PUP (pressure ulcer prevention) rounds to prevent skin breakdown
- Discharge Education Team – Updated and provided education on current newborn safety practices for going home based on evidence-based practice
- "Hues for Little Hoos"- Worked with the community to bring color and artwork to UVA's Children's Hospital
- NICU Nightshift Representative – Represented UVA's NICU ensuring appropriate noise level and diurnal lighting use during night time hours to promote restful sleep and healing
- NICU Reunion Committee Member – Planed yearly gathering for NICU Graduates and their families to come together for a day of celebration
- Critical Care Procedure Committee Member – Facilitated assessment in current nursing practices, and implementation of new ICU specific interventions
- AngelEyes Superuser – Live streaming video of patients for Care Partners to access from home
- ICN (Intermediate Care Nursery) Lead – Coordinated smooth patient discharge
- Welcome Wagon – Worked to ensure newly-hired staff felt welcome on our unit
- Blood Gas Collection Standard of Care – Updated and provided education on new safe collection practices
- Education Council Member (Martha Jefferson Hospital) – Followed new/emerging evidence-based practices for implementation in clinical settings
- Shared Governance Council (Martha Jefferson Hospital) – Addressed hospital-wide conflict and safe practices

Nursing Organizations

- NANN (National Association of Neonatal Nurses)
- ANN (Academy of Neonatal Nursing)

Community Service

- American Red Cross Association
- ASPCA
- March of Dimes

References

(Available upon request)

Laura H. Kemper

(b)(6)

EXPERIENCE:

Chamber Hill Strategies, 700 12th St. NW, Suite 700, Washington, DC 20005
Principal, January 2015-Present

- Advise clients on Congressional and regulatory activity and develop strategies to affect health care and tax policy
- Meet with legislative and agency officials, including staff at the Department of Health and Human Services, the Veterans Administration, and the Department of the Interior
- Draft comments to proposed regulations and amendments to pending legislation

The Honorable John Cornyn, Republican Whip, United States Senate, 517 Hart Senate Office Building, Washington, DC, 20510
Counsel, December 2011-June 2014

- Advised Senator on health policy and drafted relevant legislation
- Met with constituents and health care providers to discuss relevant issues
- Worked with Senate Finance Committee on Medicare and Medicaid policy

The Honorable Tom Price, United States House of Representatives, 1211 Longworth House Office Building, Washington, DC 20515
Policy Advisor, January 2011-December 2011

- Advised Congressman on health policy and drafted relevant legislation
- Met with constituents and health care providers to discuss relevant issues
- Worked with Ways & Means Committee and Republican Policy Committee on health policy

Alston & Bird LLP, 950 F St. NW, Washington, DC 20004
Associate, Health Care and Legislative and Public Policy Groups, September 2008-January 2011
Summer Associate, Summer 2007

- Met with officials at the Office of the National Coordinator for Health Information Technology, the Health Resources Services Administration, the Centers for Medicare and Medicaid Services, and the Social Security Administration
- Tracked health care reform legislation from its original drafting and daily monitored implementation of the Affordable Care Act (ACA)
- Drafted amendments and assisted with client legislative strategies to alter provisions in the ACA
- Drafted comprehensive summaries of The HITECH Act, which was passed as part of The American Recovery and Reinvestment Act
- Worked with HIT vendors and providers to understand implementation of the Electronic Health Record (EHR) Incentive Program
- Reviewed and summarized as well as drafted comments to regulations for clients in response to various agency rulemakings (e.g., Physician Fee Schedule, Home Health Prospective Payment System, Meaningful Use Proposed Rule, EHR Temporary Certification Rule)

U.S. Senate Committee on Health, Education, Labor, and Pensions, 428 Dirksen Senate Office Building, Washington, DC 20510
Intern in Majority Health Policy Office, Summer 2006

- Researched various health issues and prepared memoranda for committee staff
- Attended hearings and briefings
- Helped prepare hearing briefing book for Chairman of the Committee prior to hearing on alternatives to the current medical malpractice system

Troutman Sanders LLP, 401 9th St. NW, Suite 1000, Washington, DC 20004
Intern, Summer 2005

- Tracked passage of energy bill through U.S. Senate
- Wrote weekly articles for the firm's energy newsletter

The Honorable Nathan Deal, United States House of Representatives, Washington, DC
Executive Assistant, June 2004-May 2005

- Managed Congressm s schedule and wrote letters of personal c spondence
- Coordinated inauguration events

EDF Energy, London, England, Osprey House, Osprey Road, Exeter, EX2 7WN
Business Change Assistant, Summer 2003

- Worked with consultants to map out business process for merger of utility companies
- Created induction packet for employees new to the Business Change department

King & Spalding LLP, 1180 Peachtree St. Atlanta, GA 30309
Document Clerk, Summer 2002

- Organized case documents for class action suit
- Composed manual and trained co-workers in handling of non-party documents

EDUCATION:

University of Virginia School of Law, 580 Massie Rd., Charlottesville, VA 22903
J.D., 2008

- University Honor Committee, Chairman of Single Sanction Ad Hoc Sub-Committee
- Class of 2008 Annual Giving Agent
- The Federalist Society, Vice President for Special Events
- Virginia Law Republicans, President and Vice President for Campaigns
- Student Bar Association, Honor Representative
- Public Interest Law Association Summer Grant Recipient
- Law Christian Fellowship
- Jefferson Area Board of Aging, Pro Bono Volunteer

University of Virginia, P.O. Box 400133, 103 Monroe Hall- 248 McCormick Rd. Charlottesville, VA 22903
B.A. Religious Studies (Minor in History), *with distinction*, 2004

- Intermediate Honors, Dean's List, and Phi Eta Sigma
- University Honor Committee, Senior Advisor
- Adopt-a-Grandparent, Program Director and Volunteer
- Inter-Sorority Council Judiciary Committee, Counsel

COMMUNITY ACTIVITIES:

Junior League of Washington
Junior League of Roanoke Valley, 2014-2015 Rising Star
National Review Institute Fellow, 2011-2012

PUBLICATIONS:

"Federal Agencies Turn Up Heat on Health Care Fraud and Abuse," Health Care Advisory, Alston & Bird LLP, November 19, 2010.

"Proposed Rule Implementing Anti-Fraud Provisions of the Affordable Care Act," Health Care Advisory, Alston & Bird LLP, October 13, 2010.

"The Medicare and Medicaid Electronic Health Record Incentive Programs: Changes to Meaningful Use and How to Collect on the Incentives," Health Care Advisory, Alston & Bird LLP, July 29, 2010.

"Certification Programs for Health Information Technology Are Here," Health Care Advisory, Alston & Bird LLP, March 12, 2010.

"The Meaningful Use of Electronic Health Records: New Incentives for Eligible Professionals and Hospitals," Health Care Advisory, Alston & Bird LLP, January 20, 2010.

GOPAL K. KHANNA

(b)(6)

EXECUTIVE SUMMARY

Gopal Khanna is a serial transformational change agent and has held senior executive positions in government and industry. His experience, expertise and passion centers at the intersection of Technology, Government and Industry.

- Public/Private Sector positions held: CIO, CFO, CEO, Presidential Appointee, member Governor's Cabinet
- Nationally recognized visionary leader with expertise in developing and executing enterprise strategies
- Peak performer in Business, Technology, Finance, Administration, and International Development
- Service-oriented, collaborative peer with extraordinary capacity to build relationships and influence people
- Innovative entrepreneurial-minded problem solver with public speaking and business development/consulting experience
- Best in class in building teams in industry and government, has held top security clearance at federal level

Khanna has a B.A. in economics, mathematics, and political science from Christ Church College in Kanpur, India, and holds an M.B.A. from the University of Maine. (b)(6)

GOVERNMENT/PUBLIC SECTOR

Gopal Khanna specializes in design, development, and deployment of Data Driven Government strategies to improve governmental effectiveness and ROI. He has developed a methodology and comprehensive approach to build a shared data interoperability platform by aggregating enterprise data from siloed systems to provide a 360 view of the person served, analytics capabilities for staff and policy makers to assess the efficacy and effectiveness of programs, and create an ecosystem for innovation.

Khanna is Director of Enterprise Innovation Incubators (i2) in the administration of Illinois Governor Bruce Rauner. Earlier he was appointed Minnesota's first State CIO by Governor Tim Pawlenty on August 15, 2005, and reappointed January 2, 2007. Prior to assuming his position in the Governor's Cabinet, Khanna served in the administration of President George W. Bush from June 2002 through August 2005, where he held several senior policy positions including CIO and CFO of the Peace Corps and CFO of the Executive Office of the President/Office of Administration, and is credited with leading major reform and transformation in federal and state government.

Khanna has led, co-led, and built cross-silo teams to execute major enterprise wide initiatives in government, from strategy to implementation, including, amongst other, establishing data driven enterprise initiatives leveraging data and federal / state investments in state's health and human services systems, public safety and business and workforce development verticals; securing new funding from state legislature for establishing an enterprise cyber security program; ERP implementation; consolidation of disparate systems and hosting enterprise system by leveraging external private sector cloud solution; and streamlining and standardizing data processing operations infrastructure at locations in 76 countries on five continents.

Elected by state CIOs across the country, Khanna served as the president of the National Association of State CIOs (NASCIO) for 2008-2009. Under his leadership, NASCIO expanded partnership with The White House, Office of Management and Budget, and federal agencies to initiate innovative approaches to leverage technology to re-design the operations of government.

An accomplished business leader and a distinguished public servant, Khanna has received several awards and has been recognized for his work and service in government and community. Amongst other, he is a recipient of the prestigious Federal 100 Award. He was cited by Government Technology as one of the "2009 *Doers, Dreamers, and Drivers*" for his work in the public sector, and by Information Week as one of "The Government CIO 50" in the United States. In April 2010, Khanna was listed by Twin Cities Business as "200 Minnesotans You Should Know." In 2011, Khanna was spotlighted by Computerworld as one of the Premier 100 IT leaders for his exceptional leadership, innovative ideas to business challenges, and effective management of IT strategies.

ACCOMPLISHMENTS IN GOVERNMENT, BUSINESS, AND INDUSTRY

ADMINISTRATION OF GOVERNOR BRUCE RAUNER 06/15 –

Positions held:

Director, Enterprise Innovation Incubators (i2)
Director, HHSi2
Director, Framework Project

As the Director of FRAMEWORK project, Khanna developed the vision for Illinois Healthcare & Human Services Innovation Incubator (HHSi2), an initiative of Bruce Rauner, which seeks to build a shared interoperability platform by aggregating enterprise data from siloed systems and provide a 360 view of the person and analytics capabilities for the staff to better understand the citizen served, and assess the efficacy and effectiveness of state and federal programs. The work resulted in submitting a first of its kind IAPD (Implementation Advanced Planning Document) to CMS / Federal HHS for funding and implementation plan approval. A new enterprise memorandum of understanding (eMOU) entered into by 13 Illinois state agencies facilitates the sharing of data across silos. Use cases have been identified and work is underway to develop a shared data platform, which aggregates data accessed from disparate systems to create a 360 view of the person. Lessons learned and experience gained from standing up HHSi2 were applied to stand up Illinois Public Safety Innovation Incubator (IPSi2) and will be used to stand up Business and Workforce Innovation Incubator (BWi2). Enterprise data management policies and procedures are being developed, data science and data analytics capabilities / capacity is being built to augment and support agencies. Analytics Center of Excellence (ACE) provides a virtual meeting space for growing data analytics knowhow at the state.

PRIVATE & PUBLIC SECTOR CONSULTING 01/11 – 05/15

Positions held:
Senior Fellow, Technological Leadership Institute at the University of Minnesota
Co-Founder & Chair, Cyber Security Summit
President, Winsarr, Inc.
Founder & Chair, Minnesota Innovation Lab (MNiLab)
Speaker & Consultant, The Khanna Group, LLC

ADMINISTRATION OF GOVERNOR TIM PAWLENTY 08/05 – 12/10

Positions held:

- State CIO 08/05 – 12/10

As a member of the Governor's cabinet and state's first CIO, Khanna led the creation and establishment of the agency of the Office of Enterprise Technology serving Minnesota State and local government. He advised the Governor on strategies to further the administration's agenda for internal reform and transformation to better serve the citizens of Minnesota, and oversaw the statewide IT planning, budgeting, and system delivery processes for all state agencies. With a $17 billion annual budget, Minnesota's Executive Branch spent an estimated $600 million per year on information technology through 66 agencies with 2400 IT professional staff across the enterprise.

Accomplishments included:

- Delivered to the legislature the state's first-ever ten-year Master Plan for Information Technology along with Alternate Funding Strategies and built strong bi-partisan support for IT as a "program" in government in the

Minnesota legislature, which resulted in securing the funding for several mission-critical systems and modernization of government operations.

- Engineered the structure and functioning of a new cabinet-level agency through the merger of two departments previously under the Department of Administration; recruited a new executive team from the state and the private sector; reorganized departments and developed strategic and business plans for the new organization; and a governance structure for oversight.
- Developed E-Gov (i-Gov) program for the state with a new IT governance structure and, in the process, redefined the delivery of IT services to state entities into a working "federated" model that encompassed agency-unique, shared, and utility IT service delivery; within the governance process, refined an enterprise strategic planning process and project portfolio program management for the state and established an advisory board from government and private sector.
- Established a nation-leading cyber security program that provided the policy and standards framework for the executive branch and all units of government in the state.
- Deployed ITIL, COBIT, and NIST standards as the baseline for building a high performing IT shared services organization for the state.
- Established first-ever standards for desktops, servers and storage, and cell phones.
- Re-engineered the supply chains process and negotiated contracts with vendors that saved the state over $200 million over five years.
- Negotiated unprecedented agreements with an assortment of large, medium, and small agencies to implement and model the federated governance model through the merging of appropriate shared and utility services - including networking, data centers, storage, etc. - into the central IT shared services organization.
- Instituted a major program of cultural change focused on collaboration, customer service, and continuous process improvement within the Office of Enterprise Technology and, through cross-agency "Skunk Works" teams, extended into the enterprise-level environment.
- Established strong partnership with the technology leadership in the Obama administration and the White House staff, which resulted in taking a national approach to technology in government; and created awareness nationwide among public-private stakeholders on the need to re-imagine, re-invent and re-engineer the construct of government operations.

ADMINISTRATION OF PRESIDENT GEORGE W BUSH 06/02 – 08/05

EXECUTIVE OFFICE OF THE PRESIDENT, Washington, D.C.

Positions held:

- CFO of the EOP/Office of Administration 05/05 - 08/05

UNITED STATES PEACE CORPS, Washington, D.C.

Positions held:

- Chief Financial Officer 09/03 - 05/05
- CIO and Acting CFO 02/03 - 09/03
- Chief Information Officer 06/02 - 02/03

As CIO and CFO, served as the first-line Senior Foreign Service level political appointee policy advisor to the Director of the Peace Corps on matters related to agency planning, congressional appropriations, budget strategies, and directed all the information technology functions for the organization's worldwide operations.

Accomplishments included:

- Led the implementation of a new, integrated, highly complex financial management system, with ORACLE at the backend, for the agency's domestic offices and overseas operations in 72 countries on four continents, thereby

providing a scalable platform to support the organization's growth in the 21st century and congressionally mandated financial reporting requirements, including issuance of the first set of audited financial statements in agency's 43-year history.

- Provided leadership and oversight for business process re-engineering/transformation of the agency's financial operations in support of the organization's migration to accrual accounting system with the objective of meeting federal regulatory requirements to achieve audit compliance.

- Established an Enterprise Architecture program that provides the framework and methodology for the design, development, and deployment of a customer/citizen centric systems modernization strategy that continuously improves productivity and service and reduces cost of operations.

- Collaborated with peers and internal customers to align the IT initiatives with the organization's mission requirements by institutionalizing an investment review board/priority setting process.

- Led the rollout of a standardized operating platform for agency's 72 posts, thereby providing the basis for worldwide implementation of new mission-critical systems in a cost-effective manner.

INTERNATIONAL TECHNOLOGY CONSULTANTS, INC., Minnesota 01/96 – 06/02

Positions held:

- President & CEO 01/96 – 06/02

Responsible for P&L management, venture strategies, business development, partnerships, sales, and all enterprise operations for building a profitable start-up consulting firm, which specialized in providing clients in Fortune 1000 companies with business process improvement, project management, and software product development services.

Accomplishments included:

- Developed business/financial strategies, assembled management team, and built market share for a start-up management and Information Technology consulting firm. One location's single service venture developed into a multi-location provider of high-value solutions to Fortune 1000 companies in key industry segments.

- Led the development and deployment of an e-commerce portal. Implementation resulted in transforming a single-store specialty-goods business into a click and mortar venture that is profitably marketing and distributing products in targeted markets with the United States and overseas.

- Founded multi-industry/technology-focused start-up venture that leveraged firm's knowledge capital using an incubator business model to launch a patent-pending technology solution.

- Conducted studies on overseas markets and explored joint venture opportunities for United State Insurance/Financial services companies and foreign partners with the objective of marketing Life, Health, Annuity, and Commercial Insurance products in emerging markets worldwide.

AMERICAN HARDWARE INSURANCE GROUP, Minnesota 04/90 – 06/95

Positions held:

- Vice President – Information Systems Division (CIO) 01/94 – 06/95
- Vice President -- Applications Development 01/92 – 01/04

- Vice President – Data Processing Operations 04/90 – 01/92

AHIG, a 100-plus-year-old multi-line nationwide Property and Casualty insurance company with market share in 35 states, is part of Ohio-based Motorists Mutual group of companies.

Accomplishments included:

- Responsible for successfully leading all information technology functions and corporate administration with the objective of supporting operations nationwide, providing competitive advantage, and improving profitability with direct reports to the COO.

- Established and led a senior executive corporate steering committee that assured ongoing synchronization of corporate/divisional business objectives and MIS development.

- Developed and implemented a five-year applications development plan that provided the blueprint for delivering integrated systems that automated complete business processes and served as the basis for operational, tactical, and strategic direction for all IT functions.

- Implemented a customer-driven approach to systems development based on teamwork, service, and process improvement focus. Transformed a highly technical staff into a business-oriented consulting group that provided business solutions on schedule. Approach resulted in high customer satisfaction and improved relationship with customers.

- Achieved smooth assimilation of two IT organizations and transition of services and organizational control to one during merger of geographically dispersed insurance groups.

NATIONAL COUNCIL ON COMPENSATION INSURANCE, Florida 03/81 – 03/90

Positions held:

- Director, Data Processing Operations 02/87 – 03/90
- Director, Strategic Planning & Control 12/85 – 02/87
- Manager, MIS Administration 07/83 – 11/85
- Financial Systems Analyst 03/81 – 06/83

NCCI is the nation's largest information company serving the workers' compensation marketplace including independent bureaus, agents, regulatory authorities, legislatures, and more than 700 insurance companies.

Accomplishments included:

- Built a state-of-art computer center with 24/7 support structure/processes for the organization's nationwide internal/external customers and consistently met or exceeded Service Level Agreements/customer expectations.
- Led the planning, development and implementation of Help Desk, Charge Back System, and Disaster Recovery Plan. Coordinated all Hardware and Software acquisition including contract negotiation. Results: Improved service and reduced expenses for the organization.
- Developed and implemented Business Processing Outsourcing strategies that resulted in improved service, reduced costs, and enhanced organizational focus on leveraging enterprise core competencies.

MONY FINANCIAL SERVICES, New York 1974 – 1981

SELECT NOTABLE MEDIA MENTION

Interview with Cyndi Brucato KSTP
http://www.youtube.com/watch?v=MCqh0GlbELU&list=PL6njOThqbIox9OIN_PNyGLkHrN8Xd3Uud

TwinCities Business Magazine – *Re-imagining e-Government*
http://tcbmag.com/Leadership/Leaders/Re-imagining-e-Government

Governing: *Building Digital Roads and Bridges* (May 29, 2009)
http://www.governing.com/article/building-digital-roads-and-bridges

StateTech Magazine – *State's First-Ever CIO Drives Technology and Transformation*
http://www.statetechmagazine.com/article/2006/10/cio-insights-1

Public CIO – *Special Report: State CIOs (spotlight - cover story)*
http://www.nxtbook.com/nxtbooks/erepublic/publiccio-0807/index.php

December 2009/January 2010 StateTech magazine cover story – *Easy Fit*
http://www.statetechmagazine.com/magazine/issue/2009/12/december-2009-january-2010

2011 Premier 100 IT Leaders Honoree by IDG's Computerworld
http://www.computerworld.com/spring/p100/detail/350

The Government CIO 50: *Driving Change in the Public Sector*
http://www.informationweek.com/galleries/showImage.jhtml?galleryID=348&imageID=25&articleID=220200135

Government Technology 2009 Top 25 Doers, Dreamers and Drivers
http://www.govtech.com/gt/624096

DEMETRIOS L. KOUZOUKAS

(b)(6)

EXPERIENCE (continued)

U.S. Department of Health and Human Services, Washington, DC
Deputy General Counsel/Special Assistant to the General Counsel, 2003 – 2008

- Advised and represented the General Counsel in leading a 400+ attorney national law office with a $65 million budget.
- Responsible for legal advice across HHS related to Congressional oversight.
- Advised White House, Office of the Secretary, National Institutes of Health, Centers for Disease Control and Prevention, and others regarding public health and bioterrorism laws.
- Developed and deployed expertise regarding procurement/grants, appropriations, information, and employment law to execute Secretary's agenda.
- Entrusted by Cabinet Secretaries and other senior government officials to aid compliance with ethics laws, and led development and implementation of new conflict of interest rules for National Institutes of Health.
- Chaired Hiring Committee and managed intern program.

Gardner Carton & Douglas LLP, Washington, DC *Associate*, 2000 – 2003

- Represented and counseled health care providers and other clients on regulatory matters, compliance strategies, and administrative procedure.
- Specialized in health care reimbursement, fraud and abuse, privacy, and human research protection issues.
- Developed a profitable book of pharmaceutical and device industry clients.
- Established a profile as a thought leader at industry conferences.

George Mason University School of Law, Arlington, VA *Adjunct Professor*, 2002

- Taught law students precision and clarity in legal writing and drafting.

National Committee on Public Employee Pension Systems,
Washington, DC *Staff Director/Writer*, 1993 – 1997

- Drafted and edited public opinion editorials printed in several national newspapers.
- Marshalled research to advocate policy positions to legislators, legislative staff, and media.

EDUCATION

The University of Illinois College of Law, 504 E. Pennsylvania Avenue, Champaign, IL
Juris Doctor, *magna cum laude*, Spring 2000

- Dean's List, five of six semesters

The George Washington University, 2121 Eye Street, NW, Washington, DC
B.A., *cum laude*, Honors Program, Political Science (Public Policy concentration), May 1997

- Thesis on "Congressional Budget Procedures and Health Care Policymaking"

LICENSURE

- Member of the Minnesota, Virginia, and District of Columbia bars.

LANGUAGES

- Greek fluency
- Spanish proficiency

Katie Lagomarsino

(b)(6)

Education

Bachelor of Arts, *cum laude,* Government — Graduated May 2015
California State University, Sacramento (CSUS)

Professional Experience

Assistant Finance Director
Kramer & Associates, LLC — June 2015 - March 2016 & August - November 2016

- Supported the planning and execution of over 50 fundraising events throughout California for high profile candidates and politicians, with goals ranging between $10,000 - $500,000.
- Coordinated with event hosts, campaign staff, donors, and volunteers to ensure success for each event.
- Traveled to fundraisers to run the check in table and manage volunteers.
- Handled communications and database information with high level of confidentiality.

California Delegate Coordinator/Director
Donald J. Trump for President Inc. — April – July 2016

- Compiled and standardized over 1,000 delegate applications with 341 ultimately chosen for Donald Trump's delegation.
- Coordinated with the California Republican Party, elected officials, and local political insiders to ensure that each district had enough qualified delegates and alternates.
- Followed state law with timely submission of documents to the Secretary of State.
- Staffed numerous rallies, the CA Republican Convention in Burlingame, as well as the 2016 Republican National Convention (RNC) in Cleveland, Ohio.

Other Experience While Attending College

Legislative Intern
Capitol Office of CA State Senator Morrell — January – May 2015

- Wrote co-author requests, fact sheets, and talking points for the Senator.
- Completed general administrative duties for the office such as ordering resolutions and answering the phones.
- Assisted in the research and analysis of legislation for office staff.

Front Desk Assistant
Academic Advising and Career Center, CSUS — August 2014 – January 2015

- Performed administrative work for full-time staff.
- Answered questions about university policies and the services offered by other departments.

Advocacy Intern
American Heart Association — April 2014 – August 2014

- Entered data into Democracy Direct (DDC) and created Excel sheets to compile information about current volunteers and legislators.
- Assisted with preparation and participated in American Heart Association events including Lobby Day and health fairs in order to promote heart-healthy legislation.

Sales & Office Assistant
Natomas Music Square — January 2012 – August 2014

- Handled all communications with staff and clients by means of phone calls, faxes and emails.
- Scheduled weekly individual and group lessons for 8 teachers.
- Tracked and accepted monthly payments and organized the student attendance sheets for payment purposes.

Achievements

- Elected by California voters as an Alternate Delegate to the 2016 RNC.
- Chosen to be an Alternate Delegate Whip at 2016 RNC
- Member of Phi Kappa Phi, an invitation-only honor society; members must be in the top 10% of their class.

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MARY-SUMPTER LAPINSKI

SENATOR LAMAR ALEXANDER, WASHINGTON, DC

HELP Committee Republican Health Policy Director, January 2013 – Present

- Develop and implement health policy initiatives for Chairman of HELP Committee and senior member of Labor/HHS Appropriations Subcommittee
- Staff and advise the Senator on all health policy and legislation
- Oversee and manage a team of 13 professional health staff
- Manage committee's health agenda, policy development, and political strategy through all stages of legislative process: committee consideration, Senate floor action, conference with the House, and passage
- Work directly with Republican and Democratic members and their staff, leadership, administration and agency officials, and stakeholders to build consensus and identify opportunities to advance legislative and regulatory initiatives
- Supervise bipartisan negotiations such as those that resulted in the enactment of: the 21st Century Cures Act, the Drug Quality Security Act, the Children's Hospital Graduate Medical Education Act, Pandemic and All Hazards Preparedness Act, the Sunscreen Innovation Act, the Older Americans Act, and over a dozen other pieces of legislation that have been enacted into law

Health Policy Advisor, March 2007 – December 2012

- Analyzed and advised the Senator on all health policy issues
- Liaised with Senate Republican Conference and other Senate Republican leadership offices on health matters
- Drafted legislative language and policy papers explaining and promoting legislative proposals of the Senator
- Negotiated policy with Senate Democratic staff, House staff, and the Administration on behalf of the Senator
- Participated in staff meetings drafting and analyzing health-related legislation moving through the HELP Committee
- Staffed Senator at health hearings and executive sessions and all health policy meetings and events

BRISTOL-MYERS SQUIBB COMPANY (BMS), BRUSSELS, BEGIUM

Manager, Policy & Government Affairs Europe, September 2005 – February 2007

- Monitored and influenced European Union policy and legislation critical to industry and the company
- Advocated company priorities within industry trade groups
- Coordinated government affairs strategies to European Markets and provide coaching and support for national government affairs counterparts (primarily in Central and Eastern Europe)
- Built alliances with policy-makers and patient and physician advocacy groups to achieve common policy goals

BRISTOL-MYERS SQUIBB COMPANY, WASHINGTON, D.C.

Manager, Federal Government Affairs, October 2002 – September 2005

- Tracked legislation and lobbied Members of Congress and their staffs regarding pharmaceutical or company-specific issues, including: importation, drug safety, peripheral arterial disease, AIDS Drug Assistance Program, and quality indicator initiatives
- Served as a liaison for BMS with industry trade groups including PhRMA and BIO to ensure company goals were incorporated
- Worked with business units to identify overlap of public policy benefiting patient needs and the company
- Worked with outside advocacy, patient, and provider groups to build support for company-backed initiatives

JEFFREY J. KIMBELL & ASSOCIATES, WASHINGTON, D.C.

Director, Government Affairs, January 2001 – October 2002

- Provided guidance to medical technology, pharmaceutical, and biotechnology clients regarding public policy issues in the U.S. Congress, at the Centers for Medicare & Medicaid Services (CMS), and at the Food & Drug Administration (FDA)
- Participated as liaison on behalf of clients at trade organizations' workgroups for government affairs, emergency preparedness, state issues, blood products reimbursement, and FDA modernization

SENATE PUBLIC HEALTH SUBCOMMITTEE, SENATOR BILL FRIST, WASHINHTON, D.C.

Health Legislative Assistant, November 1999 – January 2001

- Researched health policy issues such as minority health disparities, women's health, public health threats and emergency preparedness, clinical trials, and the health safety net for the purpose of preparing and managing subcommittee hearings
- Aided in drafting and analyzing legislation before the Subcommittee and of interest to the Senator

OFFICE OF CONGRESSMAN VAN HILLEARY (R-TN), WASHINGTON, D.C.

Scheduler/Legislative Aide; May 1998-November 1999

Deputy Press Secretary, August 1998 – November 1998

Staff Assistant, October 1997 – May 1998

EDUCATION

VANDERBILT UNIVERSITY, Nashville, TN

Bachelor of Arts, English and French, 1997

OTHER INFORMATION

Fluent in French. Completed seven marathons. References available upon request.

Courtney Austin Lawrence

(b)(6)

Experience

America's Health Insurance Plans Washington, D.C. (January 2014-present)
Vice President, Federal Affairs

- Maintains daily contact with key lawmakers and senior staff on a broad portfolio of healthcare policy issues on behalf of AHIP
- Develops and executes congressional advocacy strategy for AHIP policy priorities, including Medicare Advantage, Medicaid, Affordable Care Act implementation, and other AHIP member company priorities
- Point person for AHIP with House and Senate leadership, congressional committees, and numerous member offices to advance AHIP legislative agenda
- Regularly briefs members of Congress and staff on AHIP legislative priorities
- Prepares AHIP staff and member companies for congressional testimony, including drafting testimony, question preparation, and advance work with committee member offices
- Develops strategy and tactics to implement AHIP policy goals in conjunction with senior AHIP staff
- Executes political strategy and distribution of AHIP PAC funds

U.S. Representative Bill Cassidy (Louisiana-06) Washington, D.C. (October 2011-December 2013)
Legislative Director

- Managed legislative operations including proposals on Medicaid entitlement reform, Medicare innovative payment and delivery model, and other issues under House Energy and Commerce
- Developed and implemented action plans to advance issues relevant to Member's district, Committee, and overall vision
- Directed and oversaw legislative staff of five to ensure progress and completion of priority goals
- Advised Member on all votes on the House floor
- Prepared and submitted regular reports to Member on status of ongoing projects and legislative priorities
- Coordinated delegation letters, draft Dear Colleagues, perform outreach to think tanks and stakeholders
- Conducted performance reviews, promote career development, and mentor legislative and communications staff
- Edited all correspondence, editorials, and media releases
- Participated in public speaking engagements by presenting to key health groups

Universal American Washington, D.C. (July 2009-October 2011)
Manager, Government Relations

- Developed and implemented legislative action plan for publicly traded *Fortune 500* health insurance company
- Tracked changes to Medicare Advantage, Medicare Part D Prescription Drug Plans in healthcare reform legislation
- Educated senior management on impact of health reform legislation
- Planned and advised senior management on UAM Political Action Committee (UAM PAC) solicitation efforts
- Managed relationships with UA government affairs consultants
- Represented UA at *American Health Insurance Plans* meetings
- Informed key Congressional members and staff on impact of changes to seniors in MA and Part D
- Promoted UA goals and policy objectives to key Congressional members, industry, media and advocacy community

Grassroots Coordinator

- Directly educated Members of Congress, beneficiaries, employees, and agents on Senior health care issues
- Advocated to increase bipartisan Congressional support for the Medicare Advantage program
- Created and maintained an active grassroots program for the healthcare reform debate

U.S. Representative Tom Price (Georgia-06) Washington, D.C. (May 2008- July 2009)
Legislative Correspondent

- Analyzed legislation and provided vote recommendations to Member on a legislative portfolio including Agriculture, Postal Issues, Veteran's Affairs, and Animal issues
- Served as Member's liaison to constituents, Members of Congress and their staff, trade association representatives, regulatory agencies, state and local municipalities and other organizations related to issues of jurisdiction
- Corresponded with constituents on various topics ranging from Financial Services, Energy, Trade, Healthcare and Taxes

Staff Assistant

- Scheduled and performed tours of the U.S. Capitol and White House
- Fulfilled various office managerial duties such as flag requests, intern supervision, telephones

Courtney Austin Lawrence

(b)(6)

U.S. Senator Johnny Isakson (Georgia) Washington, D.C. (June 2007- August 2008)
Internship

National Republican Senatorial Committee Washington, D.C. (June 2007)
Internship

Education

University of Georgia Athens, GA

- Bachelor of Arts in Political Science, School of Public and International Affairs, Minor in Anthropology

Full Addresses

America's Health Insurance Plans
601 Pennsylvania Ave, NW
South Building
Suite Five Hundred
Washington, DC 20004

U.S. Representative Bill Cassidy
U.S. House of Representatives

Universal American
44 South Broadway
Suite 1200
White Plains, NY 10601

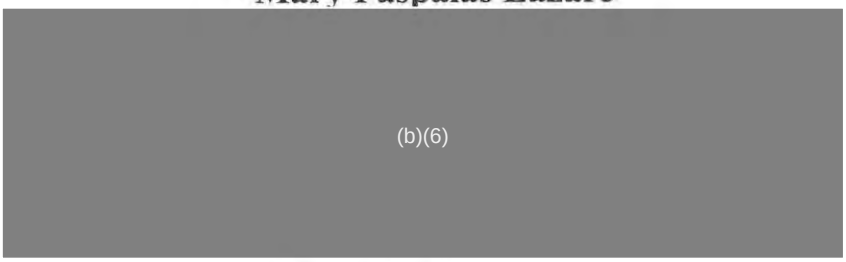
U.S. Representative Tom Price
U.S. House of Representatives

U.S. Senator Johnny Isakson
31 Russell Senate Office Building
Washington, DC 20510

National Republican Senatorial Committee
425 2nd St. NE
Washington, D.C. 20002

University of Georgia
210 South Jackson Street
Athens, GA 30602

Mary Paspalas Lazare



Executive Summary

Senior executive with extensive experience in senior services, inclusive of adult day services, PACE, home health care, hospice, private duty, CCRC's, skilled nursing and sub-acute services. Proven track record of successful strategic planning, business plan development and resolution of key business problems on a national, regional and local basis. Extensive experience in change management and transforming organizations into profitable status.

Employment Summary

Lutheran Senior Services **2014-2016**
Vice President, Home & Community Based Services
Reorganized and developed a structure to streamline the operations of home health, hospice, private duty, Living Safe Technologies, Volunteer Services and Outreach Social Services departments.

Life Care Services, St Louis, MO
Executive Director **2013-2014**
Secured a $64M bond financing for expansion of villas, independent and assisted living, as well as renovations to existing facilities. Reorganized processes and internal controls to improve financial, quality and customer satisfaction results. Created a "Health Summit" and brought health professionals together to assess the overall health care needs of the campus.

Ascension Health, St Louis, MO **2003-2010**
Vice President, Senior Care Facilities and Community Health Ministries
Provided management oversight of skilled nursing facilities and community health centers for the nation's largest non-profit health system, developed the continuum of care affinity groups across the system, designed a web portal for non acute care providers and provided executive consultation to regional health system CEO's regarding senior services planning.

Senior Director, Non Acute Care working in collaboration with the President of this division to develop strategy for organizing and managing non acute care services.

Senior Director, Advocacy and External Relations serving as a lead in developing strategies to advance the agenda of health care reform, coaching system CEO's to become health access and health reform leaders in their respective communities and worked in concert with national government relations leaders to advance the legislative agenda of the system. Served as the senior services consultant to the internal consulting division for the health system, the largest health system in the country.

BJC HealthCare, St Louis, MO **1992 - 2002**
Vice President, Senior Services and Long Term Care
Responsible for executive oversight of hospital based skilled nursing units, free standing nursing facilities, a CCRC and a hospital based sub acute care program. Developed an adult day services program and one of the first "housing with services" programs in St Louis. Created a home office for Medicare certified home health services and consolidated private duty, infusion, DME and hospice services from 13 hospitals.

Jewish Center for Aged, St Louis, MO **1973 - 2002**
Executive Director
Executive leader of a 276 bed skilled nursing facility that attained a "center of excellence" reputation and worked in collaboration with Washington University medical school to establish a geriatric physician program and other senior focused health services. Served as the lead for advocacy efforts and legislative strategies to achieve positive financial impact for the facility.

Assistant Director and Director of Therapeutic Services with management responsibilities for several departments and community outreach development. Developed and managed a shared living program for developmentally disabled seniors. Created and managed the integrated model of physical, occupational, speech and recreational therapies working in a collaborative model.

Education

M.S. Management, Maryville University, St Louis, MO
M.A. Gerontology, Lindenwood University, St Louis, MO
B.S. Recreational Therapy, University of Missouri-Columbia

Civic and Professional Affiliations

- Daughters of Charity Foundation of St Louis, current Board Chair
- Deaconess Faith Community Nursing, St Louis, current Board member
- AAHSA House of Delegates, Nominations and Awards Committee,
- American Hospital Association Governing Council for Post-Acute Care, former institutional member appointed by AAHSA
- American Hospital Association President's Task Force on Post-Acute Care Services
- Missouri Association of Homes for Aging, former Board member, Treasurer and Chair
- American College of Health Care Administrators, former Board member and Chair
- Leadership St. Louis, Class of 2000
- Missouri Nursing Facility Agent Corporation (NFAC) former President for 13 years
- Greater New Orleans PACE, former Board member, Compliance committee
- Communities Joined in Action, former Board member and Treasurer
- Catholic Health Association, Continuum of Care Committee
- Sarah Community, (St Louis CCRC) former Board member
- Good Shepherd Children & Family Services, St Louis, former Board member and Chair
- Mid-East Area Agency on Aging Foundation of St Louis, former Board member
- Marian Hall/Villa Maria, St Louis, former board member and Chair
- St. Joseph Home for Boys, St Louis, former Board member and Strategic Planning Chair
- Seton Manor, PA, Former Board member and Finance committee Chair
- American Red Cross, St Louis, Adult Day Services Advisory Council
- Blue Cross/Blue Shield Provider (MO) Advisory committee
- Junior League, St Louis, former member

LANCE B. LEGGITT

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SUMMARY

Current Partner at DC law firm and Chair of Federal Health Policy Practice Group. Formerly served as senior White House advisor to President Bush and Counselor to a Virginia Governor. Also, served as an Assistant Attorney General in Virginia. Extensive experience in policy development and coordination of policy implementation among of Cabinet officials, the Office of Management and Budget, federal agencies and state governments.

EXPERIENCE

Partner and Chair of Federal Health Policy Group
Baker Donelson Bearman Caldwell & Berkowitz PC
901 K Street, NW Suite 900
Washington, DC 2001

2006-Present

- Serves as the lead partner for Baker Donelson's representation of healthcare clients with federal legislative and regulatory issues.

- Practice focused on federal health care related areas, including Medicare, Medicaid, Food & Drug Administration policy, health IT, health care transparency, health insurance, medical privacy, federal health research, pandemic and bioterrorism preparedness, veterans and Department of Defense health care systems and the agencies that administer these programs.

Special Assistant to the President for Domestic Policy
The White House
Washington, DC

2005 - 2006

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- Principal policy advisor to the President covering a broad range of federal departments and agencies including the Department of Health and Human Services (primarily Food and Drug Administration, Office of the National Coordinator for Health IT, National Institutes of Health, Centers for Disease Control and Prevention, Substance Abuse and Mental Health Services Administration, Indian Health Services, Health Resources and Services Administration, and Agency for Healthcare Research and Quality), Department of Labor, Department of Veterans Affairs, Department of Defense (health and benefits), and Department of Justice.

- Brief the President and Vice President on major policy issues and draft Presidential briefing memos.

- Coordinate and actively manage policy development and implementation with between White House and Cabinet-level officers including HHS, DOD, VA, DOJ and DOL and their respective agency heads, and senior staff throughout the federal government.

- Work with the Office of Management and Budget to develop the President's annual budget and address other policy related budget and regulatory issues.

- Regularly meet with public, private, and Congressional stakeholders to advocate Administration policy.

- Work with White House Legislative Affairs staff to develop strategies for advancing Administration policies in Congress.

Counselor to the Deputy Secretary
U.S. Department of Health and Human Services
Washington, DC

2001-2005

- Principal advisor to the Deputy Secretary with extensive management and policy oversight of HHS agencies, including FDA, CMS, CDC, NIH, HRSA, and SAMHSA.

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- Principal policy advisor to the President covering a broad range of federal departments and agencies including the Department of Health and Human Services (primarily Food and Drug Administration, Office of the National Coordinator for Health IT, National Institutes of Health, Centers for Disease Control and Prevention, Substance Abuse and Mental Health Services Administration, Indian Health Services, Health Resources and Services Administration, and Agency for Healthcare Research and Quality), Department of Labor, Department of Veterans Affairs, Department of Defense (health and benefits), and Department of Justice.

- Brief the President and Vice President on major policy issues and draft Presidential briefing memos.

- Coordinate and actively manage policy development and implementation with between White House and Cabinet-level officers including HHS, DOD, VA, DOJ and DOL and their respective agency heads, and senior staff throughout the federal government.

- Work with the Office of Management and Budget to develop the President's annual budget and address other policy related budget and regulatory issues.

- Regularly meet with public, private, and Congressional stakeholders to advocate Administration policy.

- Work with White House Legislative Affairs staff to develop strategies for advancing Administration policies in Congress.

Counselor to the Deputy Secretary
U.S. Department of Health and Human Services
Washington, DC

2001-2005

- Principal advisor to the Deputy Secretary with extensive management and policy oversight of HHS agencies, including FDA, CMS, CDC, NIH, HRSA, and SAMHSA.

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- Principal policies of concentration included implementation of the Federal Food, Drug, and Cosmetic Act and related regulations, Medicare and Medicaid programs, and the Health Insurance Portability and Accountability Act.

- Managed several Secretarial Offices including Department Appeals Board, HHS Security Office, and Office of Disability.

- Team leader for numerous cross agency projects including establishing the Office of Medicare Hearings and Appeals, coordination of food safety and security between the FDA and USDA, implementation of the Energy Employees Occupational Illness Compensation Program Act among the Departments of Health and Human Services, Labor and Energy, and implementation of the President's New Freedom Initiative.

- Member of Secretary's Budget council.

- Liaison to HHS Inspector General.

Special Counselor to the Governor of Virginia
Richmond, VA

1998 to 2001

- Principal advisor to the Governor on policy matters related to the Health and Human Resources and Public Safety Secretariats.

- Developed legislative and regulatory strategies implementing policy initiatives, including establishing a Patients Bill of Rights, the Family Access to Medical Insurance Security Program, and reforming Virginia's mental health services system.

- Worked with the Virginia General Assembly and Executive Branch agencies to implement Administration policies.

- Drafted, reviewed, amended and/or advised the Governor on every bill relating to healthcare and public safety considered by the Virginia General Assembly over a four-year period.

- Drafted or edited official executive branch documents, press releases, and speeches.

- Managed Governor's outside counsel appointments.

Assistant Attorney General
Office of the Virginia Attorney General
Richmond, VA

1994-1998

- Lead counsel in trials and appeals concerning torts, civil rights, and criminal cases in federal and state courts throughout Virginia.

- Managed pending lawsuits handled by outside counsel.

- Served as general counsel to the Virginia Parole Board.

- Provided legal risk assessments for the Virginia Department of Risk Management.

EDUCATION

- **Mercer University School of Law**
  1021 Georgia Ave, Macon, GA 31207
  Juris Doctor, May 1993

- **University of Georgia,**
  210 South Jackson Street, Athens, GA 3060
  BA in Political Science, June 1990

ASSOCIATIONS & SECURITY CLEARANCES

- Licensed to practice law in the District of Columbia, Virginia & Georgia.

- Granted both Top Secret and SCI security clearances in federal government.

References:

HHS Secretary Mike Leavitt - 801-884-3279 (# for his COS Rich McKeown)

Former Virginia Governor James Gilmore III - 703-837-0033

Congressman Vern Buchanan - 202-225-5015

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Foster Friess - (b)(6)

Ryan Streeter - Former Deputy Chief of Staff for Policy for Governor Mike Pence
email address - (b)(6)

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Keagan R. Lenihan

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PROFESSIONAL EXPERIENCE

McKesson Specialty Health – Washington, D.C. Spring 2016 – Present
601 Pennsylvania Ave, NW
Suite 950 North
Washington, DC 20004
Senior Director of Government Affairs

- Conceive and execute the federal legislative and regulatory portfolio, and manage a staff of 8 including: the Manager of Government Affairs, political action committee (PAC) staff, outside consultants and public affairs firm for McKesson Specialty Health (MSH) and The US Oncology Network.
- Lead development of policy positions related to legislative and regulatory proposals impacting specialty providers, patient access to care and drugs, distribution of drugs and medical supplies, health information technology, Medicare coverage and reimbursement, drug pricing, Medicare reform, value-based care, and alternative payment models.
- Created and manage The Alliance for Site Neutral Payment Reform, lead the policy and regulatory agenda, organize and lead meetings with Members of Congress, MedPAC and the Administration, manage the public affairs campaign, recruit and maintain membership, and built and manage website.
- Responsible for communicating policy, strategy and outcomes to MSH executive leadership, The Network's leadership team and physicians, managed care team, state government affairs team, McKesson corporate public affairs and customers.
- Manage The Network's $1.1 million PAC, raise funds, set allocations, manage budgets, ensure FEC compliance, attend and host events, serve on Member of Congress steering committees, manage the PAC board and lead and coordinate quarterly meetings and fly-ins.

Director of Government Affairs Fall 2011 – Spring 2016

- Build and maintain relationships with Members of Congress, congressional staff, and agency staff to facilitate information exchange to predict and influence legislation and regulations important to McKesson Specialty Health (MSH) and The Network.
- Assist and guide congressional committees in developing hearing topics, providing witnesses and performing issue research.
- Draft legislation, prepare educational materials, and arrange meetings to educate congressional staff and Members.
- Maintain The Network's publications and issue briefs; prepare statements and questions for committee hearings; draft responses to agency announcements and rules; and assemble industry information for congressional staff.
- Prepare and give speeches and political updates to managed care teams, executive directors, practice administrators and physicians in The Network on state and federal priorities.
- Deliver monthly legislative update webinars to MSH customers and prospective specialty provider customers.
- Deliver tours for Members of Congress and staff to distribution facilities and Network practices.
- Engage with coalition groups and associations with providers, distributors, manufactures and patient groups to push agreed upon legislative agenda.
- Manage and collaborate with outside consultants for congressional activities, regulation and public affairs.

Office of Congressman Pete Sessions – Washington, D.C. Winter 2008 – Fall 2011
Legislative Director and Rules Associate

- Managed legislative staff of 6 people; edited and approved outgoing correspondence & communications to the public to ensure political and policy strategies were executed properly.
- Supervised Member's policy portfolio and Rules Committee issues pertaining to energy, economy,

financial services and healthcare; draft statements, amendments, and manage floor time during rule debate.
- Attended and assisted in fundraising for the Congressman's leadership and re-election political action committees.
- Created healthcare working groups with leadership, committee, and Senate staff; hold educational sessions, draft legislation, create healthcare principles and be a resource for Republican Members and their staff on healthcare.
- Worked in consultation with the National Republican Congressional Committee in the Congressman's role as Chairman by fundraising, organizing coalitions, holding briefings, strategizing and messaging on Republican principles and ideals.
- Navigated relationships with committees, leadership and caucuses to ensure priorities were promoted.
- Cultivated business and health community contacts to serve as touch points for legislative efforts.

Office of Congressman Tom Price, M.D. – Washington, D.C. Winter 2005 - Winter 2008
Senior Legislative Assistant
- Met with Congressmen, policy advisors from the White House, House of Representatives, Senate, outside political think-tanks, and associations to develop healthcare solutions.
- Monitored legislation, proposed policy solutions and prepared briefs for Congressman on initiatives including association health plans, mental health parity, deductibility of health insurance premiums, physician reimbursement, high-risk pools, medical liability reform, and the uninsured.
- Built and maintained relationships with community and business leaders to communicate and serve their needs through Congressman's legislative activities.
- Advised the Congressman on issues and vote recommendations that pertain to healthcare, judiciary, campaign reform, crime, social security, technology and telecommunications.

Office of Congressman Tom DeLay – Washington, D.C. Fall 2002 – Winter 2005
Legislative Correspondent
- Managed, assigned and responded to all constituent correspondence from the Congressman's district.
- Support administrative duties: meeting preparation, event planning, and intern coordination.
- Monitored legislation, attended meetings and prepared briefs for the Congressman and senior leadership staff on immigration, health care, social security, women and children's issues, judiciary, agriculture, financial services and energy.

EDUCATION

University of Colorado – Boulder, Colorado May 2002
Regent Administrative Center
2055 Regent Drive, Rm. 101
Boulder, CO 80309-0020
Bachelor of Arts - Communications

STRENGTHS & ACCOMPLISHMENTS

- Exhibits skills and aptitude to communicate complex technical matters orally and in writing to senior staff, senior-level executives, Members of Congress, colleagues, and general public in a clear and concise manner.
- Capability to work in a rapidly changing environment; and manage meetings and projects in a timely manner.
- Research, drafted and pushed for site neutral changes to payment discrepancies in Medicare in the Bipartisan Budget Act of 2015 ($9.1 billion offset) Public Law No: 114-74.
- Assisted in organizing and managing a campaign to fight sweeping reimbursement changes under the current Administration's Medicare Part B Drug Proposal (316 patient advocacy groups, specialty provider groups, manufacturers, and distributors signed the letter opposing the proposal – which led to over 500 Members of Congress pushing back on the Administration - the proposal has not been finalized).
- Conceptualized and built The Alliance for Site Neutral Payment Reform, a coalition of patient advocacy

groups, providers, payers and employers working for payment parity in Medicare which could save $29.5 billion. (www.siteneutral.org)

Edward Scott Lloyd

(b)(6)

WORK EXPERIENCE

Knights of Columbus Public Policy Office – Washington, D.C.
SENIOR POLICY COORDINATOR, *(2011 – Present)*

- Architect of late-term abortion restriction that is law in six states and is a bill in U.S. House and Senate
- Draft legal analysis, Congressional testimony, comment letters for proposed rulemaking, policy strategy
- Three trips to Iraq for humanitarian work and research for Christians suffering persecution by ISIS
- Led team that compiled a 300 page legal brief and report which led to U.S. State Department and Congressional declaration of genocide against religious minorities in Iraq and Syria; Board of Directors passed resolution to commend the effort

LegalWorks Apostolate, PLLC – Front Royal, VA
ATTORNEY, *(2009 –2011)*

- General Practice: communications, family law, bankruptcy, contracts

United States Department of Health and Human Services
Office of the Secretary, Office of the General Counsel, General Law Division – Washington, D.C.
LEGAL COUNSEL, *(2008 –2009) (left upon the completion of term)*
LAW CLERK, *(2007)*

- Key member of team that drafted regulations and supporting materials to enforce Weldon Amendment, PHSA § 245, and 42 USC § 300a-7 to protect conscience rights of health care workers (OS, OGC)
- Legal research, analysis, and drafting for the Office of General Counsel
- Torts, contract, employment litigation (GLD)

United States House of Representatives Government Reform Committee, Subcommittee on Criminal Justice, Drug Policy, and Human Resources – Washington, D.C.
LAW CLERK, *(2006)*

- Prepared memoranda, research, and questions for the record for hearing examining the drug approval process for RU-486

SELECTED PUBLICATIONS

-*Banning Dismemberment Abortions: Constitutionality and Politics*, Human Life Review, (Winter 2015).

-*Does Contraception Really Prevent Abortions? Abortion industry statistics indicate that the answer is not as simple as many claim.* The Federalist, (August 18, 2015).

-*The New Pollution: Big Abortion's Evolving Profit Structure and the US Health Care Reform Package*, with Arland Nichols, Zenit.com, (May 2, 2012).

OTHER EXPERIENCE

Brooklyn Amity School – Brooklyn, NY
SOCIAL STUDIES TEACHER, *Grades 3 – 8, (2003 – 2004)*

Pioneer Academy of Science – Clifton, NJ
SOCIAL STUDIES / ENGLISH TEACHER, *Grades 4 – 8, (2002 – 2003)*

CAPE MAY COUNTY HERALD Newspaper– Rio Grande, NJ
HUMOR COLUMNIST, REPORTER, ASSISTANT EDITOR – SPECIAL SECTIONS, *(2001 – 2002)*

EDUCATION

Pontifical John Paul II Institute for Studies on Marriage and the Family at the Catholic University of America – Washington, D.C. (part-time student)
Master of Theological Studies, Expected Fall 2020 (studies on hold b/c travel schedule)

The Catholic University of America Columbus School of Law – Washington, D.C.
Juris Doctor, 2007

James Madison University – Harrisonburg, VA
Bachelor of Arts in English, 2001

SERVICE / MEMBERSHIP

Financial contributor, advocate for Trump / Pence campaign

Knights of Columbus, Council 7771, Front Royal, VA—Past Grand Knight, Trustee

Federalist Society, Member, annual Lawyers' Convention attendee

Front Royal Pregnancy Center, Front Royal, VA—Board Member

Religious Education, Church of the Nativity, Burke, VA; St. Mark, Vienna, VA; St. John the Baptist, Front Royal, VA

Dear (b)(6)

Thank you for the call earlier. Please find my resume below.

I worked closely with Andrew Bremberg and Paula Stannard at HHS during the Bush Administration, and we've remained in touch. Together we worked on what became known as the Bush "Conscience Regulations" enforcing the Weldon Amendment, PHSA § 245, and the Church Amendment, and other projects. They asked me in November to draft some of the material for the first 100 days agenda, which I've completed and sent to Paula.

Salary history (w/o 401k match, bonuses):

2012: (b)(6)
2013:
2014:
2015:
2016:

Thank you,
Scott

Matthew H. Lloyd

(b)(6)

Summary

Effective communicator and manager with two decades of experience shaping public opinion, advancing political and policy agendas and managing high-profile reputations, mostly with Vice President-elect Mike Pence. Leader with proven track record of motivating, energizing and mentoring staff and managing budgets. Seasoned professional possessing integrity, sound judgment and ability to execute challenging campaigns with success and precision.

Professional Experience

Governor Mike Pence (May 2015-January 2017)
Deputy Chief of Staff for Communications and Strategy

- Chief communications and strategy advisor for Governor of Indiana responsible for executing Governor's communications, legislative and political strategy across all levels of state government.
- Rehabilitated Governor's image with general public as well as national and state press corps after a series of public relations missteps preceding tenure.
- Manage Governor's press staff as well as 70 cabinet and agency heads and communications professionals to ensure Governor's agenda is carried out sucessfully.
- Spearhead planning and execution of short and long-term planning to ensure all executive duties are coordinated strategically across all levels of state government.
- Lead crisis communications manager for emergencies within Governor's jurisdiction.

Mike Pence for Indiana (2011-2012)
Senior Communications Advisor/Communications Director

- Provided strategic and crisis communications counsel to candidate and senior campaign team in hard-fought contest and tough election environment for Republicans.
- Developed and executed comprehensive communications strategy and served as chief media spokesman.
- Assisted in development of state-of-the-art new media and voter outreach operation.

House Republican Conference, Chairman Mike Pence (2009-2010)
Communications Director

- Principal communications advisor and on-the-record spokesman for third-ranking House Republican leader and liaison to national media.
- Coordinated comprehensive communications strategy with House and Senate leadership offices and executed communications strategy for Republican members of U.S. House of Representatives in skeptical media environment following 2008 election.
- Managed staff of seven communications professionals.
- Provided strategic communications counsel to Republican Members of Congress.

House Republican Study Committee, Chairman Mike Pence (2005-2006)
Communications Director

- Executed earned media strategy for conservative caucus of more than 100 House Republicans, the largest caucus in U.S. House of Representatives.
- Served as chief spokesman to national and Capitol Hill media.
- Increased profile of House conservatives to gain policy leverage on limited government, fiscal discipline and traditional values issues.

U.S. Congressman Mike Pence (2003-2012)
Communications Director

- Key public relations strategist and chief spokesman for influential conservative leader in U.S. House of Representatives.
- Developed and executed marketing and earned media strategy that increased Congressman's profile to serious presidential contender and successful front-runner for Governor of Indiana.
- Strategically leveraged daily interaction with national and Indiana press corps to protect and enhance Congressman's reputation, including management of crisis communications strategy.
- Oversaw social media outreach to industry stakeholders, media and constituents.

Koch Industries (June 2014-May 2015)
Communications Director, Washington, DC office

- Planned and executed communications strategy for General Counsel and Executive Vice President of world's second largest privately owned company to shape and mold public opinion on criminal justice reform.
- Provided strategic communications counsel to legal department to protect company's reputation on environmental issues.
- Assisted in developing strategy to enhance public reputation of Koch Industries and its two primary shareholders, Charles and David Koch.

U.S. Congressman Marlin Stutzman (January 2013-May 2014)
Chief of Staff

- Chief communications and policy advisor responsible for advancing multifaceted legislative agenda for member of powerful House Financial Services Committee.
- Managed staff of 12 in Washington, D.C. and two Indiana offices, oversaw annual budget of $1.2 million.
- Increased member's profile to conservative leader in U.S. House of Representatives and across state of Indiana.

