



Last Name	First Name	Title/Position	Org	Effective Date	Comment
Buchheit	Rebecca	Special Assistant	DCMO	3/29/2017	
Bushman	William	Special Assistant	Immediate Office	2/27/2017	
Byers	Brad	White House Senior Advisor	Immediate Office	1/20/2017	Beachhead Team Member
Chatfield	William	Special Assistant	DCMO	3/7/2017	
Colley	Sara Lynn	Special Assistant	DCMO	4/2/2017	
Currier	Candace	Confidential Asst	Immediate Office	2/19/2017	
de La Pena	Sergio	Special Assistant	DCMO	1/20/2017	Landing and Beachhead Team Member
Demartino	Anthony	Special Assistant	DCMO	1/26/2017	Beachhead Team Member
Donnelly	Sally	Senior Advisor to the Secretary of Defense	Immediate Office	1/21/2017	Beachhead Team Member
Duffey	Michael	Special Assistant for White House Liaison	IO/WHLO	1/20/2017	Landing and Beachhead Team Member
Egan	Michael	Special Assistant	DCMO	1/20/2017	Landing and Beachhead Team Member
Giambastiani	Pete	Special Assistant	DCMO	1/20/2017	Beachhead Team Member
Hemenway	John	Special Assistant	DCMO	1/23/2017	Beachhead Team Member
Hemenway	John	Special Assistant to White House Liaison	IO/WHLO	3/21/2017	Internal Reassignment
Johnson	Justin	Special Assistant	DCMO	1/20/2017	Landing and Beachhead Team Member
Johnson	Todd	Special Assistant	DCMO	1/30/2017	Beachhead Team Member
Joiner	Kim	Special Assistant	DCMO	2/13/2017	
Jost	Tim	DoD Special Assistant	DCMO	1/24/2017	Beachhead Team Member
Jost	Tim	Director, Resource Issues	OUSD Compt	4/12/2017	Internal Reassignment
Lane	Holly	Special Assistant	DCMO	1/25/2017	Beachhead Team Member
Matthews	Earl	Special Assistant	DCMO	1/20/2017	Landing and Beachhead Team Member
Mattis	James	Secretary of Defense	Immediate Office	1/20/2017	
Maurer	Derek	Special Assistant	DCMO	2/7/2017	Beachhead Team Member
Meyers	Whitney	Special Assistant	Policy	2/23/2017	Landing Team Member
Mikolay	Justin	Special Assistant	DCMO	1/24/2017	Beachhead Team Member
Mitchell	Amy	Special Assistant for Protocol	IO/Protocol	4/10/2017	
Mooney	Thomas	Special Assistant	IO/WHLO	2/27/2017	
Odato	Laura	Special Assistant	IO/Protocol	3/27/2017	
Scraba	Mark	Special Assistant	Policy	2/23/2017	Landing Team Member
Shank	Chris	Special Assistant	Policy	1/20/2017	Beachhead Team Member
Smith	Amber	Special Assistant	Public Affairs	1/24/2017	Beachhead Team Member
Sweeney	Kevin	Chief of Staff for the Secretary and Deputy Secretary of Defense	Immediate Office	1/20/2017	Beachhead Team Member
Taylor	John	Special Assistant	DCMO	3/6/2017	
Trainor	Trey	DoD Special Assistant	DCMO	1/25/2017	Beachhead Team Member
Turenne	Bill	Special Assistant	DCMO	1/26/2017	Beachhead Team Member
Ulliot	John	Special Assistant	Public Affairs	1/20/2017	Beachhead Team Member
Walsh	Molly	Special Assistant	DCMO	1/20/2017	Beachhead Team Member
White	Dana	Assistant to the Secretary of Defense for Public Affairs	Public Affairs	4/7/2017	
Williams	Tom	Special Assistant	DCMO	1/20/2017	Beachhead Team Member
Woollacott	Bryn	Special Assistant	DCMO	3/17/2017	

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**AMBER L. SMITH**

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**Experience****Presidential Transition Team, DOD & VA Advisor** *Current***Press Secretary, 2016 Republican National Convention for Caucus Operations**

Served as Press Secretary and spokesperson for Caucus Operations, the unit that serves as liaison between national convention staff and the campaign of the party's presumptive presidential nominee.

**Task Force on Defense Personnel, Bipartisan Policy Center** *Current*

Task force member who advises and identifies opportunities to support the recruitment, retention, management, and training of the total military and defense civil service force to better face the demands of a complex future national security environment and a strong Department of Defense.

**Author, *DANGER CLOSE*** *2016*

Author of *DANGER CLOSE*, a war memoir about close combat from a Kiowa Warrior helicopter pilot's perspective fighting terrorists in Iraq and Afghanistan. Published by Atria, Simon & Schuster.

**Senior Military Advisor, Concerned Veterans for America** *2013-2016*

Provided expert analysis on national security, military operations, foreign policy, and veteran policy issues. Smith's articles have been widely published in Forbes, The Hill, Washington Examiner, The Daily Signal, Fox News and more. Smith is a regular TV commentator providing military, foreign policy, and national security analysis on CNN, Fox News, MSNBC, Fox Business, and more.

**Adjunct Facilitator, Eastern Kentucky University** *2013-2014*

Facilitated the Research and Planning graduate level course in ECU's Safety, Security and Emergency Management Master of Science program.

**National Consortium for the Study of Terrorism and Responses to Terrorism (START), Summer Research Affiliate** *2012*

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Researched terrorism events from the Global Terrorism Databases (GTD) and collected applicable open source data for terrorist attacks to be coded for the GTD Coded data from terrorist incidents using multiple variables for the GTD.

**Kiowa Warrior Helicopter Pilot, U.S. Army**

2003-2010

Air Mission Commander and Pilot-in-Command of an OH-58D Kiowa Warrior helicopter in Iraq and Afghanistan in the 101st Airborne Division. Technical and tactical expert on military operations, air-to-ground integration, search and reconnaissance operations, and aviation operations.

**Education**

**Master of Science:** Safety, Security, & Emergency Management 2012

Eastern Kentucky University

Homeland Security Graduate Certificate

**Bachelor of Science:** Professional Aeronautics

2010

Embry Riddle Aeronautical University

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## EXPERIENCE

### President, AM/PM Strategies

Present

- Strategic planning for nonprofit organizations, corporations, media companies, and individuals.
- Execute signature events and public service announcements to increase the visibility of organizations, as well as increase revenue.
- Proven track record of increased media and social media exposure of 50%, including major media outlets.
- Clients include national women's organizations, international consulting firms, national veteran's organizations, international human rights activists and authors.

### Vice President of Communications, National Review

2013-2016

- Increased *National Review's* social media presence by over 392% (Facebook), 231% (Twitter), 115% (Google +), as well as opened up new communications channels such as Tumblr and Pinterest.
- Project co-lead for [www.NationalReview.com](http://www.NationalReview.com) redesign.
- Created corporate- and association-sponsored event program including debates and briefings with industry leaders, media, and key Capitol Hill Members and staff.
- Helped to reinstitute the Washington Bureau of *National Review*, ensuring the bureau was branded as a "must stop" for visiting politicians, media, and Members of Congress.
- Strengthened relationships with conservative organizations including advocacy groups, think tanks, and communications firms across the conservative spectrum to facilitate ideas and discussion.

### Communications Director

#### House Committee on Veterans' Affairs, Chairman Jeff Miller

2011-2013

- Streamlined all messaging on behalf of the Committee to ensure "one voice," with a particular focus on veteran employment, mental healthcare, oversight and accountability, and improved VA services for veterans of all generations.
- Generated 500+ positive news clips by cultivating relationships with members of the media.
- Developed new outreach and marketing efforts to represent the Committee in non-traditional venues including USAA, Military.com, and Wreaths Across America to carry the Committee's message to as large an audience as possible.
- Launched new online tools on behalf of the Committee to reach veterans in every community, including a new website ([Veterans.House.Gov](http://Veterans.House.Gov)), Facebook, Twitter, Flickr, YouTube, Pinterest, and an e-Newsletter.
- Ensured Veterans Service Organizations (VSOs) were kept abreast of Committee activities and actively engaged in Committee conversations.

### Vice President, Public Relations & Executive Editor, *On Patrol*

#### United Service Organizations, Inc. (USO)

2009-2011

- Developed and launched flagship publication of the USO, *On Patrol*. With a circulation of 300,000+, including Members of Congress, military leadership, celebrities and entertainment industry representatives, leaders in corporate America, and the American public, *On Patrol* honors those who serve, and those who serve them.
- Cultivated messages and story ideas for a broad spectrum of stakeholders to appeal to a diverse audience, while initiating story lines that have not been told elsewhere and maintaining relationships with members of the media and military.
- Opened up and managed communications channels in multiple formats, with new media elements, to include an array of publications including e-newsletters, e-alerts, blogs, and stand-alone websites to specific audience bases.
- Media escort/official for 15-stop tour through Afghanistan and Italy in April 2009.
- Represented the USO to members of the military, media, and other high-level persons associated with the organization, including the Board of Governors.
- Strategy lead for the USO's largest initiative, Operation Enduring Care, in support of America's wounded warriors and their families. Comprehensive campaign was a \$100 million fundraising and public affairs effort



to provide support from point of injury on the battlefield to reintegration back into home communities across the country. Operation Enduring Care includes capital, endowment, and programmatic elements.

**Director, Special Projects****Office of the Assistant Secretary of Defense for Public Affairs (OSD PA)****U.S. Department of Defense****2007-2009**

- Conceived of, directed, and executed the inaugural Warrior Care Month (November 2008) on behalf of the Department of Defense. Aimed at increasing awareness of Warrior Care resources for wounded, ill, and injured service members, based upon one of the department's highest priorities, Warrior Care Month was a department-wide campaign focused on educating the military community and their families on improvements in Warrior Care, future initiatives, and the creation of a one-stop gateway ([www.WarriorCare.mil](http://www.WarriorCare.mil)) to Warrior Care resources. Warrior Care Month's customizable branding efforts have become the standard for communicating jointly for DoD.
- Provided management, oversight, and coordination for special projects involving military support and visibility on behalf of OSD PA including international concerts on military bases, national sporting events honoring the military, and military ceremonies recognizing service.
- Wrote abridged history of the Pentagon for permanent public display and description of the Pentagon Memorial for public distribution and official dedication ceremony on September 11, 2008.

**Managing Editor, *The American Spectator*****2004-2007**

- Oversaw Washington, D.C.-based publication to ensure strong editorial content, timeliness, and accuracy.
- Led technological developments for the magazine's website, [Spectator.org](http://Spectator.org), by expanding its capabilities to include a digital magazine, e-newsletters, blog, and creative overlay.
- Managed circulation and direct mail efforts, subscriber services, writers and scheduling, national sales and promotional distribution of the magazine, and communications and marketing efforts, while overseeing a budget of \$1.5 million.
- Coordinated events for *The American Spectator* including its annual dinner, monthly "off the record" dinners, and other company-related functions.

**Deputy Director of Communications, 2004 G8 Summit****U.S. Department of State****2003-2004**

- Directly accountable for logo authority and usage, graphic and editorial direction of all Summit-related publications and products (including main website, monthly newsletter to Georgia residents, delegate briefing materials, signs, branding of official Summit vehicles, security credentials, and promotional and commemorative products).
- Acted as a liaison with federal agencies including the White House, the U.S. Secret Service, the U.S. Postal Service, the Bureau of Printing and Engraving, and the U.S. Mint in preparation for the Sea Island Summit.
- Duties including budget management of \$350,000, staff and contract supervision, material development, writing and copy-editing, product selection, and gift solicitation.

**Manager of Book Promotion, Cato Institute****2002-2003**

- Made "The Declaration of Independence and Constitution of the United States" a best-selling book, resulting in the sale of over 165,000 copies with a net revenue of \$250,000. Cultivated new distribution channels including Restoration Hardware.
- Managed Cato's publications programs including marketing, sales, publicity and media outreach, advertising direction, and development of new in-house strategies to create additional media share for the Institute and an online storefront.

**PREVIOUS EXPERIENCE**

- Editor in Chief, *U.S. Congress Handbook*/Associate Editor, *Campaigns & Elections* magazine: Washington, D.C. (2001-2002)

**AMY K. MITCHELL**

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#### **EDUCATION**

University of California at Santa Barbara: Bachelor of Arts, Religious Studies, 1998

#### **POLITICAL ACTIVITY**

- Presidential Elect Support, 2016 Presidential Transition Team – Intergovernmental Affairs Lead, First Lady Elect Communications
- 2012 Presidential Transition Team – Veterans' Affairs
- 2008 Republican National Convention – Communications – Youth Outreach
- Clearance(s): Secret: Department of Defense (Inactive)/Top Secret: U.S. Department of State (Inactive)

#### **OTHER**

##### **Founder, The Explore Co.**

- Curated corporate wellness programs to make healthy choices convenient and reduce stress in the U.S. workforce.
- International wellness retreats focused on decreasing dependence on digital assets.
- Nutrition and executive coaching sessions offered on a case by case basis.
- Registered Yoga Teacher 200 (RYT 200)

##### **Board Member, Empowered Women**

**REBECCA BUCHHEIT**

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**EDUCATION****Master of Arts in Statecraft and National Security Affairs**

The Institute of World Politics, Washington, DC, May 2014, **GPA: 3.94** – Valedictorian

**Christ Church College, Oxford University**

Oxford Study Abroad Program, Oxford, United Kingdom, May 2013 – June 2013, **GPA: 4.0**

Tutorial Topic: British Counterterrorism

**Bachelor of Arts - Political Science and German Language/Literature**

Franciscan University of Steubenville, Steubenville, OH, May 2012, **GPA: 3.88** – Magna cum Laude

**Startalk – Arabic Language Institute – Intensive Summer Program**

Howard Community College, Columbia, MD, June 2007 – August 2007, **GPA: 4.0**

**PROFESSIONAL EXPERIENCE****President-Elect Donald Trump Transition Team, Domestic Appointments**

Washington, DC, December 2016 – Present

- Compiled and prepared detailed research on potential candidates
- Vetted candidates for senior political appointee positions
- Researched appointee policies across various government and independent agencies

**Fellowship and Outreach Associate, The Heritage Foundation**

Washington, DC, April 2015 – Present

- Served as team lead to plan, coordinate, and implement foreign policy and national security outreach to policymakers on defense, homeland security, foreign policy, counterterrorism, intelligence, veterans affairs, and trade
- Created and implemented strategy for more comprehensive outreach including regular e-mails, new briefing programs for DOD Congressional Fellows, individual meetings, and educational briefings
- Led team that developed and implemented a strategy to educate Congress and the public on the Joint Comprehensive Plan of Action on Iran; strategy included messaging, media/communications, policy briefings, public events, and individual meetings to promote Heritage policies
- Coordinated the George C. Marshall Fellowship to cultivate strategic leaders in foreign policy and national security

**Communications Coordinator, The Heritage Foundation**

Washington, DC, September 2013 – April 2015

- Served as communications liaison with the Davis Institute for National Security and Foreign Policy to promote Heritage foreign policy products and experts to print and broadcast reporters
- Established and strengthened relationships with defense and foreign policy reporters
- Oversaw blast e-mail software for distribution of pitch letters, news releases, and media advisories
- Facilitated interviews and booking of Heritage analysts
- Assured proper coding and reporting of news clips; posted Heritage commentaries online in timely fashion
- Hired, trained, and supervised departmental interns

**Congressional Staff Assistant to Congressman Roscoe Bartlett**

Washington, DC, September 2012 – January 2013

- Provided research, legislative updates, and policy reports for the Member, Chief of Staff, and Legislative Director
- Assisted Press Secretary in writing and posting press releases, media monitoring, and website updates
- Researched and wrote timely and substantive legislative correspondence in all areas with a focus on foreign policy
- Established a professional network in the public, private, and academic sectors
- Met and discussed policy concerns with constituents, interest groups, and agency personnel

**Assistant for the SMART (Strengthening the Mid-Atlantic Region for Tomorrow) Procurement Conference**

Frederick, MD, October 2008/2009/2012

- Assisted with preparation for and running of annual conference to foster relationships among industry, community, and government to facilitate procurement opportunities; sessions by Naval Air Systems Command, Department of Homeland Security, U.S. Special Operations Command, National Security Agency, U.S. Army Medical Research and Materiel Command, and U.S. Army Medical Research Acquisition Activity

### **Foreign Policy Research Intern, Commission on Security and Cooperation in Europe (Helsinki Commission)**

Washington, DC, June 2012 – August 2012

- Compiled daily briefing on developments in the OSCE region
- Led team to process transcripts from hearings and briefings to be published by the Government Printing Office
- Communicated with U.S. House and Senate offices regarding pending foreign policy initiatives
- Assisted staff advisors with hearings and briefings

### **National Security Intern, The Institute of World Politics**

Washington, DC, June 2011 – August 2011

- Researched, wrote, and presented strategic brief, “Al Qaeda in the Arabian Peninsula (AQAP): Re-evaluating U.S. Counterterrorism Strategy”
- Served as research assistant to Ambassador Thomas Melady (former U.S. Ambassador to Uganda, Burundi, and the Holy See); conducted research and analysis on Christianity’s influence in Ethiopia
- Prepared briefs on foreign policy events held at think tanks and embassies

### **Franciscan University Delegate, Student Conference on U.S. Affairs (SCUSA)**

West Point United States Military Academy, NY, November 2011

- Served as inaugural delegate from Franciscan University of Steubenville to SCUSA 63
- Contributed to round table discussions that resulted in policy on education as it pertains to foreign policy, published in West Point’s *Undergraduate Journal of Social Science*
- Attended lectures and panels on U.S. foreign policy including counterterrorism, diplomacy, and intelligence
- Experienced first-hand the life of USMA cadets as part of an effort to facilitate better civilian/military relations

## **INTERNATIONAL EXPERIENCE**

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### **Georgia Defence & Security Conference**

Tbilisi, Georgia, May 2016

### **Oxford Study Abroad Program – Washington International Studies Council**

Christ Church College, Oxford, United Kingdom, May – June 2013

### **Franciscan University Study Abroad Program**

Gaming, Austria, August – December 2010

Included travel to Austria, Germany, Switzerland, Belgium, Luxembourg, Italy, and the Holy See

## **FOREIGN LANGUAGE SKILLS**

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- **German:**
  - Intermediate speaking, writing, listening and reading skills
  - Experience giving detailed presentations on German political, cultural, and historical issues
  - Researched and wrote undergraduate thesis in German, „Konrad Adenauer: Wie persönliche Erfahrungen großen Einfluß auf die Christliche Demokratische Union Deutschlands hatte“
- **Arabic and Russian:**
  - Elementary speaking, writing, listening, and reading skills

## **SKILLS AND HONORS**

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- Excellent networking skills in the public, private, and academic sectors
- Advanced written, analytical, verbal, and presentation skills
- Proven communication, leadership, and people skills
- Technical skills including Microsoft Word, Outlook, PowerPoint, and Excel; web-based systems including Microsoft Explorer, Google, EbscoHost, and ProQuest
- Franciscan University of Steubenville: Dean’s List Fall 2008-Spring 2012 (all semesters); Magna Cum Laude; Alpha Chi Honor Society; Junior of the Year Award (selected by faculty and administration); Female Senior of the Year Award; Orestes Augustus Brownson Award in Political Science; Sankt Elisabeth von Thurengen Award in German
- Institute of World Politics: 2014 Valedictorian; Student Ambassador; Rumsfeld Foundation Fellow
- The Heritage Foundation: George C. Marshall Fellow (2015); Principles of Leadership Training (2016)



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**EDUCATION:**

**University of Virginia School of Law**, Charlottesville, Virginia

J.D., 2008 (*Virginia Environmental Law Journal*, William Minor Lile Moot Court Competition Quarterfinalist)

**United States Military Academy**, West Point, New York

B.S., Civil Engineering, 1999 (*Honor Graduate*, 8th in class of 943, Phi Kappa Phi Honor Society)

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**EXPERIENCE:**

**McGuireWoods LLP**, Richmond, Virginia

Associate, October 2012 – present

*Member of the Regulatory & Compliance practice group; represents electric and natural gas utilities in a variety of regulatory and enforcement proceedings before the Virginia State Corporation Commission. Represented clients in numerous FINRA arbitration proceedings; conducted multiple secondments to the in-house counsel's office of a financial services corporation and assisted in the oversight of an array of customer disputes under state and federal law.*

**Jones Day**, Washington, D.C.

Associate, October 2009 – August 2010, September 2011 – October 2012

*Member of the Business & Tort Litigation practice group; conducted internal corporate investigations; involved in all aspects of firm recruiting; represented clients in an array of pro bono matters.*

**The Honorable Rhesa H. Barksdale, United States Circuit Court Judge**

**United States Court of Appeals for the Fifth Circuit**, Jackson, Mississippi

Law Clerk, August 2010 – August 2011

*Conducted research and drafted memoranda, opinions, and orders concerning issues of federal, state, and administrative law; reviewed briefs and prepared memoranda in advance of oral arguments.*

**The Honorable Robert G. Doumar, United States District Court Judge**

**United States District Court for the Eastern District of Virginia**, Norfolk, Virginia

Law Clerk, August 2008 – August 2009

*Researched issues of federal and state law; drafted legal memoranda and orders; supervised case management; interacted with members of local bar and clerk's office staff; assisted in the conduct of numerous trials.*

**Jones Day**, Washington, D.C.

Summer Associate, May 2007 – August 2007

*Conducted research and drafted memoranda concerning various issues of federal and state law.*

**United States Attorney's Office, Eastern District of Pennsylvania**, Philadelphia, Pennsylvania

Legal Intern, May 2006 – August 2006

*Conducted research and drafted memoranda on legal issues in the Organized Crime Division ("Strike Force").*

**United States Army Commissioned Infantry Officer**

- **2<sup>nd</sup> Infantry Division**, Camp Red Cloud, South Korea

*Captain, Division Protocol Officer and Headquarters Commandant, July 2004 – July 2005*

- **United States Army Infantry Center**, Fort Benning, Georgia

*Captain, Infantry Career Course & Combined Arms Services and Staff School, September 2003 – June 2004*

- **82<sup>nd</sup> Airborne Division**, Fort Bragg, North Carolina

*Captain, Battalion Air Operations Officer, May 2002 – August 2003 (Afghanistan, January 2003 – July 2003)*

*First Lieutenant, Company Executive Officer, June 2001 – May 2002*

*Second Lieutenant, Rifle Platoon Leader, May 2000 – May 2001 (Egypt, July 2000 – January 2001)*

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**ACHIEVEMENTS AND INTERESTS:**

- Admitted to Virginia and D.C. Bars, Eastern and Western Districts of Virginia, and Fourth Circuit Court of Appeals
- Bronze Star Medal, Senior Parachutist Badge (31 Jumps), and U.S. Army Ranger School Graduate
- Golf, Running, Travel, and Military History

# Bradley A. Byers

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## Summary of Qualifications

Business Unit Vice President with 14 years of leadership experience in dynamic and high-risk environments. Process focused, results driven with documented success leading organizations of diverse men and women to operational excellence. Demonstrated performance under pressure as a combat proven aircraft carrier-based fighter-pilot. An effective communicator and presenter with exceptional organizational, administrative, and interpersonal skills.