U.S. Department of Agriculture (2002)
Deputy Press Secretary

U.S. Congressman Kevin Brady (2000-2002)
Press Secretary

U.S. Congressman Rick Hill (2000)
Press Secretary

National Council of Farmer Cooperatives (1996-2000)
Publications Manager

Republican Communications Association
President (2002), *Treasurer* (2001)

Education

University of Illinois at Urbana-Champaign
Bachelor of Science in Agricultural Communications

- Graduated with Honors, May 1996.
- Member, FarmHouse Fraternity and its Executive Committee.

Jane Lucas

(b)(6)

WORK EXPERIENCE

U.S. Senator John Thune, Senate Republican Conference Chairman **Washington, DC**
Chairman of the Senate Committee on Commerce, Science, and Transportation

Legislative Director **2015-present**

- Maintain an extensive bipartisan, bicameral network of contacts with industry stakeholders, Congressional leadership staff, committee staff, legislative directors, and legislative assistants, with a particular focus on health care policy.
- Coordinate with Senator Thune's Republican Conference leadership staff and Commerce, Science, and Transportation Committee staff to prioritize issues for Senator Thune's time and attention.
- Manage a diverse team of policy experts, coordinating internal priorities to maximize legislative outcomes including successfully enacting more than 30 provisions into law in the 114th Congress.
- Collaborate in the development of Senator Thune's weekly schedule, as well as state and national press strategies, including press releases, opinion editorials, talking points, and social media.
- Direct floor activity to advance Senator Thune's policy positions, legislative priorities, and conference leadership.

Health Policy Counsel/Legislative Assistant **2009-2014**

- Advised on all aspects of health policy, including Medicare, Medicaid, and private insurance, including drafting amendments and policy statements during the consideration of the Affordable Care Act.
- Developed particular expertise on health care technology issues, including electronic health records, telehealth, and remote patient monitoring.
- Authored amendments included in the Medicare Access and CHIP Reauthorization Act of 2015 (P.L. 114-10), including amendments on data transparency and telehealth.
- Successfully spearheaded a multi-year effort to repeal the CLASS Act (P.L. 112-240), a federal long-term care insurance program created by the Affordable Care Act.
- Authored the Red Flag Program Clarification Act of 2010 (P.L. 111-319) to prevent unnecessary regulatory red tape from affecting medical professionals.
- Led a multi-year Senate staff working group focused on health IT and authored "REBOOT: Re-examining Strategies Needed to Adopt Health IT," in 2013, initiating conversation on Capitol Hill about the federal electronic health record program and subsequent program changes.
- Selected as an "Emerging Health Leader" by Politico in 2013.

Previous Positions: Legislative Correspondent (2007-2009) and Staff Assistant (2007)

EDUCATION

Georgetown University Law Center, Washington, DC **2014**
Juris Doctorate with an emphasis in health care law
Active participant in evening student activities and organizations

South Dakota State University, Brookings, South Dakota **2007**
Bachelor of Arts in Business Economics, summa cum laude

VOLUNTEER ACTIVITIES

Mentor to current Georgetown University law and undergraduate students.

CALDER LYNCH

(b)(6)

PROFESSIONAL EXPERIENCE

NEBRASKA DEPARTMENT OF HEALTH AND HUMAN SERVICES
LINCOLN, NEBRASKA
2015-CURRENT

Medicaid Director
Director, Division of Medicaid and Long-term Care
March 2015 - Current

- Appointed by Governor Pete Ricketts, responsible for team of 600 employees, an annual budget of over $2 billion, and the provision of health care coverage for over 230,000 Nebraskans.
- Transformed the culture of Nebraska Medicaid to one that is customer-focused, dedicated to innovation, outcomes oriented, and skilled at project management and execution.
- Developed productive relationships with business partners, legislators, other government leaders, members of the media, and consumer and advocacy groups.
- Built a dynamic and high-performing leadership team by recruiting both from within and outside government to lead an aggressive transformation agenda, including:
    - Development and successful on-time implementation of new integrated and value-based Medicaid delivery system to reduce costs and improve outcomes;
    - Comprehensive redesign of Medicaid-funded long-term care services to promote individual independence and system sustainability; and
    - Replacement of state's antiquated Medicaid information and technology systems through a groundbreaking modular and services-oriented approach expected to cost half as much as a traditional system.
- Achieved positive operational and policy outcomes including reduced call wait times, improved application processing times, passage of entire legislative agenda, timely federal approval of reform proposals, below target budget growth, and reductions in opioid usage among Medicaid recipients.

LOUISIANA DEPARTMENT OF HEALTH AND HOSPITALS
BATON ROUGE, LOUISIANA
2008-2015

Chief of Staff
Aug. 2013 – March 2015

- Senior executive and chief policy and political advisor for large state health agency with a budget that exceeded $9 billion annually with over 5,000 full-time employees.
- Chief liaison between Governor Bobby Jindal's office and senior department management overseeing the Medicaid program as well as the offices of public health, aging and adult services, citizens with developmental disabilities and behavioral health.
- Provided chief oversight for the department's business and strategic planning, budget, communications, legal, legislative and intergovernmental affairs, emergency preparedness and stakeholder affairs.

- Acted as a stabilizing force during a time of uncertainty for the agency with a new leadership team, building a positive reputation with legislators, stakeholders and media.
- Navigated the operational and political process for major reform efforts, including the transition of the Medicaid managed care program to a fully-capitated model, achieving significant cost and operational efficiencies.

Policy Advisor/Director
Jun. 2012 – Aug. 2013

- Led the development and execution of the Department's and the Secretary's policy agenda, business plan and legislative agenda.
- Guided providers, health plans, internal teams, advocates and legislators through the successful reform of the Medicaid pharmacy program in just four months, resulting in over $54 million in savings.
- Presided over public forums, calmed contentious public engagements, and managed interactions with media and key stakeholders for major reforms.
- Crafted policy analyses, fact sheets, position papers, public hearing testimony, presentations and other strategic resources to advance the administration's policy and legislative efforts.
- As the administration's lead on national health care reform response, provided policy analysis, recommendations and subject matter expertise to the office of the Governor, Secretary and in testimony before legislative committees.

Special Assistant to the Secretary
Oct. 2008 – Jun. 2012

- Served as confidential assistant for two secretaries of Louisiana's health agency during a time of significant disruption and change in which the department made hundreds of millions of dollars in reductions, consolidated numerous programs, closed or privatized many Huey Long-era government institutions, and implemented efficiencies and reorganizations that together shrunk the size of the agency's workforce by nearly half.
- Primary author of the Secretary's briefing notes, talking points, media quotes, summaries, responses and impact statements.
- Worked directly with members of the legislature and the Governor's staff to ensure successful mediation and resolution of constituent and local issues.
- Key liaison between agency staff and the Secretary, responsible for ensuring priority initiatives were carried out.

EDUCATION

UNIVERSITY OF ALABAMA BIRMINGHAM (UAB)
BIRMINGHAM, ALABAMA
2013-2015
Masters of Science in Health Administration

LOUISIANA STATE UNIVERSITY (LSU)
BATON ROUGE, LOUISIANA
2004-2008
Bachelor of Science in Business Administration

Teresa R. Manning (fka Teresa R. Wagner), Esq.
George Mason University / Antonin Scalia Law School

(b)(6)

Professional Experience

Adjunct Law Professor — **George Mason University / Antonin Scalia Law School** — Summer 2016 – present
- Teaching Appellate Brief Writing to upper-level law students

Commissioner — **Uniform Law Commission (ULC)** — Summer 2012 – Summer 2016
- Appointed by the Honorable, Iowa Governor Terrence Branstad
- Served with the Honorable Rosemary Sackett, Judge, Iowa Court of Appeals & with Professor David Walker, former Dean, Drake University Law School
- Collaborated with legislative drafting committees & others to finalize statutory language enactable by most legislatures

Advisor — **Virginia Tech- Carilion School of Medicine (VTCSOM)** — Summer 2015
- Advising regarding medical ethics, humanism in medicine, narrative medicine
- Advising medical students on residency, scholarship & clinical programs

Author — **Encounter Books** — Summer 2014 – Summer 2015
- Account of *Wagner v. Jones/Manning v. Jones*
- Focus on First Amendment & academic freedom in higher education

Associate Director — **Writing Center, University of Iowa College of Law** — Aug 2006 – Nov 2014
- Taught techniques in legal writing (trial & appellate briefs)
- Supervised & mentored law students

Editor — Journal of Legal Analysis (Harvard Law School) — Summer 2013
Rights to Do Grave Wrong (for Mark Osiel)

Editor — J. of Criminal Law & Criminology (for Dave Baldus) — Summer 2009
Racial Discrimination in the Administration of the Death Penalty

Editor — Cambridge University Press (for Mark Osiel) — Summer 2008
The End of Reciprocity (2009)

Adjunct Professor — **Christendom College** — Sep 2003 – Jan 2004
- Taught graduate class on law and medical ethics
- Given highest instructor rating by 100% of surveyed students

Editor — St. Augustine's Press: Back to the Drawing Board — Sep 2001 – Sep 2003

Special Counsel — **Family Research Council** — June 1998 – Sep 2001
- Researched, authored and published legal briefs & policy articles
- Served as lead counsel for amicus briefs with Eighth Circuit Court of Appeals & United States Supreme Court
- Appeared as needed on national media, including Fox News, MSNBC & CBS

Editor	**University Press of America** Fifty Years After the Declaration (2001)	Oct 1997 – June 1998
Adjunct Law Professor	**George Mason University School of Law** • Taught Legal Research, Writing & Analysis I & II	Sep 1997 – Jan 1999
Attorney	**National Right to Life Committee, Inc.** • Drafted model legislation • Testified before state legislatures • Published & lectured widely at professional conferences, colleges & universities	Apr 1995 – Oct 1997
Attorney	**Barker, Cruise, Kennedy & Houghton** • Trial lawyer: cases in First Amendment, family law, etc.	Jan 1993 – Mar 1995

Media & Public Speaking

See http://www.frc.org/upcomingevents/wagner-v-jones-faculty-discrimination-and-conservative-politics; http://www.c-span.org/video/?160637-1/book-discussion-back-drawing-board-future-prolife-movement

Media appearances on CSPAN, CBS, MSNBC, FOX NEWS, National Public Radio; articles & quotes in the *Wall Street Journal*, *The Washington Times* & other regional & national publications

Education

Legal	University of Iowa College of Law, J.D. with Distinction	May 1993
	McGill University, Faculty of Law, LL.B / B.C.L. Candidate *(2 of 5 classes taken in French)*	1990 – 1991
Graduate	Washington University in St. Louis *M.A. Western European Studies*	Aug 1990
Post-Graduate	L'Université Lyon 2, France *Diploma*, 2ième Degre (French Language & Civilization)	May 1987
Undergraduate	University of Toronto, St. Michael's College *B.A. Philosophy*	May 1986

Professional Associations United States Supreme Court
Iowa State Bar Association

CLEs Presented Presenter (2009): Strategic Legal Memo Writing
** rated "excellent" by every attending attorney*

Publications Available upon request

Teresa R. Manning (fka Teresa R. Wagner), Esq.
George Mason University / Antonin Scalia Law School
(b)(6)

References

Mark Osiel, Esq.
University of Iowa College of Law
(b)(6)

Professor Helen M. Alvare
George Mason University
Antonin Scalia Law School
(703) 993-9845
halvare@gmu.edu

Faust F. Rossi, Professor Emeritus
Cornell University Law School
(b)(6)

(b)(6)

David Mansdoerfer

Experience

04/2015 – Current | California State Senate – SD 37 | Costa Mesa, CA

Deputy Chief of Staff

- Manage district operations including a staff of 5 and interns
- Oversee district office communications including press and social media program
- Manage constituent relations and communication including; mail program, case management, and event planning
- Oversee district related legislation including; MH5A Crisis Stabilization Services and LLC Licensing

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07/2014 – 04/2015 | County of Orange | Santa Ana, CA

Administrative Manager - Legislative Affairs / Workforce Development

- Oversee the legislative efforts of 23 County departments
- Manage the approval process for County grant applications and awards
- Major projects have included: updating the County's legislative affairs policy and procedures and creation of the County's 2015-16 legislative platform

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07/2012 – 07/2014 | Orange County Supervisor John Moorlach | Santa Ana, CA

Deputy Chief of Staff

- Manage State and Federal Legislation, CEO Budget, John Wayne Airport, Union Relations, County Council, Orange County Community Resources, Redevelopment, Child Support Services, County Grants, and municipalities of Los Alamitos and Seal Beach

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11/2011 – 7/2012 | Leisure Care Home Care Services | Laguna Niguel, CA

Interim President

- Oversaw day to day operations of two multi-million dollar in-home healthcare service companies
- Managed staff of 300+ nurses, caregivers and clerical employees
- Sold both companies for 3.5 times purchase price and served on transition team during initial stages of new ownership

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04/2011 – 11/2011 | Citizen Outreach | Las Vegas, NV

Director of Legislative Affairs

- Developed Citizen Outreach's presence on legislative issues using coalition building and new media outlets.
- Expanded and marketed Nevada News and Views, an online conservative publication.
- Organized and marketed the 2011 Conservative Leadership Conference which included Presidential Candidate Herman Cain, Governor Gary Johnson, Senator Dean Heller, Andrew Breitbart, Grover Norquist.

05/2010 – 02/2011 Capitol Pacific Group 5anta Monica, CA

Associate

- Developed lobbying plans and analyzed federal, state and city legislation to locate money for clients
- Facilitated meetings between clients and public officials
- Organized public/private partnerships in pursuit of government contracts and research grants

07/2009 – 08/2010 Pepperdine University Malibu, CA

Graduate Assistant – Economics

- Researched station circulation for econometric study on the digital transition of television
- Generated excel spreadsheet with information on over 2000 television stations

03/2009 – 06/2009 House Republican Policy Committee Washington, DC

Staff Assistant/Intern

- Supported the Chief of Staff in compilation, review, and analysis of leadership policy and platform
- Organized new media efforts to present material through various outlets
- Wrote and edited issues briefs on TARP, the auto bailout, and Fannie Mae / Freddie Mac

05/2008 – 03/2009 Lexington Institute Arlington, VA

Research Director

- Directed research on various domestic and foreign policy issues including education reform, Cuba trade policy, and performance based logistics
- Published white-papers and issue briefs on charter schools and international student test scores

Education

08/2009 – 04/2011 Pepperdine University School of Public Policy Malibu, CA

Masters of Public Policy

- Specialization in International Relations and State and Local Policy

08/2004 – 05/2007 Vanguard University Costa Mesa, CA

Bachelors of Arts

- Business Administration

Boards, Commissions and Fellowships

2015 – Present: Planning and Transportation Commissioner – City of Mission Viejo

2013 – 2014: Investment Advisory Commissioner – City of Mission Viejo

2012 – 2014: Board Member for the Oversight Board of the Successor Agency to the Community Redevelopment Agency of the City of Buena Park & Stanton

2011 – 2012: Liberty Work Fellowship – Charles G. Koch Institute

Alleigh Marré

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WORK EXPERIENCE

Presidential Transition, Department of Defense – *Communications and Media Advisor* **Dec. 2016 – Present**
- Spokeswoman for Defense Secretary James Mattis and Airforce Secretary nominee Dr. Heather Wilson in the confirmation process
- Staffed DoD nominees in meetings with Senate leadership and Senators serving on the Senate Armed Services Committee
- Prepared nominees for confirmation hearings including briefings, "murder boards," and messaging counsel
- Fielded all incoming press inquiries, pitched stories, drafted op-eds, and managed surrogates and third party groups

National Republican Senatorial Committee (NRSC) – *National Press Secretary* **Oct. 2015 – Dec. 2016**
- On-the-record spokeswoman for the NRSC as well as targeted senate races (OH, PA, NC, and NH)
- Drafted press releases, statements, and talking points targeting democratic senate candidates
- Provided communications counsel and guidance to campaigns including messaging, debate preparation, and content development
- Worked with campaigns through crisis management and advised on protocol, best practices, and rapid response
- Deployed to North Carolina in the final 90-days to manage on-the-ground campaign operations

United States Senator Susan Collins – *Communications Director* **Jan. 2015 - Oct. 2015**
- Developed and implemented a communications strategy across traditional and social media platforms
- Managed a team of four employees within the communications department
- Oversaw all forms of outgoing communication from Senator Collins' office including press releases, speeches, talking points, weekly columns, newsletters, social media posts, website content, photos, and video
- Managed media relationships with DC and ME press as well as industry outlets relevant to the Senator's priorities

Scott Walker for Governor – *Press Secretary* **Feb. 2014 - Jan. 2015**
- On-the-record campaign spokeswoman; conducted print, radio and TV interviews
- Traveled with the Governor to press events to manage media relations and brief the Governor on developing news
- Drafted statements, talking points, press releases, op-eds, media advisories and speeches
- Directed all communications needs for First Lady Tonette Walker and Lieutenant Governor Rebecca Kleefisch

National Republican Congressional Committee (NRCC) – *Regional Press Secretary* **Feb. 2013 – Feb. 2014**
- On-the-record spokeswoman for the NRCC in congressional races in the Western region of the United States
- Conducted print, radio, and TV interviews as a spokeswoman for the NRCC and on behalf of campaigns
- Deployed to congressional districts for on-the-ground support for campaign events
- Led media training with candidates and incumbent Congressmen and advised on overall communications strategy

Scott Brown for U.S. Senate – *Press Secretary* **Jan. 2012 – Nov. 2012**
- On-the-record campaign spokeswoman and managed all incoming press inquiries from local and national outlets
- Drafted statements, talking points, press releases, op-eds, media advisories and speeches
- Advised Senator Brown on press strategy and messaging in senior staff meetings and daily conference calls

WE Communications – *Assistant Account Executive* **Aug. 2010 – Dec. 2011**
Oz Griebel for Governor – *Digital Director* **March 2010 – Aug. 2010**
BIGfish Communications – *Account Executive* **Jan. 2009 – March 2010**

EDUCATION

Emerson College, Boston, MA - B.S., Marketing Communication, Advertising & Public Relations
- Captain, Women's Varsity Cross Country, Women's Varsity Basketball

VOLUNTEER WORK

Children's Advocate | Bethany House of Northern Virginia, Alexandria, VA *(CURRENT)*
Children's Advocate | Domestic Violence Abuse Intervention Services, Madison, WI
Girls Basketball Head Coach | Somerville Middle School, Somerville, MA

REFERENCES

Andrea Bozek, Senior Vice President, Mercury Public Affairs
Ward Baker, President, Baker Group Strategies
Colin Reed, Executive Director, America Rising

BRIAN T. MARRIOTT | *Communications, Public Affairs & Media Relations*

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AREAS OF EXPERTISE

Communications & Public Relations Senior Communications and Public Affairs Executive with 20 years of experience leading public relations firms, advocacy groups, federal government agencies and international corporations. Generated $25M in fundraising capital for nonprofit advocacy organizations. Develop innovative social media initiatives that enhance advocacy organizations. Develop innovative social media initiatives that enhance organizational vision and strategy. Creates newsletters, fact sheets, statements and rapid response documents for crisis communication situations serving clients.

Public Affairs Presidential Appointee to Federal Communications Commission and U.S. Department of Agriculture. White House Advance Team Lead for Presidential and Vice Presidential trip preparation. Federal and State lobbyist for Home Builders Association.

Media Relations Since 2001, secured 21 million broadcast and cable viewers, and 12 million radio and internet listeners. Develops strategies and inquiry responses to highly complex government issues. Representing and coaching high-profile executives, political candidates and government officials. Cultivated mutually beneficial connections within multiple high-profile media outlets and personalities.

PROFESSIONAL/POLITICAL/CONSULTING EXPERIENCE

PRESS LEAD ADVANCE AND MISSOURI PRIMARY FIELD DIRECTOR **|** 10/2015 to Present
Donald J. Trump for President Inc. and Trump/Pence 2016 **|** Missouri and Washington, DC

Began serving as main liaison between field staff, elected officials, and campaign volunteers for the Missouri Primary. Directed political strategies and outreach targeting community leaders, local officials and media in Iowa, New Hampshire, and South Carolina during the GOP Primary season. Promoted to Lead Press and Staff Lead for the 2016 Presidential General Election. Currently managing logistics and coordination with Advance Teams across the country for successful earned media opportunities, press conferences, rallies and town hall forums.

SENIOR ADVISOR, COMMUNICATIONS/MEDIA RELATIONS AND GOVERNMENT AFFAIRS **|** 2010 to 11/2015
Independent Consultant /Raptor Strategies **|** Washington, DC

Produced effective internal and external communications and public policy initiatives for Federal Government agencies and corporate clients, helping to boost media exposure and multi-platform strategies via social media outlets (i.e. Twitter and Facebook). Developed targeted media outreach and grassroots mobilization efforts for clients including press releases, letters to the editor, talking points memos and opinion articles. Created the States Alliance for Balanced Insurance Regulation (SABIR) trade association and managed the organization's launch to establish client's reputation to elected officials and business leaders.

Served as consultant to Department of Homeland Security (DHS) and Department of Veterans Affairs (VA) to drive public strategies and inquiry responses to highly complex issues. Created dynamic outreach initiatives

including brochures, publications, and web content to inform the general public, U.S. business community, and international partners about organization's mission of informing and educating the public on the threat of smuggled nuclear/biological weapons and materials. Researched and prepared articles and coordinated media events. Built relationships with top-level DHS and VA partner agency executives, communications personnel, media, and specialized groups.

ASSOCIATE, OFFICE OF ORGANIZATION & STRATEGY, STRATEGIC COMMUNICATIONS **|** 2009 – 2010
Booz Allen Hamilton **|** McLean, VA

Devoted expertise to launch the Yellow Ribbon Reintegration Program (YRRP) and Virtual Lifetime Electronic Record (VLER) initiatives within the Department of Defense (Pentagon). Led full lifecycle strategic and change communications efforts for YRRP. Drastically improved stakeholder relations (internal and external) through staff training, media relations and coaching, newsletters, website development, branding events as well as affiliate and ambassador outreach.

WHITE HOUSE, STAFF AND PRESS LEAD ADVANCE **|** 2001 – 2009
White House Office of Presidential and Vice Presidential Advance **|** Washington, DC

Served as main liaison between the media and the Office of the President and Vice President during domestic and international trips. Directed logistical planning for the White House and handled all interactions with elected officials, community leaders, and local, state and federal law enforcement officials.

CONSULTANT, NATIONAL DIRECTOR OF COMMUNICATIONS **|** 2007 – 2008
Vets for Freedom (Non-partisan Political Action Committee) **|** Washington, DC

Enhanced committee's national image, Capitol Hill presence, and social media exposure by driving strategic communications plans, messaging and logistical outlines for major programs, including the "National Heroes Tour" and "Veterans on the Hill." Provided counsel and directed all efforts in communications, public affairs, issue management, and media outreach. Created and managed relationships with expert consultants and PR firms.

NATIONAL DIRECTOR, PUBLICITY & MEDIA RELATIONS **|** 2006 – 2007
AARP **|** Washington, DC

Represented AARP as National Spokesperson and developed media contacts with top radio and television outlets. Collaborated in creation of promotional programs with headliners such as Tony Bennett and Robert DeNiro. Worked with Research and PR firms to develop and launch short- and long-range communication strategies. Helped boost AARP's image as a non-partisan group. Utilized expertise in crisis communications, public affairs, litigation and legislative policy.

PRESIDENTIAL APPOINTEE, SPECIAL ASSISTANT TO THE CHAIRMAN, OFFICE OF MEDIA RELATIONS **|** 2001 – 2006
Federal Communications Commission (FCC) **|** Washington, DC

Directed FCC Chairman on public and media relations strategies specifically targeting cable and broadcast networks. Managed public affairs program aimed at public, press/media, U.S. Congress and other federal agencies. Coordinated requests for information, interviews, press conferences and TV coverage. Advised and supported Media Relations and Emergency Management Response Teams on communications issues during national emergencies. Cultivated relations with community leaders, media contacts and state and local officials.

Fortune 500 and Advocacy Management |Political Strategy | Community Outreach
Top-Tier Media Contacts | Crisis Management | Executive Media Coaching | Public Speaking
International Event Coordination | Bi-Partisan Government Affairs

EDUCATION

B.S., Mass Communications and Political Science **|** Northwest Missouri State University **|** Maryville, MO

John M. Martin

(b)(6)

EMPLOYMENT

Senator Tom Cotton | Washington, DC — **September 2016 - Present**

Legislative Director — November 2016 - Present

- Develop and implement the Senator's policy agenda within the United States Senate.

Policy Advisor — September 2016 - November 2016

Deputy Legislative Director — April 2015 - August 2015

- Adviser to the Senator on health care, agriculture, transportation, energy, environment, and trade related policy issues.
- Oversaw the Senator's constituent mail program.
- Prepared and submitted amendments to legislation brought to the floor on behalf of the Senator.
- Met with interest groups to discuss their concerns with pending legislation and ongoing legislative priorities.
- Spoke with reporters on background on behalf of the Senator's to discuss pressing policy issues.

Legislative Assistant — January 2013 – April 2015

Governor Asa Hutchinson | Little Rock, AR — **August 2015 – September 2016**

Senior Health Policy Advisor

- Developed and guided the Governor's Medicaid reform efforts from development through floor passage.
- Advised the Governor on decisions impacting health policy throughout the state.
- Led the search process for the Governor's new Director of Human Services.
- Led a subset of cabinet officials in establishing a state-wide vision for delivering services to Arkansans in need.
- Managed the Governor's Health and Human Services policy and liaison team members, representing his interests on a day-to-day basis with 75 departments, boards, and commissions representing 20% of the state budget.

Cotton for Senate | Little Rock, AR — **September 2014 – November 2014**

- Managed debate prep sessions for election debates and provided policy guidance on all press releases and media buys.

Tommy Thompson for Senate | Madison, WI — **January 2012 – December 2012**

State Field Director

- Recruited, trained and managed eight field staffers covering six field offices across the state of Wisconsin.
- Responsible for the field program for the primary election, which included knocking on 2,294 doors and making 229,411 voter contact calls.
- Directed campaign operations, distributing collateral to all statewide victory offices and county parties.

Deloitte Consulting | Dallas, TX — **February 2009 – January 2012**

Consultant — September 2010 – January 2012

- Led team of 15 consultants on two continents to develop and deliver 125 process enhancements to a utilities client.
- Delivered strategic recommendations to client for process improvements based on industry-wide best practices.
- Developed business processes for a $40 billion wholesale food distributor.

Business Technology Analyst — February 2009 – September 2010

- Promoted a year early to consultant.

EDUCATION

Texas A&M University | College Station, Texas — Graduated December, 2008

BBA in Information and Operations Management

AWARDS AND HONORS

Young Alumni Advisory Council | Texas A&M University — 2017 - 2018

James Madison Fellow | Heritage Foundation & Hillsdale College — 2015

Washington Fellow | National Review Institute — 2014

Eagle Scout | Boy Scouts of America

Cecilia Inés Martinez
(b)(6)

I am a (b)(6) and am fluent in both English and Spanish (Speak, Read, Write). I have two decades of professional experience in fundraising and event planning, public policy, management, political and communications consulting, business development, grassroots coalition-building, interest group politics, and state and federal government relations. My professional relationships and contacts in state/federal government, the private-sector, and the media span almost every American state, Central European nations, and Latin American countries. I am highly motivated and have a strong, honest work ethic. I live in (b)(6) (b)(6)

Areas of Expertise

- Fundraising & Event Planning
- Political Campaigns
- Business & Non-Profit Management & Development
- Communication and Writing
- Public Policy Issues
- Government Relations
- Fluency in both English and Spanish (speak, read, write)

Professional & Volunteer Experience

Guerin, Inc. Principal & Co-Founder (Alexandria, VA) **2003-present**
Providing national fundraising services, coalition-building (including Latino constituencies), and Spanish-language support for political campaigns and corporate businesses.

- 2016 cycle clients include **Donald J. Trump for President Campaign** (Press Advance Lead), **Arizona Governor Jan Brewer's** JanPAC & Arizona's Legacy, **Congressman Steve Pearce (NM)** reelection campaign, **Sheriff Paul Babeu's** campaign for Congress (AZ-1), and **CARLY for America superPAC.**
- Previous clients in the 2010, 2012, and 2014 cycles include Minnesota Governor Tim Pawlenty for President in 2012 and his Freedom First PAC, Senator John McCain's 2008 presidential campaign, Americans for Tax Reform, Congressman Matt Salmon (AZ) (Re-elect & SalmonPAC), Hispanic Leadership Network, New Mexico Republican Party, Congressman Raul Labrador (ID), Congressman Scott McInnis (CO), and the New Mexico Governor's 2010 campaign & Inaugural.

Donald J. Trump Presidential Inaugural Committee **Dec. 2016-Jan. 2017**
Division Chief, Presidential Inaugural Parade

The Reform Institute. Executive Director (Alexandria, VA) **2003 – 2009**
Public Policy Think Tank founded by Sen. John McCain that focused on homeland security, immigration policy, energy policy, and government and election reforms.

Republican National Convention. Volunteer on Finance Staff (St. Paul, MN) **2008**
Provided event advance, donor relations, and VIP management.

John McCain 2008. Volunteer on Advance Team (Michigan, Florida, Virginia, Arizona, & Colorado) **2007-2008**
Provided event advance and VIP management in the Republican Party Primaries.

Clean Elections Institute. Executive Director (Phoenix, AZ) **2000-2002**

Southwest Policy Leaders Forum at the Center for Policy Alternatives. Acting Coordinator (Washington, DC) **1999-2000**

Cecilia Inés Martinez

(b)(6)

Colorado General Assembly. Legislative Aide (Denver, CO) **1997-1998**

Colorado State University. Research Assistant, Political Science Department (Ft. Collins, CO) **1996-1998**

Colorado State University. Graduate Assistant, Women's Studies Department (Ft. Collins, CO) **1998**

Colorado State University. Teaching Assistant, Women's' Studies Department (Ft. Collins, CO) **1998**

Education

Master of Arts in Political Science, Colorado State University **1997-1999**
Concentration / Tested in the Following: (1) Comparative Politics, (2) Environmental Politics, & (3) International Relations

Graduate Certificate in Women's Studies, Colorado State University **1997-1999**

Bachelor of Arts in Political Science; Minor in Spanish, Colorado State University **1992-1996**
Concentration: Comparative Politics, International Relations, Public Policy, and Public Administration

Interests & Community Service

- Fundraiser, Ritchie Volunteer Fire Department in Maryland
- Virginia Latino Advisory Board under Governor Bob McDonnell
- Alumnus of the American Council of Young Political Leaders (2001 delegation to Hungary and Poland)
- Graduate of the Mexican American Legal Defense and Education Fund (MALDEF) Leadership Development Program
- I enjoy swimming, snow skiing, snowshoeing, and hiking with my dogs

ROBERT KYLE MCGOWAN

(b)(6)

EXPERIENCE

The Office of Budget Chairman Tom Price (GA-06) 85-C Mill St., Ste, 300, Roswell, GA 30075
Deputy Chief of Staff, June 2011 – Present
Develop legislative policy with Chairman Price and senior staff, focused on federal budget issues, and implement a comprehensive communications strategy to promote the Chairman's priorities. Build and maintain relationships with state and local elected officials and agency heads, and work collaboratively with these leaders to address issues affecting Georgia. Engage and meet regularly with key stakeholders in the business community and industry organizations to understand their policy concerns and advocate on their behalf at the federal and state level. Lead a district staff in building and carrying out strategic direct mail and telephone town hall campaigns that reach nearly a half a million people in the district every quarter. Managed the Chairman's multiple PACs and his most recent reelection campaign that resulted in a victory margin of 32 points over his opponent.

The Office of Congressman Tom Graves (GA-09) 702 South Thornton Av., Dalton, GA 30720
District Director, December 2010 – May 2011
Led team of district staff that aided constituents of the 9th District of Georgia with their problems and concerns with federal agencies. Advised Congressman Graves on local issues and worked closely with local and state officials on a range of policy issues.

Karen Handel for Governor 3970 Old Milton Pkwy., Ste 100, Alpharetta, GA 30005
State Field Director, May 2010 – August 2010
Formulated and executed a statewide grassroots plan to elect a gubernatorial candidate in a highly contested statewide election. Directly managed entire political staff for the campaign. Advised candidate on key local and state issues and coordinated campaign messaging.

Price for Congress P.O. Box 425, Roswell, GA 30075
Campaign Manager, June 2008 – May 2010
Led a successful campaign against a well-funded opponent by a margin of 36 points. Implemented a nationwide volunteer and paid internship program to assist in other competitive congressional campaigns across the country. Assisted in fundraising efforts that resulted in over one million dollars for Price for Congress.

The Office of Congressman Tom Price (GA-06) 85-C Mill St., Ste, 300, Roswell, GA 30075
Grants Manager and Field Representative, June 2008 – May 2010
Assisted local governments and small business owners in securing federal grants to fund needed projects for their communities and businesses. Represented Congressman Price at local events, including chamber of commerce meetings, town hall meetings, and business associations. Worked closely with state and local officials to discuss state and federal issues affecting the 6th District of Georgia. Communicated with constituents on policy issues and assisted with constituent services.

Capitol Strategy Group 2700 Cumberland Pkwy., Ste. 150, Atlanta, GA 30339
Registered Lobbyist, January 2008 – May 2008
Worked closely with other lobbyists and legislators to monitor, block and pass legislation of interest to our clients before the Georgia General Assembly. Built working relationships with key legislators on committees of importance to our clients. Updated clients weekly on the status of significant legislation and participated in meetings with key stakeholders and policymakers.

EDUCATION

The University of Georgia (May 2008), 204 Candler Hall, Athens, GA 30602
Bachelors of Arts in Political Science, School of Public and International Affairs

National Outdoor Leadership School (Summer 2006), 502 Lincoln St., Lander, WY 82520
Graduated with an A average and with Honors from Winder River Wilderness Course

TYLER ANN McGUFFEE

(b)(6)

Professional Summary

Articulate, results-driven, proactive professional with more than eight years legislative and government affairs experience. Strong issue, crisis and time management skills with high-level liaison expertise and project manager capabilities. Trusted with a high-level of confidentiality and strong interactions with the Governor, Chief of Staff and senior staff members as well as all levels of government entities such as state legislative and other executive branch members. Combines a proactive, practical approach with strong planning and organizational skills.

Core Competencies

Government/legislative affairs	Strategic decision making skills	Written & oral communications
Public policy (State & Federal)	Issue/crisis Management	Meticulous attention to detail
Organizational skills	Project management	Balancing multiple priorities
Presentation skills	Process improvement	Strategic planning skills

PROFESSIONAL EXPERIENCE

STATE OF INDIANA: GOVERNOR MICHAEL R. PENCE 8/2015- 1/2017
200 West Washington Street Room 206, Indianapolis, Indiana 46204
Director of Healthcare and Insurance Policy

- Contributed to the Governor's mission by serving as key liaison to Indiana Family and Social Services Agency (FSSA) and the Indiana Department of Insurance (IDOI) to develop and communicate the Governor's short and long-term policy agenda.
- Managed Governor Pence's landmark Medicaid Section 1115 waiver also known as the Healthy Indiana Plan (HIP) which is the nation's first consumer-directed heath care program for over 400,000 Hoosier adults in the Medicaid program. HIP promotes personal responsibility, preventative health care and familiarizes individuals with commercial health insurance.
    - Managed one of Governor Pence's agenda bills to codify the core principles of HIP and strengthen the state's future negotiating position with the federal government.
    - Testified before House and Senate health committees to educate legislators on the importance of codifying the core principles of HIP.
    - Implemented a defensive strategy throughout the legislative process to preserve the original bill language, which was ultimately codified.
- Managed the relationship between the State and the federal agency Centers for Medicare and Medicaid (CMS) pertaining to the implementation, evaluation and renewal of the HIP waiver.
- Led weekly monitoring calls between the State and CMS pertaining to the HIP waiver.
- Coordinated work groups for the brand redevelopment and advertising of HIP.
- Advised the Governor and senior staff on pending and future legislation.
- Implemented policy initiatives in conjunction with agency heads and program staff.
- Managed one of the largest agencies within state government, including six divisions such as Medicaid, Division of Family Resources, Aging, Early Childhood and Disability and Rehabilitative Services as well as 20+ program areas within the divisions.
- Managed a six division agency with vast regulatory authority over the insurance industry.
- Negotiated agency and stakeholder differences based on industry concerns.
- Contributed to press releases and media responses by collaborating with the Governor's and agencies communications staff.

STATE OF INDIANA: INDIANA DEPARTMENT OF INSURANCE 6/2011-8/2015
311 West Washington Street, Indianapolis, Indiana 46204
Legislative and Governmental Affairs Consultant; Accident & Health Rate Review Business Process Consultant: Affordable Care Act "ACA" Healthcare Reform Team Member, Company Compliance Division (contract position)

- Developed and organized strategic legislative initiatives to achieve the Department's public policy agenda.
- Worked diligently to maintain key relationships with executive branch, state legislators and committee chairpersons while articulating the Department's position.
- Prepared talking points for public testimony and monitored legislative developments within state legislative committees, House and Senate Floor.
- Managed the Department's overall business processes related to health insurance rate review; monitored insurance carrier compliance and assisted General Counsel and Chief Health Actuary with developing ACA-compliant rate and form filing instructions for insurance carriers.
- Developed relationships with key members of the legislature and other state departments involved with state health care reform to educate the state concerning business processes affected by rate review and the Affordable Care Act (ACA) implementation for fully insured policyholders.
- Monitored rate review compliance related to policy and federal rulemaking changes pertaining to the ACA and determines effects of such changes on current projects and processes.
- Modified business processes to collaborate rate review functions and compliance needed from the state.
- Acted in an advisory role to the Health Care Reform team in examining current rate review and compliance functions.

STATE OF INDIANA: GENERAL ASSEMBLY, INDIANA STATE SENATE 3/2010-6/2011
200 West Washington Street Room 206, Indianapolis, Indiana 46204
Majority Legislative Assistant to State Senator Jim Smith and State Senator Ron Grooms

- Developed and planned legislative initiatives and monitored legislative developments within committees, House/Senate Floor, and Member Districts. Drafted constituent correspondence for the Member and met with constituents and special interest groups on behalf of the Member.

Senate Majority Attorney Assistant (Interim)

- Assisted the Senate Majority Attorney with Senate Resolutions and Proclamations.

Senate Deputy Bookkeeper

- Assisted Bookkeeper with Senate budget, accounts payable/accounts receivable; managed compensation and benefits administration; assisted Chief of Staff on a daily basis.

STATE OF LOUISIANA: HOUSE OF REPRESENTATIVES 12/2007-3/2010
900 North Third Street, Baton Rouge, Louisiana 70804 / 117 South Franklin Street, Bastrop, IN 71220
Legislative Assistant to State Representative Samuel P. Little, District 14

- Managed day-to-day operations and scheduling of meetings, events, and special interest groups on behalf of Representative Little.
- Identified constituents' needs and resolved issues in an appropriate, professional and timely manner.

EDUCATION

Bachelor's Degree, General Studies – Concentration: Natural Sciences and Mathematics
University of Louisiana, 700 University Ave, Monroe, LA 71209, LA – 2007

Louisiana Tech University, 305 Wisteria St, Ruston, LA 71272

AWARDS

Sagamore of the Wabash Award by Governor Michael R. Pence – December 2016

COMMUNITY SERVICE

Former Christ Church Cathedral Parish Liaison to the Julian Center for victims of domestic violence – 2013
Volunteer, Habitat for Humanity – 2010
Former Vice-President, Ouachita, Louisiana Parish Women's Republican Club

5-YEAR SALARY HISTORY

STATE OF INDIANA: GOVERNOR MICHAEL R. PENCE 8/2015- 1/2017
200 West Washington Street Room 206, Indianapolis, Indiana 46204
(b)(6) **per year** (state employee position)

STATE OF INDIANA: INDIANA DEPARTMENT OF INSURANCE 6/2011-8/2015
311 West Washington Street, Indianapolis, Indiana 46204
(b)(6) **per year** (contract position)

Tina McIntosh

(b)(6)

Objective

To obtain a fulltime position where I can utilize eighteen years of service using leadership and customer service skills to communicate with a variety of personalities in a tactful, pleasant and professional manner, while exercising discretion and independent judgment in all manner of situations.

Skills Summary

- Organization
- Customer Relations
- Intergovernmental Relations
- Executive Office Administration

Professional Experience

CONSTITUENT SERVICES DIRECTOR/OFFICE MANAGER **JAN 2005 – PRESENT**
Office Of Congressman Tom Price, M.D.
85-C Mill Street, Suite 300, Roswell GA 30075

- Acts as representative for the Congressman within areas of responsibility including federal, district and local agencies with emphasis on DOS; DHS; VA; and DOD
- Directs casework staff
- Extensive knowledge of the process for all major federal and state agencies
- Answers phones and meets with constituents
- Prepares written and electronic communications with constituents and agencies
- Assesses each case determining which agency would be best be able to assist
- Assesses the case for problems requiring possible legislative action
- Continually screens active cases ensuring all are handled in a responsive manner
- Maintains constituent confidence by keeping information confidential
- Maintains strong oral and written communication skills
- Monitors and updates the Congressman and District Director on district issues
- Directs Service Academy Nomination program
- Prepares nomination packet for candidates and reports for board members
- Recruits Service Academy Board Members from military and business leaders
- Organizes annual Georgia Congressional Academy Day, the largest Academy Day in the nation, hosting 1200+ students and parents in conjunction with the senate office
- Maintains office supply inventory
- Trains support staff, employees and interns
- Monitors office compliance with House Ethic rules
- Troubleshoots network, personal computers and peripheral problems
- Facilitates telecommunications arrangements between the office an outside services
- Recommends and oversees computer information services
- Fulfills other roles as necessary

SENIOR CASEWORKER **JAN 1999 – DEC 2004**
Office Of Congressman Ed Whitfield
1403 South Main Street, **Hopkinsville, KY 42240**

- Represented the Congressman and constituents with federal, district, and local agencies
- Answered phones, greeted and met with constituents
- Prepared written and electronic communications with constituents and agencies
- Assessed each case, determining which agency would be best be able to assist
- Continually screened active cases ensuring all were handled in a responsive manner
- Maintained constituent confidence by keeping information confidential

Tina McIntosh

- Maintained strong oral and written communication skills
- Fulfilled other duties as required

LEGAL ASSISTANT/OFFICE MANAGER **APR 1995 – DEC 1998**
Office Of Lester Bennett Guier, Attorney at Law
610 S. Main Street, Hopkinsville, KY 42240

- Maintained and prepared basic court documents, such as summons and subpoenas
- Arranged for the delivery of legal paperwork
- Transcribed court proceedings and other recorded meetings
- Managed all scheduling, coordinated and confirmed court dates, appointments, and meetings
- Answered phones and greeted clients
- Developed and maintained a comprehensive and organized billing system and ensured all billable hours were accurately recorded
- Reconciled office account and prepared/submitted IRS tax forms
- Procured, and maintained, all office equipment and supplies

CRYPTOLOGIC LINGUIST **APR 1991 – DEC 1992**
United States Air Force

- Completed DLIFLC 48-week Tagalog course
- Trained to use foreign language skill to search for, identify and process other communications
- Trained on operated voice and graphic communications equipment
- Trained to transcribe, translate and summarize intercepted voice and graphic communications
- Was trained to provide, if necessary, warning of adversarial intentions against U.S. and identify regional and cultural factors associated with said warning
- Held TS/SCI clearance

Education

1992	**DIPLOMA**	**US AIR FORCE CRYPTOLOGIC TRAINING CENTER** Goodfellow AFB, San Angelo, TX 76908
1991-1992	**CERTIFICATE** Emphasis - Tagalog	**DLIFLC** Bldg. 614, Rm 111, 1459 Lewis Road, Monterey, CA 93944

CARLY MCWILLIAMS

(b)(6)

PROFESSIONAL EXPERIENCE

COMMITTEE ON ENERGY AND COMMERCE, Professional Staff Member
Washington, D.C.
April 2013 – Present

- Advise the Chairman and committee members on FDA and emergency preparedness policy and strategy
- Draft legislation, including negotiate legislation with stakeholders, Committee minority, and interested members; legislative accomplishments include: 21st Century Cures, FDA Safety and Innovation Act, Animal Drug User Fee Act, Drug Quality and Security Act, Microbead Free Waters Act, Pandemic and All Hazards Preparedness Act
- Staff committee hearings and markups: draft staff memorandums, member statements, talking points, and questions for committee members
- Meet with industry, stakeholders, and coalitions regarding pending legislation and issues related to FDA and emergency preparedness
- Policy responsibilities include: FDA drugs, devices, food, animal drugs, cosmetics, tobacco, emergency preparedness, and vaccines

COMMITTEE ON ENERGY AND COMMERCE, Legislative Clerk
Washington, D.C.
February 2011-March 2013

- Facilitated congressional bill negotiations, hearings and markups
- Performed legislative and investigative research (including talking points, amendment rebuttals and background materials)
- Compiled committee archives and drafted committee reports

REPUBLICAN NATIONAL CONVENTION, Senior Media Operations Coordinator
Tampa, FL
June 2012 – August 2012

- Managed 40 members of the media operations professional resource program
- Facilitated and documented logistical specifications of Committee on Arrangements, networks and media workspaces
- Approved signage, media set, and suite design for all Tampa Bay Times Forum media space
- Coordinated Media Operations production schedule
- Compiled user agreements, deposits and payments for all Media Space within the Tampa Bay Times Forum

FIERCE, ISAKOWITZ AND BLALOCK, Office Manager and Executive Assistant
Washington, DC
October 2009-January 2011

- Watched and summarized Congressional hearings
- Generated and processed all invoices, expenses and payments
- Facilitated all aspects of office operations; managed schedules and travel arrangements

EDUCATION

UNIVERSITY OF MINNESOTA, CARLSON SCHOOL OF MANAGEMENT, Minneapolis, MN
Candidate for Master of Business Administration in May 2017

HAMILTON COLLEGE, Clinton, NY
Bachelor of Arts, Communications, May 2009

- Lamda Pi Eta, President

Chris Meekins

(b)(6)

Professional Expertise

Healthcare

- Authored research reports analyzing upcoming policy events including congressional and regulatory action.
- Analyzed impact of policy events on the healthcare industry and educated institutional investors on the likely impact of each scenario.
- Lead collaborative efforts with fundamental analysts to quantify developments in the healthcare sector.
- Managed the healthcare portfolio for a physician member of Congress who serves on both the Agriculture and Labor, Health and Human Services subcommittees on the Appropriations Committee.
- Developed an issue expertise in biomedical research and in particular, the National Institutes of Health (NIH) and the Food and Drug Administration (FDA).
    - Inserted more than 30 items into appropriation bills and report language.
    - Worked with Energy and Commerce Committee to insert more than nine provisions to improve NIH operations into the House-passed 21st Century Cures bill.
- Inserted language into PDUFA to address drug shortages.
- Educated other members on the importance of and increased funding for biodefense and in particular BARDA, BioShield, and the Strategic National Stockpile.
- Persuaded the HHS OIG to launch an investigation into the failed Maryland Health Exchange.
- Worked with Democrats to pass the bipartisan HOPE Act, which made additional organs available for transplant. The act became a storyline on the television show Grey's Anatomy.
- Advised a physician association on legislative strategy and finessed messaging to improve outcomes.

Communications

- Improved the communications operation for a member of Congress including the creation of a social media operation, increased national and local television appearances, published op-eds locally and in the New York Times, and developed the member into an issue expert on medical research.
- Increased the influence of the physician association in D.C. publications and developed messaging strategies to help address the legislative agenda.

Management

- Managed a congressional office with twenty employees and a $1.4 million budget.
- Organized conferences for over 500 physicians.
- Provided strategic pathway for a new member to get appointed to the Appropriations Committee within 15 months of my arrival on staff.

Relevant Work Experience

Vice President, Research Analyst	FBR Capital Markets	Dec 2015 – Present
Chief of Staff	Congressman Andy Harris, M.D.	Dec 2014 – Dec 2015
Deputy Chief of Staff for Policy	Congressman Andy Harris, M.D.	Nov 2011 - Dec 2014
Mgr of Governmental and Political Outreach	American Society of Anesthesiologists	Sep 2010 -Nov 2011

Education

Gardner-Webb University **2006**

B.A. Political Science, minor in Economics

Marie Connelly Meszaros

Admitted to practice in Washington, DC and New York

(b)(6)

EXPERIENCE

The Committee for a Responsible Federal Budget — **Washington, DC**
Policy Analyst — *September 2015 – present*

- Drafted a policy paper, in collaboration with providers and other health care professionals, addressing fiscally responsible federal reforms for accountable care organizations and telemedicine
- Co-authored widely cited paper, *Promises and Price Tags*, analyzing the fiscal impact of each presidential candidate's tax, spending, and health policies; After engaging with the campaigns, both candidates reduced the cost of their plans by 50 percent

ReNew (formerly the Conservative Strategy Project) — **Washington, DC**
Cofounder — *November 2012 – present*

- Cofounded a group of young guns to develop and propose policy prescriptions and messaging to advance conservative policies aimed at supporting and expanding the middle class in the wake of the presidential election loss in 2012; now an independent project of the Conservative Reform Network

U.S. House of Representatives — **Washington, DC**
Legislative Assistant for the Honorable Mark Sanford — *August 2014 – September 2015*

- Advised the Congressman through the Fiscal Year 2016 budget, drafting hearing questions, floor speeches, and proposing language that was adopted in the Budget Committee's report
- Ensured the conservative voice of fiscal responsibility was heard by collaborating with those sharing similar views on preserving the sequester's firewall between defense and non-defense discretionary spending

Cause of Action Institute — **Washington, DC**
Counsel — *September 2012 – August 2014*

- Co-authored an amicus brief cited by the U.S. Supreme Court majority in *McCutcheon v. FEC*
- As a first-year attorney, managed seven federal cases at various stages of litigation in federal district and appellate courts (including *Cause of Action v. FTC*, which won on appeal) after supervisor's sudden leave of absence
- Advocated for client LabMD as a trial team member in the healthcare data privacy case *LabMD v. FTC*; drafted discovery and trial motions and prepared attorneys for depositions and witness examinations

United States Court of Federal Claims — **Washington, DC**
Law Clerk to the Honorable Victor J. Wolski — *September 2011 – September 2012*

- Ensured efficient resolution of cases by drafting timely bench memos, orders, and opinions; successfully worked to bring a decade-old case to resolution

The Becket Fund for Religious Liberty — **Washington, DC**
Legal Intern — *Summer 2010*

- Analyzed state statutes and regulations to defend plaintiff-pharmacists' First Amendment conscience rights

United States Attorney's Office — **Columbia, SC & South Bend, IN**
Law Clerk (Appellate, Civil, and Criminal Divisions) — *May 2009 – April 2010*

- Prepared attorneys for court matters by drafting briefs and motions (including a motion for peremptory challenges), analyzing juror questionnaires and investigating demographic data on suspects before indictments

Palmetto Family Council — **Columbia, SC**
Director of Research, Operations, and Projects — *January 2006 – July 2008*

- Six months after college graduation, managed statewide Marriage Amendment Campaign (including a team of ten field agents); measure passed with 78 percent approval
- Planned the *Palmetto Family Stump Meeting and Straw Poll*, a forum for 2008 presidential candidates to share views on family, faith and freedom to South Carolina voters

The Medicine Mart Pharmacy — **West Columbia, SC**
Pharmacy Technician — *February 2000 – December 2006*

- Ushered in Medicare Part D's initial open enrollment by helping hundreds of seniors choose health care plans

Harbison Medical Associates — **Columbia, SC**
HIPAA Compliance Officer — *June 2003 – December 2003*

PROFESSIONAL AFFILIATIONS

Claremont Institute, 2016 Lincoln Fellow; Federalist Society; Alliance Defending Freedom, 2009 Blackstone Fellow

EDUCATION

University of Notre Dame Law School **1100 Eck Hall of Law, Notre Dame, IN 46556**
Juris Doctor, *cum laude*, Dean's List Spring 2010 *May 2011*
- Editor, *Harvard Journal of Law & Public Policy*; Executive Articles Editor, *Journal of Legislation*

University of South Carolina Honors College **902 Sumter Street Access, Columbia, SC 29208**
Bachelor of Science in Biology with Medical Humanities minor, *magna cum laude,* Phi Beta Kappa *May 2005*

SELECTED PUBLICATIONS

- *Community Health Systems Resolves DOJ Investigation of FCA Allegations*, AHLA (Aug. 2014)
- *Investigations and Enforcement Efforts in Long Term Care Pharmacy*, AHLA (Apr. 2014)
- AHLA, FUNDAMENTALS OF LIFE SCIENCES LAW, *Ch. 3: Intro. to Regulation of Biologics* (2014) (editor)
- *Nanotechnology: Its Promises for the Field of Medicine and the Ethical Implications*, MINUS 9 (2005)

EMPLOYER ADDRESSES

The Committee for a Responsible Federal Budget
1900 M Street NW, Suite 850, Washington, DC 20036

U.S. House of Representatives
2211 Rayburn House Office Building, Washington, DC 20515

Cause of Action Institute
1875 Eye Street NW, Suite 800, Washington, DC 20006

United States Court of Federal Claims
717 Madison Place NW, Washington, DC 20005

The Becket Fund for Religious Liberty
1200 New Hampshire Ave NW, Suite 700, Washington, DC 20036

US Attorney's Office, Northern District of Indiana
204 South Main Street, Room MO1, South Bend, IN 46601

US Attorney's Office, District of South Carolina
1441 Main Street, Suite 500, Columbia, SC 29201

Palmetto Family Council
PO Box 11953, Columbia, SC 29211

The Medicine Mart Pharmacy
1300 Sunset Boulevard, West Columbia, SC 29169

Harbison Medical Associates
7033 St. Andrews Road, Suite 205, Columbia, SC 29212

JERRY MILNER, D.S.W.

(b)(6)

Jerry Milner serves as the Vice President for Child Welfare Practice for the Center for the Support of Families (CSF), a Division of SLI Global Solutions, LLC. Dr. Milner brings more than 40 years of public sector child welfare experience at the local, State and Federal levels. During his tenure as State child welfare director in Alabama, he led efforts to reform child welfare practice in the State according to System of Care principles. His work has been concentrated in the areas of administration and management, program evaluation, continuous quality improvement, technical assistance and training, and adoption. He served as director of adoption, quality management, and the Family Service Division in Alabama where he responsible for statewide administration of all child welfare programs, continuous quality improvement activities and resource development. Dr. Milner worked with the Children's Bureau, U.S. Department of Health and Human Services, to implement and manage the Child and Family Service Reviews (CFSR) of State child welfare services programs in all 50 States, the District of Columbia, and Puerto Rico. At the State and Federal levels, he has designed, implemented, and managed processes for evaluating the effectiveness of child welfare practices and policies on the outcomes for children and families and recommending improvement strategies. At CSF, he assists State and local child welfare agencies in evaluating their child welfare programs and implementing needed improvements in their practice, policies, and procedures. His work includes the use of data, implementation science principles, systematic problem solving, and the direct provision of technical assistance to achieve broad-scale organizational changes and practice improvements.

Center for the Support of Families (CSF), A Division of SLI Global Solutions, LLC

January 2008 to Present

Dr. Milner is Vice President for Child Welfare Practice. He manages the child welfare line of business for the company. Projects in which he was worked for CSF/SLI are described below.

New Hampshire Department of Children, Youth and Families

April 2016 to December 2016

Dr. Milner managed the review of the State child welfare agency, at the request of the Governor, in order to assess the effectiveness of the agency in addressing child safety and risk, and to make recommendations for improvement.

Capacity Building Center for Courts

August 2015 to Present

Dr. Milner provides assistance to the federally-funded Capacity Building Center for Courts, the technical assistance resource for juvenile/family courts, State Court Improvement Projects (CIP), and State child welfare agencies. CSF's work is provided through a contract with the American Bar Association. CSF's work is focused on developing technical assistance resources for courts, CIPs, and State child welfare agencies in the area of court involvement in the Federal Child and Family Service Reviews.

Capacity Building Center for States

August 2015 to Present

Dr. Milner provides assistance to the federally-funded Capacity Building Center for States, which is the technical assistance resource for State child welfare agencies. CSF's work is provided through a contract

with ICF, Inc., the contractor for the Center. CSF's work is focused on developing technical assistance resources for State child welfare agencies in the area of Continuous Quality Improvement.

Continuous Quality Improvement Training Academy

May 2013to December 2014

Dr. Milner provided expert consultation through a sub-contract with JBS International, funded by the U.S. Department of Health and Human Services, to support the development of an innovative training model, the Continuous Quality Improvement Training Academy, which included serving as training faculty and providing coaching to State child welfare CQI staff to build capacity for Continuous Quality Improvement processes within the agencies.

Massachusetts Office of the Attorney General

August 2012 to October 2013

Dr. Milner directed the project to provide an assessment of the Massachusetts Department of Children and Families for the *Connor B. vs. Patrick* class action lawsuit, and provided expert testimony.

Permanency Innovations Initiative – Training and Technical Assistance Project (PII-TTAP)

October 2010 to October 2016

Dr. Milner provided oversight and consultation to CSF staff providing technical assistance to Federal grantees through a contract with the U.S. Department of Health and Human Services and sub-contractor to JBS International, Inc., to assist the Department in reducing the risk of long-term foster care, using principles of implementation science and evidence-based child welfare practices. He provides direct technical assistance to the initiative's site in California.

Missouri Department of Human Services (through Casey Family Programs)

September 2012 through December 2012

Dr. Milner developed and provided statewide training on Continuous Quality Improvement functions to the Department's Quality Assurance and Quality Improvement staff. This training was provided to the State through a contract with and in collaboration with Casey Family Programs.

Michigan Department of Human Services

January 2012 to December 2016

Dr. Milner provided technical assistance to the State in assessing the status of efforts to implement the Settlement Agreement, including assistance in designing and implementing Continuous Quality Improvement functions, a child welfare practice model, and an implementation plan and teaming structure using implementation science principles.

Massachusetts Department of Children and Family Services Case Review Project

September 2010 through 2014 (approximately)

Dr. Milner directed the review of case records and reporting on progress in the State's efforts to comply with its Program Improvement Plan (PIP) resulting from the Federal Child and Family Service Review. With the completion of the PIP reviews, he currently directs the project to review case records of children and families served in their own homes to assess for safety and risk concerns and services.

Children's Rights, Inc.

June 2010 to Approx. December 2011

Dr. Milner served as an expert witness in class action lawsuit proceedings on behalf of children in foster care in a State, and managed the project to complete a review of a statistically representative sample of children served by the State, provide analysis of case review findings, and prepare a final report. Dr. Milner provided a deposition in the case in May 2011.

Mississippi Department of Human Services Child Welfare Practice Model Project

October 2008 to Present

Dr. Milner manages the project to assist the State implement the *Olivia* Y Settlement Agreement. He managed contracts that assessed current child welfare practice in Mississippi and assisted the Department to develop a statewide child welfare practice model and Continuous Quality Improvement process. He managed the completion of several foster care services assessments in the State and the analysis of foster care rates paid on behalf of children in foster care in the State, and a financial assessment for the Department. He currently manages the project to implement the practice model statewide, to develop statewide supervisory training, and provides technical assistance to the State's Continuous Quality Improvement division and data reporting staff. He also managed an initiative to produce 50+ data reports for use in monitoring the State's compliance with the Settlement Agreement.

Connecticut Department of Children and Family Services Child Welfare Practice Model Project

October 2008 to June 2009

Dr. Milner managed the project to assess current child welfare practice in Connecticut and assist the Department to develop a statewide child welfare practice model.

Massachusetts Department of Children and Family Services External Review and Recommendations Project

July 2008 through December 2008

Dr. Milner managed the project to conduct a review of the State's child welfare practices and programs related to child safety, and to make recommendations for improving practice regarding child safety in the State.

Washington State Department of Social and Health Services

July 2008

Dr. Milner provided expert consultation on child welfare practice to the Department in the implementation of its statewide settlement agreement pursuant to the *Braam* lawsuit.

Philadelphia Department of Human Services Child Welfare Re-Design Project

January 2008 to December 2009

Dr. Milner provided technical assistance and project consultation for the re-design project, which was focused on training and consultation for the implementation of an approach to addressing child safety in the City of Philadelphia.

Philadelphia Department of Human Services Title IV-E Eligibility Project

January 2008 to 2010

Dr. Milner provided technical assistance and project consultation for the project which provides quality assurance of the Department's title IV-E foster care eligibility determinations, and conducted studies on various aspects of the City's title IV-E eligibility program.

PREVIOUS WORK EXPERIENCE

Children's Bureau, Administration for Children and Families, U.S. Department of Health and Human Services

Senior Child Welfare Specialist, November 1999 to January 2008

Dr. Milner was responsible for the national implementation and management of the Federal Child and Family Service Review (CFSR) of State child welfare services programs during rounds one and two. The CFSR evaluates the outcomes of State child welfare programs with regard to safety, permanency, and well-being. The review also promotes child welfare principles and practices that support community-based

services, family-centered practice, individualizing services to children and families, and increasing the capacity of parents to meet their children's needs. Dr. Milner's responsibilities included leading CFSR reviews nationally; providing review-related guidance to Federal staff in Regional Offices and Central Office; promoting best practices; analyzing and presenting national CFSR findings and results; developing and revising review instruments and guidance; and managing the Program Improvement Plan process resulting from the CFSR. He supervised Federal employees and contractors responsible for CFSR activities in the Children's Bureau, including human resource functions such as developing position descriptions and performance standards, interviewing and recommending new hires, and conducting employee performance appraisals.

Children's Bureau, Administration on Children and Families, U.S. Department of Health and Human Services

Child Welfare Fellow, January 1995 to June 1996 (full-time) and October 1998 to October 1999 (part-time)

Dr. Milner, through an Intergovernmental Personnel Act (IPA) assignment from the State of Alabama to the Children's Bureau, was responsible for serving on a team that developed an outcome-based approach to Federal reviews of State child welfare services programs (the Child and Family Service Review), including the instruments and procedures manual used in the process, piloting the reviews in 14 States, and drafting Federal regulations governing the review process.

Alabama Department of Human Resources

Director, Family Services Division (State child welfare director), October 1997 to November 1999

Dr. Milner was responsible for administering and managing all child welfare and adult service programs in the State including family preservation and support, foster care, adoptions, child protective services; title IV-E eligibility determinations and revenue maximization functions; training; quality assurance; services to adults including foster care, day care, and protective services; licensing and regulatory functions for child care facilities; management of statewide continuous quality improvement functions for child welfare services; and, executive sponsorship of program operations for the development of the Department's statewide automated child welfare information system (SACWIS), and management of legacy information systems. Dr. Milner was responsible for managing the implementation of child welfare reforms statewide under the provisions of a Federal consent decree framed within System of Care principles and requiring changes in the State's programs to reflect: home and community-based service delivery, individualizing service delivery to children and families, enhanced permanency achievement for children in foster care, and placement of children in foster care in family-based settings rather than congregate placements, among other reforms. He had responsibility for managing the staff of the State's child welfare division, including developing and updating job descriptions, interviewing and hiring staff, and conducting performance appraisals for managers of the division.

Alabama Department of Human Resources

Director, Division of Quality Management, July 1996 to October 1997

Dr. Milner was responsible for administering statewide quality control functions for the Food Stamp and TANF programs and quality assurance functions for child welfare services, as described below. He had personnel and management responsibility for the division of staff providing these functions.

Alabama Department of Human Resources

Director, Division of Quality Management, March 1996 to July 1996

Dr. Milner was responsible for implementing and managing a statewide outcome-based quality assurance system for child welfare services based on statewide and county-level data on the outcomes for children and families served by the agency and qualitative information derived from case reviews and interviews with children, parents, foster parents, agency staff, the courts, and other child welfare stakeholders. Also, this position included programmatic (not technical) responsibility for the Department's existing statewide management information system for child welfare services and development of a new statewide automated child welfare information system (SACWIS), and administration of Federal financial resources for

child welfare services. As a newly created division, he was responsible for developing job descriptions and requirements for all the staff in the division, and for hiring and evaluating staff.

Alabama Department of Human Resources
Director, Division of Quality Management, January 1993 to January 1995

Dr. Milner was responsible for coordinating and administering statewide child welfare program areas including foster care and child protective services policy; adoption policy and services; staff and provider training; and title IV-E eligibility for foster care and adoption assistance.

Alabama Department of Human Resources
Supervisor, Office of Adoption, January 1988 to December 1992

Dr. Milner was responsible for administering the statewide adoption program, including policy development, Federal and State adoption assistance, Interstate Compact on Placement of Children, authoring grant proposals, legislative activities, and personnel and staff management responsibilities which included establishing new positions, developing job requirements and descriptions to match the functional requirements of the program, and oversight of employee performance.

Alabama Department of Human Resources
Adoption Consultant, March 1983 to January 1988

Dr. Milner was responsible for providing technical assistance to all County Departments in the State on adoption planning for children, making adoptive placements, approving adoption applications and providing services to adult adoptees.

Lee County Department of Human Resources
Child Welfare Supervisor, October 1979 to March 1983

Dr. Milner was responsible for supervising social work staff providing foster care services, foster home licensing, adoption services, and child protective services, and serving as field instructor for undergraduate social work students in field internships.

Tallapoosa County Department of Human Resources
Social Worker, July 1974 through September 1979

Dr. Milner was responsible for providing child welfare services in a rural setting, including child protective services, foster care and adoption services, counseling, and licensing foster and day care homes.

OTHER EXPERIENCE

Presenter at multiple national and regional meetings and conferences, such as meetings sponsored by the Department of Health and Human Services, Child Welfare League of America, Association of Public Human Service Administrators, and other organizations.

Adjunct Assistant Professor, Auburn University at Montgomery, Department of Sociology, 1987 - 1999. Courses taught: Social Welfare Policy and Programs, Child Welfare. *(Teaching experience)*

Advisory Council, Social Work Program, Alabama State University, 1987 - 1999.

Grant Reviewer for Consolidated Discretionary Funds Program, U.S. Department of Health and Human Services, Children's Bureau, 1988, 1990, 1994 and 1996.

EDUCATION

UNIVERSITY OF ALABAMA
Social Work, Doctor of Social Work, May 1985

UNIVERSITY OF ALABAMA

Social Work, Master of Social Work, May 1979

AUBURN UNIVERSITY
Political Science, Bachelor of Arts, June 1974

PROFESSIONAL AFFILIATIONS

National Association of Social Workers (NASW) 1978-1997, Chairperson, Montgomery Unit, 1986-88, Chapter Nominations and Leadership Chair 1987-89

Academy of Certified Social Workers (ACSW) 1985-1997

Licensed Certified Social Worker, License No. 0430C, 1985-2001

AWARDS

Assistant Secretary's Exemplary Leadership Award. Administration for Children and Families, U.S. Department of Health and Human Services, 2005.

Assistant Secretary's ACF Honor Award for Organizational Team Achievement.

Administration for Children and Families, U.S. Department of Health and Human Services, 2004.

Distinguished Achievement Award. Administration on Children, Youth and Families (ACYF), Administration for Children and Families, U.S. Department of Health and Human Services, 2001.

Secretary's Award for Distinguished Service. U.S. Department of Health and Human Services, May 2000.

Commissioner's Award. Administration on Children, Youth and Families (ACYF), Administration for Children and Families, U.S. Department of Health and Human Services, 2000.

Assistant Secretary's Excellence Award. Administration for Children and Families, U.S. Department of Health and Human Services, September 1996.

PUBLICATIONS

"The Use of Data in Child Welfare Litigation." For the Welfare of Children: Lessons Learned from Child Welfare Litigation. Center for the Study of Social Policy. Washington DC. January 2012.

"Adoption from the Foster Care System: Findings from the Child and Family Services Review." Adoption Factbook IV. National Council For Adoption. Washington, DC. 2007

"The Child and Family Service Reviews: An Agenda for Changing Practice." Child Welfare for the Twenty-first Century. Gerald Mallon and Peg Hess, Eds. Columbia University Press. 2005 (Edited and re-printed from the Journal of Family Social Work, 6, 4:5-18)

"Training of Child Welfare Staff and Providers: Findings from the Child and Family Service Review." Protecting Children, (2004), Vol 19, No 3.

"The Child and Family Service Reviews: An Agenda for Changing Practice." Journal of Family Social Work, 6, 4:5-18.

"An Ecological Perspective on Duration of Foster Care." Child Welfare, (March - April 1987), 66, 2:113-123.

"Factors Affecting Duration of Foster Care: A Review of Research." Acta Paedologica, (April 1984), 1, 2:151-174.

"Measuring the Adequacy of Relative Resource Evaluation in Case Planning for Children in Foster Care." Proceedings: 23rd National Workshop on Welfare Research and Statistics, Washington, D.C.: U.S. Department of Health and Human Services, Social Security Administration (SSA Publication No. 80-08011), April 1984, pp. 424-434.

"A Model for Black Adoptive Families." Social Perspectives, (May 1979), 6, 2:33-37.

SPECIAL SKILLS

Grantsmanship

- Project Director: "Training in Recruitment and Group Preparation of Adoptive Families for Special Needs Children" Adoption Opportunities Grant No. 90-CO-0297 09/01/87 - 01/31/89
- Co-Author/Project Director: "Expediting Placement of Special Needs Children Through Resource Development" Adoption Opportunities Grant No. 90-CO-0377 10/01/87 - 09/30/89
- Author/Project Director: "Expediting Placement of Minority Children Through Resource Development" Adoption Opportunities Grant No. 90-CO-0437 09/30/89 - 08/31/92
- Author/Project Director: "Planning for Permanency Through Termination of Parental Rights" Adoption Opportunities Grant No. 90-CO-0595 10/01/91 - 09/30/93
- Project Advisor: "Recruitment of Rural Families for the Adoption of Special Needs Children" Adoption Opportunities Grant No. 90-CO-0598 10/01/92 - 09/30/94
- Principal Author: Planning Grant for Alabama in the Family-to-Family Initiative, The Annie E. Casey Foundation 10/01/92 - 06/30/93
- Principal Author/Project Director: Implementation Grant for Family-to-Family Initiative, The Annie E. Casey Foundation 10/01/93 - 12/31/97

Eric A. Miranda

(b)(6)

Profile

Hardworking and responsible team-player with extensive training in healthcare and related fields. Well-traveled and praised by superiors and peers alike for innovation, critical thinking, organization, and writing skills.

Work Experience

Office of the Hon. Thomas Price, M.D., United States House of Representatives (Washington, DC) *February 2016-Present*
Healthcare Fellow (Supervisor: Carla DiBlasio (b)(6)

- Analyzed and recommended legislation for the Congressman to cosponsor
- Prepared policy memos on topics ranging from Medicare payment reforms to the structures of state Medicaid programs
- Drafted Dear Colleagues and one-pagers in support of legislation, letters to the administration, and other policy initiatives
- Assisted in drafting and circulating letters to the administration concerning actions undertaken by the Medicare Innovation Center
- Prepared materials for congressional hearings
- Met with stakeholders and constituents

Office of the Hon. James Renacci, United States House of Representatives (Washington, DC) *September 2015-February 2016*
Intern (Supervisor: Stephen Hostelley (b)(6)

- Logged and Batched constituent mail and phone calls using the IQ Constituent Database
- Drafted comprehensive policy memos on various issues while assessing potential district impacts
- Composed 499s and press releases to support the Communications Director
- Engaged in constituent correspondence via telephone calls and letters

Office of the National Ombudsman, United States Small Business Administration (Washington, DC) *February-May 2014*
Intern (Supervisor: Brian Castro)

- Assisted in assembling the Annual Report to Congress by processing agency questionnaires
- Assisted small business owners with regulatory concerns
- Researched the effects of the Centers for Medicare and Medicaid Services' s (CMS) RAC audits

NASA Glenn Research Center, Safety and Health Division (Cleveland, Ohio) *Summers 2009, 2012, 2013*
Intern (Supervisor: Joan Pettigrew (b)(6)

- Scheduled employees for Fit Tests, Medical Evaluations, and Training for the Respiratory Protection Program
- Prepared documents for the Food Safety Program
- Researched pertinent Occupational Safety and Health Administration (OSHA) regulations

Education

Master of Public Policy *Expected August 2017*
George Washington University (Washington, DC)

Bachelor of Arts in Political Science and Economics *May 2015*
Marietta College (Marietta, Ohio)

Special Skills

Computer: Experienced in MS Works, Word, Excel, Power Point, Outlook, Stata, and Eviews, Mac OS-X, IQ and general internet
Languages: Intermediate Spanish (oral and written), Intermediate Mandarin Chinese

Honors

Recipient of State Department Critical Language Scholarship *Summer 2015*
Marietta College Delegate to Cambridge University Summer Law Program *Summer 2014*
Marietta College Delegate to Naval Academy Foreign Affairs Conference *2012*
Inducted to Pi Kappa Delta (Communications Honorary) *2012*

Mari "Dolly" Kilroy Moorhead

(b)(6)

Education

Georgetown University, College of Arts and Sciences
3700 O Street NW, Washington, DC 20007
Fall 2012—Spring 2016
Major: Biology Minor: Women and Gender Studies

Employment Since 2012

President Elect Transition Team
725 Fifth Avenue, New York NY 10022
Fall 2016—Winter 2017
Presidential Appointments

- Compiled and organized the information for over one hundred applicants to key Presidential Cabinet positions

Rebecca Taylor
980 Madison Avenue Space C, New York NY 10075
Fall 2016
Sales Associate

- Provided excellent customer service to the highly discerning elite clientele of the Upper East Side designer location

Georgetown University Lombardi Cancer Center
3800 Reservoir Road, Washington DC 20007
Fall 2013—Spring 2016
Research Assistant

- Learned to produce various genetic phenotypes of *Danio rerio* (zebrafish) by breeding and maintaining several lines of transgenic select individuals for experimental and clinical use
- Became proficient in the performance of genetic analysis on multiple transgenic *Danio rerio* models focusing on point mutation tumor expression utilizing fluorescence *in situ* hybridization and PCR methods
- Generated xenograft technique for implanting pancreatic tumors into *Danio rerio* for metastases modeling of patients from the Lombardi Cancer Center

Tapd (Company no longer exists)
Washington DC
Fall 2015—Spring 2016
Campus Strategist

- Organized meetings between university employees and the company in order to foster a working relationship
- Recruited additional campus advisors and new users for the application, secured 4 advisors and over 200 sign-ups

Mount Sinai Hospital
2 East 98th Street, New York NY 10029
Summer 2015
Research Intern

- Performed ROI quantitative analysis of lymphatic vessels in mouse models on compiled and organized Inflammatory Breast Cancer tumor slides from the Skobe lab

Clinical Intern

- Shadowed Dr. Angela Lamb three days a week at her dermatology practices on the Upper East and West Side and the Harlem Institute for Family Health
- Became proficient in the process of differential diagnosis and treatment courses among a variety of skin conditions such as, but not limited to acne, psoriasis, actinic keratoses, eczema, seborrheic dermatitis, keloids alopecia and tinea versicolor
- Developed and proposed a clinical study of acne treatment adherence with the addition of tracking technology

Calypso St. Barth
3307-B M Street NW, Washington DC 20007
Spring 2014- Fall 2014
Sales Associate

- Maintained client base within the DMV area and consistently delivered the highest sales dollars per hours worked

National Science Foundation/American Museum of Natural History
Central Park West at 79th Street, New York City NY 10024
Fall 2010- Spring 2012
Science Research and Mentorship Fellow

- Selected (5% admit rate) for exclusive program for gifted students to take six courses at the Richard Gilder Graduate School followed by 18 months of research with a faculty member
- Obtained and sequenced over 300 genetic samples of *Diglossa bruneventris* from an inter-consortium collection and organized the compiled information into phylogenetic trees illustrating the allopatric speciation of *Diglossa bruneventris*

Leadership Positions

North American International Model United Nations Chair Washington, DC Winter 2014 - Winter 2016

- Chaired committees for the largest student-run Model United Nations Conference in the world
- Facilitated simulated debates on issues of historic international affairs among High School students to foster debate and problem solving skills

"*I Am Ready" facilitator* Washington, DC Fall 2014

- Led informational sessions and discussions with incoming freshmen and transfer students regarding sexual assault awareness, prevention and sensitivity

DC Students 4 VAWA Campaign Leader Washington, DC Winter 2013 – Spring 2014

- Collaborated on the coordination of the Georgetown University student advocacy and support for the reauthorization of the Violence Against Women Act
- Succeeded in securing signatures for the bill from three members of the House of Representatives who had not signed the reauthorization

Skills

Laboratory: PCR protocol, embryonic injections, xenograft procedures, *Danio rerio* husbandry practices, *in situ* hybridization and immunohistochemistry protocol.
Technology: Geneious genetic sequencing software, MS Office (Powerpoint, Excel, Word), Adobe (Photoshop, ID), ImageJ, NIS Elements BR, Rhinoceros, ImageXpress Micro Confocal System, MakerBot 3D printer, EPIC.

Activities

International Relations Club, Disciplinary Hearing Board, Club Polo Team, Georgetown Development Initiative, Diamonds Unleashed Junior Ambassador

Patents and Honors

Sigma Xi Scientific Research Honors Society
Patent pending: application number 62323477

Salary History Since 2012

Rebecca Taylor November 2016- January 2017
(b)(6)

Calypso St. Barth April 2014- November 2015
(b)(6)

National Science Foundation September 2010- June 2012
(b)(6)

PEDRO C. MORENO

(b)(6)

PROFESSIONAL EXPERIENCE

PRISON FELLOWSHIP, NATIONAL DIRECTOR, WARDEN EXCHANGE, VA **MARCH 2013-PRESENT**
Direct and manage program of national significance via in-person and online training and development of prison CEOs (wardens).

- Experiential approach to transformational leadership which has attracted the attention of The New York Times.
- Implemented needs assessment, developed training curriculum, and launched and coordinated this program which is in its 4th year, with high impact in prisons from 15 states in the country.

COLANGELO COLLEGE OF BUSINESS, GRAND CANYON UNIVERSITY, AR **DEC 2012-PRESENT**
Online Instructor on Ethical and Legal Issues in Business.

INDEPENDENT CONSULTANT IN HEALTH AND HUMAN SERVICES, VA **FEBRUARY 2012–MARCH 2013**
Advised companies such as Independent Living Systems in Miami on the intersection of disabilities and managed long term care, in the context of Medicaid Reform. Organized and facilitated trainings.

KANSAS DEPARTMENT OF SOCIAL & REHABILITATION SERVICES **FEBRUARY 2011–JANUARY 2012**
Deputy Secretary for Disability and Behavioral Health Services, Topeka
Managed 5 hospitals and 4 divisions with a total census of 1,050 beds, planned and administered a budget of over $1 billion, and supervised a total staff of 2,340 through multiple directors and superintendents.

- Served as Co-lead of the Medicaid Reform Workgroup which wrote a $2.6 billion Request for Proposal designed to integrate mental health, disabilities, and substance abuse with physical health in a managed-care system, under the Governor's Sub-Cabinet direction.
- Facilitated the merger of a $1B program division from SRS to a newly created Cabinet agency.
- Focused on productivity, open competition for contracting and anti-fraud initiatives, helping identify fraudulent claims by a major vendor valued at more than $2M.
- Significantly increased service performance while keeping budget neutral and reducing in some areas.

FLORIDA AGENCY FOR PERSONS WITH DISABILITIES **JANUARY 2010–FEBRUARY 2011**
Deputy Director for Operations, Tallahassee
Managed a staff of 2,804 in 14 area offices throughout the state, and an $850 million budget, including Medicaid funding. Provided oversight to 3 long-term-care institutions. Was recruited to introduce strong management systems into an agency that was confronted with constant budget deficits.

- Helped design the iBudget Florida, a personalized and innovative approach to delivering services to 19,000 people with disabilities, maximizing flexibility and introducing cost controls.
- Worked with IT to design and implement an electronic performance system for top managers that has been replicated by other agencies in other states.
- Established core competencies to match people with position needs, created performance targets, and introduced training programs.
- Enforced contract terms for service providers to bring them into budget and performance compliance.

THE FATHER AND DAUGHTER ALLIANCE **JANUARY 2009–JANUARY 2010**
Founder and President, Warrenton, Virginia
In collaboration with the Chief Minister of Delhi, India, implemented a program to enroll low income girls in schools with a commitment of protection by their fathers against sexual and labor exploitation.

- After creating the organization, traveled to India with daughter, raised approximately $45,000 in initial cash and in-kind support, secured TV and radio studio time and website to promote the program.
- Enlisted the support and active participation of actor Robert Duvall and his wife Luciana, and transferred the operation of the program in India to the Robert Duvall Children's Fund.

THE WHITE HOUSE OFFICE OF NATIONAL DRUG CONTROL POLICY **APRIL 2007–JANUARY 2009**
Counselor to the Deputy Director for Demand Reduction, Washington, D.C.
Led outreach to more than 7 million places in advocacy for Drug-Free Workplace, in collaboration with the U.S. Chamber of Commerce, the Department of Veterans Affairs, and the medical community.

- The program was part of a successful effort to reduce illegal drug use among young people by 24% over 8 years. Worked with vulnerable populations including immigrants and others.
- Organized a high-level meeting between US and Mexican authorities, including the Mexican First Lady and Cabinet Secretaries in Monterrey, Mexico.

U.S. DEPARTMENT OF HEALTH & HUMAN SERVICES **MAY 2001–APRIL 2007**
Special Assistant to the Assistant Secretary, Administration for Children & Families, Washington, D.C.
In an agency that manages 60 social programs and has a budget of $48B, led multiple initiatives to promote welfare-to-work programs, integration of refugees and citizenship services, support healthy families, help write the United Nations Convention on Disabilities and combat trafficking in persons.

- Directed more than 10 international exchanges on welfare-to-work programs with government, business, and community leaders in European capitals to share U.S. best practices from welfare reform. Each exchange consisted of approximately 25 meetings weekly and hosted 100 high-level guests.
- Served as Delegate to UNICEF's Executive Board and was Designee to the Advisory Board of the National Institute of Corrections. Extensive inter-agency work with DOJ, NSC, DOS, and others.

BANKING EXPERIENCE

- World Bank. Served as consultant/researcher on privatization of electric utilities and the sugar industry and on development of employee stock ownership plans (ESOPs) in Chile. Presented findings to the Bank senior economists in Washington, DC.
- United Nations Development Programme. Consultant on Bolivia-Brazil gas pipeline.
- Bank Boston. International Lawyer (short term, contracts).
- Bolivian-American Bank. Cashier, signature authentication, vault assistant.

EDUCATION

THE FLETCHER SCHOOL OF LAW AND DIPLOMACY, TUFTS UNIVERSITY, BOSTON, MA
MASTER OF ARTS (2-YEAR PROGRAM), LAW AND ECONOMIC DEVELOPMENT.

HARVARD LAW SCHOOL, PROGRAM ON NEGOTIATION, BOSTON, MA
SPECIALIZATION IN NEGOTIATION AND DISPUTE RESOLUTION, WHICH REQUIRES 4 ACADEMIC COURSES AND 300-HOUR INTERNSHIP.

UNIVERSITY OF SAN ANDRES, LA PAZ, BOLIVIA
LAW DEGREE, RANKED TOP 1% OF CLASS, RECEIVED HONORS FOR THESIS ON ETHICAL ASPECTS OF BUSINESS TRANSACTIONS.

PUBLICATIONS

- Published opinion editorial "Making a Commitment to America, Citizenship: an immigrant sets aside his old identity for a new community," *Los Angeles Times* (Sept. 1997). Republished by *Denver Post*, *Star Tribune* (Minn./St. Paul), *Richmond Times Dispatch*, *Buffalo News*, *Houston Chronicle*, and *The Record* (New Jersey).
- Published in *The Wall Street Journal*, *Refuge* (York University, Canada), *First Things*, and *World.*
- Blogger with *The Huffington Post* on healthcare and social policy.
- Contributing author to book in *Religion and Human Rights Series* edited by Paul E. Sigmund, Princeton University (ORBIS, 1999), Editor of Handbook on ethnic conflict.

OTHER FACTS

- (b)(6)
- Languages: Spanish, French (working knowledge).
- Traveled in 66 countries in Europe, Asia, Latin America, Oceania, Middle East and Africa.
- Enjoy swimming, biking, racquetball and outdoors.
- **Energetic, resourceful and committed to concrete and timely results.**

GENEVIEVE MORRIS

(b)(6)

PROFESSIONAL EXPERIENCE

Audacious Inquiry, LLC — Baltimore, MD
Senior Director, Health IT Policy — September 2011 – Present

- Built Ai's health IT policy team from a single associate to a team of six, with average annual revenue of $1-2 million.
- Manage the Ai health IT policy team, including setting strategic priorities for the team, pursuing new business and contracts, and performing resource management and allocation.
- Provide Meaningful Use, 2014 and 2015 Edition Certification, and interoperability subject matter expertise.
- Develop proposals in response to Requests for Proposals.
- Participate in Ai's Human Capital Committee, which includes developing and maintain company policies and ensuring a culture of wellness, respect, empowerment, and performance.
- Perform environmental scans and develop literature reviews for reports on health IT and interoperability topics.
- Provide strategic thinking for the Ai's product development roadmap.
- Support Ai's products and projects by:
    - Drafting comment letters in response to regulatory actions;
    - Tracking legislation and regulations related to health IT and interoperability; and
    - Summarizing CMS and ONC regulations for Ai team members and clients.
- Highlights from client projects:
    - Evaluated the health IT infrastructure needs to support alternative payment models (ACOs, bundled payments, advanced primary care) under MACRA and developed the Health IT Framework to Support APMs.
    - Supported the development and publishing of the Shared Nationwide Interoperability Roadmap, including drafting portions of the Roadmap, summarizing public comment, and dispositioning public comments.
    - Supported the ONC Certification Program: review and interpret certification rules, develop test procedures, and disposition public comments on test procedures.
    - Researched, developed, and published the patient matching report for ONC.
    - Researched special topics related to health IT and health information exchange for ONC and create reports and presentations (See publications section).
    - Provided subject matter expertise to the Chesapeake Regional Information System for Our Patients (CRISP) to develop and implement a clinical quality measure calculation engine.
    - Researched and created legislative reports on health information technology for the Maryland Health Care Commission.
    - Provided Stage 1 and 2 Meaningful Use support and expertise to Chase Brexton Health Services and Inova Health System.

eHealth Initiative — Washington, DC
Manager, HIE Research and Programs — 2010 – 2011

- Researched, monitored, and analyzed selected issues, regulations, and legislation impacting health information exchange and health information technology.
- Developed and implemented health information exchange surveys, white papers, and reports.
- Built and maintained relationships with health information organizations, state HIT coordinators, and state designated entities.
- Managed the Connecting Communities and Data & Research workgroups, including agenda development, slide decks, and holding quarterly and monthly meetings.
- Assisted in researching, developing, and drafting policy reports and briefs and assisted with report dissemination and presentations to policy audiences.
- Attended key hearings and meetings, summarized key points, and provided industry intelligence.
- Presented at conferences and webinars.

- Drafted communications to health information exchanges, Connecting Communities members, policymakers, and eHI members in a digestible, easy-to-understand format.

AmeriHealth Mercy Family of Companies — Philadelphia, PA
Customer Solutions Project Coordinator — 2006 – 2010

- Assisted in development of Regional Health Information Exchange.
- Coordinated and supported the creation of official Information Solutions responses for the RFP process (Request for Proposal for State Contracts).
- Created monthly metric and status reports for all Information Solutions' projects.
- Assisted budget managers in creating and analyzing their annual budgets, and wrote executive summaries regarding the annual budget and project statuses.
- Managed requisitioners in the financial management system.
- Responsible for contract management for all consulting and software companies utilized by the Information Solutions Department.
- Created, managed, documented, and implemented processes and procedures for the Customer Solutions and Planning group.

EDUCATION

MA in Political Science — 2010
Temple University, Philadelphia, PA

BS in History Education — 2004
Northland International University, Dunbar, WI

PUBLICATIONS

"Patient Unified Lookup System for Emergencies." Office of the National Coordinator for Health IT. With Scott Afzal, Sandeep Antony, David Minch, and Rim Cothren. March 2015.
https://www.healthit.gov/sites/default/files/providers/PULSE_Report4-9-15.pdf

"Health Information Exchange Services in Support of Disaster Preparedness and Emergency Medical Response: Assessment of Opportunity in California and the Gulf Coast." Office of the National Coordinator for Health IT. With Scott Afzal and Stephen Palmer. April 2014.
https://www.healthit.gov/sites/default/files/hiefordisasterresponse_final_04232014.pdf

"Patient Identification and Matching Final Report." Office of the National Coordinator for Health IT. With Greg Farnum, Scott Afzal, Carol Robinson, Jan Greene, and Chris Coughlin. February 2014.
http://www.healthit.gov/sites/default/files/patient_identification_matching_final_report.pdf.

"State-Regulated Payor and Pharmacy Benefit Manager Preauthorization Benchmark Attainment." October 2013.
http://mhcc.dhmh.maryland.gov/hit/hie/Documents/preauth_oct_2013.pdf.

"Key Considerations for HIOs Supporting Meaningful Use Stage 2 Patient Electronic Access Measures." Office of the National Coordinator for Health IT. July 2013.
http://www.healthit.gov/sites/default/files/key_considerations_for_health_information_organizations_vdt.pdf.

"Key Considerations for HIOs Supporting Meaningful Use Stage 2 Transitions of Care Measure." Office of the National Coordinator for Health IT. April 2013.
http://www.healthit.gov/sites/default/files/key_considerations_for_hios_stage_2_toc_final.pdf.

HIE Marketplace Research Reports. Office of the National Coordinator for Health IT. 2013.
http://www.healthit.gov/policy-researchers-implementers/health-information-exchange-research.

"House Bill 706 Electronic Health Records Regulation and Reimbursement: A Report to the Governor of Maryland and the Maryland General Assembly." October 2012. http://mhcc.dhmh.maryland.gov/hit/hie/Documents/2012_hb706_report.pdf.

"Prior Authorization: A Report to the Maryland General Assembly Joint Committee on Health Care Delivery and Financing." December 2011.

"2011 Report on Health Information Exchange: HIE Vendors, An Evolving Market." With J. Covich and Gina Perez. Washington, DC: September 2011.

"2011 Report on Health Information Exchange: The Changing Landscape." With J. Covich. Washington, DC: July 2011.

"Staying Alive: Determinants of HIE Sustainability." With Susan Silberman and The University of Maryland, Robert H. Smith School of Business, Center for Health Information and Decisions Systems. Washington, DC: May 2011.

"Determining the Path to Sustainability." With J. Covich and M. Bates. Ann Arbor, MI: February 2011. http://www.ehealthinitiative.org/uploads/file/Sustainability_WP.pdf.

"Governance Models for Health Information Exchange." With J. Covich, D. Jones, M. Bates. Ann Arbor, MI: January 2011. http://www.ehealthinitiative.org/uploads/file/Thomson_Reuters_White_Paper.pdf.

"The State of Health Information Exchange in 2010: Connecting the Nation to Achieve Meaningful Use." With J. Covich, D. Jones. Washington, DC: July 2010. http://www.ehealthinitiative.org/uploads/file/Final%20Report.pdf.

Sara Morse

(b)(6)

PROFESSIONAL EXPERIENCE

AMERICAN COLLEGE OF SURGEONS
MANAGER OF LEGISLATIVE AND POLITICAL AFFAIRS December 2014-Present

- Serve as head of legislative and political affairs and primary point of contact for members of Congress and their staff to guide and advance American College of Surgeons (ACS) priorities
- Develop and implement the legislative and political agenda and strategy of the ACS, in collaboration with ACS member leadership
- Oversee and direct a team of federal lobbyists to build and leverage connections on Capitol Hill for the advancement of ACS policy initiatives
- Lead the legislative and political activities of the Surgical Coalition, comprised of 18 surgical subspecialty societies, to promote the common priorities of the surgical community
- Manage all *Surgeons*PAC staff and supervise operations
- Manage all *Surgeons*Voice grassroots staff, programs and functions

AMERICAN COLLEGE OF SURGEONS PROFESSIONAL ASSOCIATION
MANAGER OF POLITICAL AFFAIRS AND GRASSROOTS Promoted March 2014-November 2014
MANAGER OF POLITICAL AFFAIRS May 2007-March 2014

- Formed relationships with members of Congress and their staff to further the ACS legislative and political agenda
- Developed and implemented PAC fundraising and disbursement strategies
- Oversaw and directed PAC and administrative staff
- Coordinated and staffed political fundraisers and meetings
- Planned and executed ACS Advocacy Summit

AMERICAN COLLEGE OF CARDIOLOGY
PAC SPECIALIST March 2006-May 2007

- Performed and/or managed all PAC administrative functions and ensured compliance with federal regulations
- Developed relationships with members of Congress and their staff and served as political point of contact

AMERICAN PSYCHIATRIC ASSOCIATION, DEPARTMENT OF GOVERNMENT RELATIONS
MANAGER OF ADMINISTRATION Promoted January 2003-March 2006

- Managed all administrative functions and staff of the department
- Assistant Manager, APA*PAC* (participated in all duties associated with the PAC)

AMERICAN PSYCHIATRIC ASSOCIATION, DEPARTMENT OF GOVERNMENT RELATIONS
ASSISTANT TO THE DIRECTOR Promoted April 2002-January 2003

AMERICAN PSYCHIATRIC ASSOCIATION, DEPARTMENT OF GOVERNMENT RELATIONS
GOVERNMENT RELATIONS ASSISTANT June 2001-April 2002

EDUCATION

GETTYSBURG COLLEGE, Gettysburg, PA
Bachelor of Arts: Political Science

AMERICAN UNIVERSITY, Washington, DC
Washington Semester Program in Public Policy and American Government

JEN MOUGHALIAN

(b)(6)

SUMMARY OF QUALIFICATIONS

Health care expert with 20 years of experience in health policy, strategy, and operations. Ms. Moughalian has consulted and partnered to implement health legislation including Affordable Care Act (ACA) implementation as a consultant to the Centers for Medicare & Medicaid Services (CMS) and Medicare Modernization Act (MMA) implementation as staff at the United States Office of Management and Budget (OMB). She has collaborated with health industry and government organizations to develop and lead changes for federal, state, clinical delivery, and health insurance stakeholders, facilitate executive decision-making, and design and implement new programs.

EXPERIENCE

Booz Allen Hamilton — **8283 Greensboro Drive, McLean, VA 22102 (HQ)**
Associate, Health Market — **50 Milk St, Boston, MA 02109**
2012 – Present

- Serve as independent advisor providing analysis and recommendations to CMS Center for Consumer Information and Insurance Oversight (CCIIO) clients responsible for implementation and oversight of state Health Insurance Marketplaces as mandated by the Affordable Care Act (ACA).
- Serve on firm-wide Presidential Transition task force, advising firm leadership and providing subject matter expertise on entitlement reform, budget and reconciliation issues, and ACA repeal and replacement options.
- Provide executive coaching to mid-level and senior executives in employer-sponsored leadership development programs at Booz Allen Hamilton and across the federal government, resulting in several promotions.

Georgetown University McDonough School of Business — **3700 O St NW, Hariri Building**
MBA Career Center — **Washington, DC 20057**
Director — **2009 – 2012**

- Led diverse team that built and managed relationships with employers, alumni, and MBA candidates pursuing consulting, government, and non-profit careers.
- Assessed, re-designed, and continuously evaluated program for MBA candidates pursuing consulting careers. Increased consulting placements through employer outreach and improved student preparation, raising the number of firms hiring by 75% and average salary by 17%.
- Coached 150 MBA candidates annually on professional and leadership goals. Partnered with MBA student leaders to create case interview preparation program. Developed career workshop series on career topics.
- Cultivated relations with executives, alumni, and recruiters at key firms, building more than 15 new recruiting relationships and doubling alumni contacts available to students.
- With working group, developed and implemented expansion of services to Part-time and Executive MBA candidates and alumni. Benchmarked peer business schools to identify best practices.

The Chartis Group — **29 Commonwealth Avenue**
Health System Strategy and Operations Management Consultant — **Boston, MA 02116**
2007 – 2009

- Supported integration of 600 physicians from five separate medical groups to one medical group at a large health system. Led current state assessment and future state design, and facilitated working sessions with physician and operations leaders from the merging entities.
- Evaluated the operational and financial performance of a capitated physician group, identified underperforming assets, developed strategic options, and created a detailed operational improvement plan.
- Developed organizational design and plan to support merger assessment for two community hospitals, analyzing organizational systems and projecting future staffing, operations, and financial performance.
- Led development of mission-based profit and loss financial model to improve alignment between hospital and faculty practice plan, examining financial performance and cross-subsidization across clinical, teaching, and research.

JEN MOUGHALIAN

(b)(6)

EXPERIENCE

United States Office of Management and Budget (OMB) — **725 17th Street, NW**
Senior Program Examiner/Team Lead, Medicare, Health Division — **Washington, DC 20503**
2006 – 2007

- Led team of analysts responsible for more than $200 billion in Medicare fee-for-service payments, managing day-to-day operations and long-term projects. Mentored new staff members and managed on-boarding process.
- Facilitated implementation of new OMB administrative pay-as-you-go policy at CMS, managing semi-annual reviews.
- Individual portfolio included Medicare acute and long-term care hospital payments, post-acute payment reform, Medicare health information technology, quality improvement, and Medicare Advantage.

Program Examiner, Medicare — **2004 – 2006**

- Developed Medicare spending reduction options for annual President's Budget, presented to OMB and White House leadership for approval, and negotiated with CMS to implement legislative and regulatory savings policies resulting in more than $10 billion in Medicare payment reductions.
- Led annual review of Medicare payment regulations submitted for White House approval, evaluating budgetary effects of proposed policies, developing policy options with White House staff, negotiating changes with HHS and CMS, and meeting with industry and government stakeholders to discuss industry impacts.
- Reviewed, approved, and monitored Medicare demonstration programs to test new payment models, evaluating budget neutrality and cost savings.
- Presented written and oral briefings on health policy issues to senior Administration officials, analyzing and recommending policy options, and attended senior staff meetings to provide expertise.
- Managed funding and design of Medicare Quality Improvement Organization (QIO) program, working with CMS to design scope of activities, targeted areas of quality improvement, and performance metrics.

The Advisory Board Company — **2445 M St, NW**
Consultant, Academies Health Executive Education Program — **Washington, DC 20037**
2003 – 2004

- Led teams designing programs to build business and leadership skills for hospital executives, physician leaders, and nurse managers, receiving outstanding participant evaluations.
- Developed workshop for physician and nurse leaders of clinical quality improvement initiatives, profiling best practices on analysis, communication, and coalition-building in change management. Initiated and wrote multi-part interactive case study on hospital strategic management.
- Identified training needs, and collaborated with health industry and academic experts to develop content.

PCi Services, Inc. — **Acquired, no current address**
Account Manager — **Boston, MA**
1999 – 2000

- Redesigned billing, update and technical support process for clients to improve problem resolution process and consolidate contracts and billing, increasing client satisfaction and renewal rate.

TMP Worldwide (formerly LAI Worldwide Executive Search) — **Acquired, no current address**
Recruiting Coordinator — **Boston, MA**
1998 – 1999

- Designed and implemented recruiting strategies at executive search firm.

Inter-Com and Open Academies of English — **Paseo del General Martínez Campos, 28**
Teacher of English as a Second Language (ESL) — **28010 Madrid, Spain**
1996 – 1998

- Taught ESL to students from beginning through advanced levels.

Close Up Foundation — **1330 Braddock Pl #400, Alexandria, VA 22314**
Instructor — **1995 – 1996**

- Developed and delivered workshops to groups of American and international students.

JEN MOUGHALIAN

(b)(6)

EDUCATION

Georgetown University **September 2012**
640 Massachusetts Ave NW, Washington, DC 20001
Certificate in Leadership Coaching, International Coach Federation - Professional Certified Coach (PCC)

University of Maryland **December 2002**
Van Munching Hall, Mowatt Lane, College Park, MD 20742
Master of Business Administration, Master of Public Management

University of Richmond **May 1994**
28 Westhampton Way, Richmond, VA 23173
Bachelor of Arts, Major: Sociology, Minors: English and History, Cum Laude, Alpha Chi Omega, Alpha Phi Omega

INTERESTS:

- Running Road Races (Marine Corps Marathon, Maine Half Marathon, Cherry Blossom Ten Miler, Beach to Beacon)
- Volunteer work at Falmouth Food Pantry, former youth group leader at St. Matthew's Cathedral (Washington, DC)

Ryan Murphy

(b)(6)

Communications Experience

House Budget Committee, Majority Staff — **Washington, DC**
Communications Director — *January 2015 – Present*

- Serve as chief spokesperson and Communications Director for the Committee and Chairman Tom Price, M.D. (GA-06)
- Manage team consisting of press secretary and digital director
- Plan and implement multi-faceted communications effort for Chairman Price and the Committee – including:
  - preparation of messaging materials and coordination with media surrounding Committee hearings;
  - development of traditional and digital messaging products as well as outreach to media surrounding introduction and adoption of annual budget resolutions;
  - resulting in passage of first joint ten-year balanced budget resolution in over a decade
- Lead communications team in developing and implementing strategy to promote and advance the Committee's budget process reform efforts and *Restoring the Trust for All Generations* initiative

The Honorable Tom Price (R-GA), U.S. House of Representatives — **Washington, DC**
Communications Director — *Mar. 2010 – Present*

- Served as chief spokesperson and Communications Director for the House Republican Policy Committee (Jan. 2011 – Dec. 2012)
  - Coordinated all messaging and media outreach for a member of the House Republican Leadership
- Served as chief spokesperson and Communications Director for the Republican Study Committee (Mar. 2010 – Dec. 2010)
  - Led a robust communications effort on behalf of the largest Republican caucus in Congress – covering an array of events and issues, most notably the Affordable Care Act
- Managed communications teams consisting of two deputies
- Planned and implemented press strategy to expand media outreach to traditional and non-traditional mediums
- Drafted speeches, press releases, columns, and talking points
- Coordinated with national and local reporters to drive member's messaging

House Education and Labor Committee, Minority Staff — **Washington, DC**
Press Secretary — *Nov. 2009 – Feb. 2010*

- Assisted Communications Director in planning and implementing press strategy
- Drafted speeches, press releases, columns, and talking points
- Coordinated with national reporters to drive Committee Republican messaging as well as book and prepare Ranking Member for interviews
- Helped plan and implement Committee Republican forums

The Honorable Joe Wilson (R-SC), U.S. House of Representatives **Washington, DC**

Communications Director *Aug. 2007 – Oct. 2009*

- Planned and implemented press strategies to expand media outreach
- Drafted speeches, press releases, columns, talking points and newsletters for the Congressman
- Communicated with national and local reporters regarding the Congressman's positions on current issues
- Booked and prepared the Congressman for national, regional and local media interviews and events, including his annual week-long bus tour throughout the district
- Revitalized and managed website, Facebook page, and YouTube page

The Honorable Tom Price (R-GA), U.S. House of Representatives **Washington, DC**

Deputy Press Secretary *Sept. 2006 – Sept. 2007*

- Composed press releases, media advisories, columns, speeches, and talking points
- Updated and maintained Congressional website and weekly e-newsletter

Intern/Staff Assistant/Legislative Correspondent *Feb. 2005 – Aug. 2006*

- Extensively researched legislation and policy issues
- Composed responses to constituent mail

Education

Washington and Lee University **204 W. Washington St., Lexington, VA 24450**

Bachelors of Arts in Sociology and Anthropology (2003)

Brian S. Neale

PROFESSIONAL EXPERIENCE

U.S. Joint Economic Committee, G-01 Dirksen Senate Building, Washington, D.C., 20510
Executive Director (June 2016 – present)
Deputy Staff Director (July 2015 – June 2016)

- Manage all priorities, personnel, and policy recommendations of Congress' internal think tank on the economy.
- Supervise the preparation and dissemination of data reporting and analysis, enhancing Congress' understanding of current economic conditions.
- Shape the committee's hearing agenda and assemble witness panels with prominent thought leaders on salient economic topics.
- Oversee the development of all hearing memoranda and sample witness questions, aiding effective dialogue between Members and witnesses before the committee.
- Coordinate staff production of the committee's official response to the *Economic Report of the President* and the *Annual Report of the Council of Economic Advisor*s.

Office of Governor Mike Pence, State House Room 206, Indianapolis, Indiana, 46204
Health Care Policy Director (January 2013 – July 2015)

- Oversaw the development of all state health policy initiatives and served as operational liaison to all state health, insurance, and social services agencies.
- Led the successful "HIP 2.0" Healthy Indiana Plan expansion to provide consumer-driven health care options to over 550,000 low-income individuals (350,000 previously uninsured) through a Medicaid Section 1115 demonstration waiver.
- Chief negotiator with the Center for Medicare and Medicaid Services on HIP 2.0 waiver terms, securing approval for the most extensive set of waivers ever granted to a state.
- Chief negotiator with the Indiana Hospital Association on HIP 2.0 financing terms, successfully leveraging the existing Hospital Assessment Fee program to cover the state's entire share of expansion costs ($1 billion/six years), thereby fulfilling the Governor's pledge against any new taxes or net increases in state spending.
- Achieved wide, bipartisan buy-in from a diverse set of stakeholders on the HIP 2.0 waiver proposal including state and federal legislators, health care providers, health insurance plans, coverage advocates, and national health policy thought leaders.
- Coordinated strategy on Affordable Care Act implementation including creation of a nationally-recognized navigator certification program, analysis of the federal Marketplace's effects on health insurance rates, dissolution of the state's high-risk pool, and contingency planning for the Supreme Court's *King v. Burwell* ruling.
- Developed comprehensive policy response to Scott County's intravenous drug-induced HIV epidemic, resulting in new tools to mitigate public health emergencies.

Office of U.S. Rep. Mike Pence, 100 Cannon House Building, Washington, D.C. 20515
Legislative Director and Counsel (January 2011 – January 2013)
Legislative Counsel (June 2009 – January 2011)

- Managed daily legislative operations for a high-profile, senior Member of Congress.
- Directed the development of all policy-based press releases, op-ed pieces, and floor speeches in a fast-paced, media-savvy office environment.
- Chief advisor on the Affordable Care Act, Dodd-Frank, multiple continuing budget resolutions, and debt ceiling compromise legislation.

United States Small Business Administration, Washington, D.C.
Advisor to the Administrator (August 2008 – January 2009)
Special Assistant to the Associate Administrator for Field Operations (April – August 2008)

- Assisted execution of the Administrator's duties by managing senior executives on his behalf and guiding decision-making on regulatory, policy, and legal matters.
- Confidential advisor on highly sensitive federal policy responses during the 2008 financial crisis, preparing the Administrator for high-level meetings with White House senior staff and cabinet secretaries.

BBVA Compass Bancshares, Inc., Boulder, CO
Assistant Relationship Manager (November 2001 – July 2003)

- Managed troubled real estate-based loan portfolio inherited through bank acquisition.
- Provided creative and effective workout scenarios for problem loans in default status.

PANEL PRESENTATIONS

Republican Governors Association, *"State Flexibility Efforts and 1332 Waivers"* (July 2015)
Health Insurance Exchange, *"Medicaid Expansion/Waiver Update"* (May 2015)
National Governors Association, *"The Latest on Medicaid Expansion Negotiations"* (April 2015)
Academy Health, *"Focus on State Coverage Activities"* (February 2015)
National Governors Association, *"How to Get Increased Flexibility from HHS"* (July 2014)
Senate Presidents Forum, *"Affordable Care Act and Medicaid Expansion"* (July 2014)
Republican Governors Association, *"Incentivizing Health and Wellness"* (June 2014)

PROFESSIONAL RECOGNITION

Conferred the *"Sagamore of the Wabash"* for distinguished service to the State of Indiana, one of the highest honors granted by the Governor
Honored as one of 2015's *"Top 40 Under 40"* by the Indianapolis Business Journal

EDUCATION

Indiana University McKinney School of Law, 530 W. New York St., Indianapolis, IN 46202
Juris Doctor, 2007
Indiana University Kelley School of Business, 107 S. Indiana Ave., Bloomington, IN 47405
Bachelor of Science in Finance/Real Estate, 2001

3/21

WARREN A. NEGRI

Warren.Negri@mail.house.gov • (b)(6)

PROFESSIONAL EXPERIENCE

Congressman Tom Price (GA-06), 1211 Longworth House Office Building, Washington, D.C. 20515

Senior Policy Advisor, February 2015 – Present

Responsible for legislative efforts and initiatives in the areas of Energy and Commerce, Judiciary, Financial Services, Oversight and Government Reform, Cyber security, Science/Technology, Telecomm, NASA, Legislative Branch, Environment, Natural Resources, Housing, Postal Operations, and the District of Columbia.

- Drafted H.R. 4956, End Executive Overreach Act (106 cosponsors)
  - Most original cosponsors of any bill offered by Congressman Price in his 12 years in Congress
  - Endorsed by the Americans for Tax Reform, National Taxpayers Union, Americans for Prosperity, Western Energy Alliance and Competitive Enterprise Institute
  - American Action Forum estimated this bill would save Americans $76 billion in pending regulatory costs and 33.7 million hours in paperwork burden
- Authored op-ed accompanying H.R. 4956 that was published in the Washington Examiner
- H.R. 4956 resulted in an amendment being included in the 2017 Interior Appropriations Bill
- Drafted H.R. 5612, to designated the "Marine Lance Corporal Squire 'Skip' Wells Post Office Building"
  - Drafted floor speech that garnered over 35K online views, 1.1K Likes, and 563 Shares
  - Signed into Law on 12/16/2016
- Served as House floor Legislative Assistant

Congressman Lee Terry (NE-02), Rayburn House Office Building, Washington, D.C. 20515

Legislative Aide, April 2014 – December 2014

Responsible for legislative issues in the areas of Homeland Security/First Responders, NASA & Space Programs, Housing, Endangered Species, Animal Rights, Small Business, and Postal Operations.

- Conducted legislative research and drafted statements and background materials
- Monitored House floor debate and provided vote recommendations to the Congressman
- Met with constituents and activist groups on behalf of the Congressman

Legislative Correspondent/New Media Director, May 2013 – March 2014

Monitored incoming mail and drafted letters for the Congressman in response to constituent questions and concerns. Planned and executed all social media strategies. Responsible for developing and updating the Congressman's website, Facebook, Twitter, LinkedIn, Tumblr, and YouTube pages. Served as the office's webmaster, photographer, and videographer.

- Responded to over 58,000 pieces of constituent mail
- Improved response time to constituent inquiries by 950% from previous average of 38 days to 4 days
- Increased Facebook followers by 166% from 2,988 to 7,958 likes
- Increased Twitter followers by 106% from 4,012 to 8,283 followers

Staff Assistant, May 2012 – May 2013

Served as first point of contact for visitors and callers to the office. Articulated the Congressman's positions on legislative issues to constituents and callers. Coordinated flag requests and scheduled constituent tours of the White House, U.S. Capitol, Bureau of Engraving and Printing, and the Pentagon. Trained new staff and interns.

- Oversaw the office internship program and managed 29 interns total
- Drafted Intern Handbook and Employee Manual for the office
- Coordinated 342 tours for 2,164 constituents

EDUCATION

SAINT JOSEPH'S UNIVERSITY- 5600 City Ave, Philadelphia, PA 19131
Bachelor of Science in Business Administration, December 2008

HONORS
Academic Merit Scholarship
Athletic Scholarship (Men's Rowing)

BETH A. NELSON

(b)(6)

EXPERIENCE

SENATOR JOHN CORNYN, Washington, DC
Legislative Assistant, June 2014 to present.

- Advises the Senator on issues related to the Senate Finance Committee, specifically health care and Medicare and Medicaid policy and financing. Provides guidance and briefings for Committee hearings and mark-ups; including developing messaging goals and key lines of questioning.
- Counsels the Senator on votes and legislative proposals. Provides information on legislative history as well as overall conference perspective.
- Drafts legislation relating to health care policy and develops a pathway for passage.
- Assists the Majority Whip team with strategy and Member briefing materials for legislative initiatives. Helps coordinate messaging and policy points between Leadership and Committees of jurisdiction.
- Coordinates appropriations and priorities between Congress, appropriate agencies, state officials, and stakeholders on significant public health events impacting Texas.

CONGRESSMAN SAM JOHNSON, Washington, D.C.
Health Policy Advisor, June 2010 to June 2014

- Advised the Congressman on issues under the jurisdiction of the Ways and Means Committee and Health Subcommittee.
- Drafted legislation pertaining to health care policy and financing. Specifically developed and introduced hospital legislation; then coordinated legislative goals between the Congressman, Committee staff, and supporting organizations to have the language included in a House passed package.
- Met with constituent groups, organizations, and institutions as well as trade associations to help guide their legislative priorities through the Ways and Means Committee and the House of Representatives.
- Devised and implemented regulatory strategy related to multiple agencies, including the Department of Health and Human Services and the Centers for Medicare and Medicaid Services.

CONGRESSMAN DAVE REICHERT, Washington, D.C.
Senior Legislative Assistant, January 2009 to June 2010.

- Conducted research and advised the Congressman on legislation relating to health care, energy, environment, defense, and transportation issues.
- Advised the Congressman on issues under the jurisdiction of the Ways and Means Committee. Attended Committee hearings and mark-ups and briefed the Congressman on votes and legislative strategy.
- Developed press statements, talking points, and background materials for public positions and official releases.

CONGRESSMAN DAVE HOBSON, Washington, D.C.
Senior Legislative Assistant/Legislative Assistant/Staff Assistant, February 2004 to January 2009.

- Advised the Congressman on legislation relating to health care, science and technology, veterans, agriculture, and the Department of Interior.
- Coordinated Appropriations for Labor, Health and Human Services, and Education; Interior and Environment; Agriculture; and Commerce, Justice, and Science.
- Met with executives, trade associations, and constituents and analyzed their concerns and provided proactive solutions.