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|--|---|
| ✓ P&L Management (\$15M / 55+ Employees) | ✓ Lean Manufacturing / Six Sigma          |
| ✓ Strategic Planning & Execution         | ✓ Root Cause Analysis / Corrective Action |
| ✓ Change Leadership                      | ✓ Operational Risk Management             |
| ✓ Continuous Improvement                 | ✓ Variance Analysis & Reporting           |

## Professional Experience

### Allegheny Technologies Incorporated (ATI)

2013-Present

ATI is a diversified specialty materials and components producer with annual revenues of \$4B. Major markets include aerospace and defense, oil & gas, chemical processing industry, electrical energy, and medical markets.

### Vice President

2015-Present

ATI Flowform Products, LLC

Billerica, MA

Responsible for a business of approximately \$15M in annual revenue and 55 employees manufacturing highly engineered, tight-tolerance components for the Aerospace, Defense, and Oil & Gas Markets (ISO 9001 / AS9100C certified). Selected for P&L responsibility after dramatic revenue and profit decline following acquisition of a family owned and operated business. Led significant culture change from a 1950's machine shop environment into a team dedicated to continuously improving every aspect of the business.

- \$1.5M EBITDA improvement in less than 24 months.
- Dramatically reduced OSHA recordable incident rate from 6.75 per 200K hours worked in 2014 to less than 2.0 in 2016 by establishing a safety process designed to increase engagement and build trust on the shop floor.
- Improved OTD performance from 52% in 2015 to 80% in 2016 by reducing rework, pulling waste out of high volume value streams, and establishing strategic "kanbans" at critical constraints.
- Beat corporate cost savings targets by more than 250% YTD 2016 by improving yield, streamlining value streams, and engaging all employees in the cost savings process.
- Over 200% increase in the sales order backlog Yr/Yr

### Management Associate

2013-2015

ATI Specialty Alloys & Components

Albany, OR

Initial candidate for corporate pilot program to transition mid-level military officers from military service into the manufacturing industry. Program designed to rotate high potential individuals through leadership positions in operations, sales, and other functional areas to gain exposure to the business over a 4-6 year period.

- Reduced Zirconium Oxide (ZrO2) strategic safety stock inventory by \$1.2M by improving equipment reliability, standardizing tasks, and reducing variation in the separations process as the Separations Area Supervisor.
- Reduced average contract review cycle time from 12 to 5 days by creating a streamlined workflow and standardizing the sales order review process as the Sales Administration Manager.
- Facilitated company-wide rollout of a Task Standardization Process teaching the fundamentals of lean manufacturing and continuous improvement.

### F/A-18 Squadron Flight Instructor / Landing Signal Officer (LSO) School Operations Officer

2010 - 2013

Strike Fighter Squadron One Zero Six / U.S. Navy LSO School

Virginia Beach, VA

Aircraft Carrier operations Subject Matter Expert collaborating with Department of the Navy, British, French, and Brazilian Naval Air Forces, and defense industry contractors to develop, analyze, test, and validate concepts for embarked carrier operations.

- Defined requirements and managed the request for proposal process to award a \$1M Office of Naval Research grant to develop a software solution and hardware evaluation process for Improved Performance and Readiness Training System (iParts). iParts is a one of a kind training and readiness data mining program designed to improve training, increase safety, and highlight efficiencies during aircraft carrier operations.
- Officer in Charge of the largest rewrite and overhaul in the 25-year history of the Carrier Naval Air Training and Operating Procedures (NATOPS) Manual and LSO NATOPS. The rewrite directly resulted in cost savings of over \$500,000 annually while significantly increasing safety during aircraft carrier qualifications.

- Planned and led aircraft carrier landing qualification detachment aboard USS George H. W. Bush; managed training, operations, and maintenance of 10 jets, 14 student pilots, 7 LSO instructors, and 150+ maintenance personnel; exceeded qualification standards by 5%, on time, under budget, and mishap-free.
- Created/tested/sustained Expeditionary Airfield LSO Course; mitigated unique risks of expeditionary airfield operations and reduced training time & cost by 85%, saving \$75,000 annually.

#### **Marine Corps University Student**

2009 – 2010

Expeditionary Warfare School

Quantico, VA

Graduated from a 40 week resident professional education school focused on military strategy, planning, and tactics.

- Completed Continuous Process Improvement (CPI) Lean/Six-Sigma training, earning Lean / Six-Sigma Yellow Belt.
- Completed the Aviation Maintenance Division Officer Course.

#### **F/A-18C Squadron Pilot / Director of Safety & Standardization /**

2006 – 2009

#### **Maintenance Division Officer / Logistics Officer**

Marine Fighter Attack Squadron 323

Iraq / Afghanistan / Pacific Rim / San Diego, CA

Safely and effectively executed combat operations employing F/A-18C aircraft in support of Operation Iraqi Freedom and Operation Enduring Freedom (Afghanistan) while increasing squadron tactical and technical proficiency as a combat flight leader.

- Facilitated mishap-free maintenance, operation, and execution of 1,200+ aircraft carrier-based F/A-18C flight hours as Director of Safety and Standardization in one of the world's most hazardous work environments.
- Led 31 Marines to effectively and safely maintain engines and fuel systems on 12 F/A-18Cs, valued in excess of \$480 million, during peacetime and combat operations; enabled over 95% combat sortie completion rate.
- Planned, managed, and led logistics to embark the squadron aboard USS John C. Stennis for Western Pacific deployment; effectively coordinated and directed movement of 4 tractor-trailers, 3 buses, 123 pallets, 202 Marines, and 10 F/A-18Cs.
- Hand selected to serve in a Department Head position, normally reserved for more senior officers.

#### **Student, Officer Candidate School / The Basic School / U.S. Naval Flight Training**

August 2002 - December 2006

United States Marine Corps

Various Locations

Developed the tactical leadership skills required to become an effective Marine Corps Officer, Rifle Platoon Commander, and Aircraft Carrier Qualified F/A-18C Pilot.

- Graduated from a 13-week Officer Candidate School (class president), 6 month "The Basic School" (Company Commander, Commanding General's Honor Roll, #7 of 233), and 3 yrs Naval Flight Training (#1 of 26 carrier aviation students).
- Planned & facilitated a high visibility awards ceremony as the "President of the Mess" with Guest of Honor, General Pete Pace, Chairman of the Joint Chiefs of Staff; delivered the student key note address to 500+ guests in attendance.

#### **Skills & Training**

Certified Lean Manager (LMAC – The Ohio State University) / Six-Sigma Green Belt Training / APICS Training

Task Standardization Process Facilitator

Operational Risk Management Instructor

Crew Resource Management Instructor and Facilitator

Dale Carnegie Course Graduate

Top Secret - SCI Security Clearance (DOD – expired)

#### **Education**

##### **Harvard Business School**

##### **General Management Program**

Currently Enrolled – Graduation June 2017

##### **University of North Carolina – Chapel Hill**

##### **Bachelor of Arts – Communications**

May 2002

NCAA Division I Scholarship Student-Athlete

2 x Varsity Wrestling Team Captain, 2000-2001, 2001-2002

Atlantic Coast Conference (ACC) Honor Roll, 1999-2000, 2000-2001

3 x NCAA Championship Qualifier

3 x First-Team All-ACC selection

2002 Jim Tatum Award Recipient

2002 McCaskill Award Recipient

2001 Athletic Director's Award Recipient

1999, 2000, 2001 ACC "Top Six for Service" Award Recipient

2000 Ery Kehaya Award for Leadership, Academic, & Outside Activities



## Hon. William Austin Chatfield

William A. Chatfield became the 11th Director of Selective Service on November 29, 2004, having been nominated by President George W. Bush and confirmed by the U.S. Senate. He was directly responsible to the President for the management of the Selective Service System.

Mr. Chatfield, of Texas, brought to that position more than 30 years of experience working with the executive and legislative branches of the Federal government.

He commenced public service with the Doorkeeper of the U.S. House of Representatives from 1978 through 1979, and performed in several appointed positions of increasing responsibility from 1980 through 1987 in the Reagan Administration. He served on the staff of the Deputy Undersecretary for Policy at the Department of Defense; as a Regional Director of the Civil Aeronautics Board; Special Assistant to the Director, Office of Personnel Management; Assistant to the Chairman of the Consumer Product Safety Commission; Special Assistant for Congressional Liaison in the Department of the Interior; and Staff Advisor to the Commissioner at the Interstate Commerce Commission.



From 1987 until his appointment with the Selective Service, he was engaged in governmental affairs consulting. In 1989, he and former Congressman Tom Kindness established Kindness & Chatfield Associates, a government relations and public affairs consulting firm.

Director Chatfield attended Union College, majoring in political science and criminal justice, and continued studies at American University. He is a veteran of the U.S. Marine Corps, with 35 years of active duty and reserve service.

Since leaving public office in May 2009, Mr. Chatfield has re-engaged in the field of public affairs and government relations consulting. The main focus of his practice is in the field of advancing effective health care protocols, specifically dealing with our nation's wounded warrior population.



## EDUCATION

Kennesaw State University, Bachelor of Science, Communication/Public Relations Kennesaw, GA 07/2013

## EXPERIENCE

**Project Manager, BTGJ Management**, Thomaston, GA 01/2017

- Researched and presented information regarding personnel software, production companies, and television commercials
- Implemented strategies to streamline hiring process, decrease turnover rate, and increase market

**Coalitions Director, Donald J. Trump for President, Inc./Georgia Republican Party**, Atlanta, GA, 08/2016 - 11/2016

- Maintained all functions of the Georgia Trump/Pence campaign headquarters including office management, volunteer recruitment, volunteer training, debate watch functions, catering, security, and social media engagement
- Organized multiple coalition chairs and formed leadership teams, memberships, pressers, and events
- Managed and delegated communications to all online, over the phone, and in-person inquiries from the public directed to the Trump/Pence campaign in Georgia
- Coordinated portions of multiple large-scale and intimate events for Governor Mike Pence, Donald Trump Jr., Ivanka and Tiffany Trump, and Newt Gingrich, including online invitations, on-site visuals, security, hospitality, media placement, and crowd management

**Press Liaison and Volunteer Coordinator, Jim Pace for Congress** Peachtree City, GA, 04/2016 - 06/2016

- Arranged volunteer schedules and pre-primary election tasks, including phone banking, canvassing, and sign distribution
- Maintained contact between the campaign manager and various press contacts throughout the district, scheduling interviews

**District Press Intern, Congressman Barry Loudermilk** Woodstock, GA, 11/2015 - 02/2016

- Researched legislation to craft press releases, statements, and pre-interview talking points
- Created social media posts and graphics for Twitter, Facebook, and Instagram to announce press releases, interviews, videos, op-eds, year-end committee hearings, current events, newsletters, holidays/days of observance, district events, contests
- Worked with Fireside to create new webpages and online survey
- Transcribed, edited and uploaded floor speeches, interviews, press conferences, and committee hearing videos
- Helped maintain press list for regional and national outlets

**Marketing Assistant/Social Media Manager, Be in Health** Thomaston, GA, 06/2014 - 09/2015

- Edited weekly newsletter and increased subscriptions 14 percent to 24,000
- Conducted live and on-camera sales presentations
- Scripted and produced video interviews
- Directed a team of five in scheduling/creating three blogs per week which led to reader increase of 218 percent; Facebook like increase of 17 percent (avg. post reach 8,970); Twitter follower increase of 32 percent (total post reach 91,00); Instagram increase of 607 percent (interactions tripled)

**Freelance Media Consultant**, various dates, 2014-2016

Creative Jones Collective, Praying Citizen, Impact Ministries

**Deputy Member Press Secretary, Georgia House of Representatives** Atlanta, GA, 01/2013 - 12/2013

- Created a faster, more efficient means of publishing floor notes through Twitter for the Georgia House
- Drafted press releases and media advisories; edited op-eds
- Researched legislation and wrote weekly summaries for representatives and their constituents
- Scheduled and conducted House Legislative Network filming for 180 legislators
- Memorized scripts and conducted GA State Capitol tours for out-of-state legislators, guests, and groups

## VOLUNTEER EXPERIENCE

*Upson County Republican Party*, Secretary and Treasurer (2015-present)

*Georgians for Isakson*, Volunteer and Local Event Liaison (2016)

*Kennesaw State University Equestrian Team*, President (2011-2013), Secretary (2010)

## SKILLS

Organization, creativity, project management, problem solving, public speaking, and memorization

Copywriting and editing (A.P.A. and A.P. Style)

WordPress, Fireside, Final Cut Pro, Facebook, Twitter, Instagram, YouTube, Vimeo, Google+, Pinterest

Audio and video production: camera operator, technical director; basic lighting and set design



## CANDACE E. CURRIER

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*Fully integrated joint civilian with proven ability to manage multiple schedules, programs, and functions for a four-star Combatant Commander engaged in active combat operations in the middle east, a three-star operational, forward deployed staff, and a two-star Regional Commander in the Pacific. Superior knowledge of military quality of life programs and the laws and regulations that govern them. Highly organized and flexible in dealing with complex situations. Ability to multi-task and meet last-minute deadlines. Skilled at analyzing qualitative and quantitative data to measure effectiveness of programs and implement improvements. Accomplished, high-level briefer, able to synthesize topics in a clear, concise manner. Enthusiastic team player with unflinching integrity who thrives in a fast paced and challenging environment.*

### EDUCATION

- Master of Arts, National Security and Strategic Studies | United States Naval War College, 2003
- Master of Arts, Human Resources/Management | Webster University, Saint Louis, MO 1992
- Master of Education, Counseling Psychology | Springfield College, Springfield, MA 1987
- Bachelor of Science, General Studies | Springfield College, Springfield, MA 1986

### PROFESSIONAL LICENSES, CERTIFICATES & AWARDS

- Clearance: TS SCI
- Currently in a designated key, emergency essential, deployment ready, and random drug testing billet
- Licensed Mental Health Counselor, #LH00003549, Washington State
- Contracting Officer's Representative Certification, Nov 1999
- Joint Meritorious Civilian Service Commendation Medals, 2013 & 2016
- Superior Civilian Service Medal, 2011
- Meritorious Civilian Service Medals 2004 & 2007

### WORK EXPERIENCE

#### Senior Executive Scheduler to the Commander, U.S. Central Command's (CENTCOM)

##### **Major Accomplishments**

- By-name request to serve on the CENTCOM Commander's personal staff.
- Drove over 30K high-level calendar events and 16K invitations, spanning 24 time zones.
- Coordinated meetings, briefings, phone calls, Video Teleconferences (VTCs); and public and private speaking events with acumen and decorum.
- Stellar coordination with highest levels of U.S. and International Government (Govt) Officials such as The Office of the President, National Security Council, Secretary of Defense (SecDef), Chairman of the Joint Chiefs of Staff (CJCS), Department (Dept) of State; Central Intelligence Agency (CIA), National Security Agency (NSA), and Defense Intelligence Agency (DIA), Ambassadors, and Heads of State.
- Comfortable interacting at all levels of command in a dynamic joint international environment, from E1 to 4-Star, Action Officer (AO) to Head of State.
- Scheduled Top Secret (TS) secure communications (Comms) and guaranteed highest levels of Operational Security (OPSEC) during planning and execution of active combat Ops.
- Deftly led Comm and facilities transition to the new CENTCOM Headquarters (HQ) building in support of the Commanding General (CG) and 20 personal staff members.
- Carried the CG's 4-Star intent to directorates with regard to scheduling requests; enhanced administrative (admin) precision and process accuracy.
- Decreased timeline for processing invitational submissions by 30%.
- Outstanding duty performance during an extremely demanding and dynamic period to include CENTCOM's response to chemical weapons in Syria, Iraq instability, Russian intervention, and a campaign against the Islamic State in Iraq and the Levant (ISIL).

- Effectively integrated new processes and procedures; facilitated the smooth transition of 3 Commanders and 12 Executive Officers with humor and grace.

#### **Executive Schedule Management (Mgt): 50%**

- Manage and maintain daily and Long Range Calendar for the CENTCOM Commander.
- Brief the CG daily on all additions/cancellations for requested and recurring events.
- Schedule events, send invitations, and update date-time-groups (DTG) as necessary, notifying Commander's Action Group and Staff of short-fused and last minute additions to the schedule.
- Conduct effective coordination with diverse groups of individuals and organizations to include The White House, Office of the SecDef, CJCS, Joint Staff, other Combatant & Component Commands; staff elements, U.S. and foreign embassies.
- Build event components that include requestor, demand signal, office of primary responsibility; event Point of Contact (PoC)/AO, purpose/topic of the event, attendees invited, location, form of Comms involved, classification, and time zone conversions for the CG and other attendees.
- Grant, manage, and maintain calendar access.
- Ensure seamless trip planner schedule coordination.
- Manage and maintain CG's Board Room schedule/calendar for all front office events.
- Maintain logs of recurring contacts for SecDef, CJCS, US Forces Afghanistan, Operation Iraqi Freedom Forces and 20 Ambassadors within the CENTCOM Area of Responsibility (AoR).

#### **Schedule & Invitation Request Mgt: 30%**

- Enable timely CENTCOM responses to external requests; maximize staff support, and generate opportunities for access to the CG throughout HQ CENTCOM and Component Commands.
- Receive requests for office calls with the Commander from persons outside CENTCOM.
- Collect information on DTG window, purpose of the visit, and biographies for Principal requestor.
- Receive invitations for the CDR to attend events outside CENTCOM and ensure they are received by the Admin Team for processing.
- Complete Invitation Routing Form, making recommendations for accept/regret based on availability, appropriateness, and past requests.
- Route through chain of command to the CG; notify requestor of accept or regret; coordinate with Protocol Team for all accepts; coordinate with Deputy CG & Chief of Staff (CoS) offices for regrets that involve transfer to other General Officers; update Invite Tracker with ultimate decision; maintain records mgt in accordance with (IAW) regulations.

#### **Office & Comms Management: 20%**

- Create and maintain comprehensive list of all CG contacts to include name, location/addresses, NIPR/SIPR/JWICs emails, commercial, VOSIP, TSVOIP, Red Switch, mobile numbers, time zones and PoC contact info.
- Assist Comms Team with collecting/identifying contact data, classification of calls, Tandbergs, & Secure Video Teleconferences (VTCs)
- Successfully aligned dozens of 16-Star Conference calls and VTCs.
- Update Joint Ops and Command Center on Front Office contact numbers for office and residences monthly.

**Assistant Chief of Staff G7 / Inspector General (IG), III Marine Expeditionary Force (III MEF).** Relocated with military spouse.

#### **Major Accomplishments**

- Hired as Deputy IG; within 3 months reassigned as first civilian Assistant Chief of Staff G7 & IG of III MEF.
- Team lead for the following sensitive/controversial assessments & audits; Military Family Housing; Comprehensive Review of the Armed Forces Homosexuality Policy; Family Readiness Program (Pgm); Executive Force Preservation Board; DoDIG Audits pertaining to Defense Policy Review Initiative (DPRI); Sexual Assault Pgm Review; Urinalysis Compliance Review; Wounded Warrior & Deceased Marine Travel Compensation & Govt Travel Card Project; Explosive Safety Audits, & Command/Marine Air Ground Task Force Safety Assessments.
- Regardless of issue or political sensitivity, all complaints handled ethically & consistently. Received high-level, complex complaints requiring moral courage & ethical acumen. Successfully ensured fair & impartial treatment preserving the integrity of III MEF & the USMC.
- Rewrote the CGs Inspection Pgm Force Order, mandating appointment of augment inspectors in order to establish stability, consistency, & parity between Major Subordinate Element reviews; added Special Ops Training Group & the III MEF Band to the inspection schedule in response to identified vulnerabilities; conducted staff assist visits in support of CG requests for review of critical functional mission areas, & received consistent praise from Commanding Officers (COs) for fair & impartial assessment of units/battalions.

- The first MEF to receive an IG Marine Corps (IGMC) concurrent inspection model review, rated fully mission capable with outstanding feedback on processes & outcomes.
- Developed metric methods of data collections to offer comparative analysis for the CG's Dashboard.

#### **Principal Staff Officer: 40%**

- Served as principal advisor to the III MEF CG on all matters pertaining to directing, planning, & executing Inspection, Hotline Complaint, Request Mast, Operational & Tactical Safety, Equal Opportunity (EO) & Combat Operational Stress Control (COSC) Pgms within directives, & regulations set forth by the Commandant of the Marine Corps Secretary of the Navy (SecNav), & SecDef.
- Established priorities & coordinated work across SecDef Assessment Teams, DoDIG Staff, IGMC Leadership, Marine Corps Safety & COSC Division Pgm Mgrs, Marine Forces Pacific Inspectors, Marine Corp Base Japan Personnel, & III MEF Principal & Special Staff, effectively balancing pgm & policy demands & overcoming obstacles to achieve timely, positive outcomes.
- Managed budget, travel, training plans, & supervision of G7 personnel. Ensured mission aligned with III MEF Campaign Plan & IGMC guidance, & communicated to III MEF Staff & subordinate commands & elements.
- Developed, submitted, & monitored G7 budget for compliance with procurement, obligation, Pgm Objective Memorandum (POM), execution laws & guidelines. Monitored subordinate work for volume & difficulty. Prepared & submitted performance plans & fitness reports accurately & on time. Ensured all personnel actions were taken IAW applicable EO, EEO & safety laws. Initiated personnel recognition & discipline as appropriate.