EDUCATION

THE OHIO STATE UNIVERSITY, Columbus, Ohio
Master of Science in Anatomy, 2003

JOHN CARROLL UNIVERSITY, University Heights, Ohio
Bachelor of Science in Biology, 2001

MAYA M. NORONHA

(b)(6)

EDUCATION

Georgetown University Law Center, Washington, DC
Juris Doctor, February 2011
· GEORGETOWN JOURNAL OF LEGAL ETHICS, *Development Editor*
· Published Note, *Removing Conscience from Medicine: Turning the Hippocratic Oath into a Hypocrite's Pledge* (2010)
· Advocates for Life, *Vice President*

Georgetown University College of Arts & Sciences, Washington, DC
Bachelor of Arts, *magna cum laude*, Government, May 2005
· Phi Beta Kappa, Alpha Sigma Nu (Jesuit Honor Society), John Carroll Scholars Program
· Philodemic Debate Society, *President*
· Georgetown University Right to Life, *Secretary*

EXPERIENCE

Baker & Hostetler LLP, Washington, DC, *Associate*, March 2016 – present
· Conduct research and draft motions in state and federal racial gerrymandering litigation
· Advise candidates and political action committees on federal and state campaign finance reporting requirements
· Drafted appellate brief on Voting Rights Act, equal protection clause and voter identification laws

Federation for American Immigration Reform, Washington, DC, *Government Relations Counsel*, September 2013 – July 2015
· Prepared MAVNI program analysis, biometric entry-exit system report, and border fencing bill
· Supervised grassroots and external affairs staff to ensure deployment of consistent message on immigration policy

United States Representative Steve Stockman, Washington, DC, *Legal Fellow*, June 2013 – September 2013
· Coordinated Congressional staff briefing with Pro-Life Caucus regarding proposals to promote adoption and fatherhood

Republican National Lawyers Association, Washington, DC, *Deputy Director*, July 2011 – April 2013
· Trained attorneys in national, state, and regional election law conferences
· Supervised development manager, event planning staff, publication contributors, and law student clerks

The Heritage Foundation, Washington, DC, *Legal Center Intern*, February 2011 – April 2011
· Co-authored article, *Get SMART: Complying with Federal Sex Offender Registration Standards*
· Prepared bench memoranda on rape and mental competency for Navy-Marine Corps Judge Charles Stimson

American Center for Law and Justice, Washington, DC, *Law Clerk*, September 2010 – December 2010
· Compiled multi-state survey of challenges to conscience rights
· Prepared FOIA requests and researched education laws affecting private religious schools

Law Professor Caroline B. Newcombe, Washington, DC, *Research Assistant*, May 2010 – August 2010
· Research comments submitted in response to Department of Health and Human Services draft conscience regulation

MEMBERSHIPS

· *Forbes Magazine* "30 under 30 in Law and Policy"
· The John Carroll Society of the Archdiocese of Washington, *Member of the Board of Governors*
· The Thomas More Society of America, *Member of the Board of Directors*
· The Federalist Society for Law & Public Policy Studies, *Free Speech and Election Law Executive Committee Member*
· Women Speak for Themselves, *Member*

Jane Norris

(b)(6)

Summary:

Successful hands-on public relations leader who uses communication strategies to build external brand and reputation for clients in both the public and private sectors. Arranged thousands of media opportunities with top tier and trade media outlets to influence opinions around business issues that resulted in millions of impressions on television, radio and digital and social media outlets.

- 12+ years of experience managing media communications and public affairs programs for government
- Able to develop and implement complex communications programs to improve corporate brand and reputation
- Achieves results in dynamic environments and thrives under deadlines
- Strong media contacts in Washington DC and National media
- Able to host podcast, radio shows
- Authentic and knowledgeable media spokesperson
- Development and deployment of social media messaging and social media advertising campaigns and web analytics monitoring to improve results
- Marketing events planning, execution and speechwriting and messaging support
- Excellent writing and editing skills – PowerPoint plan development, news releases, fact sheets, talking points, executive briefing documents
- Executive communication training sessions for senior leaders
- Deployment of change management communication solutions to improve employee engagement
- Proven ability to think ahead, engage proactively and take initiative. Self-starter, strong problem solver and project owner.

Experience

Specialist Leader/ Strategic Communications, Deloitte Consulting LLP

Rosslyn, VA, September 2014 – Present

Working with multiple Federal clients including the Department of State, Postal Service and Veterans Administration to develop and execute communications that elevate positive perceptions in the marketplace and advise senior level executives on their messaging platforms, including crisis communication and rapid response management.

- Wrote talking points for a 60-minutes interview with CBS anchor Scott Pelley. This was the first network interview for the incoming VA Secretary after the news that the agency had mislead the public on Veteran wait times at VA facilities.
- Improved employee engagement communications using employee feedback to improve organizational effectiveness and analytics to improve outcomes at VA
- Wrote an effective Cost-Benefit Analysis (CBA) of a high-threat training center for the State Department and briefed Congress. The CBA allowed the agency to proceed with their plans to break ground.

Senior Manager, Deloitte Public Relations, Federal Government Services

Washington DC, May 2010 – September 2014

Led strategic communications initiatives and developed and drove media and marketing programs to heighten visibility and to help build the Deloitte brand in Washington DC. Built the image and identity of Deloitte Federal to increase their visibility and build business share in core market priority areas.

- Acted as spokesperson for Deloitte Federal.
- Built the image and identity of the Federal Practice to heighten visibility of their capabilities in the government marketplace. Achieved thousands of government focused media placements and arranged conference sponsorships that helped build business share in core market priority

Media Experience

Guest Commentator 1993 - 2005
MSNBC, NBC Nightly News, CNN
Provide discussion and analysis on news topics to add context to breaking news stories, opinion and analysis on issues related to politics and government.

Radio Host: "WMAL Morning News"
WMAL-AM, ABC Radio, Washington DC Radio 2002 – 2003
Morning news show featuring breaking news and information, lifestyle issues and political debate. Appearing with Jane Norris, were co-hosts Bill Press and Andy Parks. Defining Issues include the War in Iraq, and the DC Sniper. Interviews with National Political figures include First Lady Laura Bush. **Daily 5-9AM**

National Talk Show, "The Weekend"
Clear Channel Communications 1996 – 2002
Call in talk show featuring conservative commentary, National news, political and social issues. Guests include National Security Advisor Dr. Condoleeza Rice and Vice President Dick Cheney. Carried live on 75 Clear Channel Stations Nationwide. **Saturday Noon – 3PM**

Radio Host "Jane Norris Show", Louisville, KY
WHAS-AM, Radio Clear Channel Communications, Louisville, KY 1994 – 2002
The Jane Norris Show consistently rated #1 talk show in its time period, featured live call-ins discussing National and local news stories. A conservative female voice that made an impact on the voters of the State of Kentucky. **Daily 9 - noon**

Television Talk: "Jane Norris Show", Louisville, KY
WAVE-TV, Louisville, KY 1996 - 2000
Live call-in cutting edge talk show. Television that allowed the viewers to voice their opinions long before cable and national news programs followed suit. The show featured celebrities, politicians, local news and national issues. Rated #2 in its time slot against nationally syndicated talk shows. **Daily 12:30 PM**

Radio Host: "Jane Norris Show", Ft Myers, FL
WINK-AM Radio, Fort Myers Broadcasting, Ft Myers, FL 1993 – 1994
Live call-in talk show featuring local and national news. Ranked #1 in its time slot against other news-talk outlets. Interviews featured newly appointed CIA Director and former Florida Congressman, now CIA Director Porter Goss. **Daily 9 – noon**

Affiliations:
Washington Women in Public Relations
MARCOM committee member for the Intelligence and National Security Alliance (INSA)
Leukemia and Lymphoma Society volunteer

Education

B.S. Pennsylvania State University, State College, PA
Music Education/Liberal Arts

Drexel University, Philadelphia, PA – no degree
Post Graduate Study – Masters Degree Program, Political Science and Business Administration

JANE ELLEN NORTON

(b)(6)

EMPLOYMENT HISTORY

2012- Present
GENERAL MANAGER, NORTON & ASSOCIATES, LLC. Denver, CO. Advises clients on healthcare, government, public policy, non-profits, education, aerospace, emergency preparedness, and veterans issues.

January 2011- May 2012
BOARD MEMBER; DIRECTOR OF DEVELOPMENT, PHOENIX MULTISPORT. Denver, CO. An innovative Colorado-based non-profit that fostered a supportive, physically active community for thousands of individuals who are recovering from alcohol and substance abuse.

September 2009- August 10, 2010
CANDIDATE, US SENATE, COLORADO. Denver, CO.

February 2007- September 2009
EXECUTIVE DIRECTOR, DENVER POLICE FOUNDATION. Denver, CO. As its first executive director, the DPF supported individual officers and their families in times of crisis and provided equipment, training and technology in support of Denver's police officers.

January 2003- 2007
LIEUTENANT GOVERNOR, COLORADO. Denver, CO. Elected state's first and only female Republican to hold the office. By constitution, assumed full powers of the Governor when the Governor was absent from the state. Assisted small businesses by acting as point person for the administration's health insurance reform efforts; advanced the state's space industry by serving as Colorado's delegate to the Aerospace States Association and co-chair of the Colorado Space Coalition; served as the statutorily named chair of the Colorado Commission of Indian Affairs; strengthened families by overseeing the state's community service and volunteerism initiatives, mentoring programs, the Colorado Head Start Collaboration, and established Colorado's Committee to Promote Adoption. Elected by peers to serve as chair (2005-2006) of the National Lieutenant Governors Association (NLGA), garnering national support for Colorado-based Project C.U.R.E., bone marrow donation, sexual predator legal reform, and an award-winning cervical cancer public awareness campaign. Honored with the Distinguished Veterans Advocate Award in recognition of efforts on behalf of Colorado's veterans by the United Veterans Committee of Colorado. Honored with the Meritorious Service Award for support of our troops, their families, and veterans by the Colorado National Guard.

1999-2002
EXECUTIVE DIRECTOR, COLORADO DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT (CDPHE), Denver, CO. Cabinet position appointed by Governor Bill Owens. Responsible for broad-based health and environmental protection and regulatory programs, ranging from bioterrorism; disease prevention, control and epidemiology; health statistics and vital records; health facilities licensure and certification; health promotion; maternal, child, adolescent, and women's health; tuberculosis and refugee health; STD/HIV; nutrition services; suicide and injury prevention; emergency medical services; prevention and intervention services for children and youth; and laboratory and radiation services. The department's environmental responsibilities included air and water quality protection and improvement; hazardous waste and solid waste management; environmental leadership; pollution prevention; and consumer protection. Managed a staff of 1,100 employees with a budget of over $280 million.

Served as Secretary, State Board of Health; Chair, Governor's Expert Emergency Epidemic Response Committee; Tony Grampsas Youth Services Board; Commissioned Officer, Food and Drug Administration; Board of Directors, Regional Air Quality Council; Leadership Council of the Multi-Agency Wildfire Restoration and Rehabilitation Team; Colorado Natural Damages Trustee; Colorado Strategic Planning Group On Health Care Coverage; Association of State and Territorial Health Officers; National Governors' Association's Oral Health Policy Academy Colorado Team; Governor's Bioterrorism Advisory Committee; and the Governor's Disaster Emergency Council. She has also served on the Children's Basic Health Plan Policy Board; Governor's Task Force on Victim Support for the Columbine High School Tragedy; Co-Chair of the Colorado Commission on Children's Dental Health; Task Force on Small Group and Rural Access Issues; Governor's Task Force for Persons with Disabilities; and the Governor's Blue Ribbon Panel on Workforce Issues in Long Term Care.

November 1996- January 1999
EXECUTIVE DIRECTOR, OFFICE OF STRATEGIC RELATIONSHIPS, MEDICAL GROUP MANAGEMENT ASSOCIATION (MGMA), Englewood, CO. (National trade association for medical group practices and medical practice executives. Membership consisted of 20,000+ individual management professionals and organizational membership of 8,000+ group practices which included 190,000+ physicians.) Responsible for creation and administration of new association department to develop, improve, expand relationships with industry partners to strengthen MGMA's strategic position in the health care market. Served as contact for all entities seeking collaboration with MGMA and represents MGMA in official dealings with strategic partners and health care agencies. Served as official liaison to MGMA's formal alliance partners- the American Medical Association (AMA), the Healthcare Financial Management Association (HFMA), the American Academy of Ambulatory Care Nursing (AAACN), as well as State Medical Societies. External outreach responsibilities included managing, assessing, strengthening current alliances; and identifying, prioritizing, and initiating potential partnerships. Responsible for expanding strategic relationships with internal constituencies.

March 1994- November 1996
DIRECTOR, OFFICE OF STATE GOVERNMENT RELATIONS, MEDICAL GROUP MANAGEMENT ASSOCIATION. Englewood, CO. As its first Director, established new governmental relations function within the organization. Responsibilities included identifying, tracking, researching, and analyzing state health care reform legislative and regulatory proposals before the nation's 50 state legislatures on behalf of MGMA's individual and organizational members; developing grass-roots advocacy efforts among MGMA state associations; and helping establish and maintain a significant presence (with entities such as National Governors' Association and National Conference of State Legislatures) on state issues that affect medical group practice. In April 1996, named Acting Vice President with additional responsibilities for the departments of Membership, Communications, and States/Assemblies/Societies Services.

December 1993- March 1994
AARP/VOTE LEGISLATIVE REPRESENTATIVE, AMERICAN ASSOCIATION OF RETIRED PERSONS (AARP). Denver, CO. Responsible for overall development, implementation, and maintenance of the Association's electoral/legislative initiatives in Area 8 (CO, MT, ND, SD, UT, WY). Educated members and public on economic, health, and consumer issues and the stands taken by candidates on these issues. Informed candidates and elected officials of AARP's position on key policy issues. Organized and conducted candidate forums, interviews, and Day at the Capitol events; created voter guides; supported volunteers when communicating with state and federal officials. Developed media events to familiarize public with issues of importance to older Americans.

April 1988- January 1993
REGIONAL DIRECTOR, US DEPARTMENT OF HEALTH AND HUMAN SERVICES (DHHS), APPOINTED BY THE SECRETARY OF DHHS FOR THE REAGAN ADMINISTRATION; REAPPOINTED TO SERVE IN THE BUSH ADMINISTRATION, REGION VIII, (CO, MT, ND, SD, UT, WY). Denver, CO. Served in the Senior Executive Service as personal representative, media contact and spokesperson for the Secretaries of DHHS. Acted as liaison with public, governors, legislators, congressional delegations, mayors, and other elected officials. Provided the central focus for the region's 3,500 employees and 250 programs including Social Security, Medicare, Medicaid, Public Health Service, Food and Drug Administration, Head Start, Child Support Enforcement, and Welfare. During 1992, DHHS spent over $11B in the region.

1986- January 1987
STATE REPRESENTATIVE, COLORADO GENERAL ASSEMBLY, HOUSE DISTRICT 48. Denver, CO. Appointed to fill an unexpired term.

EDUCATION

- **Colorado Christian University**, Lakewood, CO. **Honorary Doctorate of Humanities**. May 2011.
- **Regis University**, Denver, CO. **Master of Science in Management**. 4.0 GPA. 1999.
- **Harvard University**- John F. Kennedy School of Government, Boston, MA. Leadership for New State Health Officials Program. July 1999.
- **US Office of Personnel Management**- Senior Executive Seminar Center, Oak Ridge, TN. 100-hour Public Administration Graduate Course in organizational and management systems approaches to administration, government relations, information management. Selected Honor Graduate from class of 47. May 1988.
- **Colorado State University,** Fort Collins, CO. **Bachelor of Science with Distinction- Health Sciences**. May 1976.

John Michael O'Brien, PharmD, MPH

(b)(6)

- Healthcare executive helping leaders succeed with research, policy, and strategic planning
- Payment, quality and prescription drug policy expert with strong stakeholder relationships
- First-hand knowledge of the CMS/HHS regulations development and clearance process

EXPERIENCE

Vice President, Public Policy
CareFirst BlueCross BlueShield, Washington, DC
4/2013 - Present (3.75 years)

Lead internal expert on the Affordable Care Act, and primary liaison to Congress and the Administration on all public policy matters. Evaluate the impact of public policy to the company and propose favorable alternatives. Educate CEO and business leaders about the political landscape, potential government activity, and the public affairs impact of proposed company activities.

- Advise CEO, CFO, General Counsel, and EVP of Medical Affairs on payment and delivery system reform. Model the financial impact of policy alternatives.
- Lead federal affairs activity, and support state legislative affairs and issues management. Manage internal staff, 4 external political consultants, and a $1.5 million budget. Track and analyze relevant legislation, regulations and CMMI demonstration projects, and lead an enterprise-wide health care reform workgroup.
- Represent CareFirst on trade group, association and government committees.Establish and manage strong external relationships with the national health care policy community, including associations and federal advisory committees (AMA, AAFP, NQF, NCQA, MEDPAC, PTAC), policymakers, and other key stakeholders to advance CareFirst's policy positions and commercial goals.
- Manage a $15 million research project, 3 external academic research teams, and engage researchers to influence policy relevant to CareFirst's Patient Centered Medical Home Program (PCMH). Host health policy roundtables, briefings, and events. Lead public policy related communications, including the development of publications, white papers, and testimony. Represent CareFirst at hearings and conferences.
- Lead congressional outreach during transition from federal employee (FEHBP) to Marketplace (DC SHOP) plans. Achieved 84% market share within congressional enrollment on the DC SHOP exchange.

Director, Division of Strategic Partnerships, Office of Communications
Centers for Medicare and Medicaid Services, Washington, DC
9/2012-4/2013 (6 months)

- Managed public affairs specialists and health insurance specialists to educate Americans about CMS policy and programs. Coordinated efforts with the HHS Office of Intergovernmental and External Affairs and the Assistant Secretary of Public Affairs.
- Led CMS outreach, communications, and strategic partnerships with national organizations representing patients, advocates, diverse communities, businesses, trade groups, and health plans. Served as a liaison to insurers and businesses during the implementation of the Affordable Care Act.
- Reviewed and revised draft CMS regulations and publications to include stakeholder perspectives.

Senior Advisor, CMS Innovation Center (CMMI)
Centers for Medicare and Medicaid Services, Baltimore, MD
2011-2012 (1 year)

- Served on the management team launching public-private partnerships to improve quality and lower costs. Advised CMMI leadership developing payment models on the HHS policy and budget process.
- Built the Partnership for Patients, a national patient safety effort that saved 125,000 lives and saved more than $28 billion in health care costs, under the direction of the Senior Advisor to the CMS Administrator. Managed the policy, partnership, and field teams, coordinated activities with the science and communication teams, and oversaw work of contractors.
- Drafted policy and press documents, reviewed draft regulations, and aligned Affordable Care Act provisions and quality measures with CMS payment policy.
- Led the National Quality Forum/National Priorities Partnership collaboration, and secured commitments from hospitals, foundations, businesses, and advocacy groups via grants, contracts, and MOUs.
- Represented the CMS Innovation Center at meetings with external stakeholders, and served as an external spokesperson.

Policy Coordinator, Office of Strategic Operations & Regulatory Affairs
Centers for Medicare and Medicaid Services, Washington, DC
2010-2011 (2 years)

- Served the CMS Administrator and Principal Deputy Administrator as a policy neutral and confidential expert on CMS policies and programs.
- Managed the clearance of regulations, demonstrations, federal register notices, coverage decisions, and guidance from the CMS Innovation Center, Center for Clinical Standards and Quality, Center for Medicare, and other CMS components through the Office of the Administrator, and by HHS and the White House Office of Management and Budget.
- Presented the Administrator and Principal Deputy Administrator with thoroughly developed options and supporting materials covering the entire range of fact and opinion on the above policies and programs.
- Managed the Office's oversight and monitoring of Affordable Care Act implementation, including a dynamic table of statutory provisions, implementing regulations, and progress towards milestones and deadlines.

Assistant Professor, Clinical & Administrative Sciences
Notre Dame of Maryland University, College of Pharmacy, Baltimore, MD
2008-2010 (2 years)

- Founding faculty at the first pharmacy school located on the campus of a U.S. women's college.
- Created the health policy curriculum, coordinated two classes (Intro to the US Health Care System, Care of Diverse Populations), and wrote a community-based service learning and patient advocacy initiative.
- Researched health policy proposals and disseminated findings to State and Federal policymakers, associations and patient groups, the media, and the Notre Dame community.

Senior Director, State Policy; Consultant, Alliances, Affordability & Access
Pharmaceutical Research and Manufacturers of America (PhRMA), Washington, DC
2004-2008 (4 years)

- Developed and executed the PhRMA Medicaid and state policy agenda to improve the affordability and access of safe and effective prescription drugs. Educated and supported state lobbyists, member company staff and task forces, ally organizations, and communications staff to influence policy and legislation.
- Staffed the Medicare Rx Education Network to implement Medicare Prescription Drug Coverage, developed public and private enrollment initiatives, and improved public perception of the benefit.
- Served as a spokesperson and presented policy positions at hearings and to the media. Delivered over 200 presentations and training sessions. Wrote and presented continuing medical education (CME) programs.
- Managed and mentored the project activities of 4 state policy directors and initiated the state policy team Best Practices Guide for PhRMA and member company state government affairs and policy professionals.
- Received the President's Award for Medicare Part D outreach, and named a PhRMA Key Performer.

Manager, Government Affairs
Sankyo Pharma, Inc (now Daiichi Sankyo), Washington, DC
2003-2004 (1 year)

- Managed campaign/grant budgets and contract lobbyists in 19 states, worked with state legislatures and state health departments, and developed strategic partnerships to influence policy and legislation.
- Coordinated Medicaid formulary strategy, presented clinical data, and secured PDL status for Benicar.
- Analyzed FDA advisory committee meetings, NIH practice guidelines, and other HHS publications.

Manager, Medical and Scientific Affairs
Sankyo Pharma, Inc (now Daiichi Sankyo), Washington, DC
2001-2003 (2 years)

- Supported national sales and managed care teams by managing key physician/researcher opinion leaders, evaluating business plans, suggesting reimbursement strategy, and presenting clinical overviews and financial models. Created and reviewed content of promotional and training material.
- Managed the projects of four medical liaisons, two post-doc fellows, and the lipid therapeutic advisory group.
- Responded to unsolicited requests for information, compared company and competitor products, and reviewed and evaluated clinical trials.
- Received Director's Leadership Award for writing the Department Mission, Vision, Credo, and SOPs.

CURRENT ACADEMIC APPOINTMENTS

- **Affiliate Professor & Payment Model Advisor,** Daniel K. Inouye College of Pharmacy, University of Hawaii-Hilo
- **Affiliate Assistant Professor,** University of Maryland College of Pharmacy
- **Clinical Assistant Professor,** Ernest Mario School of Pharmacy, Rutgers University
- **Dean's Advisory Board,** Northeast Ohio Medical University College of Pharmacy

FELLOWSHIPS, RESIDENCY, and INTERNSHIPS

- America's Health Insurance Plans (AHIP) Executive Leadership Program Fellow, 2016
- American Society of Health System Pharmacists Executive Residency, 2000-2001
- American Society of Consultant Pharmacists (ASCP) Paul Cano Legislative Intern, 1997
- American Medical Student Association Washington (AMSA) Health Policy Fellow, 1996

EDUCATION

- **Master of Public Health, Johns Hopkins Bloomberg School of Public Health**, Baltimore, MD, 2006. Honors Certificate in Health Policy and Management. Capstone/Thesis: State and Federal Interaction in the Launch and Implementation of Medicare Prescription Drug Coverage
- **Doctor of Pharmacy, Nova Southeastern University**, Ft. Lauderdale, FL, 2000. *With* Honors. Clinical clerkship training in Geriatrics, Psychiatry, Cardiology, Internal Medicine, Pharmacokinetics, Infectious Disease, Ambulatory Care, Drug Information, Medicaid Drug Utilization Review.
- **Pharmacy and Public Policy, University of Florida,** Gainesville, FL, 1994-1997
- **Associate of Arts, Honors Institute at Broward College**, Fort Lauderdale, FL, 1994

Caitlin B. Oakley

(b)(6)

WORK EXPERIENCE

Press Secretary — **April 2016-Present**
Office of Congressman Tom Price, M.D. (GA-06) — **1112 Longworth HOB, Washington, D.C. 20515**

- Manage and coordinate all communications activities, including media contacts, for the Member and the office.
- Act as the formal spokesperson for the Member and liaison to a top ten local media market (Atlanta, GA) and national outlets.
- Develop and implement media and communications strategy for the Member.
- Remain abreast of current legislative and non-legislative issues about which the Member may be questioned.
- Evaluate current events and media reports in the district and the nation for their impact on the Member.
- Proactively provide ideas and advice on the effect in the media of the Member's actions and legislative activities.
- Manage Member's social media accounts including Facebook, Twitter, Instagram, and YouTube, and the Member's website.
- Distribute and write press releases, statements, and weekly e-newsletters.
- Write talking points and speeches for the Member; and performs other duties as assigned.

Communications and Executive Assistant — **July 2015-April 2016**
The Beer Institute – **440 1st Street NW, Suite #350, Washington, D.C. 20001**

- Wrote, circulated, and strategically planned official Beer Institute member communications including quarterly newsletters, monthly letters from Washington, bi-monthly statistical reports, and legislative updates.
- Edited, wrote, and sent press releases to trade press, Beer Institute membership, via PR Newswire, social media, and website.
- Planned, coordinated, and executed social media campaigns on Facebook, Twitter, and YouTube.
- Designed, launched, and managed new Beer Institute website.
- Managed second annual holiday PSA campaign. Recruited 60 members of Congress to record PSAs urging their constituents to drink responsibly during the holiday season. Wrote and distributed press releases to each Member's district or state, notifying local radio stations that the PSA was available via the National Association of Broadcaster's PSA portal. Wrote and syndicated national press release notifying general media of the program's success. Members' participation increased over 50% from previous year.
- Oversaw launch of 2015 'Beer Serves America' biennial study, one of the association's strongest messaging platforms to educate members of Congress and the public on beer's economic impact, in conjunction with the National Beer Wholesalers Association (NBWA). Coordinated with NBWA on social media, press releases, media advisories, trade press engagement, and Capitol Hill media briefing. Designed and managed www.BeerServesAmerica.org website which launched in 2015.

Executive Assistant — **August 2014-April 2016**
The Beer Institute — **440 1st Street NW, Suite #350, Washington, D.C. 20001**

- Planned and directed Beer Institute events and receptions, including the 'Barley, Brews & Boots' annual Capitol Hill event, beer policy day briefings on Capitol Hill, and Beer Institute receptions at the Beer Institute Bar.
- Supported government affairs team with research and outreach to both Capitol Hill and the Administration.
- Managed and set schedule for two Beer Institute executives, the President/CEO and the Vice President/General Counsel.

Executive Assistant — **April 2013-August 2014**
Office of Congressman H. Morgan Griffith (VA-09) — **2202 Rayburn HOB, Washington, D.C. 20515**

- Managed Congressman Griffith's schedule while in D.C. and the daily D.C. office schedule for legislative staff.
- Planned 10-20 meetings per week and organized last minute meetings as required with constituents and various advocacy groups.
- Provided research and writing assistance to Congressman Griffith. Managed member correspondence.
- Updated Fireside21 website and the Congressman's Facebook page. Supported the Communications Director with Teletown Halls, press releases, and newsletter distribution.
- Served as the D.C. Intern Coordinator, which included recruiting and supervising the internships.

Staff Assistant — **August 2012-March 2013**
Office of Congressman H. Morgan Griffith (VA-09) — **2202 Rayburn HOB, Washington, D.C. 20515**

- Responsibilities included answering phones, sorting mail, training and supervising interns, managed the processing of flags flown over the U.S. Capitol, oversaw the 2013 Congressional Art Competition for VA-09 and served as the office's tour coordinator. Supervised the 2013 Presidential Inauguration ticket distribution process for constituents.

Junior Fellows Summer Intern — **May 2012-August 2012**
The Library of Congress — **101 Independence Ave SE, Washington, D.C. 20540**

- Researched for the Library's Rare Book and Special Collections Division. Specialized in increasing access to the Library's resources, specifically the Yudin Collection, and made them better known and more accessible for researchers and Congress.

EDUCATION:

Bachelor of Arts, Major(s): History and Russian & Post-Soviet Studies — **2008-2012**
The College of William and Mary — **P.O. Box 8795, Williamsburg, VA 23187**

RELEVANT COMPUTER SKILLS:

Intranet Quorom, Drupal, Fireside21, Macintosh and PCS, Microsoft Windows, MicrosoftWorks, WordPerfect, Intranet Quorum, Final Cut Pro, Vocus/Cision, Craft CMS, iConstituent, ShadowTV, TVEyes, and Act!

Melissa Ortiz

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Political Experience

Able Americans, Washington, DC, 2011 to present.
Founder and Principal

- Develop policy and messaging to promote compassionate, common sense approaches to employment for people with disabilities, giving them the tools to be independent and hirable in a free market economy while preparing employers to hire them. Relevant policy areas include pro-life, disability/chronic illness, English only, education, and parental rights.
- Worked with a coalition to successfully table the UN Treaty on Disability (CRPD).

Cruz for President 2016, Washington, DC, 2016.
Utility Team Member

- Provided support remotely through the Iowa caucus, mostly for GOTV efforts.
- Deployed to South Carolina after the Caucus through Election Day. Duties included:
    - Vetting coalition members
    - Volunteer training
    - Phone banking
    - Working with media team and senior staffers in the war room
    - Helping manage logistics for Sen. Cruz's father, Pastor Rafael Cruz
- Worked from DC for remainder of campaign vetting coalition members and providing support to the rapid response team.

Allen West for Congress, West Palm Beach, FL, October 2012 to November 2012.
Professional Volunteer

- Provided support to one of the campaign satellite offices during the last part of the campaign through Election Day.
- Assisted with logistical arrangements for canvassing and other activities completed by volunteer teams.

Restoration America, LLC, Washington, DC, January 2012 to September 2012.
National Director (August –September) Director of Communications and Logistics (January – August)

- Developed policy related messages for briefs and talking points for the media and Members of Congress and other related organizations as public face of organization.

- Responsible for all aspects of organizational management including event planning, fundraising, and budgeting as well as managing the closeout of the organization.

Can Do Conservatives of America, Washington, DC, 2010 to 2011.
National Cochairman

- Worked with stakeholders to develop and implement appropriate policies, including coordinating communications between CDCA, media outlets and Members of Congress.
- Presented policy speeches for groups as large as 50,000.

McCain Palin 2008, Arlington, VA, 2008.
Intern Assistant to the Director of Outreach to Veterans and People with Disabilities

- Developed databases of voters to create coalitions of veterans and people with disabilities.
- Conducted a survey of county election offices in all 50 states to determine poll accessibility.

Independent Contractor/Entrepreneur, New York, NY, 2002 to 2008.
Trainer & Policy Consultant, ADA Q&A, Inc., February 2003 to August 2008.

- Developed a curriculum that was presented to a wide variety of audiences and ages about disability issues to promote inclusion and understanding.
- Assisted companies in policy development and implementation on disability related issues while creating strategies to engage stakeholders.
- Recruited, screened and trained volunteers to work with Accessibility teams for large scale events, including the final Billy Graham Crusade held at Flushing Meadows Corona Park.

Foreign Correspondent, WCVC, March 2005 to August 2008.

- Researched, edited and presented stories on various newsworthy trends and topics for an Internet radio station in Australia specific to New York City.
- Reported on breaking news as needed, including UN coverage.

Education

University of Tennessee, Knoxville, TN. Work towards Elementary Education Certification.
Union University, Jackson, TN. Secondary Education Certification.
Belmont University, Nashville, TN. BS in Criminal Justice & Broadcast Communications.

ASHLEY M. PALMER

WORK EXPERIENCE

Committee on the Budget, U.S. House of Representatives, January 2015 – Present **Washington, DC**
Senior Policy Advisor, Coalitions & Member Services

- Advised the Chairman and Committee members on health policy related to the Federal budget
- Assisted in the planning and passage of the *Restoring Americans' Healthcare Freedom Reconciliation Act of 2015* (H.R. 3762), legislation to repeal the *Affordable Care Act* and the *Health Care and Education Reconciliation Act*, including testifying at the Fiscal Year 2016 Committee markup of H.R. 3762
- Co-developed a major Committee initiative, *Restoring the Trust for All Generations*, aimed at addressing the financial sustainability of America's health, retirement, and economic security programs
- Advanced the Committee's external relations and formed strong relationships with stakeholder groups to maximize support for Budget Committee actions
- Managed relationships with Budget Committee members and staff, devised a system for tracking Members' budget requests, organized materials and members for Committee and House floor debates
- Served as a liaison for all Congressional offices and formulated educational resources for Members of Congress, such as regular recess kits and budget digests
- Executed or helped coordinate special Committee events and briefings, including a staff planning retreat and launch of the Chairman's budget process reform proposal at the Brookings Institution

Office of the Speaker, U.S. House of Representatives, September 2014 – December 2014 **Washington, DC**
Assistant to the Speaker

Policy portfolio included health care and veterans' affairs

- Worked with leadership and relevant committee staff on health care priorities and U.S. Ebola response
- Provided guidance to the Speaker on the effective use of private sector health care providers for the independent assessment of the VA as required by the *Veterans Access, Choice, and Accountability Act*

U.S. Congressman John A. Boehner, June 2013 – December 2014 **Washington, DC**
Senior Legislative Assistant

Policy portfolio included health care, veterans' affairs, welfare, education, workforce, and labor

- Provided support for the Office of the Speaker on health care and veterans' affairs policy
- Wrote briefing materials for the Speaker
- Assembled content and reviewed website and social media content for accuracy
- Engaged Ohio stakeholders as part of a proactive, policy-oriented press strategy

Health Industry Distributors Association (HIDA), March 2010 – June 2013 **Alexandria, VA**
Director of Government Affairs

- Advocated on behalf of HIDA with U.S. Congress, CMS, FDA, CDC, and state legislatures
- Served as subject matter expert on a range of policies, especially regarding the impact of health care reform on hospitals, physicians, and long-term care providers
- Organized an industry conference that became a coalition of more than 30 companies and non-profits
- Developed an executive-level publication for HIDA members and medical device manufacturers
- Presented on health care reform to Fortune 500 companies and health industry groups

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Ashley M. Palmer

U.S. Congressman Adam H. Putnam, August 2006 – March 2010 **Washington, DC**
Legislative Assistant, March 2008 – March 2010
Staff Assistant, August 2006 – March 2008

Policy portfolio included health care, welfare, foreign affairs, government reform, judiciary, and telecommunications

- Conducted proactive outreach to and visited with Florida-based hospitals, physician groups, nurses, and businesses on behalf of the Congressman as health care reform was debated
- Assisted in the coordination of two health care-focused town hall meetings
- Participated in staff delegation visits to Israel and Qatar

Katherine Harris for U.S. Senate, January 2006 – July 2006 **Tampa, FL**
Systems Coordinator/Political Assistant

- Administered and supervised campaign office functions, such as human resources, while assisting the campaign manager
- Provided editorial review of national direct mail letters and statewide newsletters; contributed content to the monthly newsletter
- Worked with consultants in finance, grassroots, and paid media

McKeel Academy, August 2002 – October 2005 **Lakeland, FL**
Administrative Assistant

- Implemented new methods to streamline the process for updating and tracking personnel records
- Compiled a quarterly demographic report to the Florida Department of Education

EDUCATION

George Washington University, July 2009 - 3.8 GPA **Washington, DC**
Graduate School of Political Management
M.A. in Professional Studies
Issues Management, Government Relations, Grassroots Advocacy

Florida Southern College, December 2005 - 3.8 GPA **Lakeland, FL**
B.A. in Political Science and Spanish, Summa Cum Laude

AFFILIATIONS, RECOGNITIONS & INTERESTS

James Madison Fellow (Heritage Foundation and Hillsdale College)
Girl Scouts of the USA, Assistant Troop Leader 2012-Present
Washington Community Church, Member
FSC College Republicans, Chairman 2004-2005
Student Government Senator 2004-2005
Outstanding Student Leader 2005
Alpha Delta Pi Sorority, Philanthropy Chair 2005
Camping and Baking

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David Pasch

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EXPERIENCE

Communications Director, U.S. Representative Peter J. Roskam
WASHINGTON, DC – NOVEMBER 2015 - PRESENT

- Currently serve as Communications Director for U.S. Representative Peter J. Roskam, a senior Republican on the House Committee on Ways & Means Committee and its Subcommittees on Health and Tax Policy
- Create and execute broad strategic communications plans to advance bold policy agendas on health care and tax
- Manage the day-to-day operations of one of the most active press shops on Capitol Hill
- Oversee Rep. Roskam's re-election campaign and Illinois-based political operation

Managing Director, Generation Opportunity
ARLINGTON, VA – NOVEMBER 2014 – AUGUST 2015

- Served as Managing Director for a 501(c)4 called Generation Opportunity; part of the Freedom Partners network, a coalition of aligned groups that count Charles and David Koch among its benefactors, we advocated for conservative health care policy and ran issue advocacy campaigns in the context of elections
- Oversaw three teams (communications, messaging research, digital media) and managed 8 staffers who consistently produced quality content that young people actually wanted to read and share
- Created crisis communications plans for the organization to hedge against various contingencies
- As a member of senior staff, I spent much of my time engaged in broad organizational planning and frequently represented the organization during meetings with stakeholders

Communications Director, Generation Opportunity
ARLINGTON, VA – MAY 2012 – NOVEMBER 2014

- Developed and implemented robust strategic communications plans, including TV advertising (7-figure ad buys in key 2014 battleground states), earned media (hundreds of print, online, radio, and TV interviews), and viral content
- Executed against a comprehensive earned media strategy, writing and editing press releases and Op-Eds, coordinating the release of polling and other proprietary data, pitching and booking multiple spokespeople, and speaking on-the-record on behalf of the organization

Advance and Political Operations, Rick Santorum for President
BEDFORD, NH / NATIONWIDE – DECEMBER 2011 – APRIL 2012

- Served in various capacities in New Hampshire and eventually on the traveling staff of former Senator Rick Santorum's presidential campaign including trip manager, lead advance, and state political operations
- Planned campaign rallies, fundraisers and other public and private events, arranged daily press gaggles, coordinated trip logistics for executive/group travel, and liaised with US Secret Service and local law enforcement

Co-founder & Executive Director, Students Against Vanderbilt in the Emirates
NASHVILLE, TN – 2011 – 2012

- Co-founded a coalition of students and alumni to raise awareness of human rights violations, discriminatory policies, and a government crackdown on free speech in conjunction with the Arab Spring
- Used social media and traditional public relations tactics to exert pressure on administration officials and stymied an effort to license the Vanderbilt brand to a government-run institute in Abu Dhabi

EDUCATION

Bachelor of Arts, Latin American Studies & Spanish
Vanderbilt University, Nashville, TN

Recognized as one of Red Alert Politics' "30 under 30" in 2014 and AIPAC's Activist of the Year in 2009

Published in *The Wall Street Journal* and the *New York Post*

Fluent in Spanish

RANDOLPH W. PATE, JD, MPH

(b)(6)

Health Care Policy Leader

PROFESSIONAL PROFILE

Highly accomplished health care policy professional with extensive experience in providing policy and advocacy support in the public arena, as well as in governmental environments such as the US Department of Health and Human Services and the US House of Representatives; An individual whose entire career has focused on state and national health care issues, having spent nearly a decade working on Capitol Hill, in public policy think tanks, and in the Executive Branch; Served as Public Health Counsel to the House Energy and Commerce Committee and was Senior Health Policy Advisor at the US Department of Health and Human Services; Currently provide policy and regulatory leadership to the largest non-investor owned health insurer in the United States

PROFESSIONAL EXPERIENCE

Health Care Service Corporation, Washington, DC, with headquarters in Chicago, Illinois
Vice President, Public Policy: May 2011 – Present

- Provide policy and advocacy support for the largest non-investor owned health insurer in the United States and the fourth largest insurer overall, covering approximately 15 million total members and 2 million individual market members
- Oversee regulatory and legislative developments in issue areas, including Affordable Care Act (ACA) health insurance marketplaces, ACA risk mitigation programs, health information technology (including HIPAA privacy and security and cyber security), and tax issues
- Keep senior leadership and key ads updated on regulatory and legislative developments and assist in developing and executing priorities and advocacy strategy
- Develop written advocacy materials including talking points and presentations
- Liaison with trade associations, including Blue Cross Blue Shield Association, America's Health Insurance Plans, American Benefits Council, Health Leadership Council and the US Chamber
- Lead internal development of public comments on pending regulations and guidance

Significant Accomplishments Include: Assist in developing company strategy for improving and restructuring Health Insurance Marketplaces, including developing market stabilization priorities; Lead internal contingency planning working groups for two major US Supreme Court decisions related to key Affordable Care Act provisions; Obtaining guidance and a workable technical solution from regulators to allow issuer direct enrollment and streamlined auto re-enrollment of our members from year to year; Successfully advocating for our members subject to CMS data matching inconsistency verification requirements to allow additional time to submit their documentation after the deadline; Working with the business and trade associations to obtain favorable guidance on ACA risk mitigation programs (known as the "3Rs") and Edge Server requirements; Developing policy and advocacy materials in support of industry-wide legislative initiatives

The MITRE Corporation, McLean, Virginia
Senior Health Policy Consultant: March 2010 – April 2011

- Provided full-service policy consulting to federal clients including CMS, FDA and HHS
- Analyze federal health statutes and regulations, including conducting thorough analysis of the Affordable Care Act (ACA) and keeping abreast of latest health insurance reform issues
- Assisted in drafting major federal regulations, including Medicare pay-for-performance/value-based purchasing draft and final rules – By invitation, provided a briefing on the federal regulatory process for staff of Senate Special Committee on Aging
- Led a team of internal clinicians and other subject matter experts in developing the first comprehensive program monitoring an evaluation strategy for Medicare

Significant Accomplishments Included: Conducting thorough analysis of health-related federal regulations and legislation, including quick-turnaround analysis of the Affordable Care Act (ACA) following passage in March 2010, which assisted in positioning the company for several new projects with CMS and laid the foundation for winning a new Federally Funded Research and Development Center bid with the agency; Leading team of internal clinicians and other subject matter experts in developing the first comprehensive program monitoring and evaluating strategy for the Medicare program – Briefed senior congressional staff on the federal regulatory process and other issues

Office of Representative Kevin Brady, US House of Representatives, Washington, DC
Legislative Assistant: September 2009 – February 2010

- Handled health care policy legislative issued during the 2009 – 2010 legislative debate over health reform
- Served as member's liaison to the House Committee on Ways and Means

Significant Accomplishments Included: Drafting over 30 amendments and assisted member in preparing for Rules Committee hearing on the House health reform bill

The Heritage Foundation, Washington, DC
Visiting Fellow: March 2009 – August 2009

- Conducted research, writing and public/congressional outreach on federal health policy issues
- Published op-eds, blog postings and policy pieces

Office of the Assistant Secretary for Planning & Evaluation, US Department of Health and Human Services, Washington, DC
Senior Health Policy Advisor: December 2006 – January 2009

- Coordinated HHS participation in Interagency Task Force on Returning Global War on Terror Heroes, led two inter-agency working groups and briefed senior HHS leadership
- Coordinated the HHS response to Dole-Shalala Commission on care for wounded warriors, working across HHS components and agencies to ensure effective and constructive recommendations
- Reviewed and analyzed complex health care related regulations in areas such as patient safety, EMTALA and Medicare policy
- Monitored, analyzed and formulated position papers for senior Department leadership on federal legislation

Significant Accomplishments Included: Assisting in the development of two major policy reports to the President as part of the Interagency Working Group on Import Safety; Interacted extensively with senior FDA and other federal agency staff; Conducted and coordinated private sector and congressional outreach and advised on policy issues for Secretarial fact-finding missions; Drafting federal regulations dealing with the Medicare appeals process and restrictions on use of federal funds in government-funded health programs

ADDITIONAL RELEVANT EXPERIENCE

Committee on Energy and Commerce, US House of Representatives, Washington, DC
Public Health Counsel: May 2006 – December 2006

The Heritage Foundation, Washington, DC
Health Policy Fellow: June 2005 – May 2006

Rural Alabama Diabetes and Glaucoma Initiative, The University of Alabama at Birmingham, Birmingham, Alabama
Research Assistant/Consultant: August 2003 – January 2005

Office of Representative Spencer Bachus, US House of Representatives, Birmingham, Alabama
District Director: February 2003 – August 2003

Office of Representative Spencer Bachus, Washington, DC
Legislative Counsel: January 2002 – January 2003

Office of Senator Jeff Sessions, United States Senate, Washington, DC
Legislative Counsel: April 2001 – January 2002

EDUCATION

The Johns Hopkins Bloomberg School of Public Health, Baltimore, Maryland
Degree: Master of Public Health – 2005
Concentration: Health Policy and Finance
Thesis: "How States Can Reduce Medical Errors and Improve Their Medical Liability Systems"

University of Alabama School of Law, Tuscaloosa, Alabama
Degree: Juris Doctor – 2000
Honors: Who's Who: American Law Schools – 2000
Outstanding Managing Board Member, Law and Psychology Review – 2000

University of Alabama, Tuscaloosa, Alabama
Degree: Bachelor of Arts, *magna cum laude – 1997* Major: History Minor: Computer Science
Honors: University Honors Program Graduate
Phi Beta Kappa Honorary Society

SELECTED PUBLICATIONS

"President Obama's Medical Liability Reform Proposal: No Silver Bullet," *Heritage WebMemo* #2614, September 15, 2009 – Available at:
http://www.heritage.org/Research/Reports/2009/09/President-Obamas-Medical-Liability-Reform-Proposal-No-Silver-Bullet

"Should Liability Damage Caps Be Part of Health Care Reform?" *The Atlanta Journal-Constitution,* September 21, 2009 – Available at:
http://www.ajc.com/opinion/pro-con-should-liability-143396.html

Randolph W. Pate and Derek Hunter, "Code Blue: The Case for Serious State Medical Liability Reform," *Heritage Backgrounder* #1908, January 17, 2006 – Available at:
www.heritage.org/Research/HealthCare/bq1908.cfm

"Medical Malpractice: Lawsuits Are Not the Only Way," *AARP Bulletin Web Exclusive*, April 2006 – Available at:
http://aarp.org/bulletin/faceoff/medical_malpractice.html

States Take Lead in Medical Malpractice Reform," Op-ed *FoxNews.com*, February 17, 2006 – Available at:
http://www.foxnews.com/story/0,2933,185276,00.html

"Vaccine Liability: Congress Should Give Vaccines a Shot in the Arm," *Heritage WebMemo* #946, December 16, 2005 – Available at:
www.heritage.org/Research/HealthCare/wm946.cfm

Daum KM, Hardwick S, Irby A. Pate R, Pillion D, Sanspree MJ, Schmidt AL. Vision screening in the rural Alabama Black Belt, Optom Vis Sci 2004; 45: E-Abstract 4516

LICENSURES

Alabama Bar Association (Member in good standing since 2000)
HHS Contracting Officer Technical Representative Training

CLEARANCE

(b)(6)

AFFILIATIONS

American Health Lawyers Association
University of Alabama Alumni Association, National Capital Chapter
Farrah Law Society
Alexandria Presbyterian Church

HONORS AND AWARDS

MITRE "Spot Award" for outstanding work on Medicare hospital value-based purchasing program

Certificate of Appreciation, US Department of Veterans Affairs, Task Force on Returning Global War on Terror Heroes

Award of Recognition, US Department of Health and Human Services, Presidential Working Group on Import Safety

EXCELLENT PROFESSIONAL REFERENCES AVAILABLE UPON REQUEST

Caitlin Patenaude, RN, BSN, JD

(b)(6)

Education

Belmont University College of Law, Nashville, Tennessee
Juris Doctor, Health Law Certificate, May 2016
Extracurricular Activities: Student Bar Association President; Health Law Society President; Legal Aid Society

Saint Anselm College, Manchester, New Hampshire
Honors Bachelor of Science, Nursing, May 2011

Professional Experience

J. Ronald Terwilliger Foundation for Housing America's Families, Vienna, Virginia
Vice President for Policy/Director of Operations, August 2016-present, May 2015-October 2015

- Monitor congressional hearings, legislation, regulations and assess policy impacts
- Manage external relationships with media, congressional staff, policy makers, foundations, thinks tanks, corporate partners, stakeholders, trade associations, public interest groups, and academic institutions
- Develop program content and recruit policy experts to speak at the Housing America's Families Forum
- Develop annual budget and strategic plan; complete federal filings
- Synthesize research; draft policy briefs; edit white papers, opinion editorials, and speeches
- Develop and execute communications and advocacy strategy
- Formulated healthcare and housing policy platform for advisory board consideration
- Conducted research on presidential candidates' policy platforms and legislative history related to affordable housing and healthcare policy

Belmont University College of Law, Nashville, Tennessee
Academic Research Assistant, Professor Deborah Farringer, May 2015-May 2016

- Conducted healthcare literature reviews; drafted and edited legal articles
- Evaluated fraud and abuse implications of CMS reimbursement models and assessed policy alternatives
- Analyzed healthcare statutes and regulations related to the Affordable Care Act

PricewaterhouseCoopers, PLC, Nashville, Tennessee
Tax Project Specialist (TalentWave), May 2015-April 2016
Legal Intern, Tax, January 2015-May 2015

- Conducted legal research on healthcare-related tax laws; prepared presentations for tax, business, and finance seminars

Catholic Medical Center, Manchester, New Hampshire
Legal Intern, Office of General Counsel, May 2014-July 2014

- Assisted General Counsel and Director of Corporate Compliance with HIPAA privacy and risk management issues; developed educational materials for healthcare providers on HIPAA compliance and technology
- Drafted answers to interrogatories and participated in depositions
- Summarized advisory opinions regarding the Stark Law and Federal Anti-Kickback statute

Inova Fairfax Hospital Heart and Vascular Institute, Falls Church, Virginia
Registered Nurse II, Cardiovascular Stepdown Unit, August 2011-August 2013

- Promoted to charge nurse; managed a staff of eight nurses; audited the EPIC electronic medical records documentation system to ensure compliance with relevant policies and procedures; provided and coordinated patient care at a 883 bed, nationally recognized medical center
- Recruited to train with hospital administrators on the Centers for Medicare and Medicaid Services' Hospital Consumer Assessment of Health Plans Survey; implemented applicable policies and procedures for the Cardiovascular Stepdown Unit; liaised between the caregivers and administration

Bar Admission

Admitted to practice law in the Commonwealth of Virginia, October 2016

Professional Affiliations

American Health Lawyers Association; American Association of Nurse Attorneys; American Bar Association

Kristina Lvn Pelekoudas

(b)(6)

Policy & Research Experience

U.S. House of Representatives — **Washington, D.C.**
Intern for Rep. Ed Royce (CA-39), Chairman of Foreign Affairs Committee — Feb. 2017-Present

- Play instrumental role in the preparation and execution of multiple Telephone Townhalls by creating district statistics sheets and compiling binders of major policy talking points for the Congressman.
- Write constituent letters on a range of policy issues.
- Answer and log constituent phone calls; organize constituent inquiries/concerns using Intranet Quorum software.
- Lead constituent tours of the Capitol Hill Building, House Gallery, and Rayburn House Office Building.

Courage Worldwide, Inc. (CWW) — **Moshi, Tanzania**
Research Analyst — May-July 2016

- Performed CWW's first program audit of their safe house for minor Tanzanian girls who have been rescued from sex-trafficking.
- Discovered and uprooted corrupt management within the TZ house and advised HQ on how to eliminate inefficient policy practices.
- Wrote 10,000-word policy brief with tailored recommendations for improving CWW policy delivery and implementation processes.

Annenberg Public Policy Center of the University of Pennsylvania — **Philadelphia, PA**
Research Analyst — Aug. 2014-May 2015

- Analyzed 250+ U.S. Congressional ads for the APPC Institution of Democracy's 2014 midterm election study.
- Senior researcher for Director Kathleen Hall Jamieson's project on press coverage and public opinion of scientific retractions.
- Work published in background briefing papers that informed publications contributing to improving scientific retraction policies.

Center for the Study of the Presidency & Congress (CSPC) — **Washington, D.C.**
Presidential Fellow — Aug. 2014-May 2015

- Selected as the first female to represent the University of Pennsylvania for a CSPC Presidential research fellowship.
- Conducted original research analyzing President Reagan's speechwriting operation using primary sources from the Reagan Library.
- Wrote a 15-page paper under the mentorship of David Eisenhower that was Published in CSPC's *The Fellows Review (2015).*

Center for Universal Education at the Brookings Institution — **Washington, D.C.**
Research Assistant — Summer 2013

- Worked with CUE Director to research, edit and design a working paper on creating an agenda for education policy in fragile states.
- Condensed extensive qualitative research, analyzed raw data sets, and created original charts and graphs for other working papers.
- Coordinated and planned large public and small private events with high-profile guests and global education stakeholders.
- Drafted event invitations, organized speaker agendas, and wrote post-event summaries for the Brookings Institution's website.

Education

University of Edinburgh, *Scotland, United Kingdom* — **Sept. 2015 – Nov. 2016**
Master of Public Policy (MPP), Academy of Government — Grade: Distinction

University of Pennsylvania, *Philadelphia, PA* — **Aug. 2011- May 2015**
Bachelor of Arts (Hons), Major: Communications and Public Service, Minor: Hispanic Studies — GPA: 3.91/4.00

- *Awards*: Dean's List, Thouron Award, Phi Beta Kappa, Summa Cum Laude

Universidad de Sevilla, *Seville, Spain* — **Jan. 2014 – June 2014**

Leadership Experience

University of Pennsylvania Varsity Volleyball (Aug. 2011-Dec. 2012) — **Philadelphia, PA**

Leader of Fellowship of Christian Athletes (FCA) (Sept. 2007-May 2015) — **Philadelphia, PA**

Israel Uncovered Campus Leaders Trip, The David Project (January 2013) — **Israel**

Relevant Skills & Awards

Languages: Fluent in written and spoken Spanish, native English speaker.

Research Skills:

- Experience condensing extensive qualitative and quantitative research into concise Policy Briefs.
- Experience conducting Interviews (high-profile, individual, focus group) and creating/disseminating Surveys.

Public Service & Research Awards:

- *Thouron Award (2015-2016),* awarded full funding for U.K. graduate studies based on academic merit and ambassadorial qualities.
- *Fox Research and Service Summer Fellowship (2016),* awarded $2,100 for conducting policy research in Tanzania.
- *University of Edinburgh Student-Led Work-Based-Placement Award (2016),* funded for original international research.

ANNA PILATO

(b)(6)

Summary Statement

- Accomplished executive with extensive experience spanning public, private, and nonprofit sectors.
- Demonstrated organizational leadership, program management, and capacity building skills.
- Adept at internal and external outreach, consensus/coalition building, and cultivating key partnerships.

PROFESSIONAL EXPERIENCE:

Presidential Transition Team, (Washington, DC) 9/16 – Present
Transition Personnel Team
Perform a variety of functions to assist with a smooth transfer of power and continuity of government.

- Communicate with candidates recommended from VIP's (members of congress, etc.)
- Create candidate profiles on individuals under consideration for positions for political appointments.
- Utilize online human resources database of candidates.

Concerned Women for America, (Washington, DC) 8/16- 11/16
Finance Department

- Provide support and accuracy in various aspects of finance department for nation's largest public policy organization for women.

Kansas Department for Children and Families, (Topeka, Kansas) 2011 - 2015
Deputy Secretary - Executive Office
Established new statewide initiatives and oversaw training and professional development for staff. Advised Secretary on child welfare policy reform, change management and intergovernmental communications.

- Created new division to address needs of vulnerable children and families. Provided technical assistance and competitive grant/contract funding to build capacity of innovative non-profits.
- Directed cross-functional teams in family strengthening initiatives to improve outcomes for children growing up in poverty.
- Spearheaded anti-human trafficking initiative and collaborated with state Attorney General and Governor's offices to craft legislation establishing a new (felony) crime of commercial sexual exploitation of a child. Facilitated the creation of a researched-based continuum of care for survivors.
- Created database that utilized geo-mapping technology to identify local resources to serve families in poverty and/or crisis. Tool utilized for outreach and communication.
- Created training and professional development infrastructure for staff and community partners.
- Managed $4.1 million dollar Business Process Redesign project that transformed eligibility determination and delivery of benefits for TANF (cash), SNAP (food) assistance, and elderly/disabled Medicaid across 38 DCF offices. Resulted in significant improvement of delivery of benefits from an average of up to 45 days to the capacity for same day receipt of benefits. SNAP payment accuracy improved from 95% to 99%.

Fairfax County Republican Committee (Fairfax, Virginia) 2009 - 2011
Recruiting and Coalitions Committee/Grassroots Strategist

- Worked on grassroots strategy for state races. (Office was top performer in US for highest voter contact)
- Monitored post-election canvass due to close election results for congressional race.
- Provided daily oversight for 80+ volunteers phone bank and other outreach activities.

The Department of Health and Human Services (Washington, D.C.) 2007 - 2009
Director - Center for Faith-Based and Community Initiatives (**Senior Executive Service**)
Served on Secretary's cabinet and provided leadership for Presidential Initiative promoting public-private partnerships, and building of diverse coalitions to address needs of vulnerable populations.

- Traveled the U.S. delivering training and technical assistance on competing for federal grants. Resulted in 70% increase of grants to faith groups, with significant increase to other non-profits.
- Worked on policy reform advocating for health care *Provider Conscience Rule* and hiring rights of federally funded faith-based groups in conjunction with the Department of Justice and the White House.
- Speaker/moderator at White House sponsored national/state conferences.
- Led staff division to turnaround from nominal to excellent rating from Office of Management and Budget.

The White House - Executive Office of the President (Washington, D.C.) 2004 - 2007
Director of Administration - Office of Presidential Correspondence
Managed operations and human resources for largest department at The White House.

- Worked with Special Assistant and White House Personnel on overall goals and objectives of department.
- Directed and advised department managers on hiring decisions and personnel matters.
- Managed competitive White House internship program for department. Conducted orientation and provided daily supervision of interns.
- Developed security procedures with Branch Chief of White House Security for 500+ White House volunteers.
- Directed resources to respond to White House comment line callers concerning national events such as Hurricane Katrina, State of the Union addresses, Supreme Court nominations, and immigration.

S&B Infrastructure, Ltd. (Washington, D.C.) 2002 - 2004
Corporate Administration
Managed array of responsible confidential functions for CEO of 3rd largest privately held US engineering firm.

- Director and liaison for Hispanic outreach and political fundraising for 2004 presidential campaign.
- Political advisor/liaison with Republican National Committee, Bush Cheney '04.
- Planned high profile special events such as Cinco de Mayo celebration for international Hispanic political delegations, reception in honor of Miss Universe 2002, and the Consul General of Panama.

MBA Management, Inc. (Chantilly, Virginia) 2001 - 2002
Corporate Recruiting Manager

- Managed full-life cycle recruiting process for executive search firm specializing in engineering, human resources and information technology.
- Identified competitive search firms nationwide for possible partnering, acquisition, or recruits.
- Conducted negotiations and "closing" efforts with hires averaging 2 - 4 monthly.

The Christian Broadcasting Network (Virginia Beach, Virginia) 1997 - 2001
Human Resources Generalist/Senior Recruiter *(PHR)*
Recruited and made hiring recommendations for international, non-profit organization of 1000+ employees.

- Developed and implemented hiring procedures for independent contractors/temporary personnel; and negotiated contracts payment rates.
- Conducted weekly orientation for new employees.
- Managed hiring of non-U.S. citizens and ensured compliance with immigration regulations (INS).
- Designed and conducted training workshops for all levels of management and staff.

POLITICAL/VOLUNTEER EXPERIENCE:

- Door to Door in Virginia for Donald J. Trump for President. 2016
- Vice President of Membership, Toastmasters Int'l (charter member). 2016 - present
- Selected for the Dwight D. Eisenhower Excellence in Public Service Series. 2012 - 2013
- Deployed to Iowa for Romney-Ryan presidential campaign. 2012
- Managed volunteers/phone bank operations for multiple national, state and local races. 2001 - 2012
- Served on Presidential Inaugural Committee, Friends and Family and VIP's for 2004 - 2005
- Authorized fundraiser for the Republican National Committee, Marshall status. 2004
- Served as liaison with Hispanic/Latino community for Bush reelection efforts. 2002 - 2004
- Deployed via 72 hour program to Pennsylvania for Bush Cheney reelection. 2004
- Western Fairfax Republican Women's Club, President. 2002 - 2003

EDUCATION: **Master of Arts in Counseling,** Regent University, Virginia Beach, Virginia
Bachelor of Arts in Political Science, Nazareth College, Rochester, New York

Mary E. Powers

(b)(6)

Professional Experience (Paid):

ST. RITA CATHOLIC SCHOOL, Substitute Teacher, September 2016-Present
(3801 Russell Road Alexandria, VA 22305)

- Substitute teacher for grades Pre-K to 8th grade

NANNY, July2016-Present

(b)(6)

- Take care of (b)(6) after school on weekdays

SELF-EMPLOYED WRITER, October 2016

(b)(6)

- Wrote op-eds for election purposes

AMERICAN MEDIA INSTITUTE, Deputy Development Director, July 2015 – June 2016
(109 N Henry Street Alexandria, VA 22314)

- Developed and executed all development strategy with the CEO including the annual development plan and travel calendar and Managed the development department in absence of a Director of Development, overseeing the Major Gifts Officer and Development Assistant
- Worked directly with the CEO in cultivating donor relationships through: Obtaining and attending meetings with current and prospective donors, developing donor communications such as the annual report, monthly newsletters and weekly email communications, drafting grant proposals and maintaining communication with foundations, attending events and conferences to cultivate key relationships, tracking and managing the CEO's correspondence and managing the donor communication calendar
- Planned and executed AMI donor and influence events such as the "2016 Storytelling Summit" in Beverly Hills, CA for the AMI Media Advisory Board

SUSAN B. ANTHONY LIST, Director of the President's Office, December 2011 – May 2015
(1200 New Hampshire Avenue, NW Washington, DC 20036)

- Began as the Executive Assistant to the President and moved into a new position as the Director of the President's Office in July of 2014
- Organized and executed special events for SBA List and independent events on behalf of the President
- Spoke at the Hobby Lobby Rally at the U. S. Supreme Court before the Court's decision on June 30, 2014
- Acted as a liaison with the Board of Directors, maintaining regular communication and organizing Board meetings
- Partnered with the President to build a greater coalition network and in cultivating donor relationships
- Drafted reports, executive summaries, blog posts, speeches, and presentations for the President
- Acted as a liaison between the President and staff
- Managed the President's schedule, travel, and incoming requests, and queries for the President's office

Additional Professional Experience (Non-Paid):

- Contributor to political blogs such as American Principles Project's The Pulse 2016 and have published commentary in outlets such as *The Washington Times*, *The Federalist, The Daily Caller, The Stream, CatholicVote, CatholicOnline, Town Hall*, and *The Christian Review*
- Interviewed on TV and radio programs such as *EWTN News Nightly*, Tomi Lahren's show *Tomi* on The Blaze, and Rod Arquette's radio program on 105.9 in Salt Lake City, UT and on iHeartRadio.

Current Leadership Positions (Volunteer):

UNIVERSITY OF DALLAS, March 2010 – Present
UDinDC Alumni Coordinator and Former National Alumni Board Member (June 2010-June 2016)
(1845 E Northgate Drive Irving, TX 75062)
Current liaison between the second largest UD alumni network in the country in Washington, DC and the University through organizing events and regular communication

- Participated in National Alumni Board meetings and served as liaison between the alumni and the University

THOMAS MORE SOCIETY OF AMERICA, Member, Board of Directors, September 2014-Present
(No Address Available)

- Assist with new member recruitment, organizing events, and a quarterly member newsletter

Education:

UNIVERSITY OF DALLAS, AUGUST 2009, B.A. HISTORY
(1845 E Northgate Drive Irving, TX 75062)

- Received a liberal arts education concentrated in critical thinking, synthesis of information, and substantial analytical writing; Focused in History, while also taking classes in Public Policy, Constitutional Law, and Theology

DR. TOM PRICE

U.S. Representative, Georgia's 6th District

NOMINEE, Secretary, U.S. Department of Health and Human Services

Congressman Tom Price was first elected to represent Georgia's 6th district in November 2004. Prior to going to Washington, Price served four terms in the Georgia State Senate – two as Minority Whip. In 2002, he was a leader in the Republican renaissance in Georgia as the party took control of the State Senate, with Price rising to become the first Republican Senate Majority Leader in the history of Georgia.

In Congress, Rep. Price has proven to be a vibrant leader, tireless problem solver and the go-to Republican on quality health care policy. He serves on the House Committee on Ways and Means. In the 114th Congress, Price was named Chair of the House Committee on the Budget. In previous Congresses, he has served as Chairman of the House Republican Policy Committee and Chairman of the Republican Study Committee. Committed to advancing positive solutions under principled leadership, Price has been a fierce opponent of government waste and devoted to limited government and lower spending.

For nearly twenty years, Rep. Price worked in private practice as an orthopaedic surgeon. Before coming to Washington he returned to Emory University School of Medicine as an Assistant Professor and Medical Director of the Orthopedic Clinic at Grady Memorial Hospital in Atlanta, teaching resident doctors in training. He received his Bachelor and Doctor of Medicine degrees from the University of Michigan and completed his Orthopaedic Surgery residency at Emory University.

Congressman Price and his wife, Elizabeth, reside in Roswell, GA. They have one son.

NAME	Steven Wagner	CONTACT	(b)(6)

EXPERIENCE IN GOVERNMENT SERVICE: HHS	Director, Human Trafficking Program (2003-2006) U.S. Department of Health and Human Services/ Administration for Children and Families As director of the Human Trafficking Program, Mr. Wagner started the *"Rescue and Restore Victims of Human Trafficking"* public awareness campaign designed to increase victim identification and rescue, a campaign which was recognized for excellence with the prestigious Silver Anvil Award of the Public Relations Society of America. He also initiated the Trafficking Information and Referral Hotline, local anti-trafficking community coalitions in 17 cities, and redesigned grant programs to increase the rate of victim identification, and programs to better meet the restorative needs of victims. And he created the innovative "Per Capita Victims Services Program," (against which the ACLU brought suit). Mr. Wagner is recognized as expert on the issue of human trafficking, and has spoken extensively on this subject.
EXPERIENCE IN GOVERNMENT SERVICE: HUD	Director, Center for Faith-Based and Community Initiatives (2002-2003) U.S. Department of Housing and Urban Development. Charged with implementing the President's faith-based initiative at HUD, the Center sought to facilitate the participation of faith-based organizations in the mission of HUD, and Mr. Wagner accomplished the reform of HUD regulations necessary for the full and non-discriminatory participation of these entities. He also instituted new programs to make grant programs more accessible to faith-based entities, and was a member of Secretary Martinez' senior management team.
EXPERIENCE IN GOVERNMENT SERVICE: USIA	Chief, European and Latin American Research (1986-1993) U.S. Information Agency Mr. Wagner managed the program of public opinion research (and other research techniques) to inform US public diplomacy in Europe and Latin America. In this capacity, he supervised hundreds of surveys throughout Europe and Latin America on security, trade, international events, and bilateral relations for the U.S. government. Mr. Wagner is an expert on European opinion concerning security and defense, and during the 1991 Persian Gulf War, Mr. Wagner's reports on European support for the allied campaign were cited by then-President Bush. During his tenure, Mr. Wagner published more the fifty reports on the state of foreign public opinion and implications for U.S. foreign policy. TS security clearance. Member of NSC-chaired interagency working group on public diplomacy.
EXPERIENCE IN GOVERNMENT SERVICE: CONGRESS	Research Assistant, House Republican Conference (1982-1983) Mr. Wagner conducted policy research as directed by then Chairman of the House Republican Conference, Jack Kemp.

PROFESSIONAL EXPERIENCE WITH A GOVERNMENT NEXUS: QEV ANALYTICS	President/Founder, QEV Analytics, Ltd. (1996-present) QEV Analytics is the public opinion research and communications strategy firm Mr. Wagner founded in 1996. QEV has extensive international experience, including surveys in Azerbaijan, Ghana, Indonesia, Kazakhstan, Kyrgyzstan, Tajikistan, Ukraine, and Uzbekistan. These surveys were funded by the U.S. Agency for International Development and concerned public attitudes toward the transition to democracy underway in these countries, so as to make more effective USG initiatives to promote democracy. QEV also has extensive experience evaluating foreign developmental assistance projects. QEV conducted the first-ever national exit polls on the occasion of the 2008 parliamentary election in the Republic of Georgia and the 1999 presidential election in Ukraine. Mr. Wagner was the principal researcher for the annual survey of teenagers for the National Center on Addiction and Substance Abuse at Columbia University, headed by former Secretary of Health, Education and Welfare, Joseph Califano. It was this survey which first reported, for example, the inverse correlation between frequency of family dinners and teen substance abuse risk. Mr. Wagner and QEV were retained by *Crisis Magazine* to undertake the landmark Catholic Voter Project, which exhaustively analyzed the political behavior of American Catholics. This project yielded five cover articles in *Crisis*.
PROFESSIONAL EXPERIENCE WITH A GOVERNMENT NEXUS: SOLIDARITY WITH THE PERSECUTED CHURCH	President/Founder, Solidarity with the Persecuted Church (2013-present) SPC raises funds in the US to support projects undertaken by the Christian Church where she faces persecution, so as to help the Christian presence persevere and triumph in situations of adversity. Our work is currently focused on Iraq, Syria, and Nigeria.
PROFESSIONAL EXPERIENCE WITH A GOVERNMENT NEXUS: RENEWAL FORUM	President/Founder, the Renewal Forum (2006-2011) The Renewal Forum is a non-profit which undertakes projects of policy analysis, advocacy, and community activism on issues related to human dignity. The Renewal Forum most recently undertook the Project for the Abolition of Juvenile Trafficking in the United States, which includes original research and the promotion of state laws to address the trafficking and exploitation of minors, funded in part through a grant from the Department of Justice and the Bradley Foundation.
PROFESSIONAL EXPERIENCE WITH A GOVERNMENT NEXUS: IRI	Director of Political Education & Administration International Republican Institute (1984-1986) Mr. Wagner was the founding political director (and one of three principals) of the National Republican Institute for International Affairs (now the IRI), an organization funded through the National Endowment for Democracy and USAID. At IRI, Mr. Wagner managed programs in several Latin American nations, the Philippines and Portugal, with the goal of building political parties into more effective activists for democracy.
OTHER	Member, DC Advisory Committee, U.S. Civil Rights Commission (2008-present)

Shannon O'Chester Royce

(b)(6)

Chief of Staff and Chief Operating Officer, **Family Research Council** 2015 to present
Works with FRC President in formulating plans for the organization's strategic growth. Oversees and coordinates the daily operations of FRC's departments. Drives key inter-departmental projects, monitoring progress, schedule and budget. Maintains effective communication throughout the organization on major goals. Establishes current and long range goals and objectives with the senior leadership team. Dispenses advice, guidance, direction, and authorization to senior staff on major plans and procedures, consistent with established policies. Reviews operating results of FRC, compares results to established objectives, and ensures corrective action is taken, as necessary. Ensures the organization remains true to its mission as established and approved by the Board of Directors. Specific accomplishments included negotiating the purchase of FRC's headquarters building, overseeing renovation of the building, and IT transformation initiative.

Private Contractor, **SOR Consulting** 2010 to 2015
Served a variety of clients in the faith, family, and freedom arena. Organized and managed coalitions and regular simulcasts out of FRC. Founded *ChosenFamilies.org*, a non-profit organization for families living with hidden disabilities such as Autism spectrum disorder and mental health concerns. Drafted and filed corporate documents with the State Corporation Commission and Internal Revenue Service. Managed volunteer team to produce regular blog, social media, and radio presence. Performed marketing activities for movies such as *October Baby*, *Moms' Night Out*, *The Giver*, *When the Game Stands Tall, Old Fashioned, Heaven is for Real,* and *War Room*.

Executive Director, **The Cornwall Alliance on Environmental Stewardship** 2009
Managed organization through first year after receiving (c)3 status. Cultivated relationships with pro-family groups. Coordinated kick-off of project to engage churches in environmental stewardship. Initiated new direct mail program to build donor base of nearly 500 donors in first quarter. Other achievements included producing the *Renewed Call to Truth, Prudence and Protection of the Poor: An Evangelical Examination of the Theology, Science and Economics of Global Warming*, a 76 page analysis and *An Evangelical Declaration on Global Warming*.

Director of Grassroots and Special Projects, **Friends of Fred Thompson** 2007-2008
Coordinated grassroots activities with key coalitions in targeted states. Facilitated contact with national and state leaders in the Evangelical community. Formulated messaging with Communications division.

Executive Director, **The Arlington Group** 2004-2007
Managed coalition of 70 pro-family organizations in support of the Marriage Protection Amendment, state marriage amendments, and other initiatives. Drafted and implemented a united mission statement. Organized and facilitated bi-monthly meetings to achieve consensus on policy positions and advocacy efforts. Maintained communication with coalition members regarding strategic legislative initiatives. Organized and brought coalition resources to bear on national and state policy debates. Represented Coalition to members of Congress (including House and Senate VAT) and the Administration. Specific accomplishments included coordinating coalition efforts for the confirmation of Chief Justice John Roberts and Justice Samuel Alito and the adoption of 23 state marriage amendments.

Director of Government Relations and Legislative Counsel, **Southern Baptist ERLC** 1999-2003
Directed the D.C. office of the nation's largest Protestant denomination, with over 16 million members in 43,000 churches. Represented Agency before Administration and Congress. Advised ERLC President on *Amicus* briefs.

Legislative Counsel, **Senator Charles E. Grassley (R-IA)** 1991-1997
Legislative Assistant, **Senator Slade Gorton (R-WA)** 1989-1991
Analyzed issues and advised Senator. Drafted legislative proposals and recommendations. Negotiated with personal and committee staff. Developed and maintained relationships with constituents and coalitions. Served as liaison with White House and Agency staff. Responsible for TANF (welfare reform) efforts in 1995-1996.

EDUCATION AND CREDENTIALS

- *Juris Doctorate*, **George Washington University School of Law** 1993
- *Licensed to Practice* Law in the **Commonwealth of Virginia** (Associate status)
- *Bachelor of Behavioral Science* with honors, **Hardin Simmons University** 1982

ADDITIONAL ACCOMPLISHMENTS

- Completed the 2007 Marine Corps Marathon and the 2008 Nike Women's Marathon as a member of the Leukemia & Lymphoma Society's Team in Training Program. Have completed ten half marathons since 2007.
- Served on Falls Church Special Education Advisory Committee for 13 years and as Chairman for 6 years.

Donald W. Rucker, M.D.

(b)(6)

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Profile

One of the first formally trained medical informaticians in the United States. Created computerized physician order entry tools and implementation processes to support successful enterprise transformation of multiple customer hospitals. Co-developer of the first Microsoft Windows based electronic medical record in the world. Designer of the computerized physician order entry module that won the 2003 HIMSS Nicholas Davies Award as the best hospital computer system in the US. Extensive vendor-based health care policy experience. Strong scientific, computational and practical background in medical computing and decision sciences. Board certified physician with broad clinical experience including at Kaiser Permanente, Beth Israel Deaconess, University of Pennsylvania and Ohio State University.

Education

A.B. Harvard College (Chemistry) *magna cum laude*	*1977*
M.D. University of Pennsylvania	*1981*
M.B.A. Stanford University Graduate School of Business	*1987*
M.S. Stanford University (Medical Computer Science)	*1988*

Clinical

Residency - General Internal Medicine, Univ. of California San Diego	*1981 - 1984*
NIH - National Library of Medicine Fellowship	*1985 - 1988*
Board Certified - American Board of Internal Medicine #098078	*1984*
Board Certified - American Board of Emergency Medicine #950779	*1996 - 2026*
Licensed in California, Pennsylvania, Ohio	*current*
DEA FR3853707	*current*
Board Certified - American Board of Preventive Medicine - Clinical Informatics #71215	*2015-2025*

Career

Premise Health, Brentwood, TN — *2015 – 2016*
Chief Medical Officer

- Premise Health is the largest US onsite medical clinic provider serving 230 large self-insured corporations at approximately 500 sites throughout the United States. Private equity funding by Water Street Partners and Walgreens.
- As Chief Medical Officer and member of the senior management team, provided leadership for approximately 130 physicians and 250 nurse practitioners
- Supervision of full range of ambulatory clinical governance and risk management portfolios for multiple clinical service lines
- Broad range of responsibilities for clinical IT structure including enterprise electronic medical records, patient portals and an electronic data warehouse
- Led design of strategies for comprehensive provider-facing population health management with commercial SaaS platform
- Currently on retainer to Premise Health as consultant to the CEO

Nina Owcharenko Schaefer

(b)(6)

Professional Skills

- Expert experience in health policy research, analysis and development
- Strong writing and communications skills
- Effective leadership, strategic planning and management skills

Employment

Director, Domestic Policy/Center for Health Policy Studies, The Heritage Foundation, 214 Massachusetts Avenue, NE Washington, DC 20002 (2010-present)

- Hired as policy analyst in 2001, promoted to senior policy analyst in 2003, promoted to Deputy Director for Center for Health Policy Studies in 2009 before becoming Director in 2010, and recently promoted to Director of Domestic Policy in 2016 incorporating welfare policy initiatives
- Developed and administered research agenda
- Managed policy team and interdepartmental activities related to health care
- Analyzed and offered policy recommendations to health care proposals before Congress
- Testified before House and Senate Committees
- Participated in one-on-one meetings with Members of Congress and Committee staff
- Spoke and participated in national conferences on health care
- Extensive experience with print, television and radio media
- Worked with national and state coalition partners on health policy related activities
- Hosted and organized numerous policy panels and briefings

Legislative Director, Office of Representative Jim DeMint (1999 - 2001)

- Developed health policy agenda
- Oversaw legislative agenda and staff
- Staffed Member on Committee-related activities
- Represented and participated in Member-level meetings

Legislative Director/Legislative Assistant, Office of Representative Sue Myrick (1995 – 1999)

- Oversaw legislative agenda and staff
- Represented and participated in Member-level meetings
- Managed health policy portfolio

Legislative Correspondent/Staff Assistant, Office of Senator Jesse Helms (1994 – 1995)

- Drafted constituent correspondence and legislative memos for senior staff
- Provided support for constituent services

Education

- BA in Political Science, *University of North Carolina Chapel Hill* **(1994)**
  Office of the University Registrar
  UNC-Chapel Hill Suite 3100
  SASB North, CB# 2100
  Chapel Hill, NC 27599-2100

Professional Achievements

- Named the ***Preston A. Wells, Jr. Fellow*** in recognition of ongoing efforts to promote patient-centered, free-market health care policy solutions (2012)

LOWELL J. SCHILLER

(b)(6)

EXPERIENCE: **UNITED STATES SENATE COMMITTEE ON HEALTH, EDUCATION, LABOR & PENSIONS, CHAIRMAN LAMAR ALEXANDER (R-TN),** Washington, D.C. *March 2015–Present*

Senior Counsel. Oversight & Investigations attorney focusing on health issues and nominations. Leading investigations regarding drug import security and safety lapses at NIH hospital. Vetting nominees for Senate-confirmed positions, including FDA Commissioner. Conducting oversight regarding regulation and activities involving FDA-regulated products, including drugs, medical devices, food, cosmetics, and tobacco. Leading numerous briefings and meetings with industry stakeholders and senior officials in federal health agencies. Drafting, reviewing, and developing stakeholder support for legislation, including user fee reauthorizations and 21st Century Cures.

SIDLEY AUSTIN LLP, Washington, D.C. *Fall 2007–March 2015*

Associate. Litigator specializing in appeals, dispositive motions, and federal agency disputes. Represented clients and supervised teams of attorneys in cases involving complex questions of constitutional, statutory, and administrative law. Authored successful briefs and motions in state and federal courts, including numerous briefs in the Supreme Court of the United States. Advised clients on regulatory compliance and challenges to agency action, with focus on matters before the FDA. Conducted numerous internal investigations regarding anti-bribery laws. Representations include:

- Represented FDA-regulated entities before the agency on novel issues in areas such as biosimilar development, tobacco regulation, 510(k) clearance, and the First Amendment.
- Drafted successful motions to dismiss in numerous *qui tam* lawsuits alleging Medicare and Medicaid fraud by pharmaceutical manufacturers.
- *Douglas v. Independent Living Center*, 132 S. Ct. 1204 (2012): Represented hospital seeking to challenge a change in California's Medicaid reimbursement rates as preempted by federal law.
- *The Medicines Co. v. Kappos*, 462 F. App'x 974 (Fed. Cir. 2012), 731 F. Supp. 2d 470 (E.D. Va. 2010): Successfully represented drug manufacturer in obtaining court order that secured a patent term extension for bestselling drug after agency rejected the application as untimely.

JUDGE JANE R. ROTH, UNITED STATES COURT OF APPEALS FOR THE THIRD CIRCUIT, Wilmington, DE *2006–07 Term*

Law Clerk. Assisted federal judge in reviewing cases on appeal.

FRIED, FRANK, HARRIS, SHRIVER & JACOBSON LLP, Washington, D.C. *Summer 2005*

Summer Associate. Offer of permanent employment extended.

U.S. DEPT. OF JUSTICE, DOMESTIC SECURITY SECTION, Washington, D.C. *Summer 2004*

Summer Law Clerk. Assisted with prosecution of alien smugglers and violent criminals.

EDUCATION: **HARVARD LAW SCHOOL,** J.D., *cum laude* *June 2006*

Journal: *Harvard Journal of Law and Public Policy*, Notes Ed., Articles Comm.
Activities: Harvard Law Republicans, President
Harvard Federalist Society, Symposium Speakers Co-Chair

PRINCETON UNIVERSITY, A.B., *summa cum laude* *June 2003*

Major: Woodrow Wilson School of Public and International Affairs

PUBLICATION: *Recent Developments: Imposing Necessary Boundaries on Judicial Discretion in Ballot Access Cases:* Clingman v. Beaver, *125 S. Ct. 2029 (2005)*, 29 HARV. J. L. & PUB. POL'Y 331 (2005).

AWARDS: Super Lawyers, Appellate Rising Star (2014, 2015); Sidley Austin Pro Bono Award (2010-14)

Elizabeth R. Seidel

(b)(6)

EXPERIENCE:

Representative Andy Biggs, AZ05
Director of Operations, Washington, DC, January 2017-present

- Coordinate day-to-day schedule of Representative Biggs in Washington DC and District
- Manage day-to-day operations of Washington, DC Office
- Worked closely with Chief of Staff on steering committee campaign for Representative Biggs' committee assignments
- Set up Congressional Office with Representative Biggs and Chief of Staff

Republic Strategies, LLC
Political Fundraiser, Washington, DC, January 2015-December 2016

- Developed and implemented strategies so clients met their cycle fundraising goals ($280k-1.2M)
- Sold fundraising events via phone and email campaigns to meet event goals ($5K-$50K)
- Retained and increased PAC donors through one-on-one meetings, phone calls, and emails

David Rouzer For Congress, NC07
Finance Coordinator, Wilmington, NC, November 2013-January 2015

- Planned and scheduled call time to ensure quarterly fundraising goals were met ($50-150k)
- Planned in-district fundraising events, coordinating with hosts to meet event goals ($5-$100k)
- Managed campaign database, keeping donor information up-to-date
- Managed and planned candidate's schedule

Republican Governors Association
Finance Intern, Washington, DC, June-August 2013

- Aided in recruitment of personal donors to the Executive Roundtable program ($25k and up)
- Managed correspondence with donors ensuring donor accommodations were adequate
- Maintained and updated donor information in order to keep database current

Republican National Committee
Finance Intern, Washington, DC, September-December 2012

- Managed correspondence with high dollar donors ($5k and up)
- Maintained and updated donor information, ensuring records were kept up to date
- Communicated the policy positions of the RNC to current and potential donors
- Identified donors and directed them to appropriate giving plan

EDUCATION:

Hobart and William Smith Colleges, Geneva, NY, May 2013
Bachelor of Arts in International Relations, *Cum Laude*

HONORS:

- Dean's List, 2010-2013
- Liberty League Women's Lacrosse All-Academic Team, 2010-2013
- Intercollegiate Women's Lacrosse Coaches Association Academic Honor Roll, 2011-2013

NCAA ATHLETICS:

Division III William Smith Lacrosse, Geneva, NY, 2009-2013

Roger Severino

(b)(6)

EDUCATION

- **Harvard Law School**, Cambridge, MA G.P.A.: 4.99 (on 8.0 A+ scale)
  J.D., June 2002, *Editor*, Harvard Journal of Law and Public Policy and Harvard Journal on Legislation
- **Carnegie Mellon University**, Pittsburgh, PA G.P.A.: 3.97
  M.S. in Public Policy *with Highest Distinction*, August 1999, *Phi Kappa Phi*
- **University of Southern California**, Los Angeles, CA G.P.A.: 3.56
  B.S. in Business *with Departmental Honors*, May 1997, National Merit Scholar

EXPERIENCE

Presidential Transition Team, Policy Implementation, *Washington, DC*

Dec. 2016 – Present — Drafted policy proposals and provided analysis on constitutional liberty, conscience, and civil rights issues impacting HHS, DOJ, DOE, Treasury, DOD, and DOL.

The Heritage Foundation: Director, DeVos Center for Religion and Civil Society, *Washington DC*

May 2015 – Present — Currently lead a six-person team in public policy research and advocacy on freedom of conscience, religious liberty, life, civil rights, and marriage. I have supervised the production of dozens of backgrounders, issue briefs, and commentaries of high quality and impact, many dealing with conscience and civil rights issues including on the HHS contraceptive mandate, the HHS Section 1557 mandate, statutory conscience protections enforced by the HHS Office for Civil Rights, and Title VII and Title IX. In *Zubick v. Burwell*, I acted as a moot court judge to help prepare lawyers for the Little Sisters of the Poor ahead of their Supreme Court argument, helped the production of an *amicus* brief in the case, and was recognized as a Federalist Society expert for analyzing the issues and regulations involved.

I have conducted several major briefings for Capitol Hill staffers and Members of Congress, and have appeared in or on CNN, MSNBC, PBS, NPR, C-SPAN, Wall Street Journal, USA Today, Washington Post, Los Angeles Times, Chicago Tribune, Washington Times, Reuters, Roll Call, and Forbes.

United States Department of Justice: Trial Attorney, Civil Rights Division, Housing & Civil Enforcement Section, *Washington DC*

May 2008 – May 2015 — Lead and co-counsel for nearly two dozen cases and matters involving the Fair Housing Act, the Religious Land Use and Institutionalized Persons Act (RLUIPA), and Title II and Title VI of the Civil Rights Act of 1964. Protected classes on which I litigated and investigated included race, religion, national origin, sex, familial status, and disability. Worked extensively with state and private FHA entities (FHIPs/FHAPs) and with HUD on FHA referrals, election cases, and a Secretary-initiated complaint.

Litigation highlights include securing a $2.5 million settlement in a high-profile FHA racial discrimination suit against St. Bernard Parish, Louisiana, involving dozens of witnesses and one million pages of documents; winning favorable judgments and settlements in a landlord sexual harassment case involving 26 victim tenants and 18 defendant owners; and successfully bringing the first HIV+ disability discrimination case by the United States under the FHA. My efforts earned me consistent excellent and outstanding performance ratings, three Special Achievement awards, and a promotion to GS-15.

As Attorney Advisor to the Section's undercover Fair Housing Testing Program (2 yrs.), I provided legal advice on law enforcement privileges and testing methodologies and helped establish best practices. As the Section's E-discovery officer, I advised attorneys on the legalities and practicalities of electronic discovery, including spoliation, the Privacy Act, and the Stored Communications Act. I also became familiar with and complied with the Health Insurance Portability and Accountability Act (HIPAA) in the context of discovery.

The Becket Fund for Religious Liberty: Chief Operations Officer and Legal Counsel, *Washington DC*

July 2003 – May 2008 — Primary counsel for numerous RLUIPA and First Amendment cases and matters domestically, and freedom of speech and conversion cases internationally. Successfully managed investigations, discovery, dispositive motions and hearings at the trial level, and brief writing and oral argument at the appellate level. Achievements include winning asylum for immigrant family facing a death sentence in Iran for apostasy, co-drafting a chapter on RLUIPA in the ABA Guide to Representing Religious Organizations, and having an *amicus* brief I drafted cited by the Supreme Court dissent in *Kelo v. New London.* Briefed government entities including Congressional staff, the State Department, and the Government of Sri Lanka, and testified before the Maryland Senate.

ACTIVITIES / SERVICE

☼ Member: District of Columbia and Virginia Bars ☼ Federalist Society Expert (authorized speaker)

CURRICULUM VITAE

George Sigounas, MS, Ph.D.

CV Summary

George Sigounas, MS, Ph.D.
Professor of Medicine
Division of Hem./Onc., DOIM
Brody Bldg, Rm. 3E-127
(b)(6)
sigounasg@ecu.edu

Education:
Ph.D. – Boston University
MS – Northeastern University
B.Sc. University of Patras, Greece

Employment:
Professor of Medicine – Brody School of Medicine, East Carolina University (1994-present)
Director of Cellular Therapies Unit for 12 years
Scientist/Researcher at NIH and Naval Medical Center (1987-1994)

Experience:
1) Established and directed the Cellular Therapies Clinical Unit for more than 12 years, which provided the Bone Marrow Transplantation Program with the cells used for transplantation in cancer patients. This Clinical Unit was CLIA Certified and FDA Registered. It strictly operated under the GTP requirements of the FDA.
2) I have been performing basic science, translational and clinical research for more than 30 years. Approvals of IRBs, AUPs, Biological Safety Registration, etc., as well as necessary training and certifications were completed in order to be in compliance and perform studies. My research has resulted in several US, European and international patents. These patents were licensed by Johnson & Johnson and ECU received several million dollars in return. To promote and defend my patents, I interacted with patent attorneys, the U.S. Patent office, and the ECU Office of Technology Transfer for more than 14 years. In addition, my laboratory received several grants from pharma and other sources. During this period of time, I served on multiple committees of the university (including the Faculty Senate), various associations and J&J.
3) Inspector for the Foundation for the Accreditation of Cellular Therapy (FACT). FACT is a non-profit corporation that inspects and accredits facilities and programs in the field of cellular therapies in the U.S. and worldwide. FACT has been recognized by the FDA as the main accreditation agent for BMT Programs, Stem Cell Banks, and Cord Blood Banks. Being a FACT Inspector, I became familiar with the FDA and CDC regulations related to the field.
4) My involvement in the establishment and operation of the Bone Marrow Transplantation program, clinical trials, and different patient-related committees have provided me with an extensive understanding of the various aspects involved in patient treatment, including treatment processes and financial issues. These experiences gave me an opportunity to interact and work with hospital personnel, private medical practitioners, and industry.
5) For more than 30 years, I have been training, advising, and teaching a broad spectrum of trainees, including undergraduate, graduate, medical students, residents and fellows. I have also been mentoring junior faculty and have collaborated with clinicians and scientists.

Area of Interest: Seeking administrative position in the Department of HHS [preferably in the following offices/agencies: Office of the Secretary, Operating Divisions or (may be) Region 4; ASFR (OGAPA); ASPE; AHRQ (OEREP); NIH (OER); NCI (DEA, DCB, DCP); FDA].

CURRICULUM VITAE

GEORGE SIGOUNAS, MS, Ph.D.
December 2016

PERSONAL INFORMATION

Name: GEORGE SIGOUNAS

Home Address: (b)(6)

Business Address: East Carolina University
Brody School of Medicine
Department of Internal Medicine
Hematology/Oncology Division
Brody Building, Room 3E-127
Greenville, NC 27858-4354
(b)(6)
sigounasg@ecu.edu

Citizenship: (b)(6)

Marital Status:

EDUCATION

University of Patras, Greece - B.Sc. (Biology-Chemistry), 1976.

Northeastern University, Boston, MA, M.S. (Physiology-Biology), 1982.

Boston University, Boston, MA, Ph.D. (Cell Biology - Physiology), 1987.

EMPLOYMENT HISTORY

Professor of Medicine, Hematology/Oncology Division, Department of Internal Medicine, School of Medicine, East Carolina University, Greenville, NC, 1998 - present.

Director, Cellular Therapies Unit, East Carolina University School of Medicine, Department of Medicine, Hematology/Oncology Section, 1994 – 2005.

Adjunct Professor of Biology, Department of Biology, East Carolina University, 1998-Present.

Associate Professor of Medicine, Hematology/Oncology Division, Department of Medicine, School of Medicine, East Carolina University, Greenville, NC, 1994 - 1998.

Senior Staff, LOM, NIDR, National Institutes of Health, Bethesda, MD, 1990 - 1994.

Research Associate, Experimental Hematology, Armed Forces Radiobiology Research Institute, National Naval Medical Center, Bethesda, MD, 1987 - 1990.

Research Assistant, Boston University, 1984 - 1987.

Teaching Fellow, Boston University, 1984 - 1987.

Instructor, Northeastern University College, Boston, MA, 1980 - 1982.

PROFESSIONAL SOCIETIES

- International Society for Experimental Hematology.
- American Society of Hematology.
- International Society for Hematotherapy & Graft Engineering.
- American Association for the Advancement of Science.
- American Association of Blood Banks.
- American Association of Cancer Research.
- National Academy of Inventors.

PROFESSIONAL SERVICE

Reviewer for: (ad hoc) Blood; Experimental Hematology; International Journal of Cell Cloning; Clinical Immunology and Immunopathology; FASEB; Nutrition and Cancer, an International Journal; Biochemical and Biophysical Research Communications; Cancer Therapy; British Journal of Cancer; International Journal of Cancer; Oncotarget; Archivum-Immunologiae et-Therapiae-Experimentalis; Nutrients; Journal of Pathology.

Director, Cellular Therapies Unit, East Carolina University School of Medicine, Department of Medicine, Hematology/Oncology Division. 1994 – 2005.

Co-Organizer for East Carolina University School of Medicine Cord Blood Banking Center. 1996-2005.

Member of the Graduate Faculty, East Carolina University. 1997-Present.

FAHCT Inspector for Stem Cell Processing Units, Foundation for Accreditation of Hemopoietic Cell Transplantation. 2000-2012.

COMMITTEES

- ECU Faculty Senator, 2014-2018.
- BSOM ad hoc Guidelines Committee, 2014-2015.
- Department of Radiation Oncology P&T Committee, 2012-present.
- ECU Alternate Faculty Senator, 2012-2014.
- Appellate - Due Process Committee, 2012-2018.

- Unit Code Screening Committee, 2012-2018.
- Department of Oncology P&T Committee, 2013-2014.
- Department of Oncology ad hoc Personnel Committee, 2011-2014.
- ECU Unit Code Committee, 2010-2011.
- ECU Grievance Board Committee, 2008-2010.
- Brody School of Medicine Admissions Committee, 2008-present.
- Seminars Committee, LJCC 2005-2006.
- Education Subcommittee, L. J. Cancer Center. 2004 – 2005.
- ISEH Strategic Planning Retreat, July 2003.
- Johnson and Johnson International Scientific Committee. 2002-2012.
- Genomics Planning Subcommittee, East Carolina University. 2001-2007.
- Eastern North Carolina Regional Center for Genomics and Bioinformatics Committee, East Carolina University. 2000-2007.
- Bone Marrow Transplantation Quality Control Committee, Pitt County Memorial Hospital. 1999-2005.
- Bone Marrow Transplantation Issues Committee, Pitt County Memorial Hospital. 1999-2005.
- Bone Marrow Transplantation Committee, Pitt County Memorial Hospital. 1999-2005.
- Bone Marrow Transplantation Patient Acceptance Committee, Pitt County Memorial Hospital. 1999-2005.
- Department of Internal Medicine P&T Committee, 1999-present.
- Administrative Section Coordinating Committee, American Association of Blood Banks, Bethesda, MD. 1998 – 2008.
- Graduate Studies Committee, ECU, Greenville, NC, 1997 – 1998.
- Task Force for Development of Promotions and Tenure Guidelines, ECU, Greenville, NC, 1997 – 1999.
- Department of Medicine, Research Committee, ECU, Greenville, NC, 1995 - 2010.
- Clinical Trials Committee, ECU, Greenville, NC, 1994 - 2004.
- Radiation Safety Committee, NIH, Bethesda, MD, 1992-1994.
- Cryopreservation Committee, NIH, Bethesda, MD, 1991-1994.

- Database Development and Image Analysis Committee, NIH, Bethesda, MD, 1991-1994.
- Centralized Facilities Committee, NIDR, NIH, Bethesda, MD, 1992-1994.
- Gene Targeting and Transgenics Committee, NIH, Bethesda, MD, 1992-1994.

CERTIFICATES

1. The College of American Pathologists. 2001 Surveys and Educational Anatomic Pathology Programs Certificate.
2. Department of Health & Human Services, Health Care Financial Administration. CLIA Certificate to Perform General Immunology and Hematology Tests. CLIA ID#: 34D0966563. January 28, 2002 to January 27, 2004.
3. The College of American Pathologists. 2002 Surveys and Educational Anatomic Pathology Programs Certificate.
4. The College of American Pathologists. 2003 Surveys and Educational Anatomic Pathology Programs Certificate.
5. Department of Health & Human Services, Health Care Financial Administration. CLIA Certificate to Perform General Immunology and Hematology Tests. CLIA ID#: 34D0966563. January 28, 2004 to January 27, 2006.
6. The College of American Pathologists. 2004 Surveys and Educational Anatomic Pathology Programs Certificate.

PATENTS

1. U.S. Divisional Patent SN 08/842,700, Filed April 1997. "Method of Treating Endothelial Injury".
2. EU Patent Cooperation Treaty WO 98/10650, Granted November 2004. "Method of Treating Endothelial Injury Using Chemotherapeutic Drugs".
3. EU Patent Cooperation Treaty WO 1377164, Granted June 2008. "Erythropoietin Ameliorates Chemotherapy-Induced Toxicity In Vivo".
4. U.S. Divisional Patent 09/525,797, Granted February 2009. "Method of Treating Endothelial Injury Using Chemotherapeutic Drugs".
5. U.S. Divisional Patent 7,803,408 B2, Granted September 2010.
6. "rHuEPO can prevent and/or repair vascular injury Induced by Chemotherapeutic Agents." U.S. Divisional Patent Application Serial No. 09/525,808.
7. "Erythropoietin Ameliorates Chemotherapy-Induced Toxicity In Vivo". U.S. Patent Application Serial No. 10/117,011.
8. International Patents/Applications:

Canadian, No. 2,443,025
Chinese, No. PCT/US02/11081
Norwegian, No. 2003 4504
Indonesian, No. W-00 2003 01982
Korean, No. 2003-7013132
Mexican, No. PA/A/2003/009182
European, No. EP02725577.7
Brazilian, No PI 0208727-8
Israel, No. 158,155
New Zealand, No 528675
Indian, No. 00943/MUMNP/3003
Hong Kong, No. 00101826.8

PATENT ROYALTIES

1998 – 2011 Johnson & Johnson

A multimillion dollar licensing agreement was signed between East Carolina University and J&J.

GRANTS

Awarded:

"Blood Progenitors Assay for Hematologic Disorders", Principal Investigator, NIH, SBIR, 1989.

"Antineoplastic Properties of a Natural Stable Thioallyl", Principal Investigator, East Carolina University, School of Medicine, 1996-1997.

"Role of Angiogenesis in Tumor Growth", Principal Investigator, Leo Jenkins Cancer Center, 1996-1997.

"Prevention of Breast Cancer by Chemopreventors", Principal Investigator, U.S. Women's Open Golf Tournament Foundation, 1996-1997.

"Erythropoietin protects normal endothelium and in combination with chemotherapy drugs inhibits vessel formation", Principal Investigator, Robert Wood Johnson Foundation, 1999-2002.

"Protective effects of erythropoietin (epo) on pulmonary function and drug-induced fibrosis of the lungs", Principal Investigator, Robert Wood Johnson Foundation, 2001-2004.

"In Vitro Correlates of Immunotherapy and Pharmacotherapy for Allergy and Asthma", Co-Principal Investigator, Genentech, Inc., 2002-2007.

"Complex DNA damage in normal and cancerous human breast tissue – preliminary studies to develop screening and prognostic clinical test." Principal Investigator, North Carolina Biotechnology Center, 2008-2010.

"Identification of normal and neoplastic colorectal stem cells." Principal Investigator, East Carolina University, 2010-2011.

"The Role of Notch-Receptor Signaling in Modulating a TGF-β Driven Tumor Microenvironment in Colorectal Cancers." co-Principal Investigator, Vidant, 2013-2016.

TEACHING ACTIVITIES

1976 - 1977	Pharmaceutical Chemistry; Organic Chemistry; Plant Physiology - Undergraduate and College students, University of Patras, Greece.
1980 - 1982	Histology Labs - Undergraduate students, Northeastern University.
1983 - 1984	Cell Biology - Undergraduate students, Boston University.
1984 - 1987	Embryogenesis; Morphogenesis; Comparative Anatomy - Undergraduate and Graduate students, Boston University.
1986 - 1987	Gross Anatomy Labs - Undergraduate students, Boston University.
1991 - 1994	Recombinant DNA; Immunology; Virology - Undergraduate, Graduate, and post-Doctoral students, National Institute of Health.
1994-present	Tissue Culture Techniques; Recombinant DNA Technology; Molecular Immunology - Undergraduate and Graduate students, and Technicians, East Carolina University, School of Medicine.
1995-2009	Organize the "Stem Cell Journal Club" Seminars.
1995-2009	Organize the "Hematology/Oncology Translational Research" meeting/Seminars.
1995-present	Participate in teaching of the following courses: BIOL 6880, BIOL 4504, BIOL 5995, BIOL 6504.
1995-1998	Thesis Director to Graduate Student (Jason Ciaramella). Thesis title: Isolation, Characterization and Functional Activity of Human Placental Stromal Cells in Hematopoiesis (presented and approved May 1998).
1996- present	Educational Seminars in Basic and Clinical Departments.
1996-1999	Thesis Director to Graduate Student (Jean Hatfield). Thesis title: The Role of MRHF Cells in Supporting Hematopoiesis.
1996-1999	Thesis Director to Graduate Student (Dianne Harbour-Beal). Thesis title: Cell Cycling of Hematopoietic Stem Cells Cultured in FLT3-L and Thrombopoietin.
1996-present	Advise and direct undergraduate students in Research Projects and Courses.
2000-2003	Teaching Fellows "Immunobiology."
2000-present	Advising Residents and Fellows in Biomedical Research.
2001-2003	Teaching Residents "Principals in Biomedical Research and Technology."
2002-2003	Course Director: "Genetic Engineering and Transgenic Technology", a 6000 level graduate course.
2003-2013	Course Director: SCTH/BIOL 7210 SCTH/BIOL 7211 SCTH/BIOL 7212

2005-2007	Thesis Committee Member for Graduate student Dave C. Francisco. Thesis Title: "Repair of oxidative clustered DNA lesions in breast cancer cells."
2005-2007	Thesis Committee Member for Graduate student Prakash Peddi. Thesis Title: Role of DNA-PKcs in the Processing of DSBs and Oxidative Clustered DNA lesions in the Human Breast cancer Cell line MCF-7."
2005-2007	Thesis Director to Graduate Student Rhinehart, Jennifer E (MS student) Thesis title: "Mesenchymal Stem Cell Properties of Breast Tissue Stroma and Organoids."
2005-2007	Thesis Director to Graduate Student Cooke, Charles-Thomas (MS student) Thesis title: "The role of OCDLs and DSBs in Mammary Cell Transformation"
2005-2008	Thesis Director to Graduate Student Smith, Carroll Rudolph, III (MS student) Thesis title: "Effect of Erythropoietin on tumor growth."
2005-2008	Thesis Director to Graduate Student Hudgins, Ryan Majette (MS student) Thesis title: "The effect of erythropoietin on prostate cancer cells expressing erythropoietin and/or its receptor."
2007-2009	Thesis Committee Member for Graduate student Michael Craig Reubens. Thesis Title: "transient transgenic vector system for enhancer mapping."
2008-2010	Thesis Director to Graduate Student Hairr, Jonathan W. (MS student) Thesis title: "Functional changes of base excision repair proteins by Benzo[a]pyrene."
2010-present	Participate in teaching of Histology for M1 students.
2012-2013	Participated in the preparation of electron-micrographs of blood and marrow cells for the Atlas of Histology.
2012-present	Course Director: Molecular & Cellular Biology of Cancer [ONCO 7200]
2013-present	Teaching courses: BMSC 6133, BMSC 6136, BMSC 6141, BMSC 6142, BMSC 6143 and BMSC 7000.
2013-2014	Thesis Committee Member for Graduate student Nutter, Makenzie (MS student) Thesis Title: "Interrelated role of Notch signaling and mTORC pathways in prostate cancer cell survival and growth."
2013-2015	Thesis Director to Graduate Student Fender, Alexander (MS student) Thesis title: "Role of Notch Signaling in Tumorigenesis, Stemness, and Epithelial to Mesenchymal Transition in Colorectal Cancer."
2014-2016	Thesis Director to Graduate Student Vinson, Kaitlyn (MS student) Thesis title: "The role of Notch-3 receptor in stemness, EMT and tumorigenesis in colorectal cancer."
2014-2016	Thesis Director to Graduate Student George, Dennis (MS student) Thesis title: "Notch signaling mediates drug resistance in colorectal cancer cells via effects on DNA repair proteins."

2015-2016	Thesis Director to Graduate Student Clark, Alex (MS student) Thesis title: "Smad3 mediates Notch1-induced stemness and EMT in colorectal cancer."
2015-2016	Thesis Director to Graduate Student Khan, Azeem (MS student) Thesis title: "Notch signaling regulates Base Excision Repair mechanism in colorectal cancer."

Teaching Peer Evaluator

2010-2011	Moahad Dar, MD Sergio Arce, MD, Ph.D. Fred Bertrand, Ph.D. Li Yang, Ph.D. Cynthia Lynch, MD
2011-2012	Li Yang, Ph.D. Rachel Raab, MD Fred Bertrand, Ph.D.
2012-2013	Myon-Hee Lee, Ph.D. Sergio Arce, MD, Ph.D.
2013-2014	Timothy Fitzgerald, MD
2014-2015	Nasreen Vohra, MD Mahvish Muzaffar, MD Myon-Hee Lee, Ph.D.
2015-2016	Prashanti Atluri. MD

RESEARCH ACTIVITIES AND INTERESTS

1. Assess how the Notch pathway affects stemness and epithelial to mesenchymal transition (EMT) in colorectal cancer.

2. Isolation, characterization and understanding the biological properties of normal and cancerous stem cells.

3. Study the aggregation of oxidatively-induced simple and clustered DNA damage and DNA repair efficiency in both human cancer tissues and primary cells derived from these tissues.

PUBLICATIONS

Articles (Refereed):

Monette, F.C. and **Sigounas, G.**: Factors affecting the proliferation and differentiation of clonogenic hematopoietic stem cells in vitro. Blood Cells 10:261-274, 1984.

Monette, F.C. and **Sigounas, G.**: The sensitivity of murine multipotential stem cell colony (CFU-GEMM) growth in interleukin-3, erythropoietin and hemin. Exp. Hematol. 15:729-734, 1987.

Hankins, W.D., Chin K., and **Sigounas, G.**: Hormone associated therapy of leukemia: reflections. *In* Hormone, Cell Biology and Cancer. Prospectives and Potential. Alan R. Liss, New York. Prog. Clin. Biol. Res. 262:257-267, 1988.

Monette, F.C. and **Sigounas, G.**: Growth of murine multipotent stem cells in a simple "serum-free" culture system: Role of interleukin-3, erythropoietin, and hemin. Exp. Hematol. 16:250-255, 1988.

Monette, F.C. and **Sigounas, G.**: Hemin acts synergistically with IL-3 to promote the growth of multipotent stem cells (CFU-GEMM) in serum-free cultures of normal murine bone marrow. Exp. Hematol. 16:727-729, 1988.

Hankins, W.D., Chin, K., and **Sigounas, G.**: Erythropoietin-dependent and erythropoietin-producing erythroid cell lines: Practical and therapeutic implications. Annals NY Acad. Sci. 554, 21-28, 1989.

Monette F.C. and **Sigounas, G.**: Some observations on the growth requirements of multipotent stem cells under defined culture conditions. *In* The Biology of Hematopoiesis. Wiley-Liss, pp. 37-48, 1990.

Monette, F.C., Hartwell, R., Wu, D., and **Sigounas, G.**: Erythroid stem cell culture in serum-depleted medium. J. Tissue Culture Methods (Stem Cell Biology) 13(2):69-71, 1991.

Sigounas, G., and MacVittie, T.J.: Transgenic marrow transplantation: A new *in vivo* and *in vitro* system for experimental hemopoiesis and radiobiology which employs sequential molecular monitoring of multiple genetic markers. Rad. Res. 135(2):206-211, 1993.

Niskanen, E. and **Sigounas, G.**: Radioprotective potential of primitive hematopoietic precursors forming colonies in diffusion chambers in mice. Eur. J. Haematol. 50:118-121, 1993.

Harindranath, N., Donadel, G., **Sigounas, G.**, and Notkins, A.L.: Comparison of complete nucleotide sequence of the human IgM heavy chain constant region of polyreactive and monoreactive antibodies. Mol. Immunol. 30(1):111-112, 1993.

Sigounas, G., Harindranath, N., Donadel, G., and Notkins, A.L.: Half-life of polyreactive antibodies. J. Clin. Immunol. 14:134-140, 1994.

Donadel, G., Calabro, A., **Sigounas, G.**, Hascall, V., Notkins, A.L., and Harindranath, N.: Human polyreactive and monoreactive antibodies: Effect of deglycosylation on antigen binding. Glycobiology 4:491-496, 1994.

Sigounas, G., Kolaitis, N., Monell-Torrens, E., and Notkins, A.L. Polyreactive IgM antibodies in the circulation are masked by antigen binding. J. Clin. Immunol. 14:375-381, 1994.

Sigounas, G., Steiner, M., and Anagnostou, A. Synergism of hemopoietic growth factors on endothelial cell proliferation. Angiology, 48:141-147, 1997.

Sigounas, G., Hooker, J., Steiner, M., and Anagnostou, A.: S-allylmercaptocysteine inhibits cell proliferation and reduces the viability of erythroleukemia, breast and prostate cancer cell lines. Nutr. & Cancer 27(2):186-191, 1997.

Sigounas, G., Anagnostou, A., and Steiner, M.: DL-alpha-tocopherol induces apoptosis in erythroleukemia, prostate, and breast cancer cells. Nutr. & Cancer 28(1):30-35, 1997.

Steiner, M., Ciaramella, J., Anagnostou, A., and **Sigounas, G.** DL-alpha-tocopherol, a potent inhibitor of phorbol ester induced shape change of erythro- and megakaryoblastic leukemia cells. J. Cell. Physiol. 172(3):351-360, 1997.

Sigounas, G., Hooker, J., Li, W., Anagnostou, A., and Steiner, M.: S-Allylmercapto-cysteine, a stable thioallyl compound induces apoptosis in erythroleukemia cell lines Nutr. & Cancer 28(2):153-159, 1997.

Kearns-Jonker, M.,Monell-Torrens, E., Abbasi, F., Holers, V.M., Notkins, A.L., and **Sigounas, G.**: EBV binds to lymphocytes of transgenic mice that express the human CR2 gene. Virus Research 50:85-94, 1997.

Steiner, M. and **Sigounas, G**. Garlic and related allium derived compounds: Their health benefits in cardiovascular disease and cancer. In: Functional Foods: Overview and Disease Prevention. T. Shibamoto, ed., ACS Publications, 1998.

Sallah, S., **Sigounas, G.**, Vos, P., Wan, J.Y., and Nguyen, N.P.: Autoimmune hemolytic anemia in patients with non-Hodgkin's lymphoma: Characteristics and significance. Annals of Oncology 11: 1571-1577, 2000.

Sallah, S., Wan, J.Y., Nguyen, N.P., Hanrahan, L.R., and **Sigounas, G.**: Disseminated intravascular coagulation in solid tumors: clinical and pathologic study. Thromb. Haemost. 86(3):828-33, 2001.

Sallah, S., Wan, J.Y., Nguyen, N.P., Vos, P., and **Sigounas, G.**: Analysis of factors related to the occurrence of chronic disseminated candidiasis in patients with acute leukemia in a non-bone marrow transplant setting: a follow-up study. Cancer 92(6): 1349-1353, 2001.

Sigounas, G., Sallah, S., Sigounas, V.: Erythropoietin Modulates the Anticancer Activity of Chemotherapeutic Drugs in a Murine Lung Cancer Model. Cancer Letters 214: 171-179, 2004.

Blackwell, K.L, Gascon, P., **Sigounas, G.**, Jolliffe, L.: rHuEPO and improved treatment outcomes: Potential modes of action. The Oncologist 9 (Suppl5): 41-47, 2004.

Sallah, S., Sallah, S., Husain, A., Sigounas, V., Wan, J., Turturro, F., **Sigounas, G.**, Nguyen, N.: Plasma Coagulation Markers in Patients with Solid Tumors and Venous Thromboembolic Disease Receiving Oral Anticoagulation Therapy. Clinical Cancer Research 10: 7238-7243, 2004.

Gollapalle, E., Wong, R., Adetolu, R., Tsao, D., Francisco, D., **Sigounas, G.** and Georgakilas, A.G.: Detection of oxidative clustered DNA lesions in X-irradiated mouse skin tissues and human MCF-7 breast cancer cells. Radiation Research 167: 207-216, 2007.

Francisco, D., Peddi, P., Hair, J., Flood, B., Holt, H., **Sigounas, G.** and Georgakilas, A.: Induction and processing of complex DNA damage in human breast cancer cells MCF-7 and nonmalignant MCF-10A cells. Free Radic Biol Med. 44: 558-569, 2008.

Sigounas, G., Salleng, K.J., Mehlhop, P.D., Sigounas, D.G.. Erythropoietin Ameliorates Chemotherapy-induced Fibrosis of the Lungs in a Preclinical Murine Model. Int J Cancer 122:2851-2857, 2008.

Sigounas, G., Hairr, J. W., Cooke, C. D., Owen, J. R., Asch, A.S., Weidner, D. A., Wiley, J. E.: Role of benzopyrenes in the generation of clustered DNA damage in human breast tissue. Free Radical Biology & Medicine 49: 77–87, 2010.

Lee, N., Barber,L., Akula, S., **Sigounas, G.**, Kataria, Y.P., Arce, S.: Disturbed Homeostasis and Multiple Signaling Defects in the Peripheral Blood B-Cell Compartment of Patients with Severe Chronic Sarcoidosis. Clinical & Vaccine Immunology 18: 1306–1316, 2011.

Bertrand, FE, Angus, CW, Partis, WJ, **Sigounas, G.** Developmental Pathways in Colon Cancer: Crosstalk between WNT, BMP, Hedgehog and Notch. Cell Cycle 11: 4344-4351, 2012.