#### **Inspections, Assistance & Investigations: 30%**

- Planned, maintained & implemented Readiness & Inspections Pgms for III MEF by establishing & conducting the CG's Inspection Pgm. Ensured subordinate commands were inspected on time, IAW existing IGMC guidance, policy & Individual Deployment Plan schedules. Inspections conducted professionally, conflicts resolved at the lowest level, outcomes briefed to leadership & staff, & reports were timely & comprehensive.
- Conducted audits, inspections, & investigations as requested to assist DoD in identifying & eradicating any complicity in the promotion of Trafficking in Persons within the III MEF AoR.
- Responsible for coordinating & responding to Congressional Inquiries, Hotline Complaints, Intelligence Oversight, & Fraud, Waste, & Abuse Pgms.

#### **Tactical Safety, COSC, & EO Program Management: 30%**

- Provided clear guidance & direction by translating organizational goals into concrete objectives, plans, priorities, & assignments.
- Effectively managed supervisory responsibilities across five differing personnel systems (Active Duty Military, NSPS, New Interim Performance Appraisal System, Traditional GS, & Contractor Oversight).
- Demonstrated EO, EEO, & Affirmative Action in all areas of supervision as evidenced by diversity within the G7 & challenges inherent in forming one team from senior members of disparate groups. Actively engaged & supported the use of Alternative Dispute Resolution to resolve concerns & ensure a harmonious work climate.

#### **Fleet & Family Readiness Pgm (FFRP) Director, Acting/Fleet & Family Support Pgm (FFSP) Director, Commander, Naval Forces Japan (CNFJ).** Relocated with military spouse.

#### **Major Accomplishments**

- Hired as the FFSP Regional Pgm Director, within 3 months selected to assume duties of the first Regional FFRP Director increasing span of control from 1 to 6 quality of life (QoL) functional areas to include Morale, Welfare, & Recreation (MWR), FFSP, Child & Youth Pgms, Family Housing (FH), Bachelor Housing (BH)/Visitors Quarters, & General Mess Pgms.
- Served as N9/FFRP representative for the following initiatives:  
Private Financing Feasibility for Rental Partnership Pgm in coordination with Naval Facilities (NAVFAC);  
Strategic Sourcing for consolidation of mass procurement items in coordination with Fleet Industrial Supply Center; DPRI in coordination with NAVFAC, Fleet Industrial Supply Center, & Ops Dept; Mass Care Coordinator for Emergency Ops in coordination with Ops & Training Depts; Home Port Ashore Initiative for legislative policy change in coordination with Manpower & Personnel Dept, & Staff Judge Advocate (SJA).
- Developed & implemented the first Far East Individual Augmentee Symposium bringing returning service members & their families together to address PTSD & wounded warrior issues.

#### **Program Mgt: 70%**

- Performed regional oversight of FFRP; ensured cost efficiency & quality service delivery across the FFR enterprise.
- Developed regional organizational structure, policies, goals, & objectives IAW with Installation COs (ICOs) of CNFJ activities, other Navy Regions, Govt of Japan, Chief of Naval Installations Command (CNIC), & Navy Personnel Command (NPC).

- Ensured the organization emphasized reduced costs, improved quality, & efficiency.
- Developed effective data base mgt tracking systems to ensure successful accomplishment of subordinate pgm ops.
- Oversaw execution of FFRP fiscal resources of appropriated fund expenditures (\$86M), non-appropriated fund expenditures (\$77M), & over 2500 employees throughout the region.
- Conducted pgm audits, inspections, facility evaluations, & participated in investigations as required or requested to insure effectiveness, efficiency, & fiscal soundness of FFR Ops.
- Ensured design & implementation of timely review & inspection processes.
- Participated in Mgt & planning conferences by higher authority, Regional Pgm Directors, Dept Heads, & other federal & foreign national authorities to ensure proper work flow, timely completion, & cost consideration for Regional N9/FFRPs/projects.
- Recommended, interpreted, coordinated, implemented, & determined risk, & cost benefits of policies, regulations, & procedures.
- Coordinated planning & action necessary to resolve new & developing problems including complex & controversial issues which had significant regional, international, DoN & DoD impact, modified plans & timelines as required by changes in funding, higher authority policy, & mission.
- Reviewed development of subordinate command pgm budgets & operational funding requests.

#### **Policy Development & Implementation: 20%**

- Served as the senior official for FFR & provided technical direction, guidance, & oversight of FFRP to CNFJ ICOs & functional Pgm Directors, encompassing 8 installations & 5 countries.
- Served as subject matter expert, staff analyst, & principal advisor to CNFJ on significant programmatic matters related to FFR within the Regional AoR.
- Developed policy & Pgms consistent with DoD, OSD, DoN, SECNAV, ASN (M&RA/I&E), CNIC, & CNFJ vision & mission.
- Established Pgm objectives & goals & developed standards & procedures.

#### **Financial Coordination & Consultation: 10%**

- Directed Pgm Mgt, liaison, & coordination of Regional FFR matters with federal & international Govt offices, DoD agencies, Govt of Japan, other Navy Regions, Navy ships operating within the Forward Deployed Naval Forces AoR, the press, & the public.
- Carried out a comprehensive FFR leadership role within the region aligned with CNFJ & CNICs mission & vision.
- Planned, organized, directed, & conducted N9/FFR conferences, symposia, workshops, & meetings.
- Directed development, & actively participated in public relations pgms concerning complex issues & official objectives in coordination with the CNFJ Public Affairs Officer (PAO).
- Advised officials of problems involving coordination of Regional FFR Pgms & their impact on mission accomplishment.

**Director, Fleet & Family Support Center (FFSC), Commander, Fleet Activities Sasebo, (CFAS) Japan.** Promoted to Regional Director, FFSP.

#### **Major Accomplishments**

- Onboard 6 weeks, selected as team lead for developing FFSC Most Efficient Organization (MEO) for CNFJ, including the allocation of a \$5 million budget, & 3 installation FFSCs.
- Elected treasurer of the Sasebo Wardroom Association & CFAS Wardroom, responsible for the mgt & distribution of over \$700,000.
- Assigned a collateral duty as the Authorizing Official for the Govt Purchase Card Pgm for 5 CFAS Depts including FFSC, Port Ops, Housing, Security, & Public Works Engineering with a monthly purchasing limit of \$90,000.
- Established the first CFAS Civilian Wellness Pgm.

#### **Program Mgt: 50%**

- Provided leadership, Pgm expertise, policy development, interpretation, & mgt of all FFSC core Pgms within Deployment Readiness, Crisis Response, & Career Support & Retention.
- Served as FFSC Department Head.
- Served as CFAS Human Trafficking Officer.
- Maintained liaison with all NAS Depts & tenant activities.
- Developed Memorandums of Understanding & Agreement with installation Commands.
- Served as liaison with other Federal organizations such as Dept of Labor & Dept of Veterans Affairs.
- Served as Family Advocacy & Sexual Assault Response Officer.
- Ensured policy adherence, effectiveness & quality assurance of the Family Advocacy Case Review Committee.
- Represented the FFSC at Military & community organization meetings concerning military family readiness.
- Established FFSC policy, standard operating procedures, & assured compliance with all quality standards.
- Conducted admin review of client records & ensured adherence to established policies.



- Conducted clinical consultation with four Master's level, licensed social workers.
- Continuously assessed Pgm effectiveness via needs assessment, customer evaluations, activity based cost analysis, & established metrics.
- Conducted annual Strategic Planning with FFSC staff.
- Served as FFSC Lead on the Emergency Mgt Working Group for all mass disasters non-combatant evacuations & crisis response.

#### **Supervisory/Personnel Mgt: 30%**

- Provided direct & indirect supervision to 18 GS, 6 military, 3 Japanese National staff, 5 new contract positions, & numerous volunteers for FFSC Sasebo.
- Evaluated performance of subordinates' developed & implement staff Position Descriptions (PDs); reviewed resumes & interviewed prospective employees insuring candidates met qualifications.
- Submitted employees for awards & recognition; coordinated employee training plans & budget.
- Responsible for FFSC EEO Pgm; NAVOSH/Safety Pgm & Operational Risk Mgt.
- Responsible for FFSC Mgt Capabilities Assessments.

#### **Financial Mgt: 20%**

- Developed, planed, & prioritized all line item budget submissions, mid-year reviews, & POM submissions for a budget of approximately \$1.2 million.
- Monitored the flow of funded, unfunded, direct, & reimbursable funds
- Worked closely with the comptroller, Regional Pgm Director, & CNIC for fiscal planning.
- Completed Performance Data Call & Capability Based Budgeting reports for submission to the Region.

**Regional Pgm Director, FFSC, Navy Region Gulf Coast (NRGC), Pensacola.** Accepted lateral appointment to overseas assignment. Supervisor retired; no contact info available.

#### **Major Accomplishments**

- Received personal EEO Honorary Award for outstanding contribution & support of the Pensacola Naval Complex EEO Program.
- Successfully led FFSC through a HQ inspection resulting in a full accreditation with a score of 98%.
- As the Community Support Team Lead for MEO formulation, led the QoL Division through a successful competition resulting in an in-house win for the Govt by a margin of \$26 million.
- Established the first New Parent Support Program at NRGC.
- As Chairperson, Florida Inter-Service Family Assistance Committee, 1998, coordinated & presided over a ceremony to dedicate a Memorandum of Understanding, signed by 18 COs, representing the USN, USMC, USA, USAF, USCG, & Air National Guard throughout the State: Florida being first in the country to achieve this goal.
- Selected, Defense Leadership and Management Program participant in good standing.
- Managed Regionalization of the Pensacola FFSC Pgm, integrating 3 geographical FFSCs into 1 organization.
- Managed the successful realignment of the Family Advocacy Program from Naval Hospital (BUMED) to FFSC (BUPERS).
- Represented the Navy at the National Foundation for Consumer Credit Counseling Annual Conference, 1998, presented a briefing on the Navy's Personal Financial Mgt Pgm along with USAF & USA counterparts.

#### **Program Management: 50%**

- Provided leadership, program expertise, policy development & interpretation, & mgt of all FFSC core pgms such as Family Advocacy, Counseling, Transition & Relocation Assistance, Information & Referral, Spouse Employment, Financial Education, Retired Activities, Sexual Assault Victim Intervention, & New Parent Support.
- Served as FFSC Department Head; Maintain liaison with all NAS departments and tenant activities.
- Served as liaison with other Federal organizations such as Dept of Labor & Dept of Veterans Affairs.
- Served as liaison with local private organizations such as the Consumer Credit Counseling Services, AMVETS and American Red Cross.
- Ensured policy adherence, effectiveness, and quality assurance of the Family Advocacy Case Review Committee.
- Served as FFSC lead for the Local Area Command Mobilization Team.
- Represented FFSC at Military & community organization meetings concerning matters of military families.
- Established FFSC policy, standard operating procedures, & assured compliance with all quality standards.
- Developed, planned, & prioritized all line item budget submissions, mid-year reviews, & POM submissions for a budget over \$3 million.
- Monitored flow of funded, unfunded, direct, reimbursable & contract funds.
- Worked closely with the comptroller, claimant representative, and HQ staff for fiscal planning.
- Designated "Authorizing Official" for Government Purchase Card Pgm.
- Responsible for the final formulation and overall content of all FFSC reports.
- Conducted administrative review of client records & ensured adherence to established policies.
- Continuously assessed pgm effectiveness via needs assessment, customer evaluations, & activity based cost analysis.



- Conducted annual Strategic Planning with FFSC staff.
- Served as FFSC Emergency Support Function Coordinator for all mass disasters & crisis response.
- Modified service delivery to meet identified customer needs.
- Served as Business Unit Director for Community Support & QoL Dept, May 2000 to Jul 2001 on special assignment.
- Served as member of the HQ Functionality Assessment & Integrated Process Teams.
- Served as member of the NAS Pensacola Command Assessment Team.

#### **Supervisory/Personnel Mgt: 30%**

- Provided direct & indirect supervision to 42 GS, military, & contract staff & over 50 volunteers.
- Evaluated performance of subordinates; developed & implemented staff PDs; reviewed resumes & interviewed prospective employees insuring that candidates met qualifications.
- Coordinated employee training plans & budget.
- Responsible for FFSC EEO program.
- Responsible for NAVOSH/Safety Pgm & Operational Risk Management.
- Responsible for Management Capabilities Assessments.

#### **Contract Management: 20%**

- Implemented Commercial Activities guidance & newly formatted HQ policies by applying advisories to those issues affecting Community Support/QoL Pgms for MWR, BH, FH, FFSC, & Public Affairs.
- Served as Contracting Officer's Technical Assistant for the Pers-661 Omnibus Contract at NAS Pensacola, the Chief of Naval Education & Training PREVENT contract, FFSC Pensacola ISSOT & New Parent Support Contracts.
- Monitored & evaluated Contractor performance for all FFSC Pensacola contracts.
- Implemented the Quality Assurance Plan.
- Tracked contract reports, funding lines, & timecard submissions.

**Director, Family Service Center (FSC), Naval Air Station (NAS) Key West:** Promoted to next position. Supervisor retired; no contact info available.

#### **Major Accomplishments**

- Led a successful FSC Accreditation process with a passing score of 99%.
- Successfully established NAS Key West as a Command Financial Specialist Training site.
- Initiated the implementation of Family Advocacy realignment from BUMED to BUPERS Mgt utilizing Total Quality Leadership principles & the POA&M process.

#### **Program Mgt: 40%**

- Similar to Regional Director, FFSC, NAS Pensacola.
- Served as member of the FFSC HQ Accreditation Team.
- Served as member of the FFSC HQ Risk Assessment Model Working Group.

#### **Supervisory/Personnel Mgt: 30%**

- Provided direct & indirect supervision to 6 civilian & 2 military billets.
- Evaluated performance of subordinates.
- Served as personnel manager for staff.
- Developed & implemented staff PDs.
- Reviewed resumes & interviewed prospective employees insuring that candidates met qualifications set forth in PDs.
- Integrated civilian, military, & contract system staff into a productive team of professionals.
- Responsible for FSC EEO Pgm.
- Responsible for FSC NAVOSH/Safety Pgm.

#### **Contract Mgt: 30%**

- Served as Contracting Officer's Representative for a staff of 8 contract personnel.
- Certified contractor invoices.
- Implemented the Quality Assurance Surveillance Plan.

**Deputy Director, FSC, NAS Key West.** Promoted to Director. Supervisor retired; no contact info available.

#### **Major Accomplishments**

- Successfully re-wrote a contract performance work statement with a new organizational structure which, saved NAS Key West \$100,000 per year.

**Program Mgt: 40%**

- Provided leadership, mgt, policy development & interpretation, Pgm expertise, & continuity for the FSC.
- Acted as the FSC Director in her absence.
- Assisted with marketing & promotion of the FSC.
- Actively set and accomplished goals.
- Developed, implemented, & maintained FSC budget.
- Responsible for FSC quality assurance.
- Analyzed & implemented needs assessment data on a continuous basis.

**Supervisory/Personnel Mgt: 30%**

- Provided direct & indirect supervision to a staff of 6 civilian & 2 military billets.
- Evaluated performance of subordinates.
- Served as personnel manager for staff.
- Developed & implemented staff PDs.
- Reviewed resumes & interviewed prospective employees insuring that candidates met minimum qualifications set forth in PDs.

**Contract Mgt: 30%**

- Served as Contracting Officer's Representative.
- Developed Statement of Work.
- Certified contractor invoices.
- Implemented the Quality Assurance Surveillance Plan.

**Family Advocacy Specialist, FSC, NAS Key West.** Promoted to Next Position. Supervisor retired; no contact info available.

**Major Accomplishments**

- Collaborated with the Monroe County State Attorney's Office to establish the first Victim Advocacy Pgm for NAS Key West.
- Reorganized clinical case files to meet Navy regulations.
- Developed standard case record procedures & treatment plans.
- Initiated a base wide clinical peer review meeting.

**Administration: 40%**

- Served as the Contracting Officer's Representative & technical consultant to the CO for contract services budgeted over \$500,000.
- Monitored Contractor performance for a staff of 8 including a Contract Administrator, Senior Counselor, & other clinical & Pgm staff ensuring that work performed was in compliance with contract specifications & current Navy policy.
- Provided consultation services to the Contracting Officer & FSC Director on personnel matters related to social services delivered in accordance with contract specifications.
- Prepared & submitted contract modifications to the Contracting Officer.
- Conducted Quality Assurance.
- Certified monthly invoices.
- Revised Contract Statement of Work, rating determination methods & various other outdated administrative procedures in anticipation of FY-96 procurement.
- Reviewed resumes & interviewed prospective employees insuring that candidates met minimum qualifications set forth in the contract.
- Developed written correspondence.
- Provided direct input to FSC Standard Operating Procedures.
- Drafted reports & correspondence formatted in accordance with naval instructions.
- Maintained a filing system of contract data & correspondence.
- Implemented the formation of a strict confidentiality policy.
- Maintained a computer based data system of client information.
- Compiled weekly census data of scheduled appointments.
- Knowledge of the QoL Mgt Information System.
- Served as member of the original FSC Risk Assessment Model Working Group.

**Client Contact: 30%**

- Served as fully credentialed clinician in the installation Family Advocacy Pgm.
- Conducted individual, family, & group therapy for active duty personnel & their family members.

- Developed treatment plans based on individual & family needs.
- Assessed client needs & referred to local specialists when necessary.
- Served as member of the Family Advocacy Case-Review Committee a multi-disciplinary team that provides clinical recommendations to local Commanding Officers in cases of child & spouse abuse.
- Served as member of the Family Advocacy Policy Setting Committee.
- Conducted on-going consultation with the Family Advocacy Representative.
- Served as the on-call duty counselor for after-hours clinical contact.
- Provided crisis mgt when necessary.
- Co-facilitated an educationally based group Pgm for perpetrators of domestic abuse, an eight-week/16 hour course.

#### **Programs: 30%**

- Researched, created, & implemented the Genogram Pgm presented to the Counseling & Assistance Center Level II participants.
- Served as member of the Monroe County Coalition for Children.
- Served as member of the Monroe County Interagency Council.
- Developed & served as board member of the Monroe County Chapter Parent Support group for children with Attention Deficit/Hyperactivity Disorder.
- Served on the Military Month of the Child Committee.
- Served as a Victim Advocate for the Monroe County State Attorneys Department of Human Services.
- Facilitated Systematic Training for Effective Parenting (STEP) Pgm, a didactic & experiential group that promoted effective parenting skills designed to maximize parent/child relationships for parents of children ages 1-18.
- Served as Command Representative to the Naval Atlantic Meteorology & Oceanography Detachment & the US Coast Guard Cutter Mohawk, providing liaison services between the command & the FSC.
- Trained local community Helpline volunteers on the Victim Advocate Pgm.

**Clinical Counselor/Family Advocacy Specialist, FSC NAS Keflavik, Iceland.** Relocated with military spouse. Supervisor retired; no contact info available.

#### **Major Accomplishments**

- Received "Plank Owner" certificate for implementing the first BB/BS Pgm at an overseas location by coordinating the planning, development, & implementation of the Pgm with the Associate National Executive Director of the National BB/BS of America Organization.

#### **Counseling & Family Advocacy: 50%**

- Served as fully credentialed clinician in the Clinical Counseling & Family Advocacy Pgms at the FSC.
- Conducted individual, family, & group therapy for base residents.
- Developed clinical treatment plans based on individual & family needs.
- Assessed client needs & referred to local specialists when necessary, including the identification & referral of domestic abuse cases.
- Served as member of the Case Review Sub-Committee.
- Conducted on-going consultation with the Family Advocacy Representative & Hospital Psychologist.
- Maintained professional contact with NMPC-660 in Washington, D.C. & clinical specialists at other FSC's due to the remote location & limited professional contact available in Iceland.
- Provided clinical treatment to families identified through the Family Advocacy Pgm, as referred.
- Developed, implemented, & facilitated the first group for adult survivors of child sexual abuse aboard NAS, Keflavik.
- Provided advocacy & liaison services between Navy Legal, Naval Investigative Service, & local commands for identified victims of assault.
- Served as the on-call Family Advocacy Representative.
- Provided crisis mgt when necessary.
- Interviewed & screened potential Big Brothers/Big Sisters (BB/BS) volunteer applicants, including a background & central registry check.
- Developed, initiated, & supervised a group therapy model consisting of a five-part educational component followed by an intensive group experience which provided the most efficient use of a small two clinician staff & maximum client involvement, resulting in a successful Adult Children of Dysfunctional Families Pgm.
- Contacted local Icelandic Physicians to coordinate services for pregnancy counseling & referral.
- Served as a consultant to local college students on issues such as child sexual, physical, & emotional abuse & the effect of divorce on children.
- Served as a consultant to The White Falcon (local base newsletter) on suicide prevention.

- Served as clinical consultant on the NATO Base's Mass Casualty React Team.
- Provided career & budget counseling to clients.
- Served as a consultant to the Counseling & Assistance Center in the areas of the effects of chemical dependency on the family system.