Bertrand, F.E., McCubrey, J.A., Angus, C.W., Nutter, J.M.., **Sigounas, G.** Notch and PTEN in Prostate Cancer. Advances in Biological Regulation 56:51-65, 2014.

Fitzgerald, T.L., Rangan, S., Dobbs, L., Starr, S., **Sigounas, G.**The Impact of Stem Cell Expression on Prognosis for Metastatic Colorectal Cancer. J Surg Res 192(1):82-9, 2014.

Fender, A., Nutter, M., Bertrand, F., **Sigounas, G.** Notch-1 promotes stemness and epithelial to mesenchymal transition in colorectal cancer. J Cell Biochem. 116(11):2517-27, 2015.

Vinson KE, George DC, Fender AW, Bertrand FE, **Sigounas G.** The Notch pathway in colorectal cancer. Int J Cancer 138(8):1835-42, 2016.

Articles (under submission):

Fender, A.W., Atluri, P., **Sigounas, G.** Clinical Significance of Circulating Cancer Cells: Where are we? (under review), 2016.

George, D.C., Clark, A.G., Khan, A., Vinson, K.E., **Sigounas, G.** Notch signaling mediates chemotherapy response in colorectal cancer cells via effects on DNA repair proteins. (under submission), 2016.

Smith, C.R., Salleng, K.J., Sigounas, V.Y., **Sigounas, G.**: Paracrine suppression of VEGF secretion by erythropoietin inhibits tumor growth. (under submission), 2016.

Maglic, D., Butler, E., **Sigounas, G.**: Oxidatively-induced simple and complex DNA damage and repair in human colorectal cancer tissues and primary cells. (under submission), 2016.

Abstracts:

Monette, F.C., **Sigounas, G.**, and Tarpy, R.E.: Growth requirements and properties of pluripotent stem cells assayed in vitro. Exp. Hematol. 12:457A, 1984.

Monette, F.C. and **Sigounas, G.**: The in vitro growth of pluripotent stem cells: requirement for both hemin and interleukin-3. Blood 64 (Suppl. 1):1232A, 1984.

Monette, F.C. and **Sigounas, G.**: Both interleukin-3 and hemin are required for the optimal clonal growth of murine marrow pluripotent stem cells in vitro. Exp. Hematol. 14:519, 1986.

Sigounas, G., Gilio, M.J., and Monette, F.C.: Long-term clonal growth of murine marrow stem cell colonies in semi-solid cultures supplemented with interleukin-3, hemin, and erythropoietin. Exp. Hematol. 14:513, 1986.

Monette, F.C. and **Sigounas, G.**: Growth of murine pluripotent stem cells (CFU-GEMM) in a serum-free culture system: Basic requirement for interleukin-3, erythropoietin, and hemin. Blood 68:172A, 1986.

Monette, F.C. and **Sigounas, G.**: Serum-free growth of murine multipotent stem cells (CFU-GEMM): Requirement for interleukin-3 and hemin. In Vitro 23:162, 1987.

Monette, F.C. and **Sigounas, G.**: Serum-free growth of murine multipotent stem cells (CFU-GEMM): Requirement for interleukin-3 and hemin. Exp. Hematol. 15:515, 1987.

Monette, F.C. and **Sigounas, G.**: Hemin acts synergistically with interleukin-3 to promote the growth of multipotent stem cells (CFU-GEMM) in serum-free cultures of normal murine bone marrow. Blood 70 (Suppl. 1):180a, 1987.

Sigounas, G., Cao, H., Fox, H., Schecter, A., and Hankins, W.D.: Hemin inducibility of erythropoietin-dependent cell lines. Blood 70 (Suppl. 1):161a, 1987.

Monette, F.C. and **Sigounas, G.**: Modulation of interleukin-3 dependent multipotential stem cell colony growth in vitro: Synergistic interaction of IL-3 and hemin in serum-free marrow cultures. Exp. Hematol. 16:504, 1988.

Sigounas, G., Monette, F.C., Krystal, G., and Hankins, W.D.: Erythropoietin-independent induction of erythropoiesis by hemin in serum-free marrow cultures. Exp. Hematol. 16:479, 1988.

Sigounas, G., Fox, H., and Hankins W.D.: Erythroid differentiation in erythropoietin-dependent cell lines exposed to hemin. Exp. Hematol. 16:542, 1988.

Sigounas, G., Jaenisch, R., MacVittie, T.J., and Hankins, W.: Transgenic transplan-tation: A new in vivo system for experimental hemopoiesis which employs sequential molecular monitoring of multiple genetic markers. Blood 74 (Suppl. 1):49a, 1989.

Monette, F.C., **Sigounas, G.**, and Krystal, G.: Erythropoietin-independent colony formation by multipotent stem cells in serum-free bone marrow cultures: Induction of erythroid colonies (CFU-GEMM) by hemin. Blood 75 (Suppl. 1):107a, 1990.

Niskanen, E., Williams, M.E., and **Sigounas, G.**: Repopulation of lethally irradiated mice by cells derived from colonies formed in diffusion chambers in mice. Blood 75 (Suppl. 1):109a, 1990.

Sigounas, G., MacVittie, T.J., and Jaenisch, R.: Transgenic mice: A model system to study lymphohematopoietic growth factors in vivo. J. Cell. Biochem (Suppl. 1) 14E:99, 1990.

Sigounas, G., Jaenisch, R., and MacVittie, T.J.: Transgenic hematopoietic stem cells (HSC) as probes for lympho-hematopoiesis and experimental transplantation. Exp. Hematol. 18:704, 1990.

Steiner, M., Anagnostou, A. and **Sigounas, G.**: Inhibition of protein kinase C activity by α-tocopherol blocks PMA induced shape change of HEL cells. Blood 86 (Suppl.1):909a, 1995.

Sigounas, G., Anagnostou, A., Steiner, M.: Alpha-tocopherol induces apoptosis in erythroleukemia cells. Blood 86 (Suppl.1):681a, 1995.

Sigounas, G., Kleinman, H., Steiner, M., and Anagnostou, A.: The role of erythropoietin in neovascularization. East Carolina University School of Medicine, Department of Medicine, Ninth Annual Research Day: June 1, 1995.

Steiner, M., Anagnostou, A., **Sigounas, G.**: Inhibition of protein kinase C activity by α-tocopherol (α-T) blocks PMA-induced shape change of HEL cells. The FASEB Journal, 10(3):A613, 1996.

Sigounas, G., Steiner, M., Anagnostou, A.: Alpha-tocopherol induces apoptosis and changes of p53 expression in erythroleukemia cells. The FASEB Journal, 10(3):A47, 1996.

Steiner, M., Ciaramella, J., Rollins, L., Anagnostou, A., and **Sigounas, G.**: Inhibition of protein kinase C activity by α-tocopherol blocks PMA induced shape change of HEL cells. East Carolina University, School of Medicine, Department of Medicine, Tenth Annual Research Day: March 7, 1996.

Ciaramella, J., Palmer, M., Steiner, M., Anagnostou, A., and **Sigounas, G.**: A novel system for the ex-vivo expansion of hemopoietic stem cells. East Carolina University, School of Medicine, Department of Medicine, Tenth Annual Research Day: March 7, 1996.

Hooker, J., **Sigounas, G.**, Anagnostou, A., Steiner, M.: Alpha-tocopherol induces apoptosis in erythroleukemia cells. East Carolina University, School of Medicine, Department of Medicine, Tenth Annual Research Day: March 7, 1996.

Sigounas, G., Hooker, J., Palmer, M., Li, W., Anagnostou, A., Steiner, M.: Antineoplastic properties of S-Allylmercaptocysteine. East Carolina University, School of Medicine, Department of Medicine, Tenth Annual Research Day: March 7, 1996.

Li, W., Garris, T., Hooker, J., Hooker, S., Palmer, M., Anagnostou, A., Steiner, M., **Sigounas, G.**: Putative mechanism of chemopreventative and anticancer activity of organosulfurs. East Carolina University, School of Medicine, Department of Medicine, Tenth Annual Research Day: March 7, 1996.

Rollins, L., Madigan, T.C., Steiner, M., **Sigounas, G.**, Anagnostou, A.A.: The cloning and analysis of the erythropoietin receptor from human endothelial cells. East Carolina University, School of Medicine, Department of Medicine, Tenth Annual Research Day: March 7, 1996.

Sigounas, G., Hooker, J., Anagnostou, A., Steiner, M.: S-Allylmercaptocysteine inhibits cell proliferation and reduces the viability of breast and prostate cancer cell lines. 1997 North Carolina Cancer Research Symposium: February 1997.

Sigounas, G., Hooker, J., Li, W., Anagnostou, A., Steiner, M.: S-Allylmercaptocysteine induces apoptosis in erythroleukemia cell lines. 1997 North Carolina Cancer Research Symposium: February 1997.

Madigan, T., Anagnostou, A., Steiner, M., **Sigounas, G.**: Cloning and Characterization of the erythropoietin receptor of vascular endothelial cells. East Carolina University, School of Medicine, Department of Medicine, Eleventh Annual Research Day: March 6, 1997.

Ciaramella, J., Steiner, M., Anagnostou, A., **Sigounas, G.**: A human fibroblast cell line can substitute for marrow stromal cells and promote the proliferation and development of multipotent hematopoietic stem cells. East Carolina University, School of Medicine, Department of Medicine, Eleventh Annual Research Day: March 6, 1997.

Hooker, J., Steiner, M., Anagnostou, A., **Sigounas, G.**: Interaction of erythropoietin with chemotherapeutic agents. Potential therapy for highly vascularized tumors. East Carolina University, School of Medicine, Department of Medicine, Eleventh Annual Research Day: March 6, 1997.

Pei, X., Ciaramella, J., Steiner, M., Anagnostou, A., **Sigounas, G.**: Immortalization of human placental stromal cells. East Carolina University, School of Medicine, Department of Medicine, Eleventh Annual Research Day: March 6, 1997.

Pei, X., Hooker, S., Anagnostou, A., **Sigounas, G.**, Steiner, M.: S-Allymercaptocysteine (SAMC) changes regulation of cell cycle. East Carolina University, School of Medicine, Department of Medicine, Eleventh Annual Research Day: March 6, 1997.

Anagnostou, A., Madigan, T., Steiner, M., **Sigounas, G.**: Erythropoietin Receptor of Human Vascular Endothelial Cells: Cloning, Characterization and Putative Function. Acta Haematologica, (Suppl. A) 98:32, 1997.

Steiner, M., Madigan, T., Anagnostou, A., **Sigounas, G.**: Cloning and characterization of erythropoietin receptor forms of human vascular endothelial cells. Blood 90(Suppl.1), 1997.

Sigounas, G., Hooker, J., and Anagnostou, A.: The Role of EPO in Neovascularization: Synergistic Anti-tumor and Anti-angiogenic Effect of EPO and Chemotherapeutic Drugs. East Carolina University, School of Medicine, Department of Medicine Twelfth Annual Research Day, March 5, 1998.

Hooker, J., Steiner, M., Anagnostou, A., and **Sigounas, G.**: The Role of S-Allylmercap-tocysteine (SAMC) on Expression and Function of v-HA-RAS Gene. East Carolina University, School of Medicine, Department of Medicine Twelfth Annual Research Day, March 5, 1998.

Beal, D., Anagnostou, A, and **Sigounas, G.**: Cell Cycle Status of Human Umbilical Cord Blood-Derived CD34+Cells Treated with Thrombopoietin and FLT3-Ligand. East Carolina University, School of Medicine, Department of Medicine Twelfth Annual Research Day, March 5, 1998.

Harbour-Beal, D., Pei, XF., Anagnostou, A., **Sigounas, G.**: Cell Cycling of Flt3 Ligand/Thrombopoietin-Treated CD34+ Hemopoietic Stem Cells. East Carolina University, School of Medicine, Department of Medicine Thirteenth Annual Research Day, March 9, 1999.

Hatfield, J., Ciramella, J., Anagnostou, A., **Sigounas, G.**: The Human Firbroblast MRHF Cells are Capable of Supporting the *Ex Vivo* Expansion of CD34+ Cells. East Carolina University, School of Medicine, Department of Medicine Thirteenth Annual Research Day, March 9, 1999.

Sigounas, G., Manning, C., Powell, M., Comeau T., Schadler, L.: Peripheral Blood CD34+ Cell Counts and the Colony-forming Cells Can Predict the Effectiveness of Mobilization and Determine Both the Number of Stem Cell Collections and the Blood Volume Required for Leukapheresis. East Carolina University, School of Medicine, Department of Medicine Fourteenth Annual Research Day, March 16, 2000.

Mehlhop, P., Sigounas, A., **Sigounas, G.**: Enhancement of IL-4 and IFN-γ Production by Peripheral Blood Mononuclear Cells in Patients on Allergen Immunotherapy. East Carolina University, School of Medicine, Department of Medicine 15th Annual Research Day, May 24, 2001.

Sigounas, G., Mehlhop, P., Sigounas, A., Collins, M., Lee, W.: Erythropoietin Ameliorates Chemotherapy-Induced Toxicity In Vivo. Exp. Hematol. 29(8): 57, 2001.

Sigounas, G., Salleng, K., Mehlhop, P., Sallah, S., Collins, M., Kardatos, A., Sigounas, D.: Erythropoietin Inhibits Drug-Induced Fibrosis and Improves Pulmonary Function. Blood 98(11): 798a, 2001.

Howell, E., Mehlhop, P., Sigounas, A., **Sigounas, G.,** Patel, D.: IL-4 Production in Response to Allergen Stimulation and Clinical Symptoms of Allergic Rhinitis. American Academy of Allergy, Asthma and Immunology 58th Annual Meeting, March, 2002.

Sallah, S., Wan, J., **Sigounas, G.,** Nguyen, N.: Recombinant Activated Factor VII Can Control the Bleeding Manifestations of Disseminated Intravascular Coagulation in Patients with Cancer. Blood 100(11): 99b, 2002.

Sallah, S., Wan, J., Nguyen, N., **Sigounas, G.**: Combination Imatinib and Gemtuzumab Ozogamicin in Patients with Chronic Myeloid Leukemia in Myeloid Blast Crisis. Blood 100(11): 319b, 2002.

Sigounas, G., Collins, M., Sallah, S., Sigounas, V.: Erythropoietin Enhances Antineoplastic Activity of Chemotherapeutic Agents. Blood 100(11): 210, 2002.

Sigounas, G., Salleng, K., Collins, M., Sigounas, D.: Erythropoietin Inhibits Endothelial Cell Activation and Intercellular Adhesion Molecule-1 Expression. Exp. Hematol. 31(7,1): 79, 2003.

Sallah, A.S., Husain, A., Wan, J., Turturro, F., **Sigounas, G.,** Glass, J.: Oral anticoagulation in patients with solid tumors and deep venous thrombosis: Bleeding and clotting events and monitoring of plasma coagulation markers. Blood 102 (11): 323a, 2003.

Sallah, A.S., Husain, A., Wan, J., **Sigounas, G.**: Markers of activation of hemostasis in patients with solid tumors: Correlation with progression and prognosis. Blood 102 (11): 89b, 2003.

Brick, W.G., Quan, W.D., Shah, R., Khan, N., Sigounas, G., Burgess, R.E.: Treatment of a bilaterally nephrectomizes patient with recombinant IFNα-2b (IFN): Pharmacokinetic evaluation suggests that approximately 50% of serum IFN is eliminated by hemodialysis. The 95th Annual Meeting of American Association for Cancer Research. Proceedings of the AACR, p. 270, 2004.

Aderolu, R., Wong, R. Johansen, A., Tsao, D., Gollapalle, E., Kalogerinis, P., Burns, N., Tabrizi, I., **Sigounas, G.** and Georgakilas, A.: Detection of Oxidative Clustered DNA Lesions in Human Breast Cancer Cells and Mice Tissues. Proceeding of the 2nd NC Undergraduate Research Symposium, Raleigh NC. November 2005.

Johansen, A., Francisco, D.C., Peddi, P., Georgakilas, A., and **Sigounas, G.**: Expression of DNA Repair Proteins in Human Breast Cancer Cell lines and Tissues. East Carolina University, Fourth Annual Undergraduate Research and Creative Activities Symposium, Greenville, NC. April 2006.

Nowsheen, S., Adetolu, R. Kalogerinis, P., **Sigounas, G.** and Georgakilas, A.: Detection of Oxidative Clustered DNA Lesions in Human Breast Tissues. East Carolina University, Fourth Annual Undergraduate Research and Creative Activities Symposium, Greenville, NC. April 2006.

Peddi, P., Francisco, D., Flood, B., **Sigounas, G.** and Georgakilas A. "Accumulation of oxidative clustered DNA lesions (OCDLs) in the human breast cancer cells MCF-7." Proceedings 53th Annual Meeting of the Radiation Research Society, Philadelphia, Pennsylvania, Nov 5-8, USA, p. 53, 2006.

Hair, J., Flood, B., Cecil, A., Lockhart, E., Nowsheen, S., Wukovich, R., Aziz, K., Francisco, D., Peddi, P., **Sigounas, G.,** and Georgakilas, A.: Accumulation of Oxidative Clustered DNA Lesions (OCDL) in Human Breast Cancer Cells (MCF-7). 2nd Annual State of North Carolina Undergraduate Research Symposium, Raleigh, NC, November 18, 2006.

Smith, C.R., Salleng, K.J., Sigounas, V.Y., Asch, A., and **Sigounas, G.**: Paracrine Suppression of VEGF Secretion by Erythropoietin Inhibits Tumor Growth. The 2007ASH Annual Meeting. Blood 110: 3909, 2007.

Francisco, D., Peddi, P., Hair, J., Flood, B., Cecil, A., Kalmus, G., **Sigounas, G.** and Georgakilas, A.: Detection of oxidative clustered DNA lesions in human MCF-7 breast cancer cells. East Carolina University, Research and Creative Achievement Week, March 26-30, Greenville, NC, 2007.

Hudgins, R., Cooke, C., Kalmus, G., Georgakilas, A. and **Sigounas, G.**: The effect of erythropoietin on prostate cancer cells expressing erythropoietin and/or its receptor. Annual Meeting of the NC Academy of Science, Greenville, NC. March 30-April 1, 2007.

Hairr, J.W., Cooke, C.D., Hudgins, R., Rhinehart, J.E., Wiley, J.E., **Sigounas, G.**: The role of Oxidatively-induced Clustered DNA Lesions in breast cell transformation. East Carolina University Brody School of Medicine, 22nd Annual Yash P. Kataria IM Research Day, May, 2008.

Smith, C.R., Salleng, K.J. Asch, A., **Sigounas, G.**: Paracrine suppression of VEGF secretion by erythropoietin inhibits tumor growth. East Carolina University Brody School of Medicine, 22nd Annual Yash P. Kataria IM Research Day, May, 2008.

Peddi, P., Francisco, D., Hair, J., Cecil, A., Sedelnikova, O., Winters, T.A., **Sigounas, G.,** Georgakilas,A.G.: Accumulation of complex DNA damage in human breast. The 99th Annual Meeting of American Association for Cancer Research. Proceedings of the AACR, 2008.

Hairr, J.W., Cooke, C.D., Owen, J.R., Weidner, D.A., Wiley, J.E., Asch, A.A., **Sigounas, G.**: Role of benzopyrenes in the generation of oxidatively-induced Clustered DNA damage in normal human breast tissue-derived cells. East Carolina University Brody School of Medicine, 23rd Annual Yash P. Kataria Research Day, April, 2009.

Hairr, J. W., Cooke, C. D., Weidner, D. A., Wiley, J. E., **Sigounas, G.**: Oxidatively-induced clustered DNA damage during mammary cell transformation. The 100th Annual Meeting of American Association for Cancer Research. Proceedings of the AACR, 2009.

Bertrand, F. E., Hewan-Lowe, K., Catrou, P., Angus, C. W., **Sigounas, G.**, Kellogg, A.: Potential cooperation of monoclonal antibody based targeting of γ-glutamyl transferase (GGT1) with chemotherapy in kidney tumor xenografts. The 102nd Annual Meeting of American Association for Cancer Research. Proceedings of the AACR, 2011.

Larion, L., Partis, W., **Sigounas, G.**: Oxidatively-induced complex DNA damage and repair in human colon cancer tissues and cells. The 102nd Annual Meeting of American Association for Cancer Research. Proceedings of the AACR, 2011.

Arce, S., Akula, S.M., **Sigounas, G.**, Kataria, Y.P.: Disturbed homeostasis and multiple signaling defects in the peripheral blood b-cell compartment of patients with severe chronic sarcoidosis. Autoimmunity Congress, Granada Spain, May, 2012.

Fitzgerald, T., Partis, W. J., Starr, S., **Sigounas, G.**: Association of increased levels of stem cell marker ALDH1 with overall survival in metastatic colon cancer. ASCO, 2013.

Williams, C., Partis, W., Nutter, M., Paladugu, N., Bertrand, F., **Sigounas, G.** Notch Signaling Regulates Proliferation of Human Colorectal Cancer Cells. East Carolina University Brody School of Medicine, Summer Biomedical Research Program, July 2013.

Fender, A., Nutter, M., Fitzgerald, T., Bertrand, F., **Sigounas, G.** Notch-1 Regulates Epithelial to Mesenchymal Transition in Colorectal Cancer. ECU Research and Creative Achievement Week, March, 2014.

Fender, A., Nutter, M., Fitzgerald, T., Bertrand, F., **Sigounas, G**. Notch-1 regulated stemness and EMT in colorectal cancer. The 105th Annual Meeting of American Association for Cancer Research. Proceedings of the AACR, 2014.

Baldwin, D., Fender, A., Nutter, M., Fitzgerald, T., Bertrand, F., **Sigounas, G**. Notch-1 regulated Epithelial to Mesenchymal Transition in Colon Cancer. East Carolina University Brody School of Medicine, Summer Biomedical Research Program, July 2014.

Fender, AW., Vinson, KE., George, DC., **Sigounas, G.** Notch pathway regulates epithelial-mesenchymal transition in colorectal cancer. East Carolina University Brody School of Medicine, 29th Annual Yash P. Kataria Research Day, April, 2015.

Vinson, KE., Clark, AG., Khan, A., **Sigounas, G.** Inhibition of Notch3 decreases Notch1-induced tumorigenesis of colorectal cancer. East Carolina University Brody School of Medicine, 30th Annual Yash P. Kataria Research Day, April, 2016.

George, DC., Clark, AG., Khan, A., Weidner, DA., **Sigounas, G.** Notch signaling mediates drug resistance in colorectal cancer cells via effects on DNA repair proteins. East Carolina University Brody School of Medicine, 30th Annual Yash P. Kataria Research Day, April, 2016.

PRESENTATIONS/Invited Speaker

"Transgenic Transplantation: A New in Vivo System for Experimental Hemopoiesis which Employs Sequential Molecular Monitoring of Multiple Genetic Markers." Plenary Session, at the 31st Annual Meeting of American Society of Hematology, Atlanta, Georgia, December 3, 1989.

"Ex vivo and in Vivo Analysis of Transgenic Hematopoietic Stem Cells." USHUS, Bethesda, Maryland, February 20, 1990.

"Transgenic Mice: A Model System to Study Lymphohematopoietic Growth Factors in Vivo." At the 19th Annual Meeting of UCLA Symposia on Molecular & Cellular Biology, Steamboat Springs, Colorado, April 3, 1990.

"Transgenic Hematopoietic Stem Cells (HSC) as Probes for Lymphohematopoiesis and Experimental Transplantation." Presidential Symposium, at the 19th Annual Meeting of International Society for Experimental Hematology, Seattle, Washington, August 30, 1990.

"Establishment of the Human Immune System in SCID Mice." NIH, Bethesda, Maryland, March 5, 1991.

"Biological Properties of Polyreactive Antibodies." NIH, Bethesda, Maryland, March 3, 1992.

"Cloning, Structure and Function of the CD5 Gene." NIH, Bethesda, Maryland, November 3, 1992.

"Physiological and Pathological Functions of Polyreactive Antibodies." NIH, Bethesda, Maryland, November 17, 1992.

"Ebstein Barr Virus (EBV) Receptors" NIH, Bethesda, Maryland, March 5, 1993.

"DNA Vaccines."NIH, Bethesda, Maryland, February 18, 1994.

"Targeting the CD5 Gene." NIH, Bethesda, Maryland, April 5, 1994.

"The Role of Erythropoietin in Neovascularization." ECU School of Medicine, Ninth Annual Department of Medicine Research Day, June 1, 1995.

"Anticancer Activity of Organosulfurs." ECU School of Medicine, Department of Microbiology and Immunology, January 31, 1996.

"The Transgenic Mouse System." ECU School of Medicine, Department of Physiology, February 8, 1996.

"Antineoplastic Properties of S-Allylmercaptocysteine." East Carolina University, School of Medicine, Tenth Annual Department of Medicine Research Day, March 7, 1996.

"Alpha-Tocopherol Induces Apoptosis and Changes of p53 Expression in Erythroleukemia Cells. Experimental Biology 96, Washington, D.C., April 15, 1996.

"Inhibition of Protein Kinase C Activity by α-Tocopherol (α-T) Blocks PMA-Induced Shape Change of HEL Cells. Experimental Biology 96, Washington, D.C., April 17, 1996.

"The Role of Biofactors Micronutrients in Cancer Prevention" East Carolina University, School of Medicine, Department of Medicine, Hematology/Oncology Grand Rounds, April 25, 1996.

"Stromal Cell Lines That Support Stem Cell Growth" East Carolina University, School of Medicine, Department of Medicine, Hematology/Oncology Division, January 21, 1997.

"S-Allylmercaptocysteine Inhibits Cell Proliferation and Reduces the Viability of Breast and Prostate Cancer Cell Lines", 1997 North Carolina Cancer Research Symposium, Durham, NC, February 7, 1997.

"S-Allylmercaptocysteine Induces Apoptosis in Erythroleukemia Cell Lines" 1997 North Carolina Cancer Research Symposium, Durham, NC, February 7, 1997.

"Cloning and Characterization of the Erythropoietin Receptor of Vascular Endothelial Cells" East Carolina University, School of Medicine, Department of Medicine Eleventh Annual Research Day, March 6, 1997.

"A Human Fibroblast Cell Line Can Substitute for Marrow Stromal Cells and Promote the Proliferation and Development of Multipotent Hematopoietic Stem Cells" East Carolina University, School of Medicine, Department of Medicine Eleventh Annual Research Day, March 6, 1997.

"Interaction of Erythropoietin with Chemotherapeutic Agents. Potential Therapy for Highly Vascularized Tumors" East Carolina, University School of Medicine, Department of Medicine Eleventh Annual Research Day, March 6, 1997.

"S-Allylmercaptocysteine (SAMC) Changes Regulation of Cell Cycle" East Carolina University, School of Medicine, Department of Medicine Eleventh Annual Research Day, March 6, 1997.

"Immortalization of Human Placental Stromal Cells" East Carolina University, School of Medicine, Department of Medicine Eleventh Annual Research Day, March 6, 1997.

"Erythropoietin and Epo Receptors in Non-Erythroid Cells" East Carolina University, School of Medicine, Department og Microbiology and Immunology, March 19, 1997.

"Gene Targeting and the Knockout Technology" East Carolina University, School of Medicine, Department of Physiology, April 15, 1997.

"Future Cancer Therapies: Can Erythropoietin Synergize with Cisplatin to Suppress Tumor Growth?", East Carolina University, School of Medicine, Department of Medicine, Hematology/Oncology Educational Conference, May 9, 1997.

"Breast Cancer Research within the Division of Hematology/Oncology." Breast Cancer Research Retreat, East Carolina University School of Medicine, Greenville, NC, November 24, 1997.

"DNA Manipulation for Gene Therapy and Transgenics", North Carolina Association for Biomedical Research, at East Carolina University School of Medicine, Greenville, NC, January 16, 1998.

"Anti-angiogenic Action of Anti-neoplastic Drugs; Biomodulation of this Activity by Recombinant EPO", East Carolina University School of Medicine, Department of Medicine, Hematology/Oncology Educational Conference, February 13, 1998.

"The Role of EPO in Neovascularization: Synergistic Anti-tumor and Anti-angiogenic Effect of EPO and Chemotherapeutic Drugs". East Carolina University, School of Medicine, Department of Medicine Twelfth Annual Research Day, March 5, 1998.

"The Role of S-Allylmercaptocysteine (SAMC) on Expression and Function of v-HA-RAS Gene". East Carolina University, School of Medicine, Department of Medicine Twelfth Annual Research Day, March 5, 1998.

"Cell Cycle Status of Human Umbilical Cord Blood-Derived CD34+Cells Treated with Thrombopoietin and FLT3-Ligand". East Carolina University, School of Medicine, Department of Medicine Twelfth Annual Research Day, March 5, 1998.

"Stem Cell Transplantation Therapies for Malignant and Non-Malignant Disorders". East Carolina University, School of Medicine, Microbiology & Immunology Department, Greenville, NC, May 6, 1998.

"Present and Future Hematopoietic Stem Cell Therapies" East Carolina University School of Medicine, Department of Medicine, Section of Allergy Grand Rounds, Greenville, NC, May 7, 1998.

"The role of Epo and Chemotherapeutic Drugs in Neovascularization and Tumor Inhibition." University of Ioannina, Greece. July 1998.

"Stem Cell Transplantion for Malignant and Non-Malignant Disorders." University of Ioannina, Greece. July 1998.

"Synergistic Anti-angiogenic and anti-Tumor Effect of Erythropoietin and Chemotherapeutic Drugs", East Carolina University School of Medicine, Department of Microbiology and Immunology, Greenville, NC, February 17, 1999.

"Cell Cycling of Flt3 Ligand/Thrombopoietin-Treated CD34+ Hemopoietic Stem Cells." East Carolina University, School of Medicine, Department of Medicine Thirteenth Annual Research Day, March 9, 1999.

"The Human Fibroblast MRHF Cells are Capable of Supporting the *Ex Vivo* Expansion of CD34+ Cells." East Carolina University, School of Medicine, Department of Medicine Thirteenth Annual Research Day, March 9, 1999.

"Evolution and Applications of Gene Therapy." East Carolina University School of Medicine, Department of Physiology, April 15, 1999.

"Peripheral Blood CD34+ Cell Counts and the Colony-forming Cells Can Predict the Effectiveness of Mobilization and Determine Both the Number of Stem Cell Collections and the Blood Volume Required for Leukapheresis." East Carolina University, School of Medicine, Department of Medicine Fourteenth Annual Research Day, March 16, 2000.

"The Future of Stem Cell Therapies in Treating Malignant Disorders", East Carolina University School of Medicine, Department of Microbiology and Immunology, Greenville, NC, March 8, 2000.

"Advantages, Drawbacks, and Future Directions of Cellular Therapies in the Treatment of Malignant Disorders". Department of Medicine, Section of Allergy Grand Rounds, Greenville, NC, March 23, 2000.

"Erythropoietin Ameliorates Chemotherapy-Induced Toxicity In Vivo". 30th Annual Meeting of the International Society for Experimental Hematology, Tokyo, Japan, August 27, 2001.

"Erythropoietin Inhibits Drug-Induced Fibrosis and Improves Pulmonary Function". Forty-third Annual Meeting of the American Society of Hematology, Orlando, Florida, December 10, 2001.

"Pleotropic Properties of Erythropoietin." East Carolina University, Brody School of Medicine, Department of Microbiology and Immunology, Greenville, NC, February 19, 2003.

"IL-4 Production in Response to Allergen Stimulation and Clinical Symptoms of Allergic Rhinitis." East Carolina University, Brody School of Medicine, Department of Internal Medicine Seventeenth Annual Research Day, April 2003.

"Erythropoietin Inhibits Endothelial Cell Activation and Intercellular Adhesion Molecule-1 Expression." 32nd Annual Meeting of the International Society for Experimental Hematology, Paris, France, July 6, 2003.

"Pleiotropic Actions of Erythropoietin" Department of Hematology and the Hematology Laboratory, Ioannina University Medical School/University Hospital, Greece. February 17, 2004.

"Hematopoietic Stem Cell Present and Future Therapies." Department of Biology, East Carolina University. November 4, 2004.

"Stromal and Hematopoietic Stem Cell Properties and Therapies." Section of Endocrinology. Brody School of Medicine. March 28, 2005.

"Effects of Erythropoietin in Non-hematopoietic Tissues" U.S. Patent Office, Washington, DC August 9, 2005.

"Expression of DNA Repair Proteins in Human Breast Cancer Cell lines and Tissues." East Carolina University, 4th Annual Undergraduate Research and Creative Activities Symposium, Greenville, NC, April 2006.

"Detection of Oxidative Clustered DNA Lesions in Human Breast Tissues. "East Carolina University, 4th Annual Undergraduate Research and Creative Activities Symposium, Greenville, NC, April 2006.

'Stem Cell Research." American Medical Student Association, Tri-Beta and AED, Greenville, NC, October 26, 2006.

"Accumulation of oxidative clustered DNA lesions (OCDLs) in the human breast cancer cells MCF-7." Proceedings 53th Annual Meeting of the Radiation Research Society, Philadelphia, Pennsylvania, Nov 5-8, 2006.

"Accumulation of Oxidative Clustered DNA Lesions (OCDL) in Human Breast Cancer Cells (MCF-7)." 2nd Annual State of North Carolina Undergraduate Research Symposium, Raleigh, NC, November 18, 2006.

"Detection of oxidative clustered DNA lesions in human MCF-7 breast cancer cells." East Carolina University, Research and Creative Achievement Week, Greenville, NC, March 26, 2007.

"The effect of erythropoietin on prostate cancer cells expressing erythropoietin and/or its receptor" NCAS Annual Meeting, Greenville, NC, March 30, 2007.

Oxidatively-induced clustered DNA damage during mammary cell transformation. The 100th Annual Meeting of American Association for Cancer Research. Denver, CO, April, 2009

Oxidatively-induced complex DNA damage and repair in human colon cancer tissues and cells. The 102nd Annual Meeting of American Association for Cancer Research. Orlando, FL, April, 2011.

"Colonic Cancer Stem Cells: Concepts, Characteristics and Prognostic Significance" Department of Pathology Grand Rounds, ECU Brody School of Medicine, Greenville, NC, April 15, 2013.

Notch-1 regulated stemness and EMT in colorectal cancer. The 105th Annual Meeting of American Association for Cancer Research. April 2014.

AWARDS AND OTHER HONORS

1972 & 1976	National Institute Scholarships, Greece.
1984-1987	Teaching Fellowship, Boston University. Graduate School Scholarship, Boston University. Research Assistantship, Boston University.
1986	International Society for Experimental Hematology (ISEH) Travel Award.
1987-1990	Research Associateship, National Academy of Science, Washington, DC.
1998	"Best Abstract Award", Department of Medicine Twelfth Annual Research Day, East Carolina University School of Medicine, Greenville, NC
2009	Faculty Author Recognition Award, East Carolina University School of Medicine, Greenville, NC
2010	Patent Inventor Recognition Award, East Carolina University, Greenville, NC
2011	Patent Inventor Recognition Award, East Carolina University, Greenville, NC
2011	ECU Faculty Author Recognition Award, East Carolina University School of Medicine, Greenville, NC
2012	ECU Faculty Author Recognition Award, East Carolina University School of Medicine, Greenville, NC

2012	Member of the National Academy of Inventors
2013	ECU Faculty Author Recognition Award, East Carolina University School of Medicine, Greenville, NC
2014	ECU Faculty Author Recognition Award, East Carolina University School of Medicine, Greenville, NC
2015	ECU Faculty Author Recognition Award, East Carolina University School of Medicine, Greenville, NC
2016	ECU Faculty Author Recognition Award, East Carolina University School of Medicine, Greenville, NC

Dr. Vanila M. Singh, M.D. MACM

Department of Anesthesiology, Perioperative and Pain Medicine
Stanford University School of Medicine

(b)(6)

vanila@stanford.edu

Current Physician Work Experience

Stanford University Medical Center Jan 2004- current
Clinical Associate Professor of Anesthesiology, Perioperative and Pain Medicine
Regional Anesthesia and Pain Medicine

University of California at Los Angeles Medical Center 8/02-8/03
Assistant Clinical Professor of Anesthesiology/Pain Medicine

Policy and Political History:

RNC **Trump Delegate**, Cleveland, Ohio 2016 July
Trump Political team, California (Tim Clark Director)
Trump **Surrogate** for San Francisco Bay Area media- part of group that generated $10 million of earned media coverage https://www.youtube.com/watch?v=ReAK9xswotg

Congressional **non-politician** Candidate for Federal office, CD 17 12/13- 6/14
Silicon Valley
Issues: ACA (Obama care), Economic free enterprise, American Jobs, Fiscal Discipline
Covered in TIME (May 2014 J Klein), Featured in Elle India prominent Indo-American, Economic Times of India, San Jose Mercury, San Francisco Chronicle, Washington Post "She the people", India West, India Abroad, Times of India, DiyaTV, local SFO Bay area media (KTVU and KPIX trump surrogate)

Formulation of HR 5284 "Worlds Greatest Health" care bill with Congressman Pete Sessions/Senator Bill Cassidy

Iconic Women: Asian American Woman Trailblazers 2017 year Charity organization "saris to suits" Calendar- December month

Golden State Leadership Team, California Republican Party 2016
Delegate California Republican Party 2015, 2016
Member, Membership Committee Lincoln Club 2015-current
Indian American Republican Committee Association (IARCA)- board member
Vice Chairperson National Physicians Council on Health Policy

Health Care Policy & Committee Work:

National Physicians Council on Health Policy, Vice Chair on technology and Anesthesia 2015- present (NPCHP)
Working on health care policy actively

CMA California Medical Association Delegate Current Council on Legal Judicial and Ethical Affairs 2016-2017

Member

CMA- Subcommittee on Health Information Technology 2016-2017

American Society of Regional Anesthesia (ASRA) 2017 conference, Scientific Planning Committee, 2017

American Society of Interventional Pain Physicians, Ultrasound Committee, Member current

American Society of Interventional Pain Physicians, Political Advocacy Committee, Member current

American Society of Regional Anesthesia (ASRA), Newsletter column on Regulatory Medicine –

Elected Delegate, California Society of Anesthesiologists 4th district, past

CSA Committee Member (Legislative Practice and Affairs Division) April 2010- 2011

Alternate Delegate 2011-2014

Santa Clara County Medical Association, Vice President Professional Conduct- present

Awards:

Iconic Women: Asian American Woman Trailblazers 2017 year Charity organization "saris to suits" Calendar- December month

Teaching Scholars Program- Stanford University Dept. of Anesthesiology 2009

Top Ten Doctors Anesthesiologists 2012

Departmental Teaching and Administrative Activities:

Summer Intern Project: Creating Regional Anesthesia Registry: UAB student, Dr Jean Louis Horn

Regional Anesthesia Ultrasound Workshop, Stanford University Medical Center 2007-2015

Regional Anesthesia Fellow Candidate Interview: Annual

Co-Director, Teaching Scholars Program 2013- current

Mentor Teaching Scholars; CCTS Interdepartmental Program; Department of Anesthesiology; Department of Surgery; Emergency Medicine.

Development and implementation of chronic learner-based modules for chronic pain rotation, Division of Pain medicine 2012-2013, Stanford

Resident Education Committee Stanford University, Dept. of Anesthesiology (2007- present)

Clinical Competency Committee, Stanford University, Dept. of Anesthesiology (2008- present)

Hospital Ethics Committee – Stanford Hospital, 2011-2012

Scientific Journal Review:

Pain Physician Journal – 2015 current member and reviewer
Editorial Board, member

Director, International Regional Anesthesiology Ultrasound Workshop- Director, 2010
Sao Paulo- invited as faculty with delegation and organizer to teach fellows, faculty of Brazilian Anesthesia Society

Mentor/Resident Advisor at Stanford to Undergraduate, Medical students, Fellows, Residents

Formal Lectures for residents, fellows, grand rounds:

Phantom Limb Pain
Opiate and regional anesthesia
Ultrasound guided anesthesia
Celiac Plexus Block
Perioperative Neuropathy
Upper Extremity Blocks
Multiple Sclerosis
Perioperative Surgical Home
Neural Injury
Curriculum Development
Conflict Resolution

Grand Rounds at institutions UCLA Cornell, Sloan Kettering, Stanford

Grand Rounds Fellow Regional Anesthesia 2013, 2012, 2010, 2009, 2008

Journal Club, Regional Anesthesia: Lead and Participate 2006- present

Invited Speaker:

"Workshop Journal Club: Interactive teaching techniques to promote focused engagement and deep discussion Kim Walker, Vanila Singh, Stanford University December 2015 WGEA San Diego, California

WGEA/WGSA/WOSR/WAAHP Regional Conference

ASIPP, Annual Conference, Invited Speaker, "An Internationalist Pain doctors perspective and the run for public office," Orlando Florida April 2015

National Physicians Council on Health Policy (NHPCHP) member, Vice Chair Anesthesiology House Rep Pete Sessions, March 2016 October 2015, March 2015

ASIPP Conference Las Vegas UE Pain US guided blocks Main Hall guest speaker and lecturer

US pain workshop August 2014

Various medical interdepartmental conferences

Singh, VM NWAC (Networking World Anesthesia Congress) Invited Associate Faculty, Ultrasound Workshops Popliteal, Femoral, Peripheral Nerve Stimulation, Axillary Block (5/11/11- 5/15/11)

Singh, VM NYSORA Conference Ultrasound Workshop Popliteal (12/19/09) Infra-Clavicular and Axillary (12/20/2009)

Resident Regional Anesthesia Ultrasound Workshop/Lectures, Organizer, Stanford University Medical Center 2007, 2008, 2009

Professional Memberships:

National Physicians Council on Health Policy (NPCHP)
American Society of Anesthesiologists (ASA)
American Society of Regional Anesthesia (ASRA)
American Society of Interventional Pain Physicians (ASIPP)
California Society of Interventional Pain Physicians (CASIPP)
California Society of Anesthesiology (CSA) - Delegate previous
Society for Education and Anesthesia (SEA)
Santa Clara County Medical Association (SCCMA)
California Medical Association (CMA)- delegate cmte
American Medical Association (AMA)
Association of American Physicians of Indian Origin (AAPIO)
George Washington University Medical Center Alumni Association
University of California at Berkeley Alumni Association (CAA)-
Lincoln Club of Northern California

Invited International Lecturer:

1. (Networking World Anesthesia Congress) Invited Associate Faculty, Ultrasound Workshops Popliteal, Femoral, Peripheral Nerve Stimulation, Axillary Block (5/11/11- 5/15/11)
2.Curitiba, Brazil, "Regional Anesthesia Ultrasound" Workshop and "Cancer Pain Management"- Faculty and Hospital staff:
3. Director Jaipur, India SMS College of Medicine, "Cancer and Pain Management" Multispecialty Lecture to Oncologists, Internists, and Anesthesiologists February 2009
4. Jaipur, India SMS College of Medicine, "Regional Anesthesia: Clinical Case Presentations", February 2009

Departmental Retreat (2 day) for Anesthesia Faculty- in main OR division: Organized program and lead Anesthesia Faculty discussions

- April 2009

Various Stanford Education guides and books over the years for Stanford and nationally

Conference Planning and Organizational Work:

- Reviewed and edited OSCE, hands on sessions, lectures for tool box curriculum
- IME Educational Conference Abstract: Workshop faculty curriculum development 2014
- Administer and orientation for Pain Resident Rotation: pretest, posttest, resident feedback for development of rotation 2011-2013
- Regional Anesthesia Ultrasound Workshop, Stanford University Medical Center 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015

Book Chapters:

Author, Anesthesiologists Manual 11th edition Chapters 11.1-11.4 Plastic and Reconstructive Surgery, 2014 Richard Jaffe, MD

Author: Plastics Upper Extremity Textbook (James Chang, MD Editor Stanford) 2010, 2016 update
*Anesthesia for Upper Extremity, Co-author with J Hill, MD

Abstracts:

SCA Abstract: Title: "Ultrasound-Guided Left Stellate Ganglion Block for the Treatment of Refractory Ventricular Storm in a Patient Undergoing Veno-arterial Extracorporeal Membrane Oxygenation" 2016 november
Submitting Author: Alvin Garcia

ASRA abstract pending

ASRA "Severe neurologic symptoms following continuous popliteal-sciatic nerve block and foot and ankle surgery" April 2016
Kumar, Schwab, Singh, Horn

ASRA: November 2015 meeting "Presentation and treatment of catheter-site infection in a morbidly obese chronic pain patient on immunosuppression"
Bryant Tran, M.D. Steven Kelleher, M.D Vanila Singh, M.D

SEA Presentation National meeting: Workshop October 2015 "Conflict Management " for the millennial in Anesthesia
Singh, Vanila and Tanaka, Pedro

ASRA: Medical Challenging case: Femoral and Sciatic Nerve Blockade for Surgical Anesthesia in an Anti-coagulated LVAD Patient presenting for Removal of an Infected Knee Implant
Vanila Singh, Bryant Winston April 2015

Stanford and UCSF Joint Research Meeting- Poster presentations:
Development of a Regional Anesthesia Postoperative follow-up curriculum for residents and fellows
Mittal, Brita & Singh, Vanila March 2015

ASRA Abstract "Tool Box Curriculum" Regional Anesthesia Curriculum Woodworth G, Horn J, Missair A, Singh V, Kopp S, Maniker 2014

Faculty, Abstract presentation Innovative Medical Education (IME) Conference, Los Angeles February 2012

Background: (b)(6) Speaks fluent Hindi/Urdu fluently. Parents (b)(6) and (b)(6)

(July 19, 2017)

KRISTIN S. SKRZYCKI

(b)(6)

PROFESSIONAL EXPERIENCE

Office of Representative Thomas E. Price, M.D., Washington, DC

Chief of Staff — October 2011 – Present
Deputy Chief of Staff — October 2005 – October 2011
Senior Legislative Assistant — January 2005 – September 2005

Direct and supervise various operations for a Member of Congress over 12 years, including:

- Manage the personal office of 15 full-time staffers and facilitate coordination with the U.S. House Budget Committee.
- Act as the Representative's working liaison to House Republican Leadership during tenure as the House Republican Policy Committee Chairman.
- Serve as the Representative's Legislative Director and thus overseeing the legislative operations.
- Support the communications operations by inspecting day-to-day events and reviewing and approving press releases, speeches and materials for public dissemination.
- Facilitate in synthesizing the operations for the Republican Study Committee and the operations of the personal office for the Representative.
- Handle a legislative portfolio for the Representative, including such issues as budget and spending, defense, firearms, immigration, intelligence, taxes and trade.
- Supervise the constituent correspondence operations for the Representative.
- Serve as the point person for organizing member requests in the appropriations process.
- Engage a wide array of interest groups and constituents on behalf of the Representative.
- Provide consultation and strategic advice to the Price for Congress campaign.

National Republican Congressional Committee, Washington, DC

Senior Research Analyst, Campaign Division — December 2002 – December 2004
Research Analyst, Campaign Division — March 2001 – November 2002

Spearheaded legislative and field research efforts for the division's overall strategic plans:

- Tracked and analyzed federal legislative priorities for integration into campaign management plans.
- Authored the *Issues 2002 Book* and the *Issues 2004 Book*, the National Republican Congressional Committee's issue research guide for the election cycle.
- Penned Vote Alerts, Issue Alerts, the Worst Hits program, and Debate Primer, the National Republican Congressional Committee's key releases from the Research Department.
- Evaluated opposition political advertisements for content analysis and accuracy.
- Verified accuracy of the National Republican Congressional Committee's political advertisements.
- Developed opposition profiles, both organizational and candidate, in key congressional races.
- Advised congressional campaigns in the construction of issue platforms and policy positions.
- Oversaw redistricting logistics during the 2004 election cycle.

The Tarrance Group, Alexandria, VA
Research Analyst, Corporate & International Research Division July 1999 – March 2001

Provided project management support for a full-service survey research firm:

- Guided quantitative strategic research efforts for corporate, public affairs, and political clients.
- Assisted in qualitative research services such as advertisement testing, message evaluation, and image enhancement.
- Handled new business development for the Corporate & International Research Division.
- Assisted in media relations effort for the Voter.com Battleground 2000 Poll.

The Cook Political Report, Washington, DC
Research Assistant/Reporting Intern June 1998 – August 1998

Conducted research and provided editorial support for a non-partisan election handicapper:

- Monitored and assessed survey research results and campaign filings for U.S. House and Senate elections.
- Tracked federal candidate financial reports.
- Edited layout for bimonthly publication and reviewed content.

CAMPAIGN EXPERIENCE

Friends of George Allen, Arlington, VA November 2006
- Served as a grassroots volunteer by conducting phone calls for the GOTV drive.

Tom Rust for Delegate, Herndon, VA June 2001 – November 2001
- Served as a grassroots volunteer by going door-to-door for literature drops.

Forbes for Congress, Washington, DC April 2001 – May 2001
- Organized the grassroots mobilization effort under the guise of ROMP (Retain Our Majority Program) for a congressional campaign – coordinated through the National Republican Congressional Committee.

EDUCATION

Colby College, Waterville, ME B.A. 1999
Major: Economics
Major: Government with a concentration in American Politics

COMPUTER SKILLS

- Adept with research-related tools such as Thomas LOC, Congressional Quarterly, and Lexis-Nexis.
- Proficient with Microsoft Office, Microsoft FrontPage, and Adobe Acrobat.
- Working knowledge of Microsoft Access and HTML.

ANDREW SMITH

(b)(6)

EDUCATION

August 2011-
May 2015

Furman University
3300 Poinsett Highway, Greenville, SC 29613
Bachelor of Arts in Economics and Political Science
- Overall GPA: 3.96/4.0

Awards/Honors: Phi Beta Kappa, Stanford Economics Prize, Magill Economics Award, Political Science Chair's Award, Ellett Economics Prize, Society of Tocqueville Fellows

EXPERIENCE

June 2015-
Present

American Enterprise Institute for Public Policy Research
1789 Massachusetts Avenue NW, Washington, DC 20036
Research Associate, Poverty Studies, Office of Robert Doar
- Managed the publication of "A Safety Net That Works," a volume edited by Robert Doar, by drafting a chapter, proofreading submissions, and coordinating promotion strategies
- Drafted ten op-eds and three congressional testimonies for Robert Doar
- Prepared Robert Doar's presentations for dozens of audiences, such as Hill staff and AEI donors
- Organized sixteen public events, including a two-day conference with over fifty speakers and an address from Speaker Paul Ryan

Sept. 2015-
March 2016

Marco Rubio for President
501 C Street NE, Washington, DC 2002
Volunteer Policy Researcher
- Wrote three one-pagers for the campaign's "Issues" page detailing Sen. Rubio's plans for reducing poverty, reforming transportation funding, and helping those with special needs
- Contributed research on value-added taxes to a debate prep memo on the Cruz tax plan
- Conducted opposition research on candidates' voting records in the Senate

June 2014-
May 2015

National Review Online
215 Lexington Avenue, New York, NY 10016 (worked remotely)
Contributor and Research Assistant
- Wrote a daily post providing context and explanation on the domestic policy stories of the day
- Interviewed Sen. Rubio and wrote a story reviewing his book and new policy agenda

June 2014-
August 2014

American Enterprise Institute for Public Policy Research, Washington, DC
1150 17th Street NW, Washington, DC 20036
Research Intern, Poverty Studies, Office of Robert Doar
- Assembled a dashboard of metrics covering all fifty states and the top twenty-five metro areas
- Researched the SNAP program in preparation for Robert Doar's congressional testimony

January 2014-
May 2014

U.S. Senate Committee on Health, Education, Labor, and Pensions, Washington, DC
428 Senate Dirksen Office Building, Washington, DC 20510
Legislative and Oversight Intern
- Wrote three vote recommendations on privileged nominees for Sen. Alexander
- Covered twenty committee hearings or briefings for staff and provided summaries and analyses

OTHER EXPERIENCE

Ed Gillespie for Governor, *Health and Human Resources Working Group Member*
Romney for President, South Carolina Primary Campaign, *Field Intern*
Tennessee Repuhlican Party, *Research Intern*

Paula M. Stannard

(b)(6)

QUALIFICATIONS

Former Deputy General Counsel and Acting General Counsel of the U.S. Department of Health and Human Services (HHS). Advise and counsel private sector clients on statutory/regulatory and compliance issues with respect to HHS programs, as well as strategic and policy issues with respect to health care/health IT. Have significant substantive knowledge of, and experience in, the laws and programs implemented and enforced by HHS – and good working relationships with many career executives, managers, and staff across HHS's agencies and offices – as well as experience as a litigator at a major law firm. Experienced in bringing together attorneys and others with expertise in different areas to comprehensively address legal and policy issues. Have led and managed attorneys and others. Advised and counseled senior HHS officials during emergencies and crises.

EMPLOYMENT

Trump for America, Inc.
Volunteer Healthcare Policy Implementation Lead, September 2016 – Present

- Develop policy implementation action plan for repealing and replacing the Patient Protection and Affordable Care Act, as well as to address needed policies for other programs and agencies of the U.S. Department of Health & Human Services.
- Assist Agency Action Lead with development of agency action documents and planning for landing and beach head activity; participate in landing team activities.

Alston & Bird LLP, 950 F Street NW, Washington, D.C. 20004
Counsel, Health Care Practice Group, June 2010 – July 2016
Project Attorney, Health Care Practice Group, July 2016 – Present

- Advise clients on regulatory and compliance questions:
  - That arise out of the ongoing health care reform (Affordable Care Act) efforts and federal health insurance regulation.
  - HIPAA and health information/health information technology issues (e.g., certified electronic health records (EHRs) and meaningful use issues; HIPAA Privacy, Security, Breach Notification, Transactions, and Enforcement Rule issues, health plan compliance certification rulemaking).
  - Food and drug issues.
  - Other health care regulatory issues.
- Provide strategic and policy counsel on health IT issues.
- Routinely advise on administrative law issues and issues of statutory construction, as well as on constitutional law issues such as the Takings Clause and the Free Exercise Clause.

(See Attachment for representative experience.)

United States Department of Health and Human Services
September 2001 – January 2009

Acting General Counsel, July 2005 - September 2006

- Served as chief legal advisor to the Secretary of Health and Human Services.
- Led and managed the HHS Office of the General Counsel (OGC), comprised of approximately 450 attorneys.
- Provided legal advice and counsel to the Secretary and other senior HHS officials on the full range of legal and policy issues facing HHS, including Food and Drug Administration (FDA) issues, public health, emergency preparedness and response (including response to Hurricanes Katrina and Rita and pandemic influenza preparedness), health care transparency, health information technology, human services issues (e.g., TANF), civil rights issues, Centers for Medicare & Medicaid Services (CMS) issues (Medicare, Medicare Part D transition issues, Medicaid, SCHIP), and general governmental law issues (e.g., FOIA, FACA, appropriations law, Congressional oversight).

Deputy General Counsel, March 2003 - January 2009
Counselor to the General Counsel, September 2001 - March 2003

- Served as one of six to eight attorneys comprising the senior legal leadership of the 450 attorney nationwide law office constituting OGC. Advised the General Counsel on issues and represented him in meetings, etc.
- Oversaw, and worked with, the Food and Drug, Civil Rights, and Legislation Divisions of OGC, comprised of over 100 attorneys, as well as attorneys across OGC with respect to crosscutting issues such as HIPAA, health information technology, health insurance market regulation, patient safety, and public health preparedness and response.
- Within areas of responsibility, reviewed most significant regulations and guidance documents, including all regulations, guidance, and other documents subject to review by the Office of Management and Budget under Executive Order 12866 or otherwise.
- Worked with Division attorneys and the Department of Justice on significant litigation within areas of responsibility.
- Coordinated legal advice with the Office of the White House Counsel and the Department of Justice.
- Provided the Secretary and senior HHS officials with confidential legal and policy advice on sensitive matters, public policy strategy, and Congressional oversight.

(See Attachment for representative experience.)

Skadden, Arps, Slate, Meagher & Flom (Chicago, Illinois)
Litigation Associate, September 1991 - August 2001

Litigation and counseling in complex civil and commercial matters involving a wide variety of legal issues, including business misrepresentation and fraud, contracts, securities law and fraud, trademark and trade secrets law, anti-dumping, corporate governance, defamation/commercial disparagement and related First Amendment issues, sexual harassment, bankruptcy, procedure, privileges, and arbitration.

Honorable J.L. Edmondson, United States Court of Appeals for the Eleventh Circuit
Law Clerk, July 1990 - July 1991

EDUCATION

Stanford Law School, Crown Quadrangle, 559 Nathan Abbott Way, Stanford, California

- J.D., June 1990.

- Stanford Law Review (1989-1990): Executive Editor, 1989-1990.

Amherst College, 200 South Pleasant Street, Amherst, Massachusetts
- B.A., *magna cum laude*, May 1987, in Political Science and Latin.
- Honors: Phi Beta Kappa; Crowell Junior Prize in Latin, first prize; Bertram Prize in Latin, second prize.

PROFESSIONAL AND OTHER AFFILIATIONS

Bar Admissions:
- Supreme Court of the United States, January 2003.
- Supreme Court of the State of Illinois, November 1991.
- The Court of Appeals of the District of Columbia, 2011.
- United States District Court for the Eastern District of Wisconsin, 1992.
- United States District Court for the Northern District of Illinois, November 1991.

American Health Lawyers Association (2002-Present): Member.