**Administration: 25%**

- Supervised four single parent coordinators.
- Supervised group co-facilitators within the Adult Children of Dysfunctional Families Pgm.
- Supervised STEP & STEP/TEEN volunteer coordinators.
- Created a 100-page manual of Standards & Procedures that was submitted for final approval of the affiliation between NAS Keflavik & BB/BS of America.
- Updated a QOL computer based Pgm.
- Maintained a reference library for bibliotherapy.
- Compiled weekly census data of scheduled appointments.
- Researched & ordered up-to-date material for FSC Pgms.
- Submitted articles for publication in the FSC Newsletter.
- Provided information & referral services for FSC customers including the distribution of welcome aboard packets for other military installations worldwide.
- Worked with IBM compatible computer systems with various software packages, which included WordPerfect, Enable, & FPSMIS.
- Revised existing clinical intake procedures.
- Created proper paperwork procedures for group therapy.
- Provided liaison service between the Single Parents Pgm & base commands.

**Programs: 25%**

- Researched, created, & implemented several Pgms in support of NAS commands including: Genograms, Suicide Prevention, Issues of Pregnancy in the Military, & an FSC Brief.
- Conducted over 30 General Military Training (GMT) presentations.
- Developed & implemented the first BB/BS affiliation between a military base & the National BB/BS of America Organization which was adopted as a pilot Pgm for the Armed Forces.
- Conducted training on HIV/AIDS education awareness.
- Facilitated the Navy's Alcohol & Drug Safety Action Pgm (NADSAP) in a collaborative effort between the University of Arizona, the FSC, & the Department of Defense Schools.
- Created, developed & conducted a post-deployment training for over two hundred active duty service members deployed to Iceland.
- Revived & supervised the Single Parents Pgm.
- Facilitated STEP Parenting Pgms.

## STRATEGIC COMMUNICATIONS & LEADERSHIP EXPERT

*Dana W. White has been a strategic adviser to CEOs of Global Fortune 500 companies, U.S. Senators, Governors and four-star generals. Born into Virginia's oldest black newspaper family, she is an entrepreneur and the author of the book, **Leader Designed: Become the Leader You Were Made to Be***

## PROFESSIONAL EXPERIENCE

### CEO

*May 2015-Present*

**1055 Grady, LLC**

**Washington, D.C.**

- Specializes in developing compelling, personal and credible narratives for C-Suite clients
- Provides strategic communications guidance with respect to reputation, image and messaging to achieve desired results
- Develops media strategy, training and advice relevant for multiple audiences through traditional and social media effectively
- Leads an eclectic group of professionals with expertise in digital technology, advertising, marketing, journalism and social advocacy to meet clients' unique goals and missions

### Director

*September 2012-September 2015*

**Policy and Strategic Communications**

**The Renault-Nissan Alliance**

**Paris, France**

- Primary English-language speechwriter for Carlos Ghosn, CEO of Nissan Motors Co & the Renault Group
- Coordinated, drafted and edited English-language speeches for C-Suite executives, including Carlos Tavares, former COO of Renault, now the CEO of Peugeot PSA, the second largest automaker in Europe
- Coordinated, created and distributed policy-related messages for senior executives (TPP, Carbon Emissions, EU-Japan Free Trade)
- Responsible for crafting the CEO's thought leadership messages for internal and external events (World Economic Forum, COP21 Paris)
- Worked cross culturally with Japanese and French colleagues to provide timely and relevant information to the CEO and other senior leaders
- Provided media relations support to CEO and other senior executives at WEF Davos and regional events

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**Manager**  
**Northrop Grumman Aerospace Systems**  
**Falls Church, Virginia**

*November 2011-August 2012*

- Developed and executed quarterly training program for senior leaders on how to brief Congressional Members and Staff
- Taught, critiqued and edited program briefs and talking points for Capitol Hill
- Served as sector liaison with our corporate leadership on congressional calendar

**Principal**  
**The McChrystal Group**  
**Alexandria, Virginia**

*February-November 2011*

- Speechwriter, Marketing and Communications Director
- Storyteller Preparation (TED TALK by Gen. McChrystal)
- Business Development, Client Relations & Project Management
- Provided clients with tailored geopolitical risk analysis and insight on U.S. defense spending and foreign policy
- Served as external coordinator and liaison to the White House's *Joining Forces* Initiative for military families

**Professional Staff Member**  
**United States Senate Committee on Armed Services**  
**Washington, D.C.**

*September 2008-January 2011*

- Primary Speechwriter for Sen. John McCain (R-AZ) for Full Committee and Subcommittee Hearings
- Prepared Sen. McCain's Floor Statements
- Speechwriter for Subcommittee Ranking Member
- Drafted legislation for the annual National Defense Authorization bill and Conference Report
- Minority staff lead for the Emerging Threats and Capabilities subcommittee responsible for briefing ranking members and other Republican senators and staff on critical issues before the sub and full committee
- Worked across congressional jurisdictions and the interagency (Department of State, USAID, the Department of Energy) and their committees of oversight to ensure the legislative integrity of Members' initiatives

**Foreign Policy Advisor**  
**McCain-Palin 2008 Presidential Campaign**  
**Washington, D.C.**

*September-November 2008*

- Served as the Washington-based foreign policy advisor to Gov. Sarah Palin and campaign surrogates

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- Responsible for communicating and briefing ambassadors, foreign diplomats and defense staff on candidate's foreign policy agenda
- Provided talking points and background papers on all foreign and defense-related issues and meetings
- Primary Speechwriter for Senators attending the Convention including Senators Lieberman (I-CT) and Graham (R-SC)

**Professional Staff Member**

*April 2007-September 2008*

**United States Senate Committee on Armed Services**

**Washington, D.C.**

- Speechwriter for Sen. McCain's Committee hearings
- Responsible for oversight of U.S. Combatant Commands: Pacific Command, European Command, Africa Command, Southern Command & Northern Command
- Briefed and accompanied Sen. McCain in his meetings with foreign heads of state, ambassadors, defense and foreign ministers

**Editorial Writer**

*March 2006-April 2007*

**The Wall Street Journal**

**New York City & Hong Kong**

- Wrote editorials on political, social, financial and security developments in the region—China, Taiwan, Hong Kong, South Korea, Japan, India, Pakistan, Afghanistan, Bangladesh, Thailand, Indonesia and Malaysia
- Wrote feature articles, including "Afghanistan's Catch-22" an interview with LtGen. Karl Eikenberry, Commander, U.S. Forces Afghanistan

**Cultural Page Editor, WSJ Asia edition**

- Managed and edited feature articles from contributors in Asia and the U.S.
- Interviewed legislators, military and executive branch officials in Taiwan, Japan, Hong Kong, South Korea, Thailand, Indonesia, India, Pakistan, Bangladesh, and Malaysia for editorials and feature articles

**Country Director, China, Taiwan & Mongolia Desk** *May 2004-March 2006*

**Office of the Secretary of Defense, International Security Affairs**

**Washington, D.C.**

- Speechwriter for the Assistant Secretary of Defense for International Security Affairs, Deputy Under Secretary of Defense for Asia-Pacific Affairs & Principal Director
- Advised and briefed senior U.S. defense officials, including the Secretary of Defense, and Deputy Secretary of Defense, on policy developments related to cross-Strait relations and managed several strategic bilateral discussions on policy initiatives

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- Responsible for developing and communicating U.S.-Taiwan defense strategy across the interagency
- Worked with Joint Staff, State Department and National Security Council to coordinate and develop a comprehensive U.S. government regional defense posture
- Worked with senior Taiwan military and civilian officials and defense contractors to achieve U.S. defense priorities

**Director**

*September 2001-May 2004*

**Washington Roundtable for the Asia-Pacific Press**

**The Heritage Foundation**

**Washington, D.C.**

- Arranged press briefings and interviews for Washington-based Asian journalists with leading policymakers including Senator Sam Brownback (R-KS) and Rep. Mark Kirk (R-IL)
- Created and managed the group's first quarterly newsletter, *The WRAPP Up*
- Created and managed a database of more than 400 Asian journalists in the U.S. and abroad
- Traveled frequently to Asia to promote Heritage experts and research to region's largest print and television media

**Publicist**

*February 2000-September 2001*

**Fox News Channel, Washington, D.C.**

- Publicist for *Fox News Sunday with Tony Snow* and *The Beltway Boys*
- Prepared talent for interviews with talking points and white papers
- Managed breaking news stories including convention coverage, Florida recount and the presidential inauguration
- Pitched and achieved feature coverage of on-air talent

**Deputy Press Secretary/Legislative Assistant**

*December 1998-February 2000*

**U.S. House Republican Conference, Washington, D.C.**

- Speechwriter for Chairman J.C. Watts (R-OK) for press conferences and interviews
- Coordinated Members' press secretaries for rapid responses for print, radio and television inquiries
- Wrote talking points on *The Cox Report* on Chinese espionage and prepared leadership for press conferences and interviews

**CLEARANCE**

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## AWARDS & SCHOLARSHIPS

- Medal for Exceptional Public Service, Office of the Secretary of Defense
- Massachusetts Institute of Technology Seminar XXI National Security Fellow
- Embassy of South Korea Study Abroad Scholarship: Hankuk University for Foreign Studies, Seoul, ROK
- Associated Colleges of China Scholarship: Capital University for Economics and Business, Beijing, China

## MEDIA APPEARANCE HIGHLIGHTS

- FNC's *Studio B with Shepard Smith*
- PBS's *To the Contrary with Bonnie Erbe*
- BET's *Nightly News*
- WJLA ABC Washington
- *The Wall Street Journal*
- *The Washington Times*
- *The Washington Post*
- *Fast Company*
- Columnist, *The Huffington Post*
- Knight-Ridder
- Gannett Newswire
- *Foresight Magazine* (Japan)
- *Le Figaro* (France)
- *Grand Soir* France 2
- *The Debate & 51%* France 24

## LANGUAGES

French and Mandarin Chinese

## EDUCATION

Bachelor of Arts, East Asian Languages and Civilizations  
The University of Chicago

*June 1998*

USA:



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Mail:  
Web:







## **Sergio de la Peña**

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### **Objective**

Former US Army Colonel/current Independent Consultant seeking to serve in an executive position in a Trump Administration that will use my extensive operational and diplomatic international experience

### **Qualifications Summary**

- 25 years' experience working in the international community—eight in the private sector in Latin America
- Extensive Politico-Military experience collaborating with the diplomatic community in five continents
- Well versed in the functions and dynamics of the Department of Defense and Department of State
- Native Spanish fluency
- Security clearance: TS

### **Professional History**

2011-Present

#### **CEO, de la Peña Consulting, LLC**

- Develops and executes business strategies that connect US businesses and with Latin American markets and customers. Assesses the political and business climates through engagement with private and government entities in the US and select Partner Nations in security and defense
- Collaborates with several potential military and law enforcement customers on training as well as software and hardware solutions in Latin America focused on intelligence and weapon systems
- Provides consulting services to US Companies seeking US State Department capacity building projects with the Mexican and Central American government entities
- Commentator to CNN en Español, Mundo Fox, and RCN (Colombian news agency) as a military subject matter expert
- Instructs classes to Mexican mid-level/senior security officials and interns on international security
- Instructs classes to executive and senior level US Government officials on leadership

2009-2011

#### **Director, Business Development for the Americas, L-3 MPRI**

- Crafted and implemented a Latin America and the Caribbean (LAC) engagement strategy to diversify L3 Communications' customer base by opening markets in Panama, Mexico, Brazil, Chile, Peru, and Trinidad and Tobago. Focus on Mexico addressed Unmanned Aerial Vehicles (UAV) program—both military and civilian applications, C-130 refurbishment, Non-Intrusive Inspection Equipment (NIIE), Situational Awareness Common Operating Picture (SA COP) software, and operations centers. Developed a Brazil-specific engagement plan to address critical security solutions
- Expanded contact network in LAC to facilitate future business prospects

2008-2009

#### **CEO, de la Peña Consulting, LLC**

- Designed security strategy for Brinks International focused on enhanced institutional training, modernizing command and control, and creating a threat assessment and investigative capability
- Initiated a strategy to assist the Mexican government confront the threat posed by narco-trafficking organizations that ultimately resulted in awarding Alutiiq Technical Services, LLC a \$50M contract



2006-2008

**Division Chief, International Affairs, J5 US Northern Command**

- Designed and managed the military assistance package valued at \$450M for the “Merida Initiative”—a US Government grant to Mexico
- Developed and implemented Command’s Security Engagement Strategy that provided military to military guidance for training, exchanges, exercises, and sales with Canada and Mexico to NorthCom’s component commands
- Established the first International Affairs Division at Headquarters, US Northern Command resulting in unprecedented positive interaction between Mexican and US Military Services which increased communication between Mexican and US General Officers by an order of magnitude
- Initiated the creation of a Security Assistance Office at the US Embassy in Ottawa, Canada designed to manage a projected \$16B in military sales and track approximately 200 US Department of Defense personnel in Canada

2003-2006

**Commander, United States Military Observer Group-Washington**

- Commanded a unique unit that superbly recruited, trained, and deployed US Armed Service personnel to UN observer missions to trouble spots on four continents without incident
- Mentored and educated personnel on the nuances of the international community from the active and reserve components of the four Armed Services and US Coast Guard
- Guided US military observers serving in UN missions through a myriad of historical challenges to include: the “Revolution of the Roses” in Georgia, expulsion of the US and European Observers from Eritrea, and suicide of the Commander of the UN Mission in Haiti (MINUSTAH) amidst civil unrest
- Modernized the major air and ground equipment as well as force structure and organization for a US peacekeeping mission comprised of 687 personnel who served in a multi-national force that maintained the peace between Egypt and Israel in order to mitigate evolving lethal threats

1999-2002

**Army Section Chief, United States Military Group-Chile**

- Instrumental in facilitating a \$600M sale of 10 F-16 fighter aircraft and support package to Chile
- Coordinated the direct commercial sale of 158 M-113 armored personnel carriers valued at \$18M
- Instrumental in establishing Chilean Armed Forces peacekeeping capability that resulted in the deployment of an aviation platoon to East Timor and an infantry battalion to Haiti with the UN
- Reestablished close professional ties between the Commander of the Chilean Army and Commander, US Southern Command after a lengthy hiatus resulting in US military hardware sales, exchanges, and exercises not seen since 1973
- Strengthened ties between the Chilean Ministry of Defense and US Department of Defense resulting in a series of exchanges that focused on modifying Chilean Armed Forces’ structure, doctrine, and training systems using US models and equipment

**Civilian Education**

- BS, Psychology, University of Iowa (1978)
- MMAS, Joint Studies, US Army Command and General Staff College (1992)

**Military Education**

- Inter-American Defense College (2003)
- Security Assistance Management Course (1999)
- Attache Course (1996)
- Human Intelligence Course (1995)
- Command and General Staff College (1992)

## ANTHONY DEMARTINO

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**Summary:**

- Proven leader with 25 years of active-duty military experience including 52 months in combat.
- Extensive experience achieving results with large, complex organizations as well as small, agile teams.
- Innovative thinker who builds exceptional organizations that rapidly takes initiatives from start to finish.
- Recognized authority on managing organizational change and an expert in executive-level communications.
- Top Secret/Special Compartmentalized Intelligence Security Clearance.

**Relevant Experience:*****SBD Advisors, Managing Director, December 2014 – Current***

- As managing director of a boutique consulting firm, guides non-traditional clients to successfully navigate complex political, business, media, and security environments and develops distinctive strategies to maximize opportunities.
- Directs the activities and overall productivity of SBD Advisors; provides advice and counsel to the CEO, the board, senior advisors and executives from across the private and public sectors.
- Developed and executed SBD's 2016 strategy resulting in a 33% increase in the firm's client revenue.

***Chief of Staff to the Director, Defense Intelligence Agency (DIA), 2012 – September 2014***

- Served as the director's chief of staff on policy, operations and outreach for a multibillion dollar agency of 17,000 employees, with more than 200 locations in 135 countries.
- Conceptualized and implemented the most significant reorganization to the Defense Intelligence Agency (DIA) in 20 years to ensure that DIA could meet increasing customer requirements with decreasing resources.
- Conducted a bottom up review of 10,000 DIA contracting records to determine total annual expenditures and how funds were executed resulting in new accounting processes to improve fund management.
- Created new communication platforms to define and measure 17 new DIA strategic initiatives. Co-wrote all Director of DIA statements for the record and congressional testimony for 2014.

***National War College Fellow, Center for New American Security, 2011 – 2012***

- Army War College Fellow actively engaged in the policy work of the Center, including contributing to the Center's research efforts such as "Hard Choices: Responsible Defense in an Age of Austerity."
- Served to bridge the gap between civilian and military by injecting expertise from multiple combat deployments and high-level staff positions into daily discussions and long-term projects with influential civilian policymakers and future policymakers. Including planning and organizing over 80 policy events, programs, and Security discussions.

***Advisor to the Commander, International Security Assistance Force (ISAF), Afghanistan, 2010 – 2011***

- Produced high-level guidance and assessments on key security issues facing national and military decision-makers that significantly influenced U.S. Afghanistan Policy. Examples include the "Strategic Concept" adopted by NATO during the Lisbon Summit, NATO monthly provincial documents, the National Afghanistan-Pakistan Annual Review, and U.S. Deputies and Principal's Committee meetings.
- Produced several briefings for the President of the United States that influenced decision-making on the future of the U.S. Afghanistan strategy and the U.S plan for troop withdrawal.
- Led and managed a team that provided day-to-day support to the Commander, ISAF, for over 800 engagements with Afghan officials, international organizations, senior members of the media, and senior U.S. delegations.

***Branch Chief to the National Security Council, Joint Staff, Afghanistan-Pakistan, 2009 – 2010***

- Led the analytic team for the Chairman of the Joint Chiefs of Staff which provided the policy foundation leading up to the President's 2010 West Point Afghan speech which sent an additional 30,000 troops to Afghanistan.
- Authored strategic documents and national level briefings on Afghanistan and Pakistan. Represented DoD interests at interagency and intergovernmental sessions.
- Served as Joint Staff briefer for dignitaries headed to the region, including Congressional members, ambassadors, senior members of the NATO alliance, and media.

***Infantry Battalion Commander, 101st Airborne Division, 2007 – 2009 (13 months of combat operations)***

- Commanded over 1,200 soldiers in three of the most challenging provinces in Afghanistan. Achieved 100% increase in operations from previous commanders through the innovative use of personnel and resources to achieve results.
- Administered over \$35 million in international aid from more than a dozen funding streams. Directed security operations to support oversight of these funds which resulted in a 65% increase in funds available for local use.
- Created a program to teach soldiers Afghan/Muslim culture competency which resulted in the establishment of 12 new fully integrated outposts in Ghazni and Wardak Provinces, two highly contested regions of Afghanistan.

***Commander's Special Assistant, Joint Forces Command & Allied Command Transformation, 2006 – 2007***

- Provided analysis and recommendations to the commander of a 5,000 person organization tasked to transform the U.S. military, incorporate technological developments, and develop the future warfighting conceptual framework.
- Composed several briefings on new operational concepts, assessed their viability and value, and assisted in establishing milestone timelines for future implementation for both U.S. and NATO alliance members, which resulted in the reduction of over \$200 million in redundant programs.

***Planner and Researcher, Joint Center for Operational Analysis, Lessons Learned, 2005 – 2006***

- Deployed to the Hurricane Katrina disaster relief mission serving as a lead military planner to FEMA. Responsible for assisting the initial organization and employment of the interagency rescue teams searching for survivors.
- Authored portions of the DoD's lessons learned briefing from Hurricane Katrina. Principal briefer to both Active and National Guard leadership on the reforms required to improve military disaster response.

***Joint Staff Intern, Office of the Deputy Secretary of Defense, Honorable John Hamre, 1998 – 1999***

- Served as the junior Military Assistant to VADM 'Grog' Johnson managed the day-to-day operations of the personal staff and office support personnel.
- Supported the Special Assistant, Phebe Novakovic, on special projects, policy point papers, and tracking packages requiring DepSecDef approval.

**Education:**

**School of Advanced Military Studies (SAMs) – Leavenworth, KS; Master's of Military Arts and Science**  
**George Mason University – Alexandria, VA; Master's in Public Administration**  
**Washington and Lee University – Lexington, VA; Bachelor's of Science in Psychology**



## Sally Donnelly

Principal, SBD Advisors LLC

Washington, District Of Columbia (Washington D.C. Metro Area) International Affairs

**Join LinkedIn and access Sally Donnelly's full profile. It's free!**

As a LinkedIn member, you'll join 250 million other professionals who are sharing connections, ideas, and opportunities.

- See who you and Sally Donnelly know in common
- Get introduced to Sally Donnelly
- Contact Sally Donnelly directly

[View Sally's full profile](#)

### Sally Donnelly's Overview

Current	Principal at SBD Advisors LLC
Past	Director Washington Office at US Central Command Special Assistant at Chairman of the Joint Chiefs of Staff
Education	Hollins University London School of Economics and Political Science
Connections	500+ connections
Websites	Company Website

### Sally Donnelly's Experience

#### Principal

SBD Advisors LLC

February 2012 – Present (2 years 1 month) Washington, DC

SBD Advisors is a global consulting firm that provides strategic advice, international connections and communications to individuals, corporations and non profits.

#### Director Washington Office

US Central Command

2010 – 2012 (2 years)

#### Special Assistant

Chairman of the Joint Chiefs of Staff

2007 – 2010 (3 years)

### Sally Donnelly's Skills & Expertise

International Security Strategy National Security Defense Military Security Clearance DoD Military Operations  
International Relations Government Policy Crisis Management Foreign Policy Counternursgency NATO Afghanistan  
Intelligence Federal Government Special Operations Counterterrorism

[View All \(32\) Skills](#)

### Sally Donnelly's Education

#### Hollins University

BA, History

#### London School of Economics and Political Science

Masters, Russian Politics

### Sally Donnelly's Additional Information

Websites: [Company Website](#)

### Contact Sally for:

- career opportunities
- new ventures
- expertise requests
- reference requests
- consulting offers
- job inquiries
- business deals
- getting back in touch

[View Sally Donnelly's full profile to...](#)

- See who you and Sally Donnelly know in common
- Get introduced to Sally Donnelly



Accomplished government, technology and political executive with broad experience in defense policy, program oversight, cybersecurity, research, engineering, and technology, committed to advancing and protecting U.S. technological, military and economic superiority in support of national security objectives. Seasoned team leader with experience building, managing and motivating teams toward a common strategic vision. Extensive executive branch experience supporting senior Department of Defense leaders with deep knowledge of federal agency organization, management structure, policy and operating procedures. Proficient in the legislative process, appropriations and authorization bill structure and content, committee structure and legislative analysis. Skilled at building consensus and motivating action across broad coalitions using data-driven analysis, management skills, and effective communication to achieve an organization's mission.