The Federalist Society (1987-Present)
- Law and Innovation Project: Member of FDA and Health Working Group, July 2016 – Present.
- Administrative Law Practice Group Executive Committee, January 2009 – Present.
- Administrative Law Practice Group: New Federal Initiatives Project, Health Care Working Group, January 2009 – June 2010. Drafted descriptive paper on the Obama Administration's Budget for Health and Human Services.
- Litigation Practice Group: Vice Chairman, Publications, January 2000 to April 2002. Vice Chairman, Programs, January 1998 to December 1999.
- Co-author, Judicial Appointments White Paper, 1999.
- Chicago Lawyers Chapter: President, January 1996 to December 1997. Executive Board, November 1992 to August 2001.

James Wilson Institute (2000-2006, 2009-Present): Trustee.

Cathedral Parish of St. Thomas More, Arlington, Virginia: Parishioner. Teach fifth grade CCD. Lector. Member of the Women's Council.

See Attachments for Representative Experience and for Presentations and Recognitions

(b)(6)

EVELYN STAUFFER

Strategic Communications Professional

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PROFESSIONAL SUMMARY

A Strategic Communications Professional who understands the importance of accuracy and deadlines while working with executives in a corporate setting, the United States Congress and a research hospital. Evelyn's role at Koch Industries positions her as a trusted point of contact for influential leaders from the second largest, privately-owned, company in the United States. As a respected member of this community, Evelyn demonstrates success in developing content for educational program materials through adobe illustrator, managing the public policy portfolio of Koch Industries, making business connections across the industry, and identifying key players in the industry. Developed public relations, social media writing and communication expertise in Capitol Hill and a health care setting.

EDUCATION

Master of Professional Studies in Public Relations and Corporate Communications – Georgetown University
(Expected Graduation, August 2017)
Coursework included: Global Immersion in London - Communications Strategy, Elements of Communication, Ethics, Media Relations, Project Management, Public Relations Writing, Digital Strategy, Communications Research
B.A. in Communication Media Writing and Biblical Studies – Lancaster Bible College (2014)

CORE SKILLS

Cision	Knowledge and experience using Cision to create media lists, and contact reporters
Careful Communications	Consistent and thorough practice of careful communications in all oral and written communications with external and internal parties regarding public policy goals and methods to achieve objectives
Strategic Communications	Develop and implement communication plans to align with an organization's goals and narrative
Situational Awareness	Ability to identify and seek out thought leaders and implement current trends in the industry
Content Specialist	Published on multiple social media platforms representing several Koch Industries executives
Google Analytics Certified	Knowledge of analytic systems through management of company dashboard, adwords, and Google Analytics
Adobe Illustrator & Lightroom	Ability to create and finalize projects on Adobe Suite such as event bulletins, photo editing, and educational material

RELEVANT EXPERIENCE

Public Policy Coordinator ***2015-Present***

Koch Industries - Koch Companies Public Sector

- Handle public relations and media inquiries pertaining to criminal justice reform and first amendment issues for Koch Industries
- Develop research and educational materials to use when communicating with external and internal parties pertaining to over criminalization and freedom of speech
- Evaluate policy positions for the legal reform policy portfolio
- Draft, edit, and finalize blog posts on behalf of senior Koch executives' Medium and LinkedIn accounts
- Manage and analyze multiple social media profiles on behalf of Koch Industries
- Represent Koch Industries at major policy and communications conferences across the United States
- Respond to outside inquiries to Koch Industries regarding financial or legal support

Communications Assistant ***2014-Present***

Koch Industries - Koch Companies Public Sector

- Respond to PR and media inquiries on behalf of Koch Industries
- Support the communications team through research and data design
- Draft and Pitch editorials, LTE, and opinion pieces to newspapers across the nation
- Assist in strategic research analysis on effective communications for Georgia-Pacific, and Koch Agriculture & Energy Solutions
- Identify positive media attention for Koch Industries

Additional Communication Experience (Internships) ***2013-2014***

- **U.S. House of Representatives (Joseph Pitts, PA) -** Assist Press Secretary by managing social media sites. Collaborate with the Legislative Correspondent to respond to constituents via phone, fax and mail. Partner with fellow interns to manage logistics within the Congressman Pitts' office. Led daily tours of the Capitol for constituents.
- **Penn Medicine, Lancaster General Hospital** – Partner with the Director of Public Relations to write press releases, magazine articles, doctor profiles, interviews, photography, collect sound bites, organization, and editing.

Sarah Lloyd Stevenson

(b)(6)

WORK EXPERIENCE

Office of United States Senator Roger Wicker, Washington, DC

In my six years with Senator Wicker, I have risen from an intern to a seasoned policy adviser, currently serving as a senior legislative assistant for domestic and global health policy. In the last five years, I have advised the senator on policies related to labor, education, welfare, Indian affairs, museum and library services, and national volunteerism in addition to health policy.

Senior Legislative Assistant (January 2017-present); Legislative Assistant (February 2012-January 2017)

Serving as the senator's key adviser for domestic health and global health policy

- Key tasks include briefing the senator on legislation and votes, drafting letters to government agencies, fielding new policy ideas and drafting them into legislative proposals, and assisting the senator's press team on health-related pieces.

Legislative Highlights:

- National Pediatric Research Network Act, introduced by Senators Wicker and Brown
  - *Passed the Senate on November 14, 2013, and signed into law on November 27, 2013, Public Law 113–55, Title II*

- Paul D. Wellstone Muscular Dystrophy Community Assistance, Research and Education Amendments of 2014 "MD CARE" Act, introduced by Senators Wicker and Klobuchar
  - *Passed the Senate on September 18, 2014, and signed into law on September 26, 2014, Public Law 113-166*
  - *Following research and care innovations authorized and inspired by the MD CARE Act, the FDA approved the first disease-modifying drug for Duchenne in 2016.*

- DSH Reduction Relief Act of 2013, a bill introduced by Senator Wicker to provide a zero-cost resolution to the ACA's cuts to Disproportionate Share Hospital programs

- Ensuring Useful Research Expenditures is Key for Alzheimer's "EUREKA" Act, an innovative bill a bill introduced by Senator Wicker to create public-private prizes for Alzheimer's research.
  - *The bill garnered 62 cosponsors in the 114th Congress.*
  - *Passed the Senate as part of the 21st Century Cures Act and signed into law on December 13, 2016, Public Law 114-255, Title II, Subtitle A, Section 2002*

- Patient Focused Impact Assessment Act, a bill introduced by Senator Wicker to enhance patients' voices in the drug approval process
  - *Passed the Senate as part of the 21st Century Cures Act and signed into law on December 13, 2016, Public Law 114-255, Title III, Subtitle A*

- Pediatric Research Improvement Act, introduced by Senator Wicker in 2016 to strengthen the 2013 network law.
  - *Passed the Senate as part of the 21st Century Cures Act and signed into law on December 13, 2016, Public Law 114-255, Title II, Subtitle G, Section 2071*

- CONNECT for Health Act, a bill introduced by Senators Wicker and Schatz to expand access to telehealth and remote patient monitoring services through Medicare
    - *The bill is the most widely supported telehealth proposal in Congress, receiving the support of 97 technology, insurance, research, and patient advocacy groups.*
    - *In October 2016, the Senate Finance Committee included four provisions inspired by the CONNECT for Health Act in committee's chronic care legislative proposal.*

- No Taxpayer Funding for Abortion and Abortion Insurance Full Disclosure Act, introduced by Senator Wicker to codify the Hyde Amendment's prohibition on federal funding of abortions and ensure transparency in the ACA marketplace.
    - *The bill garnered 43 cosponsors in the 114th Congress and 38 so far in the 115th Congress.*

Recent Professional Honors and Opportunities:

- Rare Disease Legislative Advocates Rare Voice Award, Nominee for Federal Advocacy, November 2016
- Georgetown University Health Policy Grand Rounds, National Health Policy Panel Participant, October 2016
- ACT | The App Association Congressional Briefing, Opening Speaker, September 2016
- American Telemedicine Association Capitol Connection Briefings, Keynote Speaker and Panelist, February 2016 and September 2016
- American Telemedicine Association 2016 Conference, Congressional Update Panel Participant, Minneapolis, Minnesota, May 2016
- HIMMS and Kaiser Permanente Center for Total Health Presentation for German Health Delegation, Speaker, February 2016
- University of Mississippi Medical Center Policy Lecture Series, "Affordable Care Act 101" Speaker, August 2015
- Malaria No More Congressional Health Staff Delegation Trips: Senegal and Geneva, 2014; Myanmar and Thailand, 2015; Thailand and Cambodia, 2016

Legislative Aide and Constituent Services Director (January 2011- February 2012); Intern (September 2010-December 2010)

Managed the senator's Washington, DC, front office and coordinated all constituent services for the office, including flag requests, tour request, legislative inquiries, and congratulatory correspondence

EDUCATION

George Washington University, Milken Institute School of Public Health, Washington, DC
Candidate for Master of Public Health, expected 2019 graduation

Millsaps College, Jackson, Mississippi
Magna Cum Laude, May 2010
B.A. History, B.A. English
GPA: 3.71

- History thesis presented, April 2010, University of Houston, Conference of Student Research
- Ross H. Moore Award recipient for most outstanding history graduate
- Chairman, College Republicans

COMMUNITY AND CAMPAIGN INVOLVEMENT

President Emeritus, Mississippi Society of Washington, DC
Millsaps College Alumni Association Board, Washington, DC
Republican Campaign volunteer: 2002, 2003, 2007, 2008, 2010, 2012, 2013, 2014, 2016

BRIAN R. STIMSON

(b)(6)

LEAD HEALTHCARE LITIGATOR AND REGULATORY COUNSEL

AmLaw 50 law firm partner with a proven track record of leading successful representations of large healthcare organizations in complex, high-stakes disputes across the country. Experience includes *qui tam* actions under the federal False Claims Act (FCA), administrative litigation, privacy and antidiscrimination investigations, health coverage class actions, and commercial and business tort litigation. Trusted counsel to Fortune 500 health plans and pharmacy benefit managers (PBMs) needing strategic, actionable advice on federal and state regulatory issues.

PROFESSIONAL EXPERIENCE

ALSTON & BIRD LLP, Atlanta, GA 2001 - 2016

Litigation & Trial Practice Group - Partner (2011-present), Associate (2002-2010), and Summer Associate (2001)

- Obtained summary judgment in declined *qui tam* action seeking several hundred million dollars in damages for alleged criminal violations of the Anti-Kickback Statute. *United States ex rel. McDonough v. Symphony Diagnostic Services, Inc.*, 36 F.Supp.3d 773 (S.D. Ohio 2014).
- Argued and won complete dismissal of declined *qui tam* action alleging violations of the Buy American and Trade Agreements Acts. *U.S. ex rel. Sandager v. Dell Marketing, L.P.*, 872 F.Supp.2d 801 (D.Minn. 2012).
- Defended $26 billion national hospital chain in DOJ investigation of allegedly fraudulent billing for medically unnecessary electroconvulsive therapy; DOJ took no further action against the client.
- Successfully represented $149 billion health plan in administrative bid protest and civil litigation contesting the State of Georgia's award of multi-billion dollar employee benefits contract to a competitor.
- Investigated data breach involving $89 billion retail pharmacy chain and PBM, managed notifications to consumers and state attorneys general, and prepared report for the FTC; no adverse regulatory action taken.
- Prepared $89 billion retail pharmacy chain and PBM's responses to two HHS sex discrimination investigations under Section 1557 of the Affordable Care Act (ACA); HHS took no further action against the client.
- Currently defending $149 billion health plan in multidistrict class action litigation filed by plan members seeking hundreds of millions of dollars in damages based on alleged denials of coverage for Hepatitis C drugs.
- Obtained dismissal of ERISA action by out-of-network clinical labs seeking $10 million in underpayments. *BioHealth Med. Lab. v. Cigna*, No. 1:16-cv-20807-KMM (S.D. Fla. June 23, 2016) (ECF No. 27).
- Secured favorable settlements for national air ambulance provider in multi-state out-of-network litigation against health plans; advised client on state insurance coverage mandates and outreach to state regulators nationwide.
- Obtained dismissals or favorable settlements of four commercial arbitrations where hospitals sought to recover damages exceeding $30 million from $149 billion health plan based on mutual mistakes in provider contracts.
- Currently counseling Fortune 500 health plans and PBMs on compliance with antidiscrimination provisions of Section 1557 of the ACA and the Final Rule on nondiscrimination promulgated by HHS.
- Currently advising $149 billion health plan on regulatory compliance and civil litigation risks arising from the medical loss ratio requirements established by the ACA.

BROBECK, PHLEGER, & HARRISON LLP, Austin, TX 2000, 2001

Summer Associate – Litigation

MCGUIRE WOODS LLP , Atlanta, GA 2000

Summer Associate – Litigation

UNITED PARCEL SERVICE PUBLIC AFFAIRS, Washington, D.C. 1998-1999

Legislative Assistant

Drafted fact sheets and position papers for use by UPS lobbyists in congressional outreach. Served as host for UPS political fundraisers on Capitol Hill. Assisted with logistics for UPS Public Affairs annual meeting in Mexico.

THE OFFICE OF SENATOR FRED THOMPSON (R-TN), Washington, D.C. 1997-1998

Press Assistant

Wrote Senator Thompson's weekly column on policy issues for publication by Tennessee newspapers. Served as contact for journalists at U.S. Senate campaign finance hearings.

PROFESSIONAL AND COMMUNITY ACTIVITIES

- Admitted to practice in Georgia (2002), and before the Court of Appeals of Georgia, the Supreme Court of Georgia, and the U.S. District Court for the Northern District of Georgia (2002).
- Executive Committee Member, Health Law Section, State Bar of Georgia (2012-present). Current Member and Former Vice-Chair, American Health Lawyers Association (AHLA), Payers, Plans and Managed Care Practice Group (2007-present). Frequent speaker and author on health law and litigation topics.
- Member, Georgia Lawyers for Donald J. Trump (2016), Mitt Romney (2012), and John McCain (2008). Member, Atlanta Chapter, Federalist Society (2011-present). Eagle Scout and patron of Boy Scouts of America.

HEALTHCARE LAW PRESENTATIONS AND PUBLICATIONS

- *Affordable Care Act Section 1557: The New Civil Rights Frontier*, Georgia Advanced Health Care Law CLE, Atlanta, GA, September 2016 (presented with Barbara Stampul from the HHS Office of Civil Rights)
- *In or Out: Network Adequacy Regulation and Out-of-Network Litigation*, AHLA Physicians and Hospital Law Institute, Austin, TX, February 2016
- *Managed Care Update*, Georgia Advanced Health Care Law CLE, Atlanta, GA, October 2015 (presented with Lynnette Rhodes from the Georgia Department of Community Health)
- *Defending False Claims Act Lawsuits Based on the "Swapping" Theory of Anti-Kickback Liability*, AHLA Fraud and Compliance Forum, Baltimore, MD, September 2015
- *Dialysis Industry Enforcement: Recent Developments and Emerging Trends*, Alston & Bird Webinar, June 2015
- *Managed Care Litigation in the Age of Health Care Exchanges and Value-Based Payment*, AHLA Physicians and Hospital Law Institute, Las Vegas, NV, February 2015
- *RICO in Health Care Industries: Recent Developments in Civil Litigation and Criminal Enforcement*, American Bar Association Section of Antitrust Law Webinar, February 2015
- *Recent Court Decisions Pave the Way for Medicare Advantage Plans to Recover Statutory Double Damages from Primary Insurers*, AHLA Payors, Plans and Managed Care Newsletter, Vol. 17, No. 2, November 2014
- *Changes in Health Care Delivery and Payment*, Georgia Advanced Health Care Law CLE, Atlanta, GA, October 2014 (presented with Paula Stannard of President Elect Trump's HHS transition team)
- *Defending Against Class Action Lawsuits in an Era of Increased Litigiousness*, ACI Managed Care Disputes & Litigation Conference, Atlanta, GA, October 2013
- *From the U.S. Supreme Court to Your Clients: Impact and Implications of the ACA Decision*, AHLA Webinar, June 2012
- *Legal Developments and Trends in Managed Care Litigation*, AHLA Annual Meeting, Chicago, IL, June 2012
- *Liability and Exclusion Without Intent: Managing to Survive Under the Responsible Corporate Officer Doctrine*, Washington Legal Foundation, Washington, DC, October 2011
- *Managed Care Litigation: Recent Developments and Future Trends for Payors and Providers*, AHLA Annual Meeting, Boston, MA, June 2011
- *Misbranding Under the Food, Drug, and Cosmetic Act: Promotion Guidelines, Off-Label Enforcement Trends, and Defenses*, AHLA Member Briefing, December 2009
- *Managed Medicaid and the Increasing Exposure of Managed Care Organizations Under the False Claims Laws*, Health Lawyers News, Vol. 13, No. 3, March 2009
- *Trends in Federal Preemption Under the Medicare Modernization Act of 2003*, Health Care Law Monthly, Vol. 2008, No. 9, September 2008
- *The False Claims Act: A Proper Tool for Enforcing Health Care Quality Standards?*, Washington Legal Foundation's Critical Legal Issues, Working Paper Series No. 156, April 2008

EDUCATION

UNIVERSITY OF GEORGIA SCHOOL OF LAW, Athens, GA—J.D, *Cum Laude*, 2002

- Activities: J. Melvin England Mock Trial Competition (Finalist); Moot Court and Mock Trial Boards; Prince Moot Court Competition (Coach, National Championship Team); Henry Joseph Lumpkin Inn of Court (Pupil).

VANDERBILT UNIVERSITY, Nashville, TN—BA, Political Science, 1997

Heidi H. Stirrup

(b)(6)

EXECUTIVE PROFILE

EXECUTIVE DIRECTOR / SENIOR VICE PRESIDENT GOVERNMENT RELATIONS

Corporate Government Relations ♦ Business Interest Strategist ♦ Association Management

Highly accomplished government affairs executive with an outstanding track record of achieving successful legislative accomplishments, managing government affairs practices, leading grassroots efforts and winning public relations strategies. Proven ability to implement successful turnaround strategies while effectively managing costs and mitigating risks. Analytical, talented team builder with leadership skills to establish rapport within all levels of an organization and work collaboratively. Demonstrated ability in successful organizational development, legislative issue management and operations. Resourceful problem solver; excels at identifying client challenges and emerging with effective solutions. Articulate, motivational leader with superior communication talents; extensive knowledge of the legislative process and comprehensive network of key contacts across all levels of government and private sector.

Career Highlights

- Developed and managed inside and outside coalitions among competing Members of Congress and interest groups to achieve compromise and consensus.
- Worked on behalf of clients' best interests and created winning strategies to achieve success for clients such as:
  - A multinational food services and facilities management conglomerate protect and retain an $800 million USMC food service contract that was threatened to be rescinded.
  - A leading lodging company with over 3,000 properties worldwide to renew a vital Terrorism Risk Insurance program in order to adequately insure their property holdings against terrorist attacks.
  - The world's largest airline negotiate an agreement over air service at a restricted airport; new routes to China; and reauthorize the Federal Aviation Act.
  - A $4.7 billion freight transportation and logistics company win multiemployer pension reforms
  - A leading travel management company expose the problems with Defense Travel System Program Management Office which resulted in congressional hearings and request to re-bid the contract.
- Served as spokesperson for major grassroots citizen activist organization representing their views and positions on various subject matters, appearing on numerous television and radio programs to debate or discuss these issues.
- Organized and led coalition of disparate business interests to affect policy results for major civil rights reform legislation.
- Testified before House and Senate Committees.

Areas of Expertise

♦ Strategic / Tactical Planning	♦ New Business Development	♦ Internal/External Partnerships
♦ Office Management and Operations	♦ Public Affairs and Marketing	♦ Business and Political Acumen
♦ Lobbying / Fund Raising	♦ Issue Management and Execution	♦ Knowledge of Congress
♦ Building Coalitions	♦ Formal and Informal Briefings	♦ Communication Skills

PROFESSIONAL SUMMARY

U.S. HOUSE OF REPRESENTATIVES (Rayburn House Office Building, Washington, DC 20515)

Energy and Commerce Committee Health Subcommittee has jurisdiction over all health care public policy including the Department of Health and Human Services, the US Food and Drug Administration, Centers for Medicare and Medicaid, Center for Disease Control and Prevention, National Institutes of Health.

Subcommittee Policy Coordinator **2011-2017**

Subcommittee on Health Chairman Joseph Pitts (R-PA-16) (annual salary: (b)(6)

- Responsible for ensuring success for Subcommittee Chairman, sharing his philosophy, looking out for his interests, broadening his appeal with business community; improving his reputation; increasing his effectiveness as a Member of Congress, working to help him gain significant legislative accomplishments. Assisted with holding dozens of hearings on health care public policy; moved significant legislative priorities through committee and passage on the House floor. Organized field hearings in Harrisburg, PA (March 2011) and Unionville, PA (April 2012). Managed all health care policies and issues within Health Subcommittee as well as personal congressional office.

VENABLE LLP (575 7th Street, NW, Washington, DC)

One of America's top law firms with nearly 600 attorneys serving corporate, institutional, non-profit and individual clients throughout the U.S. in all areas of corporate and business law, litigation, intellectual property and government affairs.

Senior Legislative Advisor **2003 – 2008**

(annual salary: (b)(6)

(continued)

- Represented variety of clients including American Airlines, Con-Way, Marriott International, Hilton, Carlson Wagonlit Travel, Design Professionals Coalition, DMJM Harris, Friedman, Billings, Ramsey, Sodexho, Securitas, and ServiceMaster among others.
- Worked to define and establish clients' prime objectives while assessing and evaluating key political risks and opportunity factors associated with their goals. Developed and executed strategies to achieve clients' goals through advocacy aimed at the key decision makers in Congress and the federal agencies and departments.

U.S. HOUSE OF REPRESENTATIVES (H-226 U.S. Capitol, Washington, DC 20515)
Office of the Majority Leader had specific responsibility and oversight for the implementation of the Majority's legislative strategy and day-to-day activities on the Floor of the House. The Majority Leader directed legislative strategy, scheduled floor action, and coordinated committee activity on designated legislative issues.
Senior Policy Advisor **1998 – 2003**
(annual salary (b)(6)

- Briefed and advised House Majority Leader on pertinent issues;
- Participated and led staff working groups on key issues;
- Worked with coalition allies and made policy recommendations to Leadership.
- Managed and implemented policy goals consistent with overall vision and strategies of the office;
- Planned and executed legislative projects including developing an overall plan for specific issue areas.

CHRISTIAN COALITION (225 Massachusetts Avenue, NE, Washington, DC)
Grassroots, pro-family activist organization for people of faith with over 2 million members and state chapters in every state. Operated large voter mobilization effort to turnout several million conservative Christians interested in politics.
Director, Government Relations **1995 - 1998**

- Directed Capitol Hill Office and staff of 4 including 2 lobbyists, a grassroots coordinator, and administrative staff;
- Responsible for implementing the Coalition's mission and strategic plan;
- Helped establish legislative priorities; planned and executed advocacy campaigns to successfully achieve enactment of these priorities.
- Represented the Coalition's interests before Congress and the public;
- Worked with coalitions to accomplish legislative victories;
- Coordinated grassroots activation;
- Managed staff and budget.

ASSOCIATED GENERAL CONTRACTORS OF AMERICA (1957 E Street, NW, Washington, DC)
A top national construction trade association representing all facets of commercial construction for both public and private entities including building, heavy industrial, highway and municipal projects. AGC represents more than 32,000 firms, including 7,000 of America's leading general contractors and nearly 12,000 specialty-contracting firms along with 13,000 service providers and suppliers associated through a nationwide network of state chapters.
Director, Congressional Relations **1985 - 1995**

- Principal lobbyist on issues concerning infrastructure, federal contracting procedures, procurement, energy and environment.
- Analyze, track and monitor all relevant federal legislation;
- Develop and maintain successful working relationships with Members of Congress, private sector business representatives and contractors for networking and coalition building;
- Deliver public speeches and presentations;
- Contributing writer to weekly newsletter and monthly magazine.
- Publish annual voting records.
- Compile all relevant state legislation affecting the industry and circulate to 105 chapters nationwide.
- Assist in political fundraising activities.

EDUCATION & PROFESSIONAL AFFILIATIONS

B.A., Political Science ♦ Carroll College ♦ Waukesha, WI

Washington Semester Program in American Government ♦ American University ♦ Washington, DC

Political Science Honor Society ♦ Outstanding Young Women of America ♦ Distinguished Service Award ♦ Certificate of Recognition ♦ Member Board of Governors, Fairfax Hunt ♦ Member, Old Dominion Hounds

Amanda Caroline Street

(b)(6)

PROFESSIONAL EXPERIENCE

Senior Policy Advisor, *House Budget Committee Majority Staff* **January 2015 – Present**
B-234 Longworth House Office Building, Washington, DC, 20515

- Advised on and formulated health care policies - as the lead for Medicare and co-lead for all other health - for the Fiscal Year 2016 and Fiscal Year 2017 budget resolutions (H.Con.Res. 27 and H.Con.Res. 125, respectively), and S. Con. Res. 11
- Provided assistance on the development and passage of H.R. 3762, *Restoring Americans' Healthcare Freedom Reconciliation Act of 2015*, legislation to repeal the *Patient Protection and Affordable Care Act* and the *Health Care and Education Reconciliation Act*
- Testified at the Fiscal Year 2016 Budget Markup of H.R. 3762, *Restoring Americans' Healthcare Freedom Reconciliation Act of 2015*
- A lead developer of a major Committee initiative, *Restoring the Trust for All Generations*, including co-authorship of all publications and oversaw planning of all related hearings
- Planned and developed materials for multiple Committee hearings, including *CMMI: Scoring Assumptions and Real-World Implications*
- Contributed to the health care policy development for the House GOP policy agenda, *A Better Way*

Policy Advisor, *United States House Representative Thomas Price, M.D.* **May 2013 – December 2014**
100 Cannon House Office Office Building, Washington, DC, 20515

- Updated H.R. 2300 *The Empowering Patient's First Act*, comprehensive health care reform legislation, for reintroduction
- Managed the Ways and Means Committee health care portfolio for the Congressman
- Spearheaded health care policy development, including durable medical equipment, post-acute care, reforms to Medicare

Staff Assistant, *United States House Representative Thomas Price, M.D.*, Washington, DC **January 2013 – May 2013**
100 Cannon House Office Office Building, Washington, DC, 20515

- Intern coordinator, arranged tours for constituents, and performed office management duties

Legislative Intern, *United States House Representative Tom Graves*, Washington, DC **November 2012 – January 2013**

- Assisted in constituent affairs, composed constituent correspondence and spoke to constituents on an individual basis

Sales Associate, *Banana Republic*, Marietta, GA & Washington, DC **December 2007 – June 2013**

- Trained in all areas of sales support, including visual displays, inventory, shipment, and register operations

Graduate Teaching Assistant, *Georgia Institute of Technology*, Atlanta, GA **January 2011 – May 2012**

- Graduate teaching assistant for three faculty members of the Sam Nunn School of International Affairs.
- Responsible for administering, proctoring and grading of all assessments and managing student relations

EDUCATION

Georgia Institute of Technology, North Ave NW, Atlanta, GA 30332 **August 2010 - May 2012**
Masters of Science in International Affairs, Sam Nunn School of International Affairs

- Research focused on the politics surrounding global health issues and the management of healthcare systems
- Developed extensive catalog of knowledge in the areas of security, energy, and the international economy

University of Georgia, Athens, GA, 30602 **August 2005 – August 2010**
Bachelor of Arts in Political Science; Minor in Biology

LEADERSHIP

Special Events Coordinator (Informal) **March 2015 – Present**

- Planned gatherings for the House Budget Committee, including commemorative events for outgoing and incoming directors of the Congressional Budget Office

President of International Affairs Graduate Organization, Georgia Institute of Technology **December 2010 – December 2011**

- Responsible for organizing career development, educational, volunteer and social events for faculty, staff, and students

Founding Member of UGA Grand Strategy Research Group, University of Georgia **January 2009 – May 2010**

- One of five founding members; designed a new model for analyzing any actor's grand strategy based on a thorough review of past theories
- Presented original research at the Southern Political Science Association conference in Atlanta, GA, January 2010; and at the Midwest Political Science Association conference in Chicago, IL, April 2010

SERVICE & ADDITIONAL ACTIVITIES

Sam Nunn School of International Affairs Ambassador, *Georgia Institute of Technology*, Atlanta, GA **August 2010 – May 2012**

- Interacted with prospective and incoming graduate students; organized tours and operated the orientation program

Amanda Caroline Street

(b)(6)

Student Mentor, *Boys and Girls Club*, Athens, GA **January 2010 – May 2010**

- Mentored and tutored students in kindergarten through fifth grade

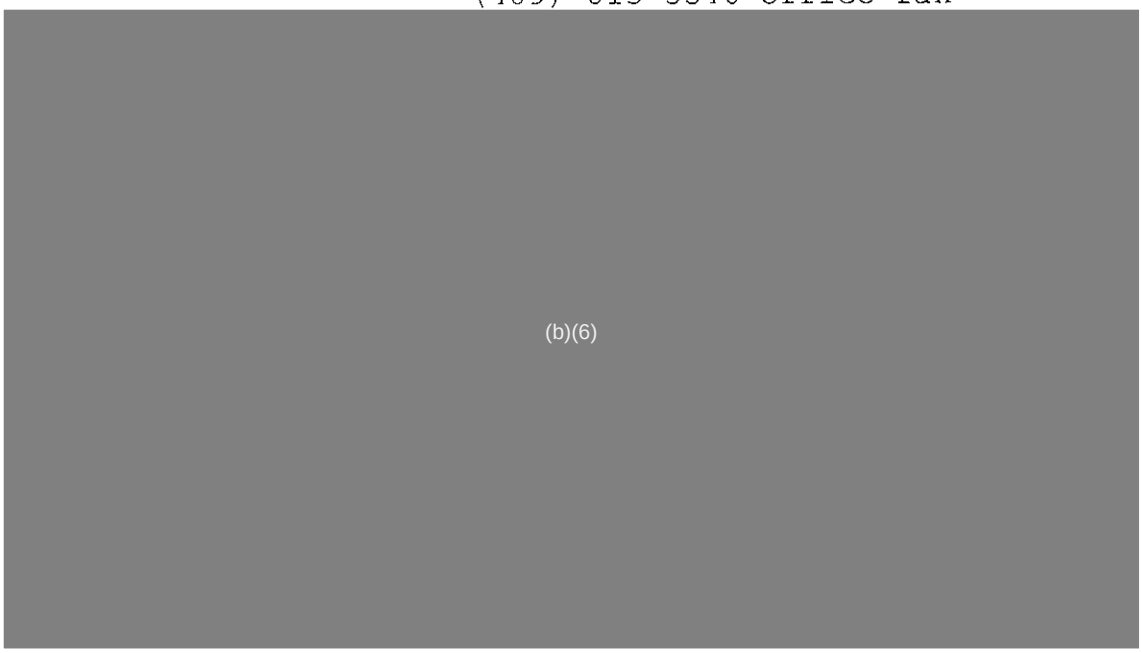
CURRICULUM VITAE

David D. Teuscher, M.D.

PERSONAL INFORMATION

Office: Beaumont Bone and Joint Institute
3650 Laurel Avenue
Beaumont, TX 77707

Phone: (409) 838-0346 office
Exec Asst ext. 6056
(409) 813-3546 office fax



CURRENT PROFESSIONAL POSITIONS

Partner, Past-President and former Chairman of the Board of Directors of Beaumont Bone & Joint Institute

Team Orthopaedist, Lamar University, Men's and Women's NCAA teams

Immediate Past President, American Academy of Orthopaedic Surgeons and the American Association of Orthopaedic Surgeons

Texas Higher Education Coordinating Board - Secretary; Chair of the Committee on Affordability, Accountability and

Planning; and Vice-Chair of Agency Operations Committee

ACTIVE HOSPITAL STAFF ORTHOPAEDIC SURGEON

-Beaumont Bone and Joint Institute
-Christus St. Elizabeth Hospital
-Memorial Hermann Baptist Beaumont Hospital
-Kate Dischman Rehabilitation Hospital

CURRENT PRACTICE

Specialty interest in orthopaedic sports medicine & surgery

EDUCATION

Undergraduate

University of Illinois at Urbana-Champaign
Bachelor of Science
Neural & Behavioral Biology (Psychology)
August 1976 to June 1980

Graduate

University of Texas Medical School at San Antonio
Doctor of Medicine
August 1980 to May 1984

Internship

Transitional Internship
Brooke Army Medical Center
Fort Sam Houston, Texas
July 1984 to June 1985

Residency

Orthopaedic Surgery Residency
Brooke Army Medical Center
Fort Sam Houston, Texas
July 1987 to June 1991

BOARD CERTIFICATION

American Board of Orthopaedic Surgery:
Diplomate/Board Certified through 12/31/2023
Part I: Passed July 1991
Part II: Passed July 1993
MOC (Maintenance of Certification) through 2023

EXAMINATIONS

National Board of Medical Examiners

Part I: June 1982
Part II: September 1983
Federation of State Medical Boards - FLEX: June 1984

LICENSURE

Texas Medical Board
License G8988
Issued 4 December 1985
Current through 30 November 2018

Oklahoma State Board of Medical Licensure & Supervision
License 17793
Issued 1 July 1991, Inactive status since 30 June 1993

ACADEMIC APPOINTMENTS

University of Texas Medical Branch at Galveston, Texas
Associate Clinical Orthopaedic Faculty, Department of Primary Care, Orthopaedic Faculty for Sports Medicine Fellowship and Family Medicine Residency 1998-2002

University of Oklahoma School of Medicine
Affiliate Clinical Instructor in Family Practice
U.S. Army Physician's Assistant Course 1985-1987

Baylor University
Assistant Clinical Professor
U.S. Army Masters in Physical Therapy Course 1985-1987

PUBLICATIONS

Teuscher, D.D., and Goletz, T.H.:
Recurrent Atraumatic Superior Dislocation of the Patella. Arthroscopy Vol. 8, #4, pp 541-543, 1992.

Managing Editor: Orthopaedic Medical Legal Advisor, American Academy of Orthopaedic Surgeons, 2004-2005

Managing Editor: Orthopaedic Risk Manager, American Academy of Orthopaedic Surgeons, 2005-2007

Lundy, DW and Teuscher, DD: Surviving and Winning a Professional Negligence Lawsuit, in Instructional Course Lectures 62, editor Pagnano, MW and Hart, RA, American Academy of Orthopaedic Surgeons, pp 595-601, 2013

Teuscher, DD: Disruptive Innovation: Orthopaedics in the 21st

Century; Clinical Orthopaedics and Related Research, March 2015, Vol. 473, Issue 3, pp. 789-793

Teuscher, DD: The House of Orthopaedics; Journal of the American Academy of Orthopaedic Surgery July 2015; 23:395-398

PROFESSIONAL MEMBERSHIPS/LEADERSHIP POSITIONS

Diplomate, American Board of Orthopaedic Surgeons

Fellow, American Academy of Orthopaedic Surgeons
- Immediate Past President 2016-2017
- President 2015-2016
- 1st Vice-President 2014-2015
- 2nd Vice-President 2013-2014
- Board of Directors 2009-2012, 2013-2017
- Board of Councilors 2006-2013
  - -Immediate Past Chairman 2012-2013
  - -Chairman 2011-2012
  - -Chairman-elect 2010-2011
  - -Secretary 2009-2010
  - -Chairman of Resolutions Committee 2007-2009
  - -Executive Committee 2007-2013
- Leadership Fellow 2003-2004
- Committee on Professional Liability - 2002-2007
  - -Chairman 2004-2007
- Advocacy Resource Committee - Chairman - 2007-2009
- Medical Liability Reform Oversight Committee - 2003-2006
- Consultant to Committee on Professionalism - 2004-2006
- Committee on Publications - 2009-2010
- Council on Health Policy & Practices - 2004-2006
- Council on Advocacy - 2006-2009, 2011-2012
- Council on Research, Quality Assessment and Technology -2009-2010
- Council on Education - 2010-2011
- AAOS Orthopaedic PAC Executive Committee -2010-12,2013-14
- Course Director, ICL Expert Witness Testimony at Annual Meeting in 2005, 2006 and 2007
- Course Director, Practice Management Symposium at Annual Meeting 2007, 2008 and 2009

Orthopaedic Research & Education Foundation - Shand's Circle

Texas Orthopaedic Foundation - Founding Member

Fellow, American Orthopaedic Association

Fellow, American Orthopaedic Society for Sports Medicine
Council of Delegates 2009 to 2012
Committee on Health Policy and Ethics 2012-2013

Fellow, American Orthopaedic Foot and Ankle Society
Health Policy Committee - 2008-2013
Chairman - 2012-2013

Member, Western Orthopaedic Association
Board of Directors 2009 to 2012

American Medical Association, House of Delegates
-Texas Delegation - Delegate Emeritus
-Alternate Delegate from Texas - 2003 - 2014
-Orthopaedic Section Council - 2003 -2014

Texas Medical Association
Board of Trustees 2010-2013
House of Delegates 1997-present
Council on Legislation 2008-2010
Committee on Professional Liability 2002-2008
-Chairman 2006-2008
Ad Hoc Committees
-Committee on Texas Medical Board
-Committee on Texas Workers Compensation
-Committee on Scope of Practice
-Select Committee on Health System Reform
TEXPAC (TMA PAC)
-Board of Directors 2003-present
-Candidate Evaluation Committee 2005-2009
-Executive Committee 2009-2011
PatientsFIRST - Texas Coalition for Patient Safety
-Chairman 2005 to 2010

Texas Medical Liability Trust
Claims Review Committee 2005 to present

Jefferson County (Texas) Medical Society
Membership Chairman 1999-2012
Board of Directors 1999-Present
President - 2004-2005

Texas Orthopaedic Association
President 2006-2007

Board of Directors 2000-2013
Sports Medicine Committee 1995-2002
Worker Comp. Committee 1998-2002
Public Relations Committee 2000-2002
Legislative Committee 2000-2002
Legislative Chairman 2002-2006, 2007-2012

Christus St. Elizabeth Hospital
Chief of Orthopaedics 1997, 2002-2004

Baptist Hospitals of Southeast Texas (Memorial Hermann)
Board of Trustees 2000-2010
President of the Medical Staff 2000-2002
Credentials Committee 2002-2004 (Chairman 2003-2004)
Chief of Quality 1999
Chief of Surgery 1998
Chief of Orthopaedics 1997, 2002-2004

CIVIC and COMMUNITY ACTIVITIES

State Bar of Texas, Board of Directors - 2012 to 2015
Appointed by the Supreme Court of Texas

Texas Higher Education Coordinating Board - 2011 to present
Secretary of the Board
Chairman and previously Vice-Chairman, Committee on Affordability, Accountability and Planning (CAAP) 2012 - present
Chairman and now Vice-Chairman, Agency Operations Committee - 2015 to present

Co-Chairman of Beaumont ISD Bond Advisory Committee for $389M capital improvement bond from 2006 to 2012

Citizen of the Year - Neches River Festival 2007

Beaumont Rotary Club - Member 2003-2015
Chairman of Wheelchair Project, 2004-2009

Beaumont Chamber of Commerce
Governmental Affairs Committee - since 2004
Board of Directors - 2007 - present

Team Physician - Lamar University NCAA athletics
-West Brook Senior High School, Beaumont

Governor's Texas Tax Reform Commission 2005-2006

Texas Governor's Inaugural Committee - 2007

Texas Youth Commission - 2009-2011
Vice-Chairman, Board of Directors
Programs Committee Chairman

MILITARY PROFESSIONAL ACTIVITIES

U. S. Army Reserve 1980-1984

Transitional Internship, Brooke Army Medical Center 1984-1985

Instructor, Medicine & Surgery Division
Academy of Health Science, Fort Sam Houston, Texas 1985-1987

Distinguished Honor Graduate - Class 86-1
U.S. Army Flight Surgeon Course, Fort Rucker, Alabama 1985

Resident in Orthopaedic Surgery
Brooke Army Medical Center 1987-1991

Operations Desert Shield and Storm
Staff Orthopaedic Surgeon, 144th Evacuation Hospital 1990-1991

Chief Resident of Orthopaedic Surgery
Brooke Army Medical Center April through June 1991

Staff Orthopaedic Surgeon
Reynolds Army Community Hospital, Fort Sill, OK 1991-1993

Chief, Department of Surgery
Chief, Orthopaedic Surgery Service
Fort Sill, Oklahoma 1992-1993

Honorable Discharge - U.S. Army 1 July 1993

MILITARY AWARDS AND DECORATIONS

Meritorious Service Medal
Army Commendation Medal with Oak Leaf

Flight Surgeon Wings - Distinguished Honor Graduate
National Defense Service Medal
Kuwaiti Liberation Medal
Southwest Asia Campaign Ribbon with Oak Leaf
Army Service Medal
Reserve Service Medal

BETH B. TIGNOR

(b)(6)

POLITICAL STRATEGIST

Campaign / Field Director | Grassroots Coordinator | Legislative Services Director

Results-driven, detail-oriented professional with the ability to provide critical insights, work cross-functionally to ensure alignment of goals, and identify and establish relationships with individuals to drive strategic partnerships forward. Seeking to leverage valuable leadership skills to bridge the communication gap between our government and US citizens. Delivers sustainable results through strong analytical, time management, and collaboration skills. Thrives in a fast-paced, dynamic environment with the ability to manage multiple projects simultaneously. Collaborates with individuals at all levels of an organization, implements successful plans, and achieves desired goals. Highly adaptable with the flexibility to travel or relocate to discover new business opportunities. Core competencies include:

Cross-Functional Collaboration | Multi-tasking | Time Management | Relationship Building | Interpersonal Skills
Strong Analytical Skills | Written/Verbal Communication | Complex Problem Solving | Strategic Planning
Exemplary Presentation Skills | Training & Mentoring | Client Relations | Volunteer Coordination
Thrive in Politically Complex Environments | Professional Political Campaigning | Project Management

PROFESSIONAL EXPERIENCE

THE DONALD J. TRUMP FOR PRESIDENT, INC., VIRGINIA BEACH, VA **09/2016 – 09/2016**
Regional Field Coordinator ; Salary (b)(6) **monthly**
Managed and organized grassroots volunteer support in Hampton Roads/Tidewater region of Virginia.
- Expanded Republican Party infra o support Donald J. Trump by direct volunteer to voter contact.
- Trained and mentored volunteers to deliver proper communication to voters to maximize support for election day.
- Served as a liaison between voters and legislators to communicate voters' concerns regarding government fluctuations.
- Networked effectively to contact and coordinate new volunteer activity from the national campaign.

SKIFFES CREEK POWER LINE,
7330 STAPLES MILLS RD, #180 HENRICO , **10/2015 – 10/2015**
Project Advocate: (b)(6)
Gather support for the power line transmission project. Establish relationships with Army Corp of Engineers to develop support.
- Network withi working relationships.
- Gather community members to a public hearing to gain approval of the power line transmission project.

VIRGINIA'S GROWING, INC., 3541 CHESTER ST VIRGINIA BEACH, VA
02/2013 - PRESENT
Chairman / Founder ~ this is a non-profit ~ no salary collected
Responsible for coordinating and managing the implementation process of educating citizens and legislative body of Virginia regarding Cannabis.
- Explore the latest advancements in each of 3 major economic areas including advancement in medical issues, industrial uses, and the vast expansion in consumer market of states that have regulated Cannabis to its citizens.
- Collect, organize, and educate citizens regarding capitalizing on the rapid and expansive economic growth opportunities Virginia will have as issues of Cannabis are addressed.

COLEMAN FOR SENATE 6TH DISTRICT VOTER OUTREACH, DEFUCNT PO BOX, NORFOLK, VA **11/2012 – 11/2012**
Primary for Special Election: salary (b)(6) **per month**
Developed, implemented, and managed processes and procedures for gathering voters to support the Coleman for Senate Campaign in the primary race for the Republican nomination.
- Employed appropriate methods of voter outreach and GOTV efforts to achieve a successful bid in the internal "Firehouse Primary."
- Managed a successful project, resulting in Mr. Coleman winning the primary and continuing to run for the Virginia 6th Senate District seat.

60 PLUS ASSOCIATION, **05/2012 – 11/2012**
State Director: Salary (b)(6)
Oversaw daily operations including scheduling staff and volunteers. Successfully orchestrated statewide primary offices.
- Facilitated and coo
- Established phone banks and canvases.

BEN LOYOLA,NO CURRENT ADDRESSNORFOLK, VA **09/2011 – 11/2011**
Volunteer Coordinator: Salary (b)(6) **per month**
Recruited staff for the Norfolk GOP Campaign Headquarters. Trained and motivated volunteers.
- Coached volunteers to devel ful campaign tactics.
- Established phone banks and canvases.
- Collected voter contact information to develop precise tracking databases.

3RD CONGRESSIONAL DISTRICT OF VIRGINIA,NO CURRENT ADDRESS, VA **07/2010 – 09/2010**
Campaign Manager; Salary (b)(6)
Provided support to develop a cohesive team to accomplish campaigning goals.
- Developed target campa
- Analyzed effects of strategies on campaign goals.
- Acted on behalf of voters to communicate their support or disapproval regarding government changes in progress.
- Ensured budget was met to achieve cost effectiveness.

Earlier Professional Experience:
Manager, AAAA Self Storage; Manager, Tignor Heating & Cooling; General Manager, Ruby Tuesday

COMMUNITY SERVICE / AFFILIATIONS

Member, Republican Party of Virginia
Executive Board, Norfolk City Committee Chapter of RPV
Norfolk Representative, 3rd District Congressional Committee
Club President, Virginia Federation of Republican Women, Norfolk Committee
Nomination Committee Member, State Primary Conventions for Party Nomination
Committee Member, The Virginia Federation of Republican Women

Kara Osborne Townsend

(b)(6)

Education

Bachelor of Science, Biology, University of Kentucky
Master of Public Health, George Washington University, Milken Institute of Public Health
Focus: Policy and Management
Thesis topic: Examining the Medicaid IMD Exclusion and its Implication in Mental Health Outcomes
Software and Programming Skills: Proficient in SPSS Statistical Analysis, HTML coding, Wix, and Drupal

Professional Experience

U.S. Senate Committee on Health, Education, Labor, and Pensions, Majority Health Policy Office, Chairman Lamar Alexander (R-TN)
January 2015-Present; Professional Staff Member; Policy advisor responsible for policy development, reform, and stakeholder outreach for portfolio of issues including Medicare, Medicaid, Health Information Technology, Mental Health, and Aging; Key developer of strategy, legislative text, vote recommendations, Senate floor speeches, and press materials to drive the Chairman's priorities; Lead bipartisan negotiator for several legislative packages ultimately signed into law, including the 21st Century Cures Act, the Comprehensive Addiction and Recovery Act, and the Older Americans Act Reauthorization.

North Capitol Street Enterprises
2014-2015; Legislative Assistant; Responsible for issue research primarily focused on health information technology and health care; Produced advocacy content and materials; Managed website and developed web materials; Composed issue-based briefings for partners and clients.

American Crossroads, Crossroads Grassroots Policy Strategies
2012-2013; Political Team Associate; Maintained political team budget; Aided in process of TV, Radio and Online advertisement creation and distribution; Managed, organized, and distributed polling data; Responsible for phone advertisement production and execution.

Office of the U.S. Senate Republican Leader, Senator Miteh McConnell (R-KY)
2010-2012; Staff Assistant; Provided research and administrative support to schedulers and policy advisors with specific focus on health care; Coordinated and contributed to Member materials; Organized constituent correspondence and relations; Collaborated in event planning and Member relations.

Graduate Center for Toxicology, University of Kentucky
2009-2010; Research Assistant; Collaborated with research faculty concerning hormone treatment of Drosophila Sp.; Co-author of article, Suppressed Production of Methyl Farnesoid Hormones Yields Developmental Defects and Lethality in Drosophila Larvae, published in Journal for General and Comparative Endocrinology and PubMed Fall 2009.

5th District Kentucky Field Office, U.S. Senate Republican Leader, Senator Mitch McConnell (R-KY)
Summer 2007; Intern; Assisted Leader during local visits; Aided field representative with administrative office duties; Composed constituent letters; Attended local events with the field representative on behalf of the Leader.

Related Activities

EverybodyWins! DC- Participant in weekly reading and mentorship program designed to improve interest in reading and learning among elementary school-aged children in District of Columbia public schools.
Kentucky Society of Washington-Taste of the South Charity Gala Volunteer 2013-2015, Co-Chair of 2012 Kentucky Derby Function; Planning committee for 2012 Henry Clay Gala.

Honors

U.S.-Asia Foundation Congressional Staff Delegation to China, 2016
Kentucky Governor's Scholar and University of Kentucky Presidential Scholarship Recipient, 2005-2006
Featured speaker at events hosted by: American Hospital Association (AHA), Healthcare Information and Management Systems Society (HIMSS), Electronic Health Record Association (EHRA), American Medical Informatics Association (AMIA), Health and Aging Policy Fellows Symposium, and National Association of Area Agencies on Aging.

Laura Clay Trueman

(b)(6)

Expertise

Conservative Movement

- Washington D.C.- Based Career: Focused on advancing limited government, fiscal restraint, a strong national defense, and a vital civil society. Worked as part of the conservative movement on and off the Hill.

Capitol Hill Experience & Policy Proficiencies

- U.S. Senate: Legislative Director & Legislative Assistant to U.S. Senator.
- U.S. House: Senior Policy Advisor & Conservative Outreach Coordinator
- Issue Expertise: Health Care Reform, Criminal Justice, Obamacare, Entitlements, Budget, & Spending, Education, and Social Issues.

Management, Communication & Leadership Skills

- Organizational Leadership: Crafting & executing metric-driven vision and strategies.
- Manager: Senate legislative staff & federal agency teams.
- Leadership: Crafted and led organizations and advocacy campaigns, coordinating press outreach, grassroots work, legislative strategy working with legislators, and stakeholder/coalition/donor mobilization.
- Communication: Published writer - columns, speeches, press releases, backgrounders, talking points, and op-eds; Persuasive Speaker - advocacy and donor outreach; outstanding interpersonal skills.
- Consensus Builder: Facilitate collaboration among disparate groups/individuals to move projects forward.

Professional Experience

Senior Policy Advisor & Conservative Coalitions Coordinator May 2015 - Present
House Majority Whip Steve Scalise (R-LA)

- Communicate with the full panoply of conservative groups – from think tanks and academia to grassroots advocacy -- relaying their concerns to the Whip, sharing his priorities with them, and working to unify efforts to advance conservative policies through his leadership position.
- Advise the Whip on Judiciary Committee, Education & Workforce, and Oversight and Government Reform Committee issues.

Director of Strategic Operations (Health Care & Entitlement Teams) April 2009 – May 2015
The Heritage Foundation Washington DC 20002

- Create & execute detailed strategy for organization's highest priority issues, with annual & 10-year goals & metrics.
- Hands-on management of internal cross-departmental teams of 10-20, including leading weekly senior staff meetings for updates and real time adaptations on strategy.
- Address internal & external disagreements to build consensus & achieve policy goals.
- Incorporate multi-disciplinary strategy to achieve policy objectives, drawing on media outreach, marketing efforts, donor involvement, close coordination with allies, & legislative tactics.
- Keep organization focused on big priorities, avoiding distractions & detours.
- Maintain detailed policy understanding of problems/solutions on health care, budget, & Entitlements.

Director, New Product Development Dec 2007 – Dec 2008
AmeriChoice, Business Segment of UnitedHealth Group 8045 Leesburg Pike, Vienna VA

- Worked with states like Indiana and Florida on innovative solutions for the uninsured.

Executive Director 2003 - 2007
Coalition for Affordable Health Coverage (CAHC) Washington DC

- Served as the first paid Executive Director for a fledgling coalition, building it into influential group.
- Doubled Coalition membership in five years.
- Increased financial base by 300% in five years.

- Promoted market-based solutions to reduce the number of uninsured.
- Developed policy positions and legislative strategy on range of legislation affecting access & cost of health coverage.
- Wrote one-pagers, white papers, columns, & press releases explaining policy.
- Organized and led Hill briefings, roundtable discussions, & press conferences with members of Congress, and staff from the White House and Capitol Hill to advance objectives.

Senior Director 2003 - 2007
Jefferson Government Relations Washington DC

- Lobbied for health and disability-related clients, advising on goals and objectives for clients, devising strategy, attending Hill and federal agency meetings on their behalf.
- Raised profile of health care clients, facilitating opportunities for them to testify before Congressional committees, provided strategic input on legislation, and the connected clients with lawmakers to provide the "real world" on impact of federal policies. Improved financial bottom-line for clients.

Director, Office of Adolescent Pregnancy Programs 1987-1988
U.S. Department of Health and Human Services Washington DC

- Managed multi-million dollar grant-making program to serve teens.
- Created as an alternative to Title X.
- Managed a career staff of ten and oversaw the grant awarding process for over 40 community and state programs.

Director, Office of Communications 1986-1987
U.S. Public Health Service, HHS Washington DC

- Worked on the federal government's first public education campaign on AIDS awareness and prevention. Successfully helped navigate political & policy sensitivities in shaping AIDS prevention message during the breakout of the AIDS epidemic.

Legislative Director & Legislative Assistant 1981 - 1986
U.S. Senator Don Nickles (R-OK), Washington DC

- Coordinated all legislative strategy and policy positions.
- Served as Senator's Committee staff person during his tenure on the Health, Education, Labor, and Pensions Committee.

Television News Reporter, Ft Myers, FL, CBS and NBC Affiliates. On-camera reporting of city issues.

Education

Johns Hopkins University, Masters Degree, Writing, Literary Nonfiction
Oral Roberts University, Bachelor's Degree, Journalism

Awards, Honors, Volunteerism

Fellow, American Hospital Supply Corporation
Fellow, Emory University Law and Economics Center
FACETS Hypothermia Shelter for the Homeless, Ongoing, Fairfax, Virginia
Girl Scout Leader, 7 years, Oakton, Virginia
Volunteer, Hope of Northern Virginia Crisis Pregnancy Center, Falls Church
Swim Instructor for children with disabilities, YMCA, Alexandria, VA

John Twomey

(b)(6)

Education:

University of Georgia – Athens, GA 30602
College of Agriculture and Environmental Sciences
Major: Environmental Economics & Management B.S. May, 2015
Minor: Environmental Law

Experience:

Congressman Tom Price (GA-06), *Staff Assistant*, November 2015 – Present, 1211 LHOB, Washington D.C. 20515
Responsibilities include communicating with constituents over the phone and through written responses via official letters on behalf of Congressman Price using the Intranet Quorum interface (IQ). Oversee the office's internship program, conduct interviews of candidates and help make final selections on interns. Process flag requests and deposit flag payment fees. Schedule tours of the White House, U.S. Capitol, and various federal buildings for the 1,000 + constituent groups that visited D.C. since November 2015. Execute various administrative task and duties such as managing the day-to-day operations of the D.C. office. Attend briefings on behalf of the staff and draft research memos on relevant legislation. Drive the Congressman to his appointments around D.C.

Congressman Doug Collins (GA-09), *Staff Intern*, August 2015 - November 2015, 1504 LHOB, Washington D.C.
Assisted Congressman Collins staff by writing letters, memos, meeting minutes, and generating notebooks for the Congressman's committees. Responded to constituent concerns over the phone and through letters. Led guided tours of the U.S. Capitol. Facilitated other office needs such as letter sorting, printing, and restocking office supplies.

The Athens Y Camps, *Program Director*, May 2010 – July 2014, 1000 Y Camp Rd, Lakemont, GA 30552
Created a curriculum for a leadership development course, with a strong focus on servant leadership. Organized camp-wide activities for more than 200 + campers. Managed a staff of 30 counselors. Organized logistics for camp visits and field trips.

Leadership and Involvement:

Alpha Tau Omega Fraternity, *Chapter President*, January 2013 – December 2013, Athens, GA
Lead a chapter of 110 members. Communicated with campus officials, alumni, board of trustees, and the national fraternity. Responsible for a $300K annual budget. Oversaw collections of dues and house rent. Hosted weekly chapter meetings for the entire chapter and executive board meeting comprised of 15 committee chairs.

UGA HEROs, *Executive Board Member*, January 2014 - December 2014, Athens, GA
Volunteered and served on the board for this philanthropy which raised money for children in Georgia infected or affected by HIV/AIDs. Generated and implemented the organization's recruitment and fundraising strategies that resulted in a record collection of $342,000 for our children.

The Arch Society, *General Member*, February 2014 – April 2015, Athens Georgia, GA
Served as the official host and goodwill ambassadors for the University of Georgia. Advanced the University of Georgia through service to the offices of the President, Provost, Senior Vice President for External Affairs, and Vice President for Student Affairs.