#### AREAS OF EXPERTISE

- Senior DoD Executive Branch Experience
- Acquisition Policy and Program Oversight
- Political Personnel and Agency Transition
- Cybersecurity Risk Assessment
- Legislative Affairs and Analysis
- Budgeting and Resource Management
- Information Technology Acquisition
- Political Management and Messaging
- Project Management
- Organizational Strategy and Planning
- Research, Writing and Analysis
- Data Processing and Analysis

#### RELEVANT PROFESSIONAL EXPERIENCE

##### **DoD Landing Team Lead for Acquisition, Technology and Logistics Portfolio**

**Nov 2016 – Present**

###### ***President-Elect Donald J. Trump Transition Team***

- Interviewed DoD's most senior military and civilian officials, gathered information and data, and prepared a draft report regarding the status of current major defense acquisition programs, the structure and effectiveness of DoD acquisition organizations, and the acquisition issues, challenges and opportunities that will confront incoming Pentagon leaders in President-Elect Donald Trump's administration

##### **Executive Director**

**Jul 2015 – Nov 2016**

###### ***Republican Party of Wisconsin (RPW)***

- Built and led the largest ever campaign infrastructure in the state of Wisconsin, including a staff of 110 field and headquarters staff managing 40 regional offices across the state and executing a \$6 million annual budget that delivered historic victories for Republican candidates
- Led the Republican Party of Wisconsin to the first Republican Presidential election victory in the state since 1984, the reelection of Senator Ron Johnson, election of Republican Congressman Mike Gallagher in Wisconsin's competitive 8th Congressional District by a 26 percentage point victory, and the expansion of already historic majorities in the Wisconsin State Assembly and State Senate
- Frequently appeared on local and national television and radio, and provided on-the-record statements to print media, on behalf of the Republican Party of Wisconsin
- Built a financial system infrastructure that provided real-time, continuous visibility, accountability and budgetary situational awareness to execute fully-informed spending and investment decisions throughout the entire political campaign lifecycle

##### **Deputy Director, Data and Systems Analysis**

**Mar 2009 – Jun 2015**

###### ***Office of the Under Secretary of Defense for Acquisition, Technology & Logistics (USD(AT&L))***

###### ***United States Department of Defense***

- Served as Deputy Director to an organization of 40+ acquisition experts leading acquisition reform initiatives to improve the Department's capability to develop, acquire, procure and protect technologically advanced weapon systems through improved systems engineering and large-scale system acquisition processes, methods, tools and analysis
- Managed projects in the formation of a cybersecurity cell in partnership with the defense intelligence community to assess the risk and impact of critical technology loss from Defense Industrial Base (DIB) contractors due to cyber incidents and transition the Department to more proactively protect critical DoD weapon system technologies
- Served as project manager for the annual FY2010 - FY2014 Systems Engineering Reports to Congress, leading a team of experts working with senior Department officials to comprehensively review the Department's Major Defense Acquisition Programs and acquisition reform initiatives ([FY2012 Report](#), [FY2013 Report](#), [FY2014 Report](#))
- Analyzed the Defense Appropriations Bills, National Defense Authorization Acts and US Government Accountability Office (GAO) Reports and advised senior Department acquisition leadership on recommended Department courses of action in response to cybersecurity, acquisition, research and development legislation or GAO report recommendations

**Division Chief, Acquisition, Technology & Logistics Division**  
**Office of the Assistant Secretary of Defense for Legislative Affairs**  
**United States Department of Defense**

**Feb 2008 – Jun 2008**

- Managed legislative affairs team of 5 for the Under Secretary of Defense for Acquisition, Technology & Logistics
- Reviewed USD(AT&L) legislative proposals, Congressional reports, hearing testimony and official correspondence
- Advised USD(AT&L) while preparing for meetings with Members of Congress and their professional staff

**Special Assistant**

**Apr 2006 – Jan 2008**

**Office of the Deputy Under Secretary of Defense for Acquisition & Technology (DUSD(A&T))**  
**United States Department of Defense**

- Coordinated defense acquisition policy initiatives and correspondence for contracting and procurement, industrial policy, small business contracting, acquisition workforce development, systems engineering and program management
- Guided management, implementation, monitoring and reporting of DoD acquisition reform initiatives
- Supported Secretary of Defense preparation for acquisition, technology and logistics issues and questions during Congressional budget hearings
- Managed Congressional affairs, including defense acquisition testimony preparation and Congressional inquiries

**Special Assistant to the White House Liaison**

**Jan 2005 – Apr 2006**

**United States Department of Defense**

- Assisted the White House Liaison and senior advisors to the Secretary of Defense in the identification, recruitment, interview, vetting and recommendation of political personnel for appointment to high-level positions throughout the Pentagon, including the Departments of the Army, Navy and Air Force and the Office of the Secretary of Defense
- Designed, constructed and maintained a database that managed and automated many of the internal processes required for the recruitment, vetting and appointment of political personnel within the Department of Defense

**Special Assistant to the White House Liaison**

**Mar 2003 – Dec 2003**

**United States Department of Health & Human Services**

- Managed the process for the recruitment, vetting and political appointment of personnel to Health and Human Services federal advisory boards and commissions

**Intern**

**Jan 2002 – May 2002**

**The White House Office of Political Affairs**

- Developed and maintained a database and filing system for resumes of candidates for administration appointments
- Helped with coordination of presidential trips to the Midwest
- Aided in the approval and placement of politically appointed personnel within the Bush administration

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**ADDITIONAL PROFESSIONAL EXPERIENCE**

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<b>Independent Software Developer and Server Administrator, Self-Employed</b>	<b>Jun 2007 – Feb 2016</b>
<b>Wisconsin State Director, 2008 McCain-Palin Campaign</b>	<b>Jun 2008 – Nov 2008</b>
<b>Associate Director of Public Liaison for Data Management, 55th Presidential Inaugural Committee</b>	<b>Nov 2004 – Jan 2005</b>
<b>Southeastern Wisconsin Regional Field Director, 2004 Bush-Cheney Campaign</b>	<b>Jan 2004 – Nov 2004</b>
<b>South Dakota Regional Field Director, 2002 John Thune for US Senate Victory Campaign</b>	<b>Jul 2002 – Nov 2002</b>

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**EDUCATION**

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<b>Massachusetts Institute of Technology:</b> Executive Education, Entrepreneurship Development Program	<b>January 2011</b>
<b>University of Wisconsin-Madison:</b> B.S. Political Science	<b>December 2001</b>

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**RELEVANT SKILLS**

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**Cleared by the Department of Defense for Top Secret/Sensitive Compartmented Information based on a Single Scope Background Investigation completed in November 2012**

**Computer Programming Languages/Operating Systems:** Linux, Windows, JavaScript, AngularJS, Node.js, MySQL, PHP, HTML



# MICHAEL C. EGAN

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## EDUCATION

### THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

*Master of Business Administration; Major in Finance and Strategic Management*

- Graduated with Honors (top 20% of class), McKinsey & Co. Emerging Scholars scholarship recipient

Philadelphia, PA

2013-2015

### CORNELL UNIVERSITY

*Bachelor of Arts; Major in Economics*

- Varsity Lacrosse, Reserve Officer Training Corps (ROTC)

Ithaca, NY

1999-2003

## EXPERIENCE

### THE BOSTON CONSULTING GROUP

*Consultant*

*Summer Consultant*

- Provided Project Management support as a member of the Department of Defense Landing Team with the 2016 Presidential Transition Team ensuring the development of a robust plan to seamlessly transition the agency to the Trump administration
- Supported the strategic development and detailed design of an enterprise-wide change management plan for a global pharmaceutical company undergoing a major multi-year major transformation
- Assisted the IT department of a \$140B international pharmaceutical company with integration planning by gathering and reviewing information required to migrate systems to the end-state system landscape.
- Supported a hedge fund with over \$150B under management in transforming their front office and real estate strategy
- Conducted a strategy diagnostic for the Aerospace & Defense segment of a \$5B Electronics Manufacturing Services firm to assess current strategy and identify key areas for opportunity in the market.
- Produced in-depth analysis on the international helicopter OEM market across military and commercial segments to gain insights into the competitive landscape and project strategic opportunities in the helicopter market.
- Supported the integration of a \$2B Aerospace & Defense and electronics firm by developing a plan for integration of operations and processes.

Bethesda, MD

June 2015-Present

Summer 2014

### UNITED STATES ARMY – Special Forces Officer

*Battalion Future Operations Officer – 5th Special Forces Group (Airborne)*

*Special Forces Detachment Commander – 5th Special Forces Group (Airborne)*

- Tracked, coordinated, and advised the commander on operations conducted by 21 teams across 10 countries in the Middle East to facilitate operations and decision-making and ensuring 100% mission accomplishment.
- Selected to temporarily fill the role of Battalion Operations Officer, a position usually manned by an officer with greater rank, 4 years more experience, and additional formal training.
- Managed training and operations for a Special Forces Battalion of 500 personnel, developed courses of action to allow the commander to make informed decisions; ensured seamless transition between Operations Officers.
- Rated #1 team leader among 6 peers in the Company and top 15% of 33 peers in the Battalion; awarded Bronze Star Medal for Service in Iraq.
- Led a 12 man A-Team in the Iraqi Kurdistan Region, provided strategic decision makers with intelligence and developed options for contingency operations during a highly sensitive Special Operations Command Central Operation.
- Coordinated with multiple US agencies, international Non-Governmental Organizations, and US Corporations to obtain funding and participation for \$500,000 in humanitarian assistance projects throughout the Iraqi Kurdistan Region which enhanced the US Government's influence in the Kurdish region in Iraq.

Ft. Campbell, KY

2012-2013

2010-2012

### UNITED STATES ARMY – Infantry Officer

*Student – US Army John F. Kennedy Special Warfare Center and School*

*Platoon Leader – 3rd US Infantry Regiment ("The Old Guard")*

*Executive Officer – 10th Mountain Division*

*Platoon Leader – 10th Mountain Division*

- Graduated the Special Forces Qualification Course – earned the Green Beret and Special Forces Tab
- Rated in the top 10% among peers; awarded Army Commendation for Valor and Bronze Star Medal for service in Iraq.
- Developed and implemented an equipment and personnel database for an 85 man Cavalry Troop that increased equipment accountability, efficiency in ordering new equipment, and effectiveness of equipment maintenance tracking by 100%.
- Led 27 personnel on over 75 combat patrols in Western Baghdad, Iraq during a time of peak instability and sectarian violence in the country, improving security in 6 neighborhoods in Western Baghdad with a mix of Sunni and Shia Muslims.
- Successfully planned and executed operations to secure 20 voting sites in Western Baghdad for the Iraqi Constitutional referendum in 2005 and elections in 2006 resulting in 40,000 Iraqis able to vote with zero security compromises or violence.

Ft. Bragg, NC

Ft. McNair, DC

Ft. Drum, NY

2008-2010

2006-2008

2005-2006

2004-2005



Pete Giambastiani serves as Chief of Staff to Congressman Thomas J. Rooney (R-FL), a member of the House Appropriations Committee, the House Permanent Select Committee on Intelligence, and the U.S. Naval Academy Board of Visitors. Mr. Giambastiani is the Congressman's lead policy and political advisor and manages a 14-person staff in both Washington and Florida.

Prior to joining Congressman Rooney, Mr. Giambastiani represented a diverse portfolio of clients as a principal at a leading federal government relations firm. He also worked as a senior advisor to former House Veterans Affairs Committee Chairman Jeff Miller (R-FL) and served in the George W. Bush Administration as a Special Assistant to the Deputy Under Secretary of the Navy (DUSN). As a civilian political appointee, he helped stand up the newly-created DUSN office and was responsible for coordinating the Department of the Navy's foreign and intelligence policy. Mr. Giambastiani was awarded the Department of the Navy's Civilian Meritorious Public Service Award for his execution of a robust Navy public awareness campaign. He also served in the U.S. Navy as a surface warfare and intelligence officer and completed his final assignment as a Congressional liaison to the House of Representatives.

Mr. Giambastiani is the proud son and grandson of career military officers, a graduate of the United States Naval Academy, and the George Mason University School of Business, Master of Business Administration program. Mr. Giambastiani is a member of the Veterans of Foreign Wars (life member), the American Legion, the Navy League, the Florida State Society, and a former member of the U.S. Naval Institute's *Proceedings* magazine editorial board. Most importantly, he is a husband and father of two children.



## John Troup Calhoun Hemenway

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### PROFESSIONAL EXPERIENCE

#### **Trump for America, Inc.** Washington, D.C.

*Policy Assistant*, November 2016 – Present

- Assisted Presidential Transition Team with strategic policy development
- Developed and analyzed policy implementation plans and drafted supporting documents
- Disseminated information to coordinate themes and objectives
- Provided feedback and critical analysis of policy positions for cabinet nominees

#### **Donald J. Trump for President, Inc.** Alexandria, Virginia; New York City, New York

*Policy Assistant*, April 2016 – November 2016

- Provided direct support for the campaign Policy Director
- Prepared and reviewed statistical information and briefers for the candidate's rallies
- Provided policy research services related to policy development
- Developed opposition research
- Performed rapid response research to debunk negative press stories
- Vetted potential volunteers, and kept track of individuals interested in assisting the campaign
- Assisted with Convention operations in Cleveland
- Assisted with Election Day Operations
- Operated administrative functions for the campaign office

#### **United States Senate Office**, Washington, D.C.

*Intern*, July 2015 – August 2015

- Answered incoming constituent phone calls
- Conducted tours in the Capitol
- Drafted constituent response letters
- Monitored committee hearings and prepared legislative analyses
- Provided administrative support to a legislative correspondent and legislative assistant

### EDUCATION

#### **Rappahannock Community College**, Warsaw, Virginia

*Graduate; Associate of Arts & Sciences*, 2014

- Magna Cum Laude
- Phi Theta Kappa Honor Society

#### **Chesapeake Bay Governor's School**, Warsaw, Virginia

*Graduate*, 2014

- Co-Author of the Honor System for the Chesapeake Bay Governor's School
- Elected Westmoreland County Representative for the Student Advisory Council
- "Exemplary Presentation" award from the 11<sup>th</sup> annual Virginia Commonwealth University Science Symposium for study
- "Gold" Environmental Service Award

#### **Washington & Lee High School**, Montross, Virginia

*Graduate*, 2014

- Selected to address the June 2014 Commencement Ceremony
- Washington & Lee Debate Club: Founder and President
- Beta Club: Community Service Cord, "Certificate of Achievement" award
- Academic Team: Participated in meets with other Virginia schools
- Forensics: Extemporaneous speech; participated in multiple tournaments
- Granted multiple awards for high academic performance

### WORK EXPERIENCE

**Summer Project 2013:** Worked on renovation of the former Mount Holly Steamboat Inn, including digging, mixing and laying concrete, demolition work, drywall, painting preparation/painting, and landscaping

**Summer Project 2014:** Renovation work on a townhouse in Williamsburg, Virginia, including drywall, flooring, painting preparation/painting, carpet removal, and landscaping

## *Professional Summary*

Highly regarded national security and foreign policy professional with deep expertise in Congress, the Department of Defense and the budget process. Actively engaged in policy debates on Capitol Hill and in the media. Skillfully managed a legislative staff and supervised the full policy portfolio for a Congressman. Strong research, writing and communication skills, including under pressure or time constraints. Regularly engaged with print, radio, social and TV media and experience with crisis communications and interview/debate prep.

## *Work Experience*

### **President-Elect Donald Trump Transition Team**

#### **Department of Defense Landing Team**

*November 2016 - January 2017*

- Responsible for the Landing Team's defense budget analysis, including building options for a fiscal year 2017 budget amendment and options for increasing the defense budget in fiscal year 2018 to meet the strategic goals outlined by the President-Elect.
- Coordinated budget requests from all major DOD components along with perspectives of other PTT DOD landing team members.
- Interacted with the PTT Landing Team handling the Office of Management and Budget in order to build a strong but fiscally responsible path for increasing the defense budget under the Trump Administration.

### **Senior Policy Analyst for Defense Budgeting**

#### **The Heritage Foundation**

*May 2015 - Present*

- Leading the Heritage Foundation's defense budget analysis, including current and future budgets, impact of budget cuts, and Congressional action on defense bills.
- Researching, authoring and editing reports on national security and foreign policy issues and related budgetary implications.
- Writing regular commentary pieces for publications including *The Hill*, *BreakingDefense.com*, *DefenseOne*, *War on the Rocks*, *Daily Signal*, and more.
- Interacting with media regularly, including defense-focused reporters and general interest media. Regularly interviewed on live radio and occasionally on TV.
- Coordinating the Heritage Foundation's defense and foreign policy outreach to Capitol Hill.

### **Deputy Chief of Staff & Military Legislative Assistant**

#### **Rep. Doug Lamborn**

*February 2013 - May 2015*

- Led the Congressman's national security and foreign policy team and developing his legislative agenda across the Armed Services and Veterans Affairs Committees.
- Helped the Congressman impact policy debates as the co-chair of a number of influential caucuses, including the Missile Defense Caucus, the Israel Allies Caucus, the Directed Energy Caucus, and the Republican Israel Caucus.
- Particular focus on formulating and advancing the Congressman's agenda as a member of the Strategic Forces and Readiness subcommittees. This included advancing the Congressman's legislative agenda on issues of national security space, missile defense, nuclear deterrence, acquisition reform and Army readiness and modernization.
- Grew the Congressman's role on the Veterans Affairs Committee and ensuring active contact with the 100,000 veterans in the Fifth District of Colorado.
- Grew the Congressman's political and campaign infrastructure.

### **Future Leaders Program**

#### **Foreign Policy Initiative**

*Class of 2013-2014*

- Leadership development program focused on the next generation of foreign policy leaders.

### **Legislative Director & Defense Policy Advisor**

#### **Rep. Todd Akin - Chairman of Seapower & Projection Forces Subcommittee (HASC)**

*March 2010 - August 2012 & November 2012 - December 2012*

- Led the Congressman's policy staff and developed his legislative agenda across the Armed Services, Budget and Science Committees.

## **Justin T. Johnson**

(b)(6)

- Focused on formulating and advancing the Congressman's agenda as Chairman of the Seapower & Projection Forces Subcommittee.
- Included managing the Congressman's portion of the National Defense Authorization Act in subcommittee, committee, House floor and conference negotiations.
- Developed committee hearings, staffed meetings with senior DOD leaders, wrote statements and letters, and built relationships with defense media, industry, and analysts.
- Advised the Congressman on all policy issues; coordinated and managed the legislative staff to include tracking legislation in the House, developing vote recommendations, building legislation and coordinating with supporters on and off Capitol Hill.
- Wrote op-eds and blog pieces, press releases, email newsletters as well as assisting and advising in social media development and implementation.

### **George C. Marshall Fellow**

#### **Heritage Foundation**

*Class of 2012*

- Selected to participate in a national security leadership development program run by James Carafano.
- The program included meetings with current and former high-level national security leaders, staff rides, and a class project.

### **Next Generation National Security Leader**

#### **Center for a New American Security**

*Class of 2011-2012*

- Competitively selected to be a part of a bipartisan national security leadership development program run by John Nagl, President of CNAS.

### **Military Legislative Assistant & Legislative Assistant**

#### **Rep. Todd Akin**

*November 2005 - March 2010*

- Handled all defense and foreign policy issues for the Congressman, a senior member of the House Armed Services Committee.
- Focused primarily on the Congressman's subcommittee leadership roles, first as Ranking Republican Member on the Oversight & Investigations Subcommittee, and then as Ranking Republican Member on the Seapower & Expeditionary Forces Subcommittee.
- Led the Congressman's successful effort to secure a third multi-year procurement contract of F/A-18 Super Hornet aircraft for the U.S. Navy, resulting in over \$600 million in savings for the Navy and taxpayers.
- Handled human rights and foreign affairs policy for the Congressman, as well as a number of domestic policy issues.

## *Education*

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### **U.S. Naval War College**

Graduated June 2013 - M.A. in National Security & Strategic Studies, Concentration on Terrorism & Maritime Security

### **Covenant College**

Graduated cum laude May 2003 - B.A. in Philosophy, Minor in Art

## *Activities*

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**Church leadership** - 2006-2007 - small group leader || 2007-2012 - deacon

**Campaign volunteer** - Volunteered for multiple Republican campaigns in multiple cycles at various levels.

## *Additional Information*

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### **International Experience**

Lived in Germany, Belarus and the Czech Republic for a total of over six years. Traveled Europe extensively, and have briefly visited Uganda, Taiwan, Israel and Japan.

# TIMOTHY RYAN JOST

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## EXPERIENCE

### Red Curve Solutions, Beverly, Massachusetts

#### *Donald J. Trump for President, Inc., Treasurer*

April 2015 – Current

- Prepare and file all paperwork and reports with the Federal Election Commission.
- Manage and negotiate insurance for all committee events and activities.
- Execute all vendor and venue contracts and leases for the committee.
- Serve as comptroller for the committee including the execution of all campaign disbursements.
- Manage human resource relationship including hiring and verification paperwork, unemployment account creation, and payroll execution.
- Manage the reconciliation of all committee financial activities.
- Manage the campaign finance compliance of committee activities.
- Manage the archiving of all campaign finance records.

### Red Curve Solutions, Beverly, Massachusetts

#### *Romney for President, Deputy Chief Financial Officer & Assistant Treasurer*

April 2011 – Current

- Evaluate campaign financial (both income and disbursement) data using both analytical quantitative and qualitative approaches.
- Prepare disbursement data for Federal Election Committee quarterly and monthly filings.
- Review, balance and reconcile bank accounts and activities daily through Great Plains software.
- Serve as comptroller for both Romney for President, Inc. and the associated joint fundraising committee, Romney Victory, Inc.
  - Execute disbursements for each committee
  - Record verification to comply with federal election laws
  - Actual vs. Budget Reporting
  - Assist with finance projections
  - Internal audit of all disbursements

### Red Curve Solutions, Beverly, Massachusetts

#### *Free and Strong America PAC, Chief Compliance Officer*

March 2008 – April 2011

- Executed the disbursement of funds through the federal and five state PAC structure.
- Compiled, reviewed and filed both the revenue and disbursement data for all five state PACs through three financial reporting systems.
- Compiled all disbursement data for the federal PAC entity.
- Reported internally all financial data.
- Responsible for complying with federal and state regulatory statutes.

### Romney for President, Inc.: Boston, Massachusetts

#### *Compliance and Finance Analyst*

January 2007 - February 2008

- Assessed campaign fundraising data using both analytical quantitative and qualitative approaches.
- Monitored and assessed resource funding transactions by using interactive database analysis.
- Responsible for complying with Federal regulatory statutes and interpreting as well as enforcing the statutes to the campaign fundraising team as well as volunteer fundraisers.
- Assessed campaign financial information and produced analytical and statistical reports summarizing actions and progress for management.
- Co-led the creation of the ComMITT system which enabled analysis and real-time assessment of financial events, contributions, and transactions using sequel and other data base structures (Salesforce.com/Sequel infrastructure) and its link with Dexter (developed and supported by CMDI).



<b>Mitt Romney's Commonwealth PAC:</b> Boston, Massachusetts <b><i>Compliance and Database Manager</i></b>		February 2006 – December 2006
<ul style="list-style-type: none"> <li>• Executed reporting of financial contributions and expenditures as well as being treasurer of 4 of the 9 states for the Commonwealth PAC.</li> <li>• Responsible for compliance and filing with all 9 states and the Federal regulatory statutes.</li> <li>• Insured financial reporting and assessment updates through various transaction filing programs (Aristotle, Dexter, FEC File, MERTS) incorporated as part of the compliance process.</li> </ul>	<ul style="list-style-type: none"> <li>• Wrote, designed, and produced marketing and campaign communications materials.</li> <li>• Created the database architecture and customized the filing program to meet management specifications.</li> <li>• Compiled and produced various financial reports and event summaries for senior management.</li> </ul>	
<b>Romney for Governor:</b> Boston, Massachusetts <b><i>Deputy Finance Director</i></b>		February 2003 – February 2006
<ul style="list-style-type: none"> <li>• Coordinated fundraising events.</li> <li>• Assessed and monitored all financial transactions insuring compliance with Massachusetts statutes.</li> </ul>	<ul style="list-style-type: none"> <li>• Organized and executed fundraising efforts through direct mail and events.</li> </ul>	
<b>Motorola Satellite Communications:</b> Arlington Heights, Illinois <b><i>Systems Engineering Intern</i></b>		May 1998 - January 2002
<ul style="list-style-type: none"> <li>• Integrated and tested satellite subsystems in systems, software and operations areas. Worked in different engineering disciplines ranging from: engineering, software, test, quality and operations.</li> <li>• Advanced systems engineering design and development in subscriber unit definition, real time</li> </ul>	software performance assessment, satellite and bus integration and processing testing, and operational plan generation.	

## EDUCATION

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### Harvard University, Cambridge, Massachusetts

Pursued a Masters Degree: Government

Masters Thesis Title: An Understanding and Approach to Political Fundraising in Accordance with the Bipartisan Campaign Reform Act

### Arizona State University, Tempe, Arizona

Bachelors of Arts Degree: Political Science

Passionate, driven professional with twelve years of experience in campaigns, project management, marketing, and event production primarily in the government, military and political communities. Highly organized individual with an outstanding public service record and a unique understanding of the military community. Brings a passionate and humble attitude with a high-level of professionalism to projects. Core competences include:

- Event Management
- Strategic Planning
- Political Campaigns
- Community Outreach
- Program Management
- Military Protocol

*"Holly is an exceptionally hard working, bright young woman with an unlimited ability to positively impact the future of our Nation."*

## Professional Highlights

### Advance Lead - Press

July 2016 – Present

*Donald J. Trump for President*

*Various Locations*

- Create, design and help produce concerts, political rallies, and national interviews in different communities throughout the country
- Coordinate event setup and production with vendors, A/V contractors, local police and security officials to ensure events run seamlessly
- Organize onsite media operations for various political events including press production, catering, media filing rooms and travel coordination
- Oversee all logistics, travel and production setup for high-level talent performing at various venues and media coordination for coverage

### Field Director

January 2016 – July 2016

*John McCain for U.S. Senate*

*Northern Arizona*

- Oversaw multiple field teams across northern Arizona in daily campaign phone banks, neighborhood walks, and Get-Out-The-Vote efforts
- Managed and staffed the Northern Arizona Campaign Headquarters along with recruited and managed our internship program in my region
- Met with local elected officials throughout northern Arizona to build rapport and stay connected with local issues facing our state

### Program Director

April 2011 – September 2015

*United States Marine Corps – Civilian*

*Washington, DC/Camp Pendleton, CA*

- Served as a liaison for the Commanding Officer and military families by providing official messages regarding unit updates and deployment
- Managed an annual budget of \$30,000 for the unit while tracking expenditures restricted under federal guidelines
- Developed plans for professional development programs to education and train our Marines through networking and community outreach
- Planned and executed four special events per month to boost unit morale and assist with building rapport with other Marines and families

### Event Manager

August 2014 – August 2015

*Young Professionals in Foreign Policy*

*Washington, DC*

- Planned and oversaw monthly foreign policy related events focused on connecting industry experts with young professionals
- Organized strategic programs with our guest speakers and our communications team to publish and expand quality events
- Developed and coordinated an eight-part series specialized Intelligence Seminar which provides members with a unique learning opportunity

### Advance Representative

October 2012 – November 2012

*Romney for President 2012*

- Organized onsite operations for traveling press representatives including event catering, media filing rooms and travel coordination
- Created and produced press packets filled which included information on the event, venue, and highlights of the local region
- Assisted with the design and setup of venues, floor plans and event logistics and coordinated with the Secret Service Representatives

### Special Event Coordinator

September 2009- February 2011

*United States Marine Corps – Community Services*

*Arlington, VA*

- Planned, developed and executed over fifteen large annual events per year such as the Marine Corps Birthday Ball and Base Oktoberfest
- Served as a liaison for all joint installation events, which require coordination with joint base personnel and Commands
- Assisted with event related contracting projects, reviewed contracts and proposals, and acted as the Contracting Officer's Representative
- Coordinated sponsorship for events by contacting potential sponsors and tracking the fulfillment of the contracts
- Ensured that all events, invitations, and correspondence follow proper military protocol and act as a protocol representative

### Staff Assistant

August 2007- January 2009

*The White House*

*Washington, DC*

- Coordinated with the Office of Protocol at the Department of State in transferring gifts from foreign leaders and other important donors
- Managed gifts from high profile donors for Mrs. Bush and coordinate outgoing correspondence with the First Lady's office
- Served as a liaison between the White House Gift Unit and National Archives in weekly gift transfers prepping for the Presidential Library
- Helped staff and organize several official events such as the White House Easter Egg Roll, State Arrivals Ceremonies and State Dinners
- Assisted with military protocol events such as the 2008 Memorial Day event at Arlington National Cemetery, weekly Marine One Arrivals/Departures, and personally coordinated White House tours for active and retired members of the military and their families

### Project Manager

March 2005- August 2007

*Kyle Moyer & Company – Political Public Relations*

*Scottsdale, AZ*

- Acted as Lead Advance Representative and planned events and fundraisers local politicians and Congressmen along with Senator Jon Kyl and Senator John McCain, First Lady Laura Bush and President George W. Bush
- Served as lead coordinator for projects, such as organized rallies, fundraisers, parades, and public meetings
- Oversaw payroll, hiring and management of grassroots workers for door-to-door canvassing, phone banks, and events

## Education & Training

- Naval War College – Fleet Seminar Program – Strategy & War
- Arizona State University – Bachelor of Science – Political Science
- Military Protocol Training Course – Commandant of the Marine Corps

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## **PROFILE**

Conservative results-driven national security lawyer with 18 years of legal experience; combat veteran; Harvard Law graduate; twice awarded Bronze Star Medal for service in Iraq and Afghanistan respectively; extensive high- level interagency experience; unwavering commitment to the President-elect and to achieving his vision of rebuilding the Nation's defenses and of re-establishing respect for the United States globally. Strategic thinker, with focused ability to balance short-term priorities and risks against long-term mission goals. Demonstrated record of performance managing sensitive national security projects and key initiatives. Excellent critical thinking, problem solving, research and liaison skills. Recognized for outstanding communication skills, keen political judgment, sense of humor and leadership abilities.

## **EXPERIENCE**

### **Trump for America**

Washington, DC

August 2016 - Present

Deputy Team Lead for Defense. Principal Deputy to the DoD Team Co-Leads. A key participant in the planning, organization, management and oversight of the President-elect's Department of Defense transition effort.

### **United States Army War College**

Carlisle, Pennsylvania

July 2015 – June 2016

Student. Lieutenant Colonel, U.S. Army. Fulltime resident student in Senior Service College. Screened and competitively selected from among a pool of high-performing officers from across the U.S. Army for attendance at a unique graduate level academic course designed to prepare select military, civilian and international leaders for positions of senior leadership in the strategic realm. Hold TS/SCI clearance.

### **Department of Defense – Periodic Review Secretariat**

Arlington, Virginia

December 2014 - July 2015

Special Counsel. Detailed as embedded liaison to Detainee Affairs Branch, Deputy Directorate for Special Operations and Counter-Terrorism, J-37, The Joint Staff. Assisted in position development, policy formation and contingency planning for the detention of unprivileged belligerents detained in current operations against international terrorist organizations.

### **Special Operations Command Forward-East Africa**

Camp Lemonnier, Djibouti

September 2013 - September 2014

Staff Judge Advocate. Served as the primary legal advisor to the Special Operations Command Forward-East Africa (SOCFWD-EA) Commander and staff, providing competent and timely legal support to SOCFWD-EA operations, including: drafting and reviewing CONOPS, Rules of Engagement, Memorandum of Agreement for the Command and its components, and advising on investigations, military justice matters, legal assistance, contract and fiscal law, ethics, and general administrative law.

## **EARL G. MATTHEWS**

### **Office of the Chairman of the Joint Chiefs of Staff**

Washington, District of Columbia

September 2014 - December 2014

September 2011 - September 2013

Deputy Legal Counsel to the Chairman of the Joint Chiefs of Staff. Provided legal advice to the Chairman of the Joint Chiefs of Staff and his staff on operational law (cyber, information operations, special operations, intelligence law and the law of armed conflict), administrative law, national security law, and international law. Focused on counterterrorism and intelligence matters.

### **Defense Intelligence Agency**

Washington, District of Columbia

January 2011 - September 2011

Intelligence Officer. Staff Operations Officer supporting Defense Clandestine Service operations worldwide. Coordinated and de-conflicted operations with other Intelligence Community components. Drafted cables and advised senior agency officials on a range of operational activities and policy initiatives. Supported programs, missions, and functions of a classified DoD program.

### **United States Forces Afghanistan (USFOR-A)**

Kandahar, Afghanistan

January 2010 - December 2010

Operational Law Attorney and Assistant Staff Judge Advocate. Advised senior staff officers on international and operational law matters. Served as principal intelligence attorney. Awarded Bronze Star Medal for exceptionally meritorious service during combat operations.

### **Defense Intelligence Agency**

Washington, District of Columbia

August 2005 - December 2009

Assistant General Counsel/Intelligence Officer. Advised on a range of issues involving conduct of human intelligence activities and operations. Coordinated actions with senior military and civilian attorneys in the Intelligence Community and various Executive Branch agencies.

### **Coalition Provisional Authority, Ministry of Justice Advisory Team**

Baghdad, Iraq

March 2003 - March 2004

Operations Officer. Legal advisor for forward deployed Civil Affairs Battalion. Assisted in reorganization of Iraqi Ministry of Justice, including vetting of potential judges. Awarded Bronze Star Medal for meritorious service during combat operations.

### **Office of the Staff Judge Advocate, Task Force Eagle**

Tuzla, Bosnia

August 2002 - February 2003

Chief of Military Justice. Trial counsel and primary criminal law advisor for all commanders at military base. Reviewed and monitored administrative law actions involving personnel, ranging from law of armed combat to equal opportunity matters.

### **Superior Court of the District of Columbia**

Washington, District of Columbia

August 2001 - August 2002

Law Clerk. Conducted legal research and analysis on behalf of trial court judge. Undertook extensive case management responsibilities.



## **EARL G. MATTHEWS**

**Pennsylvania State Senate**  
Philadelphia, Pennsylvania

December 2000 - August 2001

Chief Legislative Assistant. Served as principal legislative adviser to a State Senator.

**Wolf, Block, Schorr & Solis-Cohen**  
Philadelphia, Pennsylvania

September 1998 - May 2000

Associate. Litigation Department. Practice areas included commercial litigation and labor law. Prepared witnesses for deposition and trial. Drafted legal motions, interrogatories and discovery requests.

### **EDUCATION**

**U.S. Army War College**

June 2016

Master of Science in Strategic Studies, Carlisle, PA

**Georgetown University Law Center**

May 2013

Master of Laws in National Security Law, Washington, District of Columbia

**National Intelligence University**

August 2005

Master of Science, Strategic Intelligence, Washington, District of Columbia

**Harvard Law School**

June 1998

Juris Doctor, Cambridge, Massachusetts

**Villanova University**

May 1995

Bachelor of Arts, Political Science, (Cum Laude, Phi Beta Kappa), Villanova, Philadelphia

### **BAR MEMBERSHIP**

Pennsylvania

October 1998

District of Columbia Bar

January 2000

### **PROFESSIONAL ORGANIZATIONS**

Federalist Society for Law and Public Policy

Republican National Lawyers Association

Judge Advocates Association

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[Gen. Hagee](#)   [RADM Smith](#)   [Gen. Libutti](#)   [Gen. Boomer](#)   [Amb. Pope](#)   [Joe Galloway](#)

## About General James N Mattis Bio

Gen. Mattis has commanded at multiple levels. As a lieutenant, he served as a rifle and weapons platoon commander in the 3rd Marine Division. As a captain, he commanded a rifle company and a weapons company in the 1st Marine Brigade.

As a major, he commanded Recruiting Station Portland. As a lieutenant colonel, he commanded 1st Battalion, 7th Marines, one of Task Force Ripper's assault battalions in Operations Desert Shield and Desert Storm. As a colonel, he commanded 7th Marines (Reinforced) and served as the Executive Secretary to the Department of Defense.

Upon becoming a brigadier general, he served as the Senior Military Assistant to the Deputy Secretary of Defense. He commanded the 1st Marine Expeditionary Brigade and Task Force 58 during Operation Enduring Freedom in southern Afghanistan. As a major general, he commanded the 1st Marine Division during the initial attack and subsequent stability operations in Operation Iraqi Freedom.

In his first tour as a lieutenant general, he commanded the Marine Corps Combat Development Command while serving as the Deputy Commandant for Combat Development. He next commanded the I Marine Expeditionary Force and served as the Commander of U.S. Marine Forces Central Command. He served as both NATO's Supreme Allied Commander Transformation from 2007-2009 and as Commander, U.S. Joint Forces Command from 2007-2010. He was confirmed as the Commander of U.S. Central Command in August 2010 where he served until his departure in March 2013.

Gen. Mattis, a native of the Pacific Northwest, graduated from Central Washington State University in 1972. He is also a graduate of the Amphibious Warfare School, Marine Corps Command and Staff College and the National War College.

## AWARDS

- Edmund S. Muskie Distinguished Public Service Award, 2009
- World Affairs Council of Greater Hampton Roads' Ryan C. Crocker Global Citizen of the Year Award, 2013
- Marine Corps University Foundation Sempiternus Fidelis Award, 2014
- George Washington College honorary doctor of laws degree, 2014
- Distinguished Visiting Fellow at Hoover Institution, Stanford University
- Member of the General Dynamics Board of Directors
- Interviewed by Wolf Blitzer, Aspen Security Forum, July, 2013

## PRESENTATIONS

- U.S. Global Leadership Conference, Richmond VA Jan, 2014
- Jamestown Foundation Terrorism Conference, Washington DC, Dec, 2013
- Australian Joint Forces Conference, Canberra Australia Nov, 2013
- Foreign Policy Research Institute, Philadelphia PA Nov, 2013
- Presentation to Goldman-Sachs leadership, New York City Oct, 2013
- Dartmouth College Dickey Center (Guest Lecturer), Hanover NH, Sep, 2013
- NATO Chiefs of Defense Conference, Budapest Hungary Sep, 2013

## PRESS RELEASE

- [General James N. Mattis, USMC \(Ret.\), Named Annenberg Distinguished Visiting Fellow at the Hoover Institution](#)

## Other Information

General James N Mattis Bio

Inquiries for FWA Consultants



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## **SUMMARY**

Senior Executive with over 16 years of experience advancing legislation and government programs in support of the Defense, Intelligence and Homeland Security sectors. Career history includes leadership and staff positions within the Legislative and Executive Branches of government, as well as government contracting. Adept at working with varying communities of interest including Members of the House and Senate, their staffs, Senior Executives, General Officers and other military personnel, and industry organizations.

## **PROFESSIONAL EXPERIENCE**

### **Presidential Transition Team, Washington, DC, Lead Sherpa for SecArmy & SecAF nominees** 2016-present

Responsible for all steps necessary to successfully navigate nominees through the Senate confirmation process including Member meetings, murder boards and hearing preparation, and policy briefings.

### **House Committee on Appropriations, Surveys & Investigations, Washington, DC, Contractor** 2015-2016

Project leader for group researching history and current effects of provisions within annual appropriations laws. Provided recommendations regarding retention, modification, or disposal of those provisions. Conducted investigations into executive branch agencies and report findings to subcommittee staff.

### **LRH Group, LLC, Stafford, VA, Vice President and General Counsel** 2014-2016

Responsible for negotiating, writing, reviewing, summarizing, researching and executing a wide variety of agreements, including real estate leases, confidentiality agreements, and other general business contracts.

### **U.S. House Committee on Homeland Security, Washington, DC, Counsel** 2013-2014

Provided legal support to two subcommittees. Various other legal and policy support as required. Investigator for Committee Boston Marathon Bombing Investigation. Supported committee hearings. Co-author of DHS Acquisition Reform bill and law journal article. Worked with DHS whistleblowers.

### **Senator Kay Bailey Hutchison (R-TX), Washington, DC, Counsel** 2012-2013

Responsible for all Defense, Milcon/VA and Foreign Ops Appropriations Committee work. Senior advisor on national security, foreign affairs, intelligence, and various homeland security related issues. Worked with defense installations and contractors, local and state government offices, and community organizations regarding local issues such as base encroachment and strengthening local cyber programs.

### **MacAulay-Brown, Inc, Vienna, VA, Senior Director, Special Programs** 2009- 2012

Responsible for business development in the intelligence, cyber, and special programs business space. Deputy Capture Manager on the company's largest ever single-award contract win supporting a classified customer. Value of contract was more than \$100m over 5 years.

### **Office of the Secretary of Defense, Department of Defense, Washington, DC** 2008-2009

#### **Deputy Assistant Secretary of Defense (Crisis Management and Mission Assurance)**

Developed and implemented policy, issued guidance, and exercised oversight of DoD Continuity, Crisis Management, Critical Infrastructure Protection, Domestic Anti-Terrorism/ Force Protection, Cyber Security, and Defense Support of Civil Authorities programs and activities. Coordinated and integrated DoD policy with the Homeland and National Security Councils, DHS, the IC, and other Departments and Agencies. Supervised over 180 personnel. Awarded the OSD Medal for Exceptional Public Service.



**Senate Armed Services Committee, Washington DC, Counsel**

2005-2008

Responsible for legislation and budgeting of the intelligence and readiness portfolios. Provided oversight for the Military Intelligence Program (amount undisclosed) and the National Intelligence Program (\$47.5B). Provided oversight for the training and maintenance programs, procurement of non-guided types of ammunition, and the Operation and Maintenance budgets of the Department of Defense. Value of the portfolios was in excess of \$120 billion. Authored sections of the annual National Defense Authorization Act and negotiated those sections in conference.

**Senate Homeland Security and Governmental Affairs Committee, Washington DC**

2003-2005

**Military Legislative Assistant and Counsel**

Responsible for supporting the Chairman Susan Collins' work on the Armed Services Committee and for all Defense/Homeland Security overlap issues for HSGAC. Senator's lead for working with the local community and state and local officials, for the successful removal of the Portsmouth Naval Shipyard from the Defense Department BRAC list. Provided outreach to each defense installation in Maine and supporting defense contractors.

**Senator Jim Bunning (R-KY), Washington DC, Legislative Assistant**

2001-2003

Supported Senator's work on the Armed Services Committee and the Government Affairs Committee's creation of the Department of Homeland Security. Advisor for all policy and funding issues relating to Foreign Relations, Judiciary, and Intelligence. Liaison to Kentucky defense industry and handled all funding requests. Drafted legislation and wrote floor speeches. Provided outreach to each defense installation in Kentucky and supporting defense contractors.

**MILITARY EXPERIENCE****United States Marine Corps**

1989-2009

**Major, Marine Corps Reserve, (retired) (Intelligence/Logistics/Civil Affairs Specialties)**

Deployed to Iraq as Intel Officer for 4<sup>th</sup> Civil Affairs Group ('04-'05). Provided intelligence analysis to unit commander. Analysis formed the basis for post-invasion plan for Fallujah. Provided intelligence support to unit staff and subordinate units forward deployed with infantry units.

Deployed to Bahrain as Current Intel Ops Officer in support of OIF ('03). Responsible for Night Watch in Intel Ops Center; prepared intelligence portion of Commanding Generals daily brief; provided intelligence support to subordinate commands engaged in combat ops. Awarded Navy/Marine Corps Commendation Medal.