Local Address: (b)(6)

PRANAY UDUTHA

(b)(6) Pranay.Udutha@Cassidy.Senate.gov

WORK & POLICY EXPERIENCE

January 2015– Present — **US Senator Bill Cassidy M.D.,** Washington, DC
Policy Advisor for Health & Finance Policy, and Finance Committee Professional Staff since 2/2017
Develop legislation; plan and coordinate advocacy strategy/stakeholder outreach; staff for HELP, Finance, JEC committee hearings. Primary issues: pharmaceutical costs, tax reform, health care reform

September 2014– December 2014 — **US House of Representatives, Georgia Delegation,** Washington, DC
Paid Fall Intern with Rep. Rob Woodall
- Wrote policy memos, coordinated logistics of committee meetings, responded to constituent letters

May 2014– July 2014 — **American Enterprise Institute for Public Policy Research**, Washington, DC
Summer Institute; worked with Dr. Mike McShane, Mackenzie Eaglen, and other scholars
- Focused on defense budgeting, K-12 education (won best memo)

September 2010– July 2011 — **Roosevelt Institute, Campus Think Tank Network**, University of Georgia, Athens, GA
Natural Security Act Policy Fellow; published by Roosevelt National
- Analyzed USAID efforts in Haiti after 2010 earthquake; presented to Exec. Director of USAID OTI

September 2010– April 2011
- Developed policy to address externalities of interbasin water transfer in Georgia; presented to State Director of GA's Environmental Protection Division

May 2013
- Published research on "Establishing Sickle Cell Disease Screening Programs in Urban Africa"

EDUCATION

Fall 2015- Present — **George Washington University**, Washington, DC
MPH, Health Policy; core modules in regulatory affairs and pharmaceutical economics
GWU VP Graduate Student Policy, serve on Board of Trustees' Student Representation Task Force

Graduated May 2014 — **University of Georgia**, Athens, GA
AB, International Affairs (Summa Cum Laude); BS, Biology (Summa Cum Laude)
- Cumulative GPA: 3.96; Intl. Affairs GPA: 3.97; Biology GPA: 4.00
- Senior Thesis: *The Exploration of Gallate as an Inhibitor of Protein Glycation* (School of Pharmacy)

MCAT- Composite: **33** (91st percentile); **GRE**- Verbal: **163** (92nd); Quant: **166** (92nd); Writing: **5.0** (93rd)

AWARDS
- Bernard Ramsey Honors Scholar 2010-2014
  - Merit-based; funded travel study/internships, service spring break trips, seminars with scholars
- Phi Beta Kappa Member; 2012 Honors Intl. Scholarship Recipient; 2010 National Merit Scholar

TRAVEL STUDY & RESEARCH FELLOWSHIPS

Summer 2013 — **Child Family Health International**, Quito, Ecuador & the Galapagos Islands
- Discussed public health and healthcare provision with medical professionals & patients

Summer 2012 — **University of Pennsylvania Perelman School of Medicine, Children's Hospital of Philadelphia**
- Gene Therapy with Dr. John Wolfe, Walter Flato Goodman Center for Comparative Medical Genetics

Summer 2011 — **The Chronolab, Pbarmacology Department, Universitat Zürich/ETH**, Zürich, Switzerland

June 2011 — **CURO Costa Rica International Symposium**, San Jose & Puntarenas, Costa Rica

PAST LEADERSHIP EXPERIENCE

April 2013– May 2014 — **Student Alumni Council**, University of Georgia, Athens, GA
- Represented UGA to donors; organized networking events for students and notable alumni

April 2011– May 2014 — **Student Government Association**, University of Georgia, Athens, GA
Senator 2011-2013, University Council Member 2012-2013
- Allocated from $10,000 budget; audited course changes & UGA's 20 year strategic plan; oversaw development of the first UGA app and the UGA transit system app, HOPE scholarship reform

October 2012– May 2014 — **Vibha@UGA Academic Bowl Outreach**, University of Georgia, Athens, GA
Founding Executive Board Member, Outreach Coordinator/External Relations Chair
- Established relationships with 27 local schools and created academic bowl mentoring programs at 8

September 2010– March 2013 — **Residence Hall Association**, University of Georgia, Athens, GA
Myers Hall President 2012-2013, Executive Officer 2011-2012
- Responsible for allocating over $300,000 in student funds & coordinating social and cultural events

SKILLS — Black Belt- Tae Kwon Do, Brown Belt- Karate

Steven R. Valentine, Jr.

(b)(6)

BAR ADMISSIONS: **Virginia State Bar**, October 2015

EDUCATION:

Columbus School of Law, Catholic University of America
3600 John McCormack Road, N.E. | Washington, D.C. 20064
Juris Doctor – Class of 2015

Franciscan University of Steubenville
1235 University Boulevard | Steubenville, OH 43952
Bachelor of Arts, History – Magna Cum Laude – Class of 2011

EXPERIENCE:

Legislative Assistant
Congressman Christopher H. Smith (NJ-04), January 2014-Present
2373 Rayburn HOB | Washington, D.C. 20515

Portfolio: Disaster Recovery, Economy, Entitlements, Financial Services, Health Care, Housing, Labor, NASA, Postal, Taxation, Technology, Telecommunications, Trade, Transportation, Welfare, and other assigned areas.

- Formulate legislative initiatives, devise a legislative plan, and draft into legislation;
- Gather support for legislative initiatives from fellow Members and interested groups;
- Act as a liaison with committee and agency staff;
- Track and monitor legislation in assigned areas;
- Draft Floor speeches and extension of remarks for Member;
- Draft correspondence from Member to federal agencies;
- Meet with constituents and interested outside groups;
- Provide information and material for press materials, mass mailings, and newsletters;
- Draft press releases in assigned areas and provide background on media inquiries;
- Answer constituent letters and assist constituents on federal matters;
- Coordinate internship program, and perform special projects as assigned.

Staff Assistant
Congressman Christopher H. Smith (NJ-04), September 2011-January 2014
2373 Rayburn HOB | Washington, D.C. 20515

- Handled all incoming constituent requests concerning tours and flags;
- Assisted in the drafting and logging of constituent correspondence;
- Compiled, distributed, and filed press clippings;
- Assisted in social media outreach;
- Managed office supplies, assisted in meeting preparation, and completed various administrative tasks.

Interim Legislative Director
Susan B. Anthony List, February 2011-September 2011

- Researched past and pending legislation in both the House and Senate, attended coalition group meetings, participated in coalition group conference calls, maintained close contact with congressional aides, assisted with grassroots tours and press conferences across the country, drafted action alerts to organization members and activists, and drafted talking points for policymakers and activists.

INTERNSHIPS: Susan B. Anthony List, Senate Republican Steering Committee, Bob McDonnell for Governor, National Republican Senatorial Committee, Brownback for President.

HONORS: Ronald Reagan College Leaders Scholarship Winner (two-time), The Phillips Foundation.

SEEMA VERMA, MPH

(b)(6)

EDUCATION

MPH (MASTER OF PUBLIC HEALTH) - HEALTH POLICY & MANAGEMENT, 1996
JOHNS HOPKINS SCHOOL OF HYGIENE AND PUBLIC HEALTH

B.S. Life Sciences/ Biology, 1993
UNIVERSITY OF MARYLAND, COLLEGE PARK

EXPERIENCE

Senior Policy Advisor, Trump-Pence Campaign (August 2016-November 2016)

- Prepared policy positions, speeches, op/eds, website content, debate preparation materials, and response to media inquiries.

President & CEO, SVC –2001-present

- Founded President and founder of SVC Inc a consulting practice focusing on government health care programs, policy, federal regulatory analysis, strategic planning, project management/development, evaluation, and managing stakeholder relationships. Served as the Indiana lead on the implementation of the Affordable Care Act, and Exchanges. Served as architect of the Healthy Indiana Plan and Healthy Indiana HIP 2.0. Led implementation efforts including development of legislation, negotiation and approval of federal waivers, request for services and negotiation of managed care contracts. Key clients include: Indiana Economic Development Corporation, Hewlett Packard (HP), the States of Indiana, Maine, Nebraska, South Carolina, Iowa, Ohio, Michigan and Idaho

VICE PRESIDENT, CORPORATE PLANNING –1999-2001
MARION COUNTY HEALTH AND HOSPITAL CORPORATION, INDIANAPOLIS, INDIANA

- Responsible for strategic planning, policy and program development.
- Directed managed care program for county's indigent population
- Implemented a system wide planning function, and developed 5 new corporate departments: Epidemiology/ Evaluation, Grants, Medicaid Outreach, a Victim's Services program
- Accomplishments include development of a web based eligibility system, web-based data mart, community health assessment; results based budget plan, identification of core values for the Corporation, procured $1M federal grant

DIRECTOR, PROGRAM DEVELOPMENT 1998- 1999
MARION COUNTY HEALTH AND HOSPITAL CORPORATION, INDIANAPOLIS, INDIANA

ADMINISTRATOR, HEALTHY BABIES 1997- 1998
MARION COUNTY HEALTH AND HOSPITAL CORPORATION, INDIANAPOLIS, INDIANA

CONSULTANT 1996-August 1997
ASSOCIATION OF STATE AND TERRITORIAL HEALTH OFFICIALS (ASTHO), WASHINGTON D.C.

PROJECT DIRECTOR 1994-1995
ASSOCIATION OF STATE AND TERRITORIAL HEALTH OFFICIALS (ASTHO), WASHINGTON D.C.

Emily Wilkinson
(b)(6)

Work Experience

Legislative Assistant- Senator Dean Heller *June 2015 – Present*
324 Hart Senate Office Building, Washington, District of Columbia 20510

- Manage the Senator's Senate Finance Committee portfolio including assignments on the Health and Social Security subcommittees.
- Act as the Staff Director for Senator's role as Chairman of Social Security Subcommittee
- Assist Senator in carrying out his Senate floor strategy by drafting legislation, amendments, providing vote recommendations, and writing floor speeches.
- Managed comprehensive internal and external outreach program and political strategy by coordinating with congressional colleagues and stakeholders to repeal the Affordable Care Act's 40 percent excise tax on employee health benefits, commonly referred to as the "Cadillac tax."
    - Successfully passed Heller Amendment to fully repeal the Cadillac tax through Reconciliation (S.Amdt.2882 to H.R.3762) by a vote of 90-10.
    - Delivered a two-year delay of Cadillac tax as part of the Consolidated Appropriations Act (H.R.2029), which passed Congress and was signed by the President (Public Law 114-113).
- Passed multiple pieces of legislation into law, including Bringing Post-Partum Depression Out of the Shadows Act (S. 2311), and the Medicare Advantage Coverage Transparency Act (S. 2349) as part of the 21st Century Cures Act (H.R. 34, Public Law).

Health Policy Advisor- Chairman David Vitter, Senate Committee on Small Business and Entrepreneurship *January 2015- June 2015*
516 Hart Senate Office Building, Washington, District of Columbia 20510

- Implement Committee's health care objectives by planning Committee hearings, field hearings, and legislative priorities.
- Direct witness vetting and preparation
- Research individual and group healthcare marketplace dynamics, and impact of federal laws on workforce, and larger economic outlook.
- Conduct oversight and investigations including preparation for subpoena process

Legislative Assistant- Senator David Vitter (LA) *July 2013 – June 2015*
516 Hart Senate Office Building, Washington, District of Columbia 20510

- Legislative portfolio includes health, education, labor, pensions, Social Security, disability and welfare issues, and Small Business Committee. Also work on tax and trade issues as it relates to changes in health care market.
- Assist Senator in carrying out his Senate floor strategy by drafting legislation, amendments, providing vote recommendations, and writing floor speeches.
- Coordinate with House members to bring House-passed legislation to Senate floor
- Correspond with appropriate federal agencies within legislative portfolio regarding regulatory process and constituent casework.
- Passed the Steve Gleason Act into law (S. 984, Public Law 114-40)

Legislative Assistant- Congressman Diane Black (TN-06) *April 2012-July 2013*
1531 Longworth House Office Building, Washington, District of Columbia 20515

Emily Wilkinson

(b)(6)

- Legislative portfolio included Health and Human Resources Subcommittees on the Ways and Means Committee, Budget Associate on Budget Committee, social values, education, women and family issues, as well as issue specific appropriations measures.
- Drafted legislation, amendments, floor statements, hearing statements and questions for the record
- Helped execute legislative priorities by attending Committee hearings, monitoring floor and committee proceedings, and providing vote recommendations for legislation on House floor and Ways and Means Committee
- Directed Health Care Steering Committee with health leaders in Nashville and Washington, DC and worked closely with national coalitions to build support for legislative priorities.

Legislative Assistant – Congressman Michael Grimm (NY-13) *January 2011-April 2012*
512 Cannon House Office Building, Washington, District of Columbia 20515

- Legislative portfolio include health care, social security, budget, social values, education, women and family issues, and issue specific appropriations measures.
- Drafted legislation, amendments, floor statements, hearing statements and questions for the record

Staff Assistant/Legislative Correspondent – Congressman Tom Price (GA-6) April 2010- December 2010
100 Cannon House Office Building, Washington, District of Columbia 20515

- Assisted legislative staff with Congressman's policy priorities, including research projects on health care during the health reform debate under the Obama Administration.
- Served as Intern Coordinator and Tour Coordinator
- Answered phones and wrote legislative correspondence to communicate Congressman's position on relevant legislation

Campaign Experience
David Vitter for Governor 2014

- Develop policy platform which primarily focuses on health care and education

NRCC Volunteer Fall *2008, 2010, 2012, 2014*

Education
Davidson College, Davidson, NC Spring 2009
B.A. Religion, Concentration in Political Science and Spanish
405 N. Main St. Davidson, North Carolina 28035

Rebecca ("Becky") K. Wood

(b)(6)

EXPERIENCE

Sidley Austin LLP, Washington, DC
Partner (2006-present), Associate (2000-2006)

- Experienced litigator, managing complex commercial and appellate litigation, including product liability and mass tort litigation, with a focus on FDA-regulated entities
- Recognized by *The International Who's Who of Product Liability Defence Lawyers* 2016 for an "excellent style of delivery" that makes "even the most complex matters seem simple." The 2014 and 2015 editions noted: "she is consistently recognized as a top litigator in commercial and appellate trials, at both the state and federal level" and "no case is too complex for her and she is always on her game."
- Merits and *amicus* briefing to the U.S. Supreme Court in numerous matters, including the *Warner-Lambert* v. *Kent*, *Riegel* v. *Medtronic, Inc.* and *Wyeth* v. *Levine* cases involving issues of federal preemption in the drug and medical device contexts. *The Legal 500 US* (2009) noted that Becky "is one of the best brief-writers on federal preemption."

Firm leadership positions have included

- Firmwide Co-Chair and DC Hiring Partner, Recruiting of Associates Committee
- DC Chair, Retention and Promotion of Women Committee
- DC Chair, Summer Associates Programs Committees
- DC, Pro Bono Committee
- OnRamp Pilot Program

The Honorable Pasco M. Bowman II, United States Court of Appeals for the Eighth Circuit, Kansas City, Missouri (1999-2000)
Judicial Law Clerk

Willkie, Farr & Gallagher, New York, New York (1998-1999)
Litigation Associate

EDUCATION

- New York University School of Law, J.D., 1998
- Yale University, B.A., 1994, Political Science (*magna cum laude, Phi Beta Kappa*)

SAMPLE PUBLICATIONS

- "Litigation, Products Liability, and Preemption," *PLI's Medical Devices Law and Regulation Answer Book* (2011-2016) (co-author with Coleen Klasmeier)
- "Federal Preemption at the Supreme Court," *Cato Supreme Court Review* (2007-2008) (co-author with Daniel E. Troy)

SAMPLE SPEECHES

- Panelist, Advanced Medical Technology Association (AdvaMed), 7th Annual Advertising and Promotion of Medical Devices Conference (Washington, D.C., 2016)
- Presenter, FDLI/CDER In-House Training: Introduction to Drug Law and Regulation, "Products Liability Litigation" (White Oak, MD, 2015)
- Presenter, Crucial Information for Health Law Attorneys & Executives: Law, Business and Ethics in Today's Healthcare Marketplace Life Sciences College, on "The Rise (And Fall?) Of 'Innovator Liability': What's Next For Claims Against Brand Manufacturers For Harm Allegedly Caused by Generic Products" (Indianapolis, IN, 2014)
- Speaker, Life Sciences College: U.S. Pharmaceutical, Biotechnology and Medical Device Regulatory, Compliance and Corporate Update, on "Managing Safety Signals in a Challenging Product Liability Environment" (New York, NY, 2014)
- Key Speaker, Q1 Pharmaceutical & Medical Device Legal & Compliance Forum, on the implications of FDA's proposed labeling revisions on the status of federal preemption in product liability suits (Alexandria, VA, 2014)
- Speaker, Life Sciences College: Pharmaceutical, Regulatory, and Compliance Fundamentals, on "Civil Litigation Risks" (New York, NY, 2013)
- Panelist, ABA Section of Litigation (Pharmaceutical and Medical Device Subcommittees of the Products Liability Committee and Pharmaceuticals and Medical Device Subcommittee of the Mass Torts Committee) on "Current Developments in Pharmaceutical and Medical Device Litigation" (New Brunswick, NJ, 2010)
- Speaker, AdvaMed conference on "Advertising and Promotion of Medical Devices in an Age of Direct-to-Consumer and Social Media Marketing" (Washington, D.C., 2009)
- Presenter, with Michael W. Davis and Eamon P. Joyce, Drug Information Association (DIA) Webcast on "*Wyeth* v. *Levine*: Understanding the U.S. Supreme Court's Recent Failure-to-Warn Preemption Case" (Washington, D.C., 2009)
- Presenter, with Michael W. Davis, DRI (The Voice of the Defense Bar) Webcast explaining the implications of the Supreme Court's preemption decision in *Wyeth* v. *Levine* and exploring possible strategies in response (Washington, D.C., 2009)
- Panelist, "The Business of the Court: Securities, Energy, Regulatory Preemption," The Supreme Court: Past and Prologue, A Look at the October 2007 and October 2008 Terms, Cato Institute's Center for Constitutional Studies, Constitution Day Symposium (Washington, D.C., 2008)

- Speaker, "Introduction to Drug Law and Regulation: Understanding How FDA Regulates the Drug Industry," Food and Drug Law Institute (Washington, D.C., 2009 & 2008)
- Panelist, "Comparing Solutions: Liability and Regulatory Standards in the U.S. and Europe," Conference on Product Liability and Mass Torts in a Global Market Place, British Institute of International and Comparative Law (London, 2007)
- Speaker, "Drug and Biologics Labeling," FDA Boot Camp: Basic Training for Product Liability and Patent Lawyers, American Conference Institute (Boston, MA, 2007)

PROFESSIONAL ORGANIZATIONS

- Advanced Medical Technology Association (AdvaMed)
- Defense Research Institute (DRI)
- International Association of Defense Counsel (IADC)

BAR ADMISSIONS

- United States Supreme Court
- United States Courts of Appeals for the Second, Third, Fourth, Fifth, Sixth, Seventh, Eighth, Ninth, Tenth, Eleventh, DC, and Federal Circuits
- United States District Court, District of Columbia
- District of Columbia
- New York

MARGARET A. WYNNE

(b)(6)

PROFESSIONAL EXPERIENCE

SAINT JOHN PAUL II NATIONAL SHRINE 3900 Harewood Road, NE, Washington, D.C. 20017
Director of Pilgrimage and Visitor Services April 2016 to present

Manage the Pilgrimage and Visitor Services activities of the Shrine, including facilitating individual and group tours and pilgrimages 365 days a year and ensuring recruitment and training of permanent and contract staff. Oversee outreach efforts that focus on schools and Knights of Columbus councils, catechesis activities, and direct-mail fundraising. Serve as interim Director of Communications. Supervise nine professional staff members, including two team leads. Assist the overall management of the Shrine as part of the Senior Management Team, developing short- and long-range plans in support of Shrine objectives.

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) Washington, D.C.
Director, Division of Anti-Trafficking in Persons, Office of Refugee Resettlement Feb 2008–June 2015
Director of Victim Assistance Programs, Office on Trafficking in Persons June 2015-April 2016
Administration for Children and Families, 330 C Street SW, Washington, D.C. 20201

Managed a $13 million annual budget to fund a nationwide network of grantees and volunteer coalitions to raise awareness, conduct outreach, and provide assistance to trafficking victims in the United States. Assisted foreign national adult victims of human trafficking in the United States to gain access to federally funded benefits and services to rebuild their lives. Shaped and contributed substantially to the development of policies and procedures for the determination of eligibility of foreign national child victims of trafficking. Reviewed over 1,700 cases of potential trafficking of children. Collaborated and coordinated with other federal offices and agencies on policies and programs related to human trafficking. Supervised a staff of six persons.

U.S. HOUSE OF REPRESENTATIVES Washington, D.C.
Congressional Fellow Aug 2011–Jan 2012
Committee on Foreign Affairs, Subcommittee on Africa, Global Health, and Human Rights

Organized and prepared briefing materials for a hearing on the global effort to combat malaria. Supported hearings related to human rights and health. Analyzed legislation and provided written reports.

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES Washington, D.C.
Special Assistant to the Director for Policy Integration 2005–2008
Office of Global Health Affairs, 200 Independence Avenue, SW, Washington, D.C. 20201

Assisted the Director in his capacity as U.S. Delegate to the Board of the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) and as Chair of the Policy and Strategy Committee. Represented HHS on the U.S. Government's interagency delegation to GFATM Board meetings in Switzerland, China, Guatemala, Rwanda, and South Africa. Reviewed HHS international grant announcements; participated in an intradepartmental working group on the protection of victims of trafficking; and developed U.S. Government positions with respect to children, families, AIDS, and bioethics for multilateral meetings.

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES Washington, D.C.
Legislative Analyst 2001–2005
Office of the Assistant Secretary for Legislation, Office of the Secretary

Represented the Administration in meetings and negotiations with congressional offices on key initiatives, including welfare reform, abstinence education, unaccompanied alien children, and protection of victims of human trafficking. Participated in an intradepartmental working group to promote the President's welfare reform reauthorization plan. Helped prepare testimony and informational materials and briefings for Members of Congress and staff. Developed communication strategies and policy proposals and negotiated legislative language. Served as a consultant to the Office of Global Health Affairs on human cloning, child survival and well-being, and biomedical ethics. Served as a U.S. delegate to multilateral meetings, collaborating with other Federal agencies to represent U.S. Government positions at the United Nations and the Council of Europe.

U.S. HOUSE OF REPRESENTATIVES Washington, D.C.
Executive Director 1992–2000
Pro-Life Caucus

Monitored legislation and congressional activities and provided information and analyses to Members of Congress. Developed statements, issue briefs, updates, and memos, and prepared comments on proposed regulations. Drafted amendments, organized meetings and briefings, and participated in negotiations on legislation with congressional leaders, committee chairmen, and other Members of Congress and their staff on issues and legislation related to international and domestic health policies and programs.

NATIONAL COMMITTEE FOR ADOPTION (NCFA) Washington, D.C.
Legislative Director 1991–1992

Monitored and analyzed federal and state legislation affecting adoption for NCFA members. Helped states develop mutual consent voluntary adoption registries.

REPRESENTATIVE THOMAS J. BLILEY, JR. Washington, D.C.
Legislative Assistant 1985–1990

Briefed Member of Congress on legislation, responded to correspondence, and drafted speeches and statements on issues within the jurisdictions of the Judiciary, Education, and Energy and Commerce Committees, as well as the Select Committee on Children, Youth, and Families and the Congressional Coalition on Adoption.

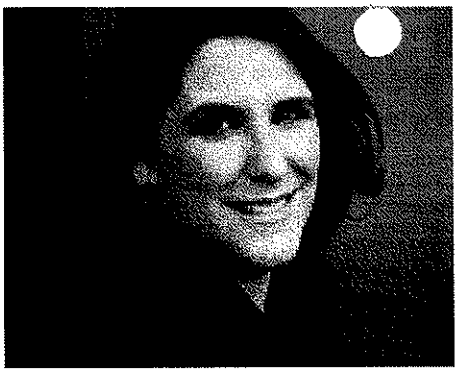
AMERICAN LEGISLATIVE EXCHANGE COUNCIL Washington, D.C.
Legislative Analyst 1984–1985

Worked with a small team on the Juvenile Justice Reform Project developing model legislation for states.

EDUCATION

Master of Theological Studies
John Paul II Institute for Studies on Marriage and Family
620 Michigan Avenue, NE
Washington, D.C. 20064

Bachelor of Arts
Thomas Aquinas College
10,000 N. Ojai Road
Santa Paula, CA 93060



Charmaine Yoest, Ph.D.

(b)(6)

Dr. Charmaine Yoest is a Senior Fellow at American Values in Washington DC. As an author, writer and political commentator with an expertise in public policy, she has a track record serving in many facets of political life — in the White House, on a presidential campaign and leading a national nonprofit. She has appeared as a spokesperson on every major television network and cable outlet, and in print in the leading national publications. She has provided testimony in front of the United States Congress on multiple occasions, and is a frequent keynote speaker across the country.

Charmaine served as a Surrogate for the Trump for President 2016 campaign, appearing on FOX, CNN and MSNBC as an advocate. She began her career working in the West Wing of the White House for President Ronald Reagan in the office of Presidential Personnel. She also served as a Senior Advisor to the 2008 Huckabee for President Campaign, as part of the team that won the Iowa primary.

Numerous publications have profiled Charmaine and her work. In a feature piece, *The New York Times* said that "her personal appeal gives her outsize visibility." *The Christian Science Monitor* describes her as "a pragmatic force." *The New Republic* describes her as "compelling." Even *Mother Jones* described her as "charismatic."

Serving as President and CEO of Americans United for Life for over seven years, the public interest law firm grew significantly, more than tripling its budget and donors. The mailing list increased by 530%; the email list increased by 6000%. During her tenure, AUL played a pivotal role in leading one of the most influential periods of advancement in the pro-life movement's history, being involved in the passage nationwide of over 83 pieces of legislation. The organization also helped spark a Congressional Select Committee investigation. Previously, she served as a Senior Fellow and Vice President of Communications at Family Research Council, one of the largest pro-family public policy organizations in the country.

Her educational path began with a B.A. in Political Science from Wheaton College, and after the White House, included an independent study at Oxford University in ethics and philosophy. Later, she earned a Ph.D. from the Department of Politics at the University of Virginia. She received Mellon, Olin, Bradley and Kohler fellowships, and wrote a dissertation on parental leave policy, after directing a national study funded by the Alfred P. Sloan Foundation. Her master's thesis focused on tax policy.

As a writer, Charmaine was featured along with Michelle Obama and Rick Warren in *Time* magazine's 2013 Thanksgiving feature. Charmaine is also the co-author of *Mother in the Middle*, an examination of childcare policy, published by HarperCollins, and is currently working on a second book related to modern feminism.

Kyle Zebley

(b)(6)

PROFESSIONAL EXPERIENCE

U.S. Representative Thomas Price, *Legislative Director* (2014-Present), *Senior Policy Advisor (2013-14), Policy Advisor (2012-13), Policy Assistant (2011-12)*
Address: 1211 Longworth Building, Washington, D.C., 20515

- Propose and implement legislative initiatives by heading the legislative shop in the Congressman's personal office
- Direct and coordinate with members of the legislative team to ensure the Congressman is prepared for Committee Hearings and Markups, has an understanding of legislative floor activity, receives vote recommendations and is updated on legislative initiatives originating out of the personal office
- Ensure the Congressman is updated on relevant domestic and international affairs, with corresponding analysis, in a timely manner
- Coordinate policy with the House Budget Committee, chaired by Congressman Price
- Work with the Communications team to ensure press products are factually accurate and that legislative work is being sufficiently promoted to constituents
- Conduct meetings with constituents and interest groups on behalf of the Congressman
- Advise the Congressman on issues concerning his work on the Committee on Ways and Means as well as Defense, Foreign Affairs, Homeland Security, Human Resources, Labor, Immigration, Transportation & Infrastructure, and Trade.
- Coordinated events, wrote issue briefs and maintained correspondence on behalf of the House Republican Policy Committee (2011-2013)

Public Opinion Strategies, *Research Assistant (2010-2011)*
Address: 214 N Fayette St, Alexandria, VA 22314

- Constructed tailored presentations for political clients running for President, Governor, U.S. Senate, U.S. Congress, State House, and State Senate across the country
- Created, proofread and edited memos and other documents for numerous clients, including many state and Congressional campaigns
- Interpreted crosstabulations from survey results to create campaign strategies for clients
- Provided analytical assistance and researched polling data and trends

EDUCATION

Duquesne University – *Pittsburgh, PA (May 2009)*
Address: 600 Forbes Ave, Pittsburgh, PA 15282
BS, Political Science and History

Queen Mary University of London – *London, UK* **(***Jan.-May 2007)*
Address: Mile End Rd, London E1 4NS, UK
Study Abroad Student

July 14, 2017

MEMORANDUM FOR CALDER LYNCH

FROM: Seema Verma
Administrator, Centers for Medicare & Medicaid Services

SUBJECT: Authorization to Participate in Certain Specific Party Matters Involving Former State Employee and Association Board Member

The purpose of this memorandum is to authorize you, under 5 C.F.R. § 2635.502(d), to participate in specific-party matters involving, as a party or party representative, the State of Nebraska or the National Association of Medicaid Directors (NAMD), for whom you served as an employee and a board member, respectively. After weighing the factors articulated in section 502(d), and consulting with the OGC Ethics Division for the Department, I have determined that the governmental interest in your participation in these specific party matters outweighs any countervailing appearance concerns and authorize your participation in these particular matters as described in more detail, and subject to the limitations, below.

BACKGROUND

On May 19, 2017, you resigned your positions with Nebraska and NAMD to accept an appointment as Senior Counselor to the Administrator for the Centers for Medicare & Medicaid Services (CMS), which began on May 22, 2017. As Senior Counselor, you are responsible for advising me on matters related to the Medicaid and CHIP programs. You are also regularly tasked with leading efforts relevant to CMS's stated objective of reforming the state-federal partnership that exists in the administration of the Medicaid program and ushering in a new era of state flexibility. For example you have been tasked with coordinating a review of certain federal Medicaid regulations and ensuring that they provide states with sufficient operational flexibility and do not place undue burdens on their programs. At times you may be asked to represent me and CMS in meetings with key stakeholders and with state and territorial governments. You work closely with leadership in the Centers for Medicaid and CHIP Services (CMCS) to ensure that I am equipped with the information I need to ensure successful management of the program and that the center understands my priorities and direction.

During the one year prior to your appointment at CMS, you were an employee of the State of Nebraska and a board member of NAMD. On March 9, 2015, you were appointed by Nebraska Governor Pete Ricketts to serve as the Director of the Division of Medicaid and Long-term Care within the Nebraska Department of Health and Human Services (NDHHS). In this role you served as the director of the single state agency responsible for the administration of the Medicaid and CHIP programs for the State of Nebraska.

During your tenure with NDHHS, you were elected by the Midwest regional Medicaid directors to serve as one of the two Midwest representatives on the board of NAMD. Your term began on January 1, 2017 and continued until your resignation from your position as Nebraska's Medicaid director on May 19, 2017. NAMD is a 501(c)(3) bipartisan, nonprofit, professional organization that represents each of the 50 states, District of Columbia and U.S. territories. The NAMD board of directors is comprised of 12 members; a president, vice president, immediate past president, two representatives from each of four regions in the United States and one representative from the U.S. Territories. The officers are elected by a national vote of the membership, comprised solely of state Medicaid directors, and the regional representatives are elected by the state members of the appropriate region. Employment as a state Medicaid director is a prerequisite for NAMD board membership. At no time were you paid by NAMD for your service as a board member, nor did you ever participate directly in any financial matters relating to the organization. You have no past or present financial interest in the organization.

As the Senior Counselor, you bring direct state operational experience to the leadership team at CMS. This makes you effective at providing advice and counsel relative to how federal policy and regulations will impact states and beneficiaries. This experience and perspective has significant value to the federal government and aids CMS in achieving its mission. While the majority of your work is not at a decision-making level, you may become involved in particular matters involving specific state parties and particular matters of general applicability. To effectively carry out your function as Senior Counselor, you will necessarily work with states and other industry stakeholders. As a senior political appointee at CMS, it is important that you be able to effectively work with all states and territories during a time of significant reform.

ANALYSIS OF FACTORS UNDER THE ETHICS STANDARDS

Under the Standards of Ethical Conduct of Employees of the Executive Branch, a Federal employee may not participate in a particular matter which involves specific parties if one of the parties is, or is represented by, an entity with which the employee has a "covered relationship," as defined in the regulations, and where the circumstances would cause a reasonable person to question the employee's impartiality in the matter. "Covered relationships" include persons or entities for which the Federal employee served as an employee, general partner, consultant, or contractor during the prior year. 5 C.F.R. § 2635.502(b)(1)(iv). This requirement of disqualification only applies to "particular matters involving specific parties" and not to "particular matters of general applicability," such as broad policy matters. It applies, for example, to grant awards and contracts and other matters involving a specific request, determination or ruling, but not to legislation or regulations that might affect an entity as part of a group. Also, an exception to this rule is available if the interest of the Federal Government in an employee's participation outweighs concern about a potential appearance of lack of integrity in the agency's program and operations. 5 C.F.R. § 2635.502(d).

You have a covered relationship with Nebraska and NAMD. Your recent employment by Nebraska and board service to NAMD would likely cause a reasonable person to question your

impartiality. Therefore, in order for you to participate in a particular matter in which Nebraska or NAMD is a party or represents a party, I must first authorize your participation after determining – in light of all the circumstances – that the interest of the Government in your participation outweighs the concern that a reasonable person may question the integrity of the programs and operations of the Department of Health and Human Services.

I may consider the following factors in determining whether to authorize your participation: the nature of the relationship involved; the effect that resolution of the matter(s) would have on the finances of Nebraska or NAMD; the nature and importance of your role in the matter(s); the sensitivity of the matter(s); the difficulty in reassigning the matter(s) to another employee; and adjustments that may be made in your duties that would eliminate the likelihood that a reasonable person would question your impartiality. 5 C.F.R. § 2635.502(d). Each factor is considered below.

1. *Nature of the relationship.* You served Nebraska for two years of your approximately nine year career in state government health care administration and served approximately four and a half months as a board member of NAMD. You are not on a leave of absence or in any other way continuing a relationship with the State of Nebraska or NAMD. You have retained no personal financial interests that would create a conflict of interest with the State of Nebraska and you never possessed a financial interest in or exercised management responsibilities over NAMD.

2. *Effect of the matter on the finances of State of Nebraska or NAMD.* As a Senior Counselor in CMS, you are most likely to participate in state-focused matters such as Medicaid and health reform. As such, your work may have significance to states' financial interest, including that of Nebraska. As stated above, however, your work will not be at a decision-making level, but you will function as a subject matter expert and surrogate, at times, for me in specific party matters involving states and other stakeholders. For instance, you may be asked to offer advice or direction in the review of a state's application for a Medicaid waiver, which would directly affect that state's budget, resource allocation and whether it receives federal Medicaid funds. Inasmuch as your participation in state specific party matters is an application of or is concerned with departmental or Administration policy, it would be unlikely that such application of policy would favorably advantage any particular state, but would rather be presumed to have equal application to all similarly situated states.

NAMD's financial interests would not be affected by matters on which you would work. NAMD is funded by dues from the states, who pay according to their total population. Given the nature of your role, you could have no significant effect on the dues states owe or on their ability to pay such dues.

3. *Nature and importance of your role.* You were selected for your unique expertise based on your career in public service and your highly unique practical experience in dealing with issues similar to those which will arise in your duties in CMS. As the Senior Counselor,

you bring direct state operational experience to the leadership team at CMS. This makes you effective at providing advice and counsel relative to how federal policy and regulations will impact states and beneficiaries. This experience and perspective has significant value to the federal government and helping CMS achieve its mission. As a senior political appointee at CMS, it is important that you be able to effectively work with all states and territories during a time of significant reform. I should have the flexibility to use the most qualified employees that are available to the Department as I deal with state, local and tribal governments.

4. *Sensitivity of the matter.* The vast majority of specific-party matters involving Nebraska will likely be of the same nature as similar matters involving other states. Due to the nature of the health reform legislation, both existing and pending, it is true that some matters of special sensitivity may arise which may or may not involve Nebraska. In my opinion, this possibility is greatly outweighed by the other factors, especially your unique experience with similar issues, which strongly tend in favor of your participation in matters which might involve Nebraska.

All states are represented by NAMD. NAMD membership is comprised solely of state and territorial governments. States rely on NAMD to effectively communicate and liaise with the federal government on matters impacting state Medicaid programs. NAMD and its staff will rarely have a specific party matter related to the organization itself before CMS, but may often be present during broader conversations with state leadership about matters that impact many or all states.

5. *Difficulty of reassigning the matter.* Because of your expertise, your duties would not be readily assignable to another employee, without significant cost to the efficiency of agency operations. *See* 5 C.F.R. § 2635.502(d)(5).

You are the only Senior Counselor and the only advisor in the Office of the Administrator with experience as a state Medicaid director and a national leadership role representing state Medicaid directors. It would be inefficient and would unduly disadvantage the citizens of Nebraska were CMS to engage with a single state in a manner different than the other states and territories. While leadership from CMCS will often also be present, it is important that the Office of the Administrator have an effective presence and participate in key dialogues with states and their representatives.

Furthermore it is a burden on the states to deny the only organization that collectively represents state Medicaid programs access to the Senior Counselor to the Administrator for Medicaid-related matters. As stated above, you were appointed because of your familiarity and experience in this area and to help implement the Administration's priorities.

6. *Adjustments to your duties.* You were brought to CMS because of the experience and expertise you acquired as a state Medicaid director and national leader among state Medicaid directors. Alteration to your duties would undermine the value you bring to the Department. As stated above, such alterations would be inefficient, where the Department and I would lose the

benefit of your expertise on party matters concerning Nebraska. Further, it would disadvantage the citizens of Nebraska inasmuch as other states could rely on and benefit from your involvement and input in their party matters. Were your duties to exclude liaising with NAMD, all states and territories would lose the benefit of your experience and I would lose a critical and uniquely knowledgeable representative in party matters involving NAMD.

LIMITATIONS

This authorization is limited in scope. You would still be restricted from participating, as part of your official HHS duties, in the same particular matter on which you had worked while you were employed by Nebraska. While it is highly unlikely that a specific-party matter that directly involved NAMD's financial interests, such as a grant or a contract, would come before CMS, in the event that one were to arise, you would not be assigned to work on such a matter and would recuse from participation in it.

DECISION

Based upon consultation with the OGC Ethics Division, and my determination, made in accordance with 5 C.F.R. § 2635.502(d), that in light of all the circumstances, the interest of the Government in your participation in specific party matters involving the State of Nebraska or NAMD as a party or party representative outweighs concern about a potential appearance of lack of integrity, the authorization as described above, is hereby granted. The authorization is expressly limited as described above.

Seema Verma

Seema Verma
Administrator, Centers for Medicare & Medicaid Services

7/17/17
Date

cc:
Paul-Jon Benson, OGC/Ethics
Karena Dees, OGC/Ethics
Brian Colas, CMS Chief of Staff
Joe Dion, CMS

MEMORANDUM FOR GENEVIEVE MORRIS

TO: Genevieve Morris
Principal Deputy National Coordinator for Health Information Technology

FROM: Donald Rucker, M.D.
National Coordinator for Health Information Technology

DATE: July 20, 2017

SUBJECT: Limited Authorization to Participate in a Specific-Party Matter Involving Audacious Inquiry, a Former Employer

The purpose of this memorandum is to authorize you, pursuant to 5 C.F.R. § 2635.502(d), to participate in a specific-party matter involving your former employer, Audacious Inquiry. After weighing the factors articulated in section 502(d), and consulting with the Ethics Division of the Office of the General Counsel, I have determined that the governmental interest in your participation in this specific-party matter outweighs any countervailing appearance concerns and authorize your participation in this particular matter as described in more detail below. You remain subject to the application of the prior employer provisions of 5 C.F.R. § 2635.502 with respect to specific-party matters involving Audacious Inquiry not described in this authorization. Thus, you still have a recusal requirement from any other specific-party matters involving Audacious Inquiry until you receive an authorization or Ethics Pledge waiver, as appropriate, or the provisions of the Ethics Pledge and 2635.502 no longer apply to you.[1]

BACKGROUND

You serve as the Principal Deputy National Coordinator for Health Information Technology (Principal Deputy) in the Office of the National Coordinator (ONC) within the Department of Health and Human Services (HHS). ONC is the principal federal entity charged with the coordination of nationwide efforts to implement and use the most advanced health information technology and the electronic exchange of health information. ONC oversees the Health IT Certification Program, which provides assurance to purchasers and other users that a computer system meets the technological capability, functionality, and security requirements adopted by HHS. ONC also addresses privacy concerns for the use of health IT, the interoperability of health IT systems, and other policy issues.

As Principal Deputy, your duties involve the development and implementation of the Administration's policies for health IT, including issues of interoperability and trust frameworks in health IT. Your duties also include establishing overall program goals and objectives, and

[1] Please note that the Ethics Pledge (Executive Order 13770) separately requires recusal from specific party matters involving a former employer or former clients to whom you provided services in the two years prior to your appointment. This recusal obligation extends for two years from the date of your appointment. The Pledge, however, exempts meetings addressing particular matters of general applicability where participation in the meeting is open to all interested parties, including the specific-party matter under consideration. *See* E.O 13770, Sec. 2(s); *see also* DO-09-020 (noting the Pledge was not designed to bar every official speech involving a former employer).

developing policies and standards with ONC leadership to accomplish these goals. You are a subject-matter expert on a number topics, including health information exchanges, interoperability, trust frameworks, and certification issues.

During the one year period preceding your appointment, you served as the Senior Director for Health IT Policy at Audacious Inquiry ("Ai"). Ai is a health IT consulting firm. It is also one of ONC's contractors, providing support on a number of technical issues. While at Ai, you provided services to ONC on several areas within your technical expertise. You have had a recusal obligation for specific-party matters where Ai is a party or represents a party since your appointment.

Your work as Principal Deputy at ONC will include both policy level work and work on particular matters. You recently asked whether you could participate in a meeting called the ONC Network to Network "N2N" Common Agreement Kick-off Meeting and Webinar ("Common Agreement meeting"), hosted by ONC on July 26, 2017 from 10am to 3pm in the Southwest Complex. The meeting is intended as a public, open meeting regarding policy-making and rulemaking to establish a Common Agreement for health information exchange interoperability that will impact and be applicable to the health IT industry as prescribed in the 21st Century Cures Act. You will present information on the Administration's perspective on the legislation and the agency's plan for addressing requirements under the Act. As part of the Common Agreement meeting, Ai has been asked to present information as subject matter experts. You will not be presenting information alongside Ai, and you will not work with Ai in order to prepare your remarks at the meeting. Nonetheless, because of your recusal obligations, you may not participate in this meeting involving Ai without authorization.

LEGAL ANALYSIS

Under the Standards of Ethical Conduct for Employees of the Executive Branch, a Federal employee may not participate in a particular matter involving specific parties if one of the parties is, or is represented by, an entity with which the employee has a "covered relationship" and where the circumstances would cause a reasonable person to question the employee's impartiality in the matter. "Covered relationships" include persons or entities for which the employee has within the last year served as an employee or consultant. *See* 5 C.F.R. § 2635.502(b)(1)(iv).

This requirement of disqualification only applies to "particular matters involving specific parties" – also called specific-party matters – and not to "particular matters of general applicability" or broad policy matters. It applies, for example, to litigation, grant awards, contracts and other matters involving a specific request, determination or ruling, but not to legislation or regulations that might affect an entity as part of a group. Under the applicable regulations, speeches and meetings involving a former employer may be considered a specific-party matter. *See* OGE Informal Advisory Letter 98x14 (noting participation in certain assignments in which a former employer is an active participant implicates Section 2635.502); OGE Informal Advisory Letter 94x14 (same). When an employee's participation in a particular matter involving specific parties gives rise to a concern about the employee's impartiality in the matter, the employee may be authorized to participate in the matter if the federal government's

interest in the employee's participation outweighs the concern of a potential appearance of a lack of integrity in the agency's program and operations. *See* 5 C.F.R. § 2635.502(d).

Because you served as the Senior Director for Health IT policy for Ai until your appointment, you have a covered relationship with Ai. The Common Agreement meeting is a specific-party matter because of Ai's participation in the meeting. Moreover, you provided services to ONC while in your role at Ai on issues that now overlap with your current position, and a reasonable person could question your impartiality in matters involving Ai. Therefore, you are disqualified from participating in the Common Agreement meeting unless I authorize your participation after determining – in light of all the circumstances – that the interest of the government in your participation outweighs the concern that a reasonable person may question the integrity of the programs and operations of ONC or HHS.

The ethics regulations provide that I may consider the following factors in determining whether to authorize your participation:

Effect of the matter on the finances of Ai. ONC engaged Ai to give two presentations at the Common Agreement meeting: a gap analysis highlighting the commonalities and disparities among current national trust frameworks, and subject matter expertise on current interoperable network-to-network connectivity. Ai is participating in the Common Agreement pursuant to an ongoing contract that was awarded before your appointment at ONC.

Nature of the relationship. You worked at Ai from September 2011 until May 2017 in a senior leadership role. While in that role, you spent a significant amount of time working on matters where ONC was the client of Ai. At times, you worked out of ONC office space and alongside ONC employees.

You no longer have a relationship with Ai, and do not have any financial interest in Ai. In your time at Ai, you developed professional and personal relationships with your colleagues, but you have made it clear to Ai that as an executive branch employee, you can only discuss issues related to your government work through official channels.

Since your appointment at ONC, you received advice from your ethics counsel to recuse from any specific-party matter involving Ai. Upon being asked to participate in the Common Agreement meeting and learning that Ai was involved, you approached your ethics counsel to determine whether participation was permissible. You have been asked to present information at the meeting on behalf of ONC, but you will not work with Ai in any development of your remarks or the information that Ai will present. Furthermore, you agreed that you will not participate in any evaluation of Ai's performance, or any other discussions related to its performance under its contract with ONC.

Nature and importance of your role. You are the Principal Deputy, one of three political appointees currently at ONC. As stated above, one of your primary responsibilities is the development and implementation of the Administration's policies for health IT. As a senior political leader at ONC with significant policy and subject matter expertise, it is important that someone at your level with your experience address the Administration's priorities and intended

policy at the Common Agreement meeting. You will not have any impact on the information provided by Ai, nor affect the evaluation of Ai's performance in its work.

Sensitivity of the matter. The Common Agreement meeting will be a public meeting and open to all interested parties. It will address policy and rulemaking required under the 21st Century Cures Act. Attendees will be able to assess your remarks in light of the entire meeting, and therefore, your participation is unlikely to raise serious issues of impartiality. Furthermore, because you have agreed to recuse from any matters arising under the performance of Ai's contract, other contractors and entities seeking to do business with ONC are unlikely to raise significant issues of impartiality.

Difficulty of reassigning the matter. As discussed above, you have significant experience in the issues being discussed at the Common Agreement meeting. Moreover, you are one of the senior leaders at ONC. Participation in this matter by a member of senior leadership with significant technical expertise is essential as ONC begins to develop policy and rulemaking required by the 21st Century Cures Act. Reassignment of this activity to another employee at ONC would cause risk to ONC's efforts to implement the requirements of the Act.

Adjustments to your duties. Due to the nature of the Common Agreement meeting, your planned participation in the meeting, and Ai's role at the meeting, it would be both difficult and impractical to adjust your job duties. The determination and authorization provisions of the ethics regulations recognize that agencies cannot have unreasonably restrictive requirements of disqualification that prevent the use of the most qualified employees in matters such as this. There will be no overlap between your participation and Ai's participation in this matter. You will not otherwise participate in any specific-party matter involving Ai as a party or representative of a party without prior authorization.

DECISION

Based upon my review of the relevant factors, made in accordance with 5 C.F.R. § 2635.502(d), and in light of all the circumstances, the interest of the government in your participation in the Common Agreement meeting, which involves Audacious Inquiry as a party, outweighs any concern about a potential appearance of lack of integrity. I therefore authorize your participation on a limited basis as described above. This limited authorization does not affect your recusal obligation arising from your former employment with Audacious Inquiry in other specific-party matters, unless you first obtain a written authorization, pursuant to 5 C.F.R. § 2635.502(d).

Donald Rucker, M.D.

9.20.17
Date

cc:
OGC/Ethics Division

DEMETRIOS L. KOUZOUKAS

(b)(6)

EXPERIENCE

United HealthCare Medicare & Retirement, 9800 Health Care Lane, Minnetonka, MN
General Counsel, 2012 – Present

• Forge collaborative trusted advisor relationships with CEO and executive leadership of the leading private Medicare payor with $55B in annual revenue serving one in five Medicare beneficiaries nationwide.
• Transform and lead team of legal and regulatory affairs professionals to create options, provide legal solutions to business challenges, predict outcomes, and formulate interdisciplinary strategies related to meeting the country's health care challenges.
• Manage group of diverse employees to retain and develop talent, engender an esprit de corps, and drive an engaged workforce within an intensely matrixed organization.
• Navigate complex, dynamic legal environment to create value for shareholders while serving customers, managing litigation and reputational risks, optimizing organic growth and acquisitions, and building trust with regulators.
• Enhance quality and thoughtfulness of legal advice while significantly reducing outside legal counsel spend.

Administrative Conference of the United States, Washington, DC
Public Member, 2014 – Present

• Represent the views of private citizens as member of an independent federal agency dedicated to improving federal agency procedures for regulatory programs and benefits.
• Appointed by agency Chairman on basis of expertise in administrative law, government procedure, and public administration.

Covington & Burling LLP, 850 10th Street, NW, Washington, DC *Of Counsel*, 2009 – 2012

• Strategized on a wide range of regulatory, litigation, and transactional matters for leading health care companies, particularly in the life sciences industry.
• Composed and directed teams of attorneys spanning different areas of expertise to address complex legal challenges.
• Collaborated with clients to develop new business models in a highly regulated marketplace.
• Established and cultivated close working relationships with legal and corporate leaders.
• Significantly expanded health care practice at a leading international law firm.
• Mentored attorneys with a passion for health care law.

U.S. Department of Health and Human Services (HHS), Washington, DC
Principal Associate Deputy Secretary/Associate Deputy Secretary, 2008 – 2009

• Oversaw, on behalf of the Deputy Secretary, operations and regulatory processes of the Centers for Medicare and Medicaid Services, Food and Drug Administration, Office of Inspector General, Office of the National Coordinator for Health Information Technology, Office for Civil Rights, Health Resources and Services Administration, and several other HHS agencies.
• Counseled the Secretary, Deputy Secretary, and Executive Office of the President regarding health policy, including Medicare, Medicaid, FDA, and health information technology matters.
• Decided key policy issues in annual Medicare payment regulations and FDA regulations and guidance.
• Developed and implemented regulatory priorities throughout HHS.
• Partnered with Department of Justice leadership to prioritize health care fraud resources.

DEMETRIOS L. KOUZOUKAS

(b)(6)

EXPERIENCE (continued)

U.S. Department of Health and Human Services, Washington, DC
Deputy General Counsel/Special Assistant to the General Counsel, 2003 – 2008

• Advised and represented the General Counsel in leading a 400+ attorney national law office with a $65 million budget.
• Responsible for legal advice across HHS related to Congressional oversight.
• Advised White House, Office of the Secretary, National Institutes of Health, Centers for Disease Control and Prevention, and others regarding public health and bioterrorism laws.
• Developed and deployed expertise regarding procurement/grants, appropriations, information, and employment law to execute Secretary's agenda.
• Entrusted by Cabinet Secretaries and other senior government officials to aid compliance with ethics laws, and led development and implementation of new conflict of interest rules for National Institutes of Health.
• Chaired Hiring Committee and managed intern program.

Gardner Carton & Douglas LLP, Washington, DC *Associate*, 2000 – 2003

• Represented and counseled health care providers and other clients on regulatory matters, compliance strategies, and administrative procedure.
• Specialized in health care reimbursement, fraud and abuse, privacy, and human research protection issues.
• Developed a profitable book of pharmaceutical and device industry clients.
• Established a profile as a thought leader at industry conferences.

George Mason University School of Law, Arlington, VA *Adjunct Professor*, 2002

• Taught law students precision and clarity in legal writing and drafting.

National Committee on Public Employee Pension Systems,
Washington, DC *Staff Director/Writer*, 1993 – 1997

• Drafted and edited public opinion editorials printed in several national newspapers.
• Marshalled research to advocate policy positions to legislators, legislative staff, and media.

EDUCATION

The University of Illinois College of Law, 504 E. Pennsylvania Avenue, Champaign, IL
Juris Doctor, *magna cum laude*, Spring 2000

• Dean's List, five of six semesters

The George Washington University, 2121 Eye Street, NW, Washington, DC
B.A., *cum laude*, Honors Program, Political Science (Public Policy concentration), May 1997

• Thesis on "Congressional Budget Procedures and Health Care Policymaking"

LICENSURE

• Member of the Minnesota, Virginia, and District of Columbia bars.

LANGUAGES

• Greek fluency • Spanish proficiency

BETH B. TIGNOR

(b)(6)

POLITICAL STRATEGIST

Campaign / Field Director | Grassroots Coordinator | Legislative Services Director

Results-driven, detail-oriented professional with the ability to provide critical insights, work cross-functionally to ensure alignment of goals, and identify and establish relationships with individuals to drive strategic partnerships forward. Seeking to leverage valuable leadership skills to bridge the communication gap between our government and US citizens. Delivers sustainable results through strong analytical, time management, and collaboration skills. Thrives in a fast-paced, dynamic environment with the ability to manage multiple projects simultaneously. Collaborates with individuals at all levels of an organization, implements successful plans, and achieves desired goals. Highly adaptable with the flexibility to travel or relocate to discover new business opportunities. Core competencies include:

Cross-Functional Collaboration | Multi-tasking | Time Management | Relationship Building | Interpersonal Skills
Strong Analytical Skills | Written/Verbal Communication | Complex Problem Solving | Strategic Planning
Exemplary Presentation Skills | Training & Mentoring | Client Relations | Volunteer Coordination
Thrive in Politically Complex Environments | Professional Political Campaigning | Project Management

PROFESSIONAL EXPERIENCE

THE DONALD J. TRUMP FOR PRESIDENT, INC., VIRGINIA BEACH, VA **09/2016 – 09/2016**
Regional Field Coordinator ; Salary (b)(6) **monthly**
Managed and organized grassroots volunteer support in Hampton Roads/Tidewater region of Virginia.
- Expanded Republican Party infrastructure to support Donald J. Trump by direct volunteer to voter contact.
- Trained and mentored volunteers to deliver proper communication to voters to maximize support for election day.
- Served as a liaison between voters and legislators to communicate voters' concerns regarding government fluctuations.
- Networked effectively to contact and coordinate new volunteer activity from the national campaign.

SKIFFES CREEK POWER LINE,
7330 STAPLES MILLS RD, #180 HENRICO , VA 23238 **10/2015 – 10/2015**
Project Advocate: (b)(6)
Gather support for the power line transmission project. Establish relationships with Army Corp of Engineers to develop support.
- Network within the community to establish strong working relationships.
- Gather community members to a public hearing to gain approval of the power line transmission project.

VIRGINIA'S GROWING, INC., 3541 CHESTER ST VIRGINIA BEACH, VA
02/2013 - PRESENT
Chairman / Founder ~ this is a non-profit ~ no salary collected
Responsible for coordinating and managing the implementation process of educating citizens and legislative body of Virginia regarding Cannabis.
- Explore the latest advancements in each of 3 major economic areas including advancement in medical issues, industrial uses, and the vast expansion in consumer market of states that have regulated Cannabis to its citizens.
- Collect, organize, and educate citizens regarding capitalizing on the rapid and expansive economic growth opportunities Virginia will have as issues of Cannabis are addressed.

COLEMAN FOR SENATE 6TH DISTRICT VOTER OUTREACH, DEFUCNT PO BOX, NORFOLK, VA **11/2012 – 11/2012**
Primary for Special Election: salary (b)(6) **per month**
Developed, implemented, and managed processes and procedures for gathering voters to support the Coleman for Senate Campaign in the primary race for the Republican nomination.
- Employed appropriate methods of voter outreach and GOTV efforts to achieve a successful bid in the internal "Firehouse Primary."
- Managed a successful project, resulting in Mr. Coleman winning the primary and continuing to run for the Virginia 6th Senate District seat.

60 PLUS ASSOCIATION, 515 KING STSUT 315A , ALEXDRIA ,VA 22314 **05/2012 – 11/2012**
State Director: Salary (b)(6)
Oversaw daily operations including scheduling staff and volunteers. Successfully orchestrated statewide primary offices.
- Facilitated and coordinated volunteer efforts.
- Established phone banks and canvases.

BEN LOYOLA, NO CURRENT ADDRESS **NORFOLK,** VA **09/2011 – 11/2011**
Volunteer Coordinator: Salary (b)(6) **per month**
Recruited staff for the Norfolk GOP Campaign Headquarters. Trained and motivated volunteers.

- Coached volunteers to develop successful campaign tactics.
- Established phone banks and canvases.
- Collected voter contact information to develop precise tracking databases.

3RD CONGRESSIONAL DISTRICT OF VIRGINIA, NO CURRENT ADDRESS, VIRGINIA BEACH, VA **07/2010 – 09/2010**
Campaign Manager; Salary (b)(6)
Provided support to develop a cohesive team to accomplish campaigning goals.

- Developed target campaign plan and budget.
- Analyzed effects of strategies on campaign goals.
- Acted on behalf of voters to communicate their support or disapproval regarding government changes in progress.
- Ensured budget was met to achieve cost effectiveness.

Earlier Professional Experience:
Manager, AAAA Self Storage; Manager, Tignor Heating & Cooling; General Manager, Ruby Tuesday

COMMUNITY SERVICE / AFFILIATIONS

Member, Republican Party of Virginia
Executive Board, Norfolk City Committee Chapter of RPV
Norfolk Representative, 3rd District Congressional Committee
Club President, Virginia Federation of Republican Women, Norfolk Committee
Nomination Committee Member, State Primary Conventions for Party Nomination
Committee Member, The Virginia Federation of Republican Women