Deployed aboard ship to Western Pacific/ Indian Ocean/ Persian Gulf as Assistant Logistics Officer for 13<sup>th</sup> Marine Expeditionary Unit (Special Operations Capable) ('91-'92). Coordinated provision of food, water, transportation, fuel, and ammunition to troops in support of exercises in the Philippines, Saudi Arabia, Kuwait, and Thailand.

Deployed to Saudi Arabia as Logistics and Security Officer for Desert Shield/Storm ('90-'91). Coordinated security/emergency response to SCUD missile attacks and other threats to main USMC logistics hub during Desert Shield/Desert Storm. Awarded Navy Achievement Medal.

**EDUCATION****Naval War College, Providence, RI, Master of Arts, National Security & Strategic Studies**

Expected 2018

**National Intelligence University, DIA, Washington DC, Graduate certificate**

2002

**Georgetown University, Washington, DC, Juris Doctor (Member- Virginia Bar)**

2000

**University of Washington, Seattle WA, Bachelor of Arts, Political Science**

1989

**Organization Affiliations****Stafford County (VA) Republican Committee, Chairman (Volunteer Position)**

2015-2016

Organized and led Stafford County Republicans in supporting Republican candidates and principles. Ten out of ten Republican victories in November 2015 local elections.

## Whitney Jane Meyers

(b)(6)

Decorated intelligence officer and political appointee whose career has encompassed Capitol Hill, the White House, Pentagon, Intelligence Community, two war zone deployments, and a Johns Hopkins MBA.

**Security Clearance:** Active Top Secret SCI with Counter Intelligence Polygraph

### PROFESSIONAL EXPERIENCE

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#### **The Defense Intelligence Agency (DIA) and United States Department of Defense (DoD)**

Intelligence Officer and Staff Officer

Oct 2008-Aug 2016, Washington, D.C.

- Expert in Human Intelligence (HUMINT) overt and clandestine methodologies
- Established vision, tangible objectives, and developed tactics and team building to support combat troops and service the decision-making needs of the President and senior Pentagon officials
- Collaborated and built relationships with the Pentagon, all military branches, and partner U.S. Government agencies
- Ensured the success of DoD Combatant Commands' near to long-term operational and planning goals by creating and implementing new policy and agreements governing joint activities shared between the DoD, FBI, and Central Intelligence Agency
- Strategist and core planner on the decision-making body for a newly created DIA service, successfully negotiating with military branches to place personnel in worldwide mission-critical positions
- Defense Strategic Debriefing Course (DSDC) Certified

#### **The United States Department of Defense**

Operation ENDURING FREEDOM Staff Officer

Oct 2011-Apr 2012, Afghanistan

- Planned operations, conducted interviews, and wrote reports to provide predictive and strategic information from all International Security Assistance Force (ISAF) regional commands to the President of the United States, executive-level DoD leadership, and ground-level ISAF leadership to support war-related strategic decisions
- Aided U.S. Central Command operations tasked to defeat Taliban forces and assist in the elimination of the Al-Qaida network, shaping a safe environment for the Afghanistan election process

#### **The United States Department of Defense**

Operation ENDURING FREEDOM Contingency Funds Custodian (Auditor)

May 2009-Oct 2009, Afghanistan

- Responsible for the fiscal operations and compliance with DoD financial policy and regulations for 10+ financial accounts, traveling throughout Afghanistan to perform independent audits of contingency funds account holders
- Managed the contingency funds budget and liaised with other U.S. Government agencies in support of operations, editing over 700 time-sensitive financial and operational reports for the Pentagon
- Produced monthly financial statements and improved the accounting record system and accuracy of the reported financial results

#### **The Office of the Secretary of Defense**

Personal & Confidential Assistant to the Under Secretary of Defense-Comptroller (CFO)  
Mar 2008-Oct 2008, Washington, D.C.

- Planned the personal and confidential actions for the Under Secretary of Defense Comptroller (who led the largest financial organization in the world: over 3 million employees and \$1.5 trillion in assets/facilities across the U.S. and in 163 countries)
- Assisted with the staff actions needed to support the Congressional FY-09 \$66 billion Global War on Terror Bridge Request and \$512 billion DoD budget
- Communicated and collaborated with White House Staff, U.S. Senatorial and Congressional Committees, and senior Pentagon officials

## The White House

Deputy Associate Director and Analyst  
May 2006-Mar 2008, Washington, D.C.

- Directed the White House Public Email Office, which processes millions of emails per year sent to the President of the United States
- Displayed knowledge in engagement of full email life cycle: constituent needs, design, development, testing, deployment, and support of the Public Email system
- Creative innovative ideas and collaboration with IT specialists led to the successful reconfiguration of the President's public email account, guaranteeing the systematic flow and timeliness of his correspondence
- Identified emerging issues to the White House Office of Strategic Initiatives to determine short and long term strategies for developing the President's policies and responses to the public
- Reported activities on a weekly basis to the White House Chief of Staff, and collaborated with the United States Secret Service to counter threats received via email against the President

## The U.S. House of Representatives, U.S. Congressman David Hobson (Ohio-7<sup>th</sup> District)

Intern  
Jul 2004-Aug 2004, Washington, D.C.

## EDUCATION

<b>Johns Hopkins University Carey Business School</b>	Baltimore, M.D.
Master of Business Administration (MBA)	Aug 2016
Concentration: Management	

<b>Wittenberg University</b>	Springfield, O.H.
Bachelor of Arts	May 2005
Major: Political Science	
Minors: Business, Music, East Asian Studies	

<b>Beijing Foreign Studies University</b>	Beijing, China
Coursework: Mandarin Chinese and Chinese Business	Spring 2004

## AWARDS & ACKNOWLEDGEMENTS

- |  |               |
|--|---------------|
| • Non-Article 5 NATO medal by ISAF Commander for war effort contributions          | 2012          |
| • Joint Civilian Service Commendation Award  | 2009 and 2012 |
| • The Secretary of Defense Medal for the Global War on Terrorism                   | 2009 and 2012 |
| • The Office of the Secretary of Defense Medal for Exceptional Civilian Service    | 2008          |
| • Award for Support, Director of the Defense Finance and Accounting Service (DFAS) | 2008          |

JUSTIN D. MIKOLAY

(b)(6)

EXPERIENCE

- 2013-Present      **HEAD OF PUBLIC POLICY AND GOVERNMENT RELATIONS, PALANTIR TECHNOLOGIES, INC.**
- Thought leader and representative of one of the world's largest private technology companies.
  - Business architect of successful, precedent-setting federal case *Palantir v. United States*, which removed one of the key barriers blocking innovators from the defense and government markets.
- 2011-2013      **SPEECHWRITER TO THE U.S. SECRETARY OF DEFENSE (CIVILIAN POLITICAL APPOINTEE)**
- Lead writer for congressional testimony and dozens of major addresses on Iraq, Afghanistan, Syria, the North Atlantic Treaty Organization, the U.S. defense budget, and other national security and policy issues.
- 2009-2011      **U.S. CENTRAL COMMAND (COMMISSIONED OFFICER, UNITED STATES NAVY)** Tampa, FL
- Hand-selected by General David H. Petraeus to serve as personal speechwriter (August 2009 to June 2010).
    - Lead writer for several major addresses and more than 50 separate engagements and ceremonies.
    - Referred to in written assessment by General Petraeus as an "extraordinarily talented and energetic officer" with an "exceptionally creative mind."
  - Hand-selected by CENTCOM leadership to represent the command as strategic analyst and speechwriter for General James N. Mattis during the transition and Senate confirmation process.
    - Go-to writer for congressional testimony, advance policy questions, official letters, and action memos.
    - Referred to in written assessment by General Mattis as a "masterful communicator" and "one of the most impressive young Naval Officers with whom I have ever served in over 38 years of military service," and as having "immediately earned my trust and confidence."
  - Prepared both Generals for hundreds of engagements with numerous heads of state and foreign dignitaries in the U.S. and throughout the CENTCOM region, and traveled as a strategic analyst on multiple trips to Iraq, Afghanistan, Pakistan, Egypt, Tajikistan, Turkmenistan, Qatar, Bahrain, UAE, Oman, and Kuwait.
- 2007-2009      **U.S. NAVAL ACADEMY, DEPARTMENT OF POLITICAL SCIENCE** Annapolis, MD
- *Senior Instructor*. Courses: National Security Policy, Introduction to International Relations, American Government and Constitutional Development.
  - *Instructor, U.K. Scholarship Program*—Directed broadminded weekly discussion and mock interviews for select students in competition for Rhodes, Marshall, Gates, and Rotary Scholarships.
  - *Men's NCAA Cross Country Team Officer Representative*—Volunteer assistant coach and Officer role model.
- 2004-2007      **USS SAN JUAN (SSN 751), GROTON SUBMARINE BASE** Groton, CT
- Ranked by the Commanding Officer as the number one Junior Officer onboard. Assumed principal responsibility for safe navigation, operation, and tactical employment of a fast-attack nuclear submarine.
- *Certified Chief Nuclear Engineer* by U.S. Naval Reactors, Department of Energy (December 2006).
  - *Qualified Officer-of-the-Deck* (at sea) and *Ship's Duty Officer* (in port)—Led engineering watch-team during 2005 overseas deployment to Gulf of Oman/Persian Gulf; chosen to oversee torpedo test-firings and to direct complex emergency scenarios for recurring watch-team evaluation.
  - *Division Officer and Ship's Diving Officer*—Led two fifteen-person divisions during all maintenance periods and missions at sea; principal damage control assistant to the Commanding Officer; qualified as a U.S. Navy SCUBA diver responsible for external underwater maintenance and physical security swims during all overseas operations. Certified the submarine safe for submergence and resurfacing.

EDUCATION

- 2003-2004      **NAVAL NUCLEAR POWER TRAINING PROGRAM** Charleston, SC
- Officer Student*—Certified to operate naval nuclear power plant by the U.S. Navy's premier engineering curriculum.
- 2001-2003      **PRINCETON UNIVERSITY** Princeton, NJ
- M.P.A., International Relations, Woodrow Wilson School of Public and International Affairs.
  - Teaching Assistant to Professor Christina Davis, International Relations.
  - Contributing writer to *The Daily Princetonian*, the official student-newspaper of Princeton University.
  - Graduate Assistant Coach to Men's Cross Country and Track and Field Teams.
- 1997-2001      **U.S. NAVAL ACADEMY** Annapolis, MD
- B.S., Political Science; graduated 17<sup>th</sup> in a class of 927 (ranked 3<sup>rd</sup> in class in overall military performance). Separately selected as one of twenty Secretary of the Navy Distinguished Graduates for overall performance; served as Spring 2001 Brigade Executive Officer while taking graduate classes at Georgetown University.
  - 8-Time Cross Country/Track Letter-winner; Team Captain Fall 2000.
  - Airborne Parachute Qualified, U.S. Air Force Academy Airborne Jump School.

PUBLICATIONS on U.S. basing strategy and Chinese naval development in *Asian Security*, U.S. Naval Institute *Proceedings*, *Comparative Strategy*, and U.S. Naval War College Newport Paper



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(b)(6)

## Professional Qualifications

My resume shows a balance of skills that make me uniquely qualified to manage strategy and human capital planning for organizational transition within the Department of Defense (DoD). My professional experience combines expert-level strategic planning skills, consulting project management, and organization and human capital expertise with diverse policy experience at the DoD headquarters level. Having served as a Schedule C Appointee under President George W. Bush, I am aware of the incomparable level service that President Donald J. Trump will ask from those appointees who are selected to serve and I am intimately familiar with the bureaucratic, strategy and mission-related questions that guide the DoD. I am eager to leverage my unique skills and experience to help build the team of exemplary professionals who will lead the department to better our country and represent the men and women in uniform.

## 2016 Volunteer Campaign Activism

During the 2016 election season, I volunteered as a founding member of Bush Alumni Coalition for Trump, which actively recruited from a network of supportive Bush Administration appointees to actively voice and provide support to Donald J. Trump for President. In the weeks leading up to Election Day, I successfully recruited for and deployed to the State of Wisconsin during the final election week for the purpose of conducting get-out-the-vote efforts for Trump-Pence in the Milwaukee suburb of Waukesha.

## Professional Experience

- **LMI, Project Lead**

**01/2009–Present**

### ***Organization and Human Capital Planning***

- Engineered organizational assessments and developed strategic plans that allowed the Office of the Assistant Chief of Staff of the Army for Installation Management (OACSIM) to absorb mandated management delayering while maintaining mission readiness.
- Conducted competency assessments and federal job series research to develop proficiency baselines and strategically select individual staff to populate a team of specialized employees for an emerging mission.
- Produced strategies and metrics to support decision-level analysis of personnel proficiency and performance.
- Designed surveys and performed analysis to identify overlaps and gaps in roles and responsibilities, workload and management span of control.
- Developed project charters, business cases, white papers and reports for high visibility emerging priorities for the Assistant Secretary of the Army for Installations, Energy and Environment (ASA IEE).
- Conducted organizational assessments and manpower strategies for successfully bid, and awarded, staffing approaches for federal contracts.
- Generated workforce competency and morale assessments, analyzed and developed reports for Federal Employee Viewpoint Survey data with actionable recommendations for organizational improvement based on data interpretation, benchmarking and best practices research for Department of Transportation, U.S. Veterans Administration, and U.S. Customs and Border Protection and U.S. House of Representatives Chief Financial Officer.

- Supported meeting preparation, facilitation and logistics for the U.S. Veterans Administration Office of Acquisition, Logistics and Construction governance board.

### ***Strategic Planning***

- Developed strategic plans and performance metrics for ASA IEE that integrated federal regulations with operational metrics and indexes in a single, decision-focused strategic document and dashboard. This dashboard served as the focal point for monitoring regulatory compliance efforts in construction, operations and installation management across the Army enterprise.
- Created and maintained a network of strategic planners representing stakeholder organizations to continuously assess changes in statute, regulation or policy that would alter the effectiveness of budgets, goals or metrics.
- Authored strategy and policy documents to support effective management of the Army Food Service Modernization mission.
- Developed agendas and briefing materials for strategic planning meetings.
- Conducted strategic maturity assessments for clients at Department of Transportation and U.S. Customs and Border Protection.
- Lead a team that developed the strategic plan and reported metrics for the most senior level of the U.S. Veterans Administration acquisitions community.

## **• Department of Army, ESOH Special Assistant**

**03/2007–01/2009**

### ***Strategic Planning***

- Developed strategic communications plans for numerous high-priority Army environmental programs. Recognized with a departmental award for composition and execution of a strategic communications plan to educate veterans on environmental hazards and exposures.
- Organized and oversaw strategies for updating U.S. Congress and regulators on environmental compliance at Army installations.
- Received and responded to inquiries and questions for the record from stakeholders on matters of environment, safety and occupational health policy, planning, programming, budget, execution, and strategic initiatives.

## **• RPW/RNC, Wisconsin Director of Field Operations**

**06/2004–02/2007**

### ***Strategic Planning***

- As 72-Hour Director for the Republican Party of Wisconsin and Republican National Committee, wrote and executed the “72-Hour” voter turnout strategic plan for Wisconsin’s statewide elections in 2006.
- Authored campaign victory plans for endorsed local candidates.
- Managed full-time staff, organized and executed weekly training sessions and maintained a variety of data collection platforms to continuously assess performance.

## **Education**

- MS, Engineering Management (Focus in Environmental and Energy Management), George Washington University School of Engineering and Applied Science, 2013
- Currently enrolled in LMI's Pathways to Leadership program for emerging corporate leaders.
- BA, Political Science, Certificate in Environmental Studies, University of Wisconsin–Madison, 2004

## **Certifications and Licenses**

- Project Management Professional (PMP) Certified, (Project Management Institute, February 2016)
- Certificate in Leadership, LMI Pathways to Leadership Program, George Mason University
- Graduate Certificate, Sustainable Military Lands Management, Colorado State University, 2010

## **Professional Awards**

- Department of the Army Commander's Award for Civilian Service
- Superior Civilian Service Award

## **Security Clearance**

- DoD Top Secret
- Department of Homeland Security-U.S. Customs and Border Protection
- U.S. Veterans Administration

## LAURA ODATO

(b)(6)

### EXPERIENCE

#### **HOOVER INSTITUTION**

SENIOR MANAGER OF EXTERNAL AFFAIRS, WASHINGTON, DC

APRIL 2014 – PRESENT

- Strategize and create new outreach capacity and goals for the new Washington, DC office
- Increase awareness of Hoover's work and fellows on Capitol Hill and within think tank community
- Build opportunities for Hoover scholars within new DC office with appropriate policy audiences
- Organize and manage unique events that showcase Hoover scholarship and resources
- Create processes for effective outreach, including list-building, database management, and distribution
- Develop and manage weekly email newsletter to highlight relevant Hoover policy pieces

#### **CATO INSTITUTE**

DIRECTOR OF GOVERNMENT AFFAIRS, WASHINGTON, DC

MARCH 2011 – APRIL 2014

- Directed congressional relations activity for extensive portfolio of policy issues
- Planned and moderated events and briefings for Members of Congress, staff, and Cato executives
- Communicated information on congressional schedule and legislative priorities to Cato staff
- Networked within free-market policy community in order to raise the profile of the Cato Institute

#### **CENTER FOR COMPETITIVE POLITICS**

GOVERNMENT RELATIONS & RESEARCH DIRECTOR, ALEXANDRIA, VA

NOVEMBER 2007 - MARCH 2011

- Managed congressional relations on campaign finance legislation
- Directed, wrote and delivered testimony and research on First Amendment issues
- Developed and maintained relationships with allied groups, including attendance at conferences

#### **BUCHANAN INGERSOLL & ROONEY PC**

LEGISLATIVE ASSISTANT, WASHINGTON, DC

AUGUST 2006 - NOVEMBER 2007

- Tracked legislation in the U.S. House of Representatives and Senate
- Researched and prepared briefing materials and proposals for potential clients
- Organized on and off site fundraising events

#### **NEW YORK STATE SENATE, OFFICE OF NEW YORK STATE SENATOR MICHAEL BALBONI**

SESSION ASSISTANT, ALBANY, NY

JANUARY 2006 - MAY 2006

#### **U.S. HOUSE OF REPRESENTATIVES, OFFICE OF CONGRESSWOMAN NANCY JOHNSON**

CONGRESSIONAL INTERN, WASHINGTON, DC

AUGUST 2004 - DECEMBER 2004

### EDUCATION

GEORGE MASON UNIVERSITY, SCHOOL OF PUBLIC POLICY, ARLINGTON, VA

- Master of Public Policy

SKIDMORE COLLEGE, SARATOGA SPRINGS, NY

- Bachelor of Arts in Government and Sociology, cum laude
- American University Washington Semester Program on American Politics, Washington, DC



# SENIOR LEADER BIOGRAPHY

Headquarters, United States European Command



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## Brig. Gen. Mark D. Scraba

**Joint Interagency Counter Trafficking Center (JICTC),  
Headquarters, U.S. European Command**

Brigadier General Mark Scraba became Director, U.S. European Command's Joint Interagency Counter Trafficking Center in June 2011.

The JICTC was established to support U.S. Interagency and U.S. Country Team efforts to counter illicit trafficking and terrorists in EUCOM's area of interest, and assist European nations in building counter trafficking capacity in support of regional security and defending the U.S. Homeland forward. Prior to this assignment, General Scraba served as Deputy J5, U.S. EUCOM and Director of the European Partnership Task Force. His military partnering duties focused primarily on coordinating the deployment activities of European partner nations to Afghanistan and NATO, the twenty-two State Partnership Programs (SPP), and establishment of the Military Partnering Center of Excellence.



Before being promoted to Brigadier General and assigned to U.S. EUCOM, General Scraba served as Deputy and acting Director of Strategy, Plans, Policy, Interagency Coordination and International Affairs (J5), National Guard Bureau (NGB). His duties centered on the planning and National level role of the Guard in Homeland Defense and Civil Support, and the National Guard sixty-three country State Partnership Programs. From 2004 to 2007, General Scraba served in the Office of the Secretary of Defense (OSD) as the Senior Military Assistant to the Assistant Secretary of Defense, Homeland Defense and Americas' Security Affairs. From 2002 to 2004, General Scraba served as Director of Plans and Military Support (J5/JDOMS) Connecticut National Guard, and 1999 to 2002 he commanded the 192nd Engineer Battalion, Connecticut Army Guard. General Scraba has had numerous Pentagon assignments during his career.

General Scraba was born and raised in Putnam, Connecticut and received his commission as a Second Lieutenant from Army Reserve Officer Training Corps, University of Connecticut (UCONN). His civilian education includes an undergraduate degree in Business Administration from Eastern Connecticut State University, a graduate degree in Public Administration from Troy State University, and a graduate degree in National Security and Strategic Policy from the United States Naval War College. General Scraba has completed Harvard's John F. Kennedy School of Government National Preparedness Leadership Seminar, and Harvard's Senior Executives in National and International Security course. His military schools include the Army Command and General Staff College, the Naval War College, and the George C. Marshall Center Senior Executive Seminar.

General Scraba's awards include the Defense Superior Service Medal, Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal, Joint Service Commendation Medal, Global War on Terrorism Service Medal, Secretary of Defense Badge, and the Army Staff Badge. General Scraba and his wife Liz reside in Stuttgart, Germany and have two daughters.

## CHRISTOPHER M. SHANK

(b)(6)

Security Clearance: Top Secret/SCI

Phone: (b)(6)

Email:

## PROFILE

High integrity leader with over twenty-five years' experience championing space, science, and technology plans, policies, programs, and budgets across multiple government agencies—Experience on Capitol Hill, Air Force, NASA, university laboratories, and industry. Recognized expertise in civil, national security, and commercial space programs; DOE laboratories and commercial research; DHS and NIST cybersecurity; NSF research grants; and STEM education initiatives.

- Legislation and Policy
- Program Management and Procurement
- Major Event Planning
- Business Development/Capture Management
- Satellite Operations, Engineering & Technology
- Strategic Communications and Media Relations

## EXPERIENCE

**NASA Landing Team Lead, President-Elect Transition Team**

November 2016-Present

- Within Defense & National Security vertical, worked closely with PETT leadership to formulate a transformational plan for NASA to align with the President-Elect's statements during campaign to Make America Great Again and Infrastructure Initiative. PETT leadership stated on multiple occasions that the NASA team's plan was "the best presentation of any of the agency landing teams."

**Policy and Coalitions Director, House Science, Space, and Technology Committee**

April 2011-Nov 2016

- Directs the Committee's legislative and hearing agenda for broad portfolio of issues ranging from energy and environment/climate change, space exploration, and various research and technology initiatives across five subcommittees, engaging GOP and Democrat Science Committee Members of Congress, in coordination with House Leadership/other Committees. Managed 35 GOP professional staff transition to handle increased workload.
- Authored and negotiated the Committee's most complex legislation for Committee markup, House floor, Senate conference, and enactment. Spearheaded several budget and policy riders for Appropriations bills.
  - SPACE Act, NASA Authorization, COMPETES/NSF and DOE R&D bills, STEM Jobs Act to name a few.
- Recognized by House Leadership for revitalizing the Science Committee with aggressive recruiting for Members of Congress, setting a dynamic agenda that garnered unprecedented media, and growing coalition community.
- Guest lecturer for Brookings Institution, international visitors, National Academies' panels, and university audiences.

**Senior Director, Space, Networks & Communications for Honeywell**

November 2009-April 2011

- Led business development team of retired general officers and colonels, senior executive consultants for portfolio of DoD, NASA, restricted, and commercial space pursuits worth over \$550 million annual revenue, leveraging capabilities across Honeywell sectors to grow business and build Honeywell brand identity among space customers.
- Key member of capture management team in formulating proposals to increase  $P_{win}$ . Negotiated contract work-share.
- Identified new sales markets in Air Force by opening doors to showcase Honeywell's multi-satellite operations software platform—adopted as the Air Force standard going forward.
- Opened doors for new business pursuits in China, India, and France for Honeywell's space capabilities.
- Championed funding for Honeywell Home Town initiative at schools near NASA Goddard Space Flight Center.

**Assistant Supervisor for the Mission Design, Guidance and Control Group**

February-October 2009

**Johns Hopkins University Applied Physics Laboratory Space Department**

- Deputy for 30 world-class scientists and engineers designing innovative space missions spanning the solar system. Specializing in modernized GPS applications, lunar communications, and navigation as well as advocacy for new Solar Probe Plus mission. Managed financial plans of internal R&D investment portfolio.

**Chief, Strategic Communications and Director, Strategic Investments, NASA Headquarters** April 2005-January 2009

- Senior agency official responsible for strategic messaging across all NASA mission directorates, program offices, and field centers. Directed 120-person NASA HQ staff including 10 senior executives responsible for \$150 million/year education portfolio, legislative and intergovernmental affairs, and NASA public relations/special events.

- Responsible for effectively formulating and defending NASA's annual budget requests and operating plans of \$18 billion to build buy-in from the White House and Congress. Led 30-person HQ office, with hundreds more people in matrix support across agency. Deftly managed significant re-vectoring in NASA policy, program, and budget to support construction of the International Space Station, Space Shuttle Return to Flight and retirement, and burgeoning commercial capabilities.
- Secured legislation allowing NASA to purchase Russian crew services for the International Space Station (story in *Washington Post*), and negotiated provision for enhanced-use leasing authority to save industry and NASA money.
- Empowered team for innovative public outreach with NASA's 50<sup>th</sup> Anniversary Gala, NASATV, modernizing NASA's website and social media strategy. Successfully worked with IMAX on *Hubble 3D* and other movie producers on *Transformers: Dark of the Moon*, *The Day the Earth Stood Still*, and Discovery Channel series *When We Left Earth*. Personally led collaboration for NASA tie-in at *Stand Up 2 Cancer* fundraiser in Hollywood.
- Recognized expertise on China's and India's emerging space programs for National Security Council decisions.

**Professional Staff Member, House Subcommittee for Space & Aeronautics**

April 2001- 2005

- Primary staff lead for oversight of various of NASA programs, including the International Space Station, Space Shuttle, Exploration programs (Crew Exploration Vehicle/Orbital Space Plane), Earth Science.
- Drafted and negotiated NASA Flexibility Act enacted in 2003, and served as Chairman's lead for NASA Appropriations earmarks with the Air Force Research Laboratory.
- Elon Musk later observed: "Chris Shank was the first person in Washington to return my phone calls."

**Program Element Monitor, HQ USAF Space Operations Directorate, Pentagon**

1999-2001

- Lead author of Discoverer II space-based radar requirements and concept of operations. Air staff lead for hyperspectral imagery and other advanced concept technology demonstrations, working across the Air Force, NRO, DARPA, and other DoD/Intelligence Community agencies. PEM for the Space Warfare Center and TENCAP.

**Chief, Technical Analysis Branch, National Reconnaissance Office Headquarters**

1997-1999

- Lead for staff of Ph.D. analysts conducting independent technology readiness and program budget/cost planning for Advanced Systems & Technology Directorate programs. On Source Selection Board for GeoLITE, Discoverer II, and other classified programs. Coordinated NRO technology portfolio plans resulting in X-37/Space Maneuvering Vehicle. Lead organizer for NRO Tech Forum for several hundred industry and government laboratory participants.

**Crew Commander, 55<sup>th</sup> Space Weather Squadron, Schriever AFB, Colorado**

1995-1997

- Recognized expertise in ionospheric scintillation of GPS during solar flare that was lead story on *CBS Evening News*.

**Special Assistant to the Commander and Satellite Navigation Analyst, 50<sup>th</sup> Space Wing, Colorado**

1991-1995

- Ranked #1 out of 356 Company Grade Officers in the 50<sup>th</sup> Space Wing. Personally formulated, designed, and developed Wide Area GPS Enhancements (WAGE) software project that resulted in 30% improvement to GPS.
- Internationally recognized engineering expertise in GPS operations and engineering; responsible for bringing several newly-launched satellites on-line; worked closely with Navy on innovative Trident missile and Eglin on JDAM tests.

## NOTABLE ACCOMPLISHMENTS

- Recipient of NASA Outstanding Leadership Medal and Air Force Meritorious Service Medal
- Published fourteen (14) technical papers/articles about GPS under my name; Primary author for NASA Administrator speeches and Congressional testimony; Ghost-written many editorials and speeches for members of Congress.
- Member on Board of Trustees, International Space University, 2005-2008
- Vice-President for National Space Club in Youth Education, 2010

## EDUCATION

- M.S. Aerospace Engineering, University of Colorado
- B.A. Mathematics, University of Notre Dame
- International Space University Summer Program
- Defense Systems Management Course Level 2 Acquisition





## **KEVIN M. SWEENEY**

### **REAR ADMIRAL, USN (RET)**

Rear Admiral Kevin Sweeney is currently Vice President of Track Patch 1 Corporation, an innovative start-up company developing a radio frequency patch to monitor the movements of loved ones afflicted with Alzheimer's dementia. Most recently he served as Interim President and CEO of the Hampton Roads Economic Development Alliance (HREDA), the joint public-private corporation established to market Hampton Roads worldwide as the region of choice for business investment and expansion. Kevin guided the Alliance through a Strategic Review process resulting in the successful restructuring of corporate governance and realignment of resources and internal processes to more effectively and efficiently accomplish the organization's mission.

Kevin retired from active duty in 2014 following a two year assignment as Commander, Carrier Strike Group TEN and a highly successful nine month deployment as Commander of the Harry S. Truman Strike Group. He has significant experience as an advisor to our most senior military and civilian leaders having served as the Executive Assistant to the Under Secretary of the Navy and as the Executive Assistant to the Commander, U.S. Joint Forces Command and NATO's Supreme Allied Commander for Transformation. For his first Flag Officer assignment, Kevin served as the Executive Officer to the Commander, U.S. Central Command. His 32 years of operational experience also included Command of Destroyer Squadron 26 and Commanding Officer of USS *Cole* where he was responsible for the *Cole's* restoration and return to fleet operations in 2002 following the terrorist attack in Yemen.

#### **Education:**

- M.S. (Financial Management), Naval Postgraduate School, Graduated with Distinction
- M.A. (National Security and Strategic Studies), Naval War College
- B.S. (Resources Management), U.S. Naval Academy
- Senior Executive Fellows Program, Harvard University, Kennedy School of Government

#### **Affiliations:**

- Eastern Virginia Medical School (EVMS), Board of Visitors
- Old Dominion University Research Foundation (ODURF), Board of Trustees
- The Virginia Aquarium and Marine Science Center Foundation, Board of Trustees
- The Up Center (Child & Family Services of Eastern Virginia), Board of Directors
- Lead Virginia, Board of Directors

#### **Clearance:**

- TS/SCI

Kevin and his family are longtime members of the Hampton Roads community and reside in Norfolk, VA.





### Profile

Extensive knowledge and experience in volunteer mobilization

Vast knowledge of voter behavior and influencers, including registration policies, procedures, demographic tendencies, and social motivators

Exceptional ability to motivate staff, volunteers, and supporters

Extensive on-the-record experience for both local and national media outlets

### Experience

#### **Executive Director, Republican Party of New Mexico, 2016 - present**

Oversee entire Republican Party of New Mexico operation, including budget, political plans, candidate recruitment, and staff.

Design and implement comprehensive voter registration activities during the non-election cycle.

Assist in fundraising efforts, including managing donor database and donor relations.

Recruit and vet candidates for upcoming election cycle

#### **State Director, Donald J. Trump for President, 2016**

Organized and supervised over 125,000 calls for Mr. Trump, covering 5 states (NM, AZ, MI, NV, and NC)

Directed and facilitated knocking on 60,000+ doors for Mr. Trump throughout New Mexico

Solely responsible for recruiting, training, and mobilizing 200+ volunteers, without staff or funding

Facilitated and coordinated air time with local media outlets

Responsible for surrogates and their messaging; coordinated their training and scheduling

#### **Political Director, Republican Party of New Mexico, 2014 - 2016**

Directly oversaw and managed 33 counties and their respective Chairmen, officers, and volunteers

Conducted monthly conference calls with county chairs, created and maintained extensive network for local candidate engagement, and represented the RPNM at speaking commitments for various county meetings, fundraisers, and functions

Developed complex, detailed political plans for all New Mexico candidates; assisted and advised candidates in policy education and procedures; advised and trained candidates on campaign management

Created a comprehensive training book for public office candidates, encompassing everything from strategy to fundraising to grassroots education; this book was utilized for all candidates and their staffs throughout the state

Coordinated and managed large Party events, such as the state convention, RPNM's annual Silver Elephant Dinner, and the 2016 Republican National Convention

Represented RPNM at various events throughout the Republican National Convention in Cleveland

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**State Field Director, Allen Weh for U.S. Senate, 2013 - 2014**

Supervised all 33 New Mexico counties politically, including County Chairmen organization and mobilization, local GOTV strategy, and volunteer recruitment

Created and implemented comprehensive campaign field plans and strategies, including targeted walk districts, targeted call lists, and coordination of on-the-ground staff and volunteers

Organized large-scale recruitment events for volunteers and financial supporters throughout the state

Represented campaign at various community and state events, venues, and media outlets

Staffed candidate for all appearances, events, and interviews

**Executive Director, Rise Up New Mexico, 2011 - 2013**

Recruited, educated, and registered over 7,400 new voters throughout New Mexico

Supervised 19 full-time volunteers in fundraising, voter registration training, policy and procedures, and voter support initiatives

Recruited and trained volunteers for candidates, for both local and state races

**State Field Director, Allen Weh for Governor, 2009 - 2010**

Created campaign field plans for entire state, including local- specific plans for targeted counties and areas

Organized and implemented grassroots efforts with volunteer staff, reaching the highest number of voters face-to-face of any gubernatorial campaign to date

Supervised interns, volunteer staff, and junior campaign staffers

Represented candidate at various state-wide speaking engagements, community events, festivals, and media outlets

**Branch Manager, HSBC, 2002 - 2008**

Oversaw day-to-day operations of \$6-\$10 million branch

Managed six employees

Conducted and supervised quarterly and annual audits

Uncovered and pursued new customers, leads, and business

Conducted yearly employee reviews

Executed new employee training and existing employee continuing education

Recipient of 13 awards, including Salesman of the Month and Top Performer of the Year

**Owner / Proprietor, Artistic Gold, 1996 - 2002**

Created, founded, and marketed start-up specialty business; grew into 12 employees in 4 states, providing services to car dealerships and individual clients

**Education**

University of Kentucky - Bachelor of Science, Political Science, 1996

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# John Taylor, PI, PPS

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## Presidential Advance and Support Operations - Homeland and Private Security Operations

### Unique Qualifications

In July 2016, John Taylor left the Department of Homeland Security to serve on the Advance Team for Donald J. Trump for President, Inc. Taylor advanced a wide variety of campaign events including rallies, fundraisers, roundtables, and private meetings, as well as supporting motorcade and plane-side logistics efforts.

Taylor ran, was elected, and served as an Alternate Delegate for the State of Maryland representing Mr. Donald Trump at the 2016 Republican National Convention.

John Taylor volunteered for Donald J. Trump for President, Inc. during the primary including ground-game efforts in New Hampshire, South Carolina, Virginia, Maryland, and West Virginia and phone bank operations in other states.

Since the 2001 terrorist attacks, John Taylor has worked with both homeland security and private sector leaders on operational projects related to America's homeland security, with extensive experience in the management of high-risk executive protection operations and emergency operations center / command post operations.

### Employment History

Donald J. Trump for President, Inc. Advance Team	2016 - Present New York, NY
Department of Homeland Security (BWI Operations Center) Federal / Emergency Response Official (Current Secret Clearance)	2013 - 2016 Baltimore, MD
National Resources Owner / Risk Management Operations and Consulting	2008 - 2015 McLean, VA
Private Investigator, Personal Protection Specialist, Advanced Handgun, and Compliance Agent DCJS# 99200280	2007 - Present Arlington, VA
Homeland Security Strategy, Inc. Owner / Strategy, Operations, and Marketing Consultant	2004 - 2008 Arlington, VA
V (Credibility Assessment Technology and Training) Vice President of Strategic Development	2003 - 2008 Arlington, VA
Consultants in Disease and Injury Control, Inc. - Corporate Services Vice President / Project Manager, Anthrax Remediation - AMI Building	2001 - 2004 Atlanta, Georgia / Boca Raton, FL
Homeland Security Summit I & II Director, 1,000+ Federal, State, Local & Private Sector Training and Full-scale WMD Exercise	2001 - 2004 Atlanta, Georgia
Ptek Holdings, Inc. (Technology & Venture Capital Firm) Assistant to President and CEO	2000 - 2001 Atlanta, Georgia
Bay Rock Mortgage Corp. - Wholesale Mortgage Finance Account Executive (Consistently in top 10% nationwide)	1998 - 2000 Atlanta, Georgia
Firstplus Financial - Wholesale Mortgage Finance Account Executive (Consistently in top 10% nationwide)	1998 - 1998 Atlanta, Georgia
Cityscape Corp. - Wholesale Mortgage Finance Assistant Regional Sales Manager (Consistently #1 region)	1996 - 1998 Atlanta, Georgia
Charlie Norwood for Congress (52% Victory) Campaign Manager	1996 - 1996 Augusta, GA
Office of Congressman Bob Barr Executive Assistant / Political Director	1994 - 1996 Washington, D.C.

### Education and Military Service

Naval Post Graduate School (DHS - Homeland Security Masters-level self-study program)	2014 - 2016
Santa Monica College (President, Associated Students)	1990 - 1992
National University	1987 - 1989
United States Marine Corps (HMM-268)	1985 - 1989

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# Operational History

2016	Donald J. Trump for President, Inc. Advance Team	Nationwide
2016	Supervisory Transportation Security Operations	BWI, MD
2016	Acting Watch Supervisor – BWI Coordination Center	BWI, MD
2015	Baltimore Riots Security Operation	Baltimore, MD
2015	Prime Minister's Family Detail (Detail Leader)	Washington, DC
2015	White House Correspondents' Dinner	Washington, DC
2015	Falcon Virgo Exercises	Washington, DC
2014-2015	Sarah and Jacob Hoggie Investigation	Clarksburg, MD
2014	White House Correspondents' Dinner	Washington, DC
2014	Falcon Virgo Exercises	Washington, DC
2014	Watch Officer – BWI Coordination Center	Washington, DC
2014	U.S. Capitol Public Event Protective Detail	Washington, DC
2013	Transportation Security Operations	DCA, VA
2013	White House Correspondents' Dinner	Washington, DC
2012	Presidential Campaign Surrogate Protection Operation	Norfolk, VA
2009-2012	Prime Minister's Security Operation (Manager)	McLean, VA
2012	Hurricane Sandy Response	Tysons Corner, VA
2008-2009	Prime Minister's Security Operation (Shift Leader)	McLean, VA
2009	Morgan Harrington Investigation	Charlottesville, VA
2009	Trooper Bowman Investigation	Sterling, VA
2008	Madeline McCann Investigation	Arlington, VA
2006	Tara Grinstead Investigation	Ocilla, GA
2005	Hurricane Katrina Relief (Reliant Center Incident Command)	Houston, TX
2005	Natalie Holloway Investigation	Aruba
2003-2004	Anthrax Remediation of AMI Building (Project Manager)	West Palm Beach, FL
2001-2003	Anthrax Attack Response	Atlanta, GA
1992	White House Advance	Atlanta, GA
1992	Los Angeles Riots Presidential Response Operations	Los Angeles, CA
1992	Los Angeles Riots SMC Campus Evacuation	Santa Monica, CA
1991	Dedication of the Ronald Reagan Presidential Library	Simi Valley, CA
1990	Dedication of the Richard Nixon Library and Birthplace	Yorba Linda, CA
1990-1992	White House Advance	Los Angeles, CA
1988	Military Aviation Mishap Investigation	Tustin, CA
1986-1989	Marine Aviation Operations and Security	Tustin, CA



# Training History

2016	DHS – Advanced Explosives Training - Military Ordnance	FLETC, GA
2016	DHS – Imposter Recognition	FLETC, GA
2016	DHS – Acceptable Forms of IDs	FLETC, GA
2016	DHS – Code of Conduct	FLETC, GA
2016	DHS – Persons with Disabilities and Medical Conditions	FLETC, GA
2016	DHS – Safety and Awareness	FLETC, GA
2016	DHS – Property Search Standard Operating Procedure Refresher	FLETC, GA
2016	DHS – Explosives on the X-ray	FLETC, GA
2016	DHS – IED Threat Items	FLETC, GA
2016	DHS – Explosives Trace Detection	FLETC, GA
2016	DHS – Mission Essentials: Equipment and Security Capabilities (ESC)	BWI, MD
2016	DHS – Risk-Based Security (RBS) Field Assessment Training	BWI, MD
2016	DHS – Emp. and Labor Relations: Behavioral and Disciplinary Issues	BWI, MD
2016	DHS – Breach Drill	BWI, MD
2016	DHS – Guidance Regarding the Use of Race for Law Enforcement	BWI, MD
2016	DHS – General Threat Items	BWI, MD
2016	DHS – Privacy at DHS: Protecting Personal Information	BWI, MD
2016	DHS – IEDs in Laptops	BWI, MD
2016	DHS – Access Control - Breach Mitigation	BWI, MD
2016	DHS – Semi-Annual Emergency Evacuation Drills	BWI, MD
2016	DHS – FLETC Student Handbook	BWI, MD
2016	DHS – Presenting the National Shift Brief	BWI, MD
2016	DHS – Human Trafficking Awareness	BWI, MD
2016	DHS – Behavior Awareness 6: Suspicious Incident Reporting	BWI, MD
2016	DHS – Behavior Awareness 5: Screening Limitations and Reporting	BWI, MD
2016	DHS – Behavior Awareness 4: Articulating Suspicious Behaviors	BWI, MD
2016	DHS – Behavior Awareness 3: Identifying Suspicious Behaviors	BWI, MD
2016	DHS – Behavior Awareness 2: Behavioral Awareness and Baseline	BWI, MD
2016	DHS – Behavior Awareness 1: Overview	BWI, MD
2016	DHS – Cultural and Religious Awareness Training	BWI, MD
2016	DHS – Administrative Search Authority	BWI, MD
2016	DHS – Supervisors & Managers Occupational Safety & Health Program	BWI, MD
2016	DHS – Organizational Security Fundamentals-FIELD	BWI, MD
2016	DHS – The Dabiq Device	BWI, MD
2016	DHS – The Hidden Bomb On Person	BWI, MD
2016	DHS – DHS Travel Card Training	BWI, MD
2016	DHS – The Hidden Bomb Updated Images	BWI, MD
2016	DHS – Foundations of Leadership (FOL) - Foundations Orientation	BWI, MD
2016	DHS – Foundations of Leadership (FOL) - Workers' Compensation	BWI, MD
2016	DHS – Critical Thinking - Social Engineering	BWI, MD
2016	DHS – Amber Alert	BWI, MD
2016	DHS – Screening Procedures for Armed Personnel	BWI, MD
2016	DHS – Federal LEO Flying Armed	BWI, MD
2016	DHS – Active Shooter Incident Response Training	BWI, MD
2016	DHS – Operational Security (OPSEC)	BWI, MD
2016	DHS – OPSEC Fundamentals	BWI, MD
2016	DHS – IT Security Awareness Training	BWI, MD

## Training History (Continued)

2015	DHS – Insider Threat Awareness Training	BWI, MD
2015	DHS – Threat Mitigation for Uniformed Officers	BWI, MD
2015	DHS – Airport Evacuation Drills	BWI, MD
2015	DHS – Environmental Planning and Policy Awareness	BWI, MD
2015	DHS – IED Training	BWI, MD
2015	DHS – Incident and Emergency Management Training	BWI, MD
2015	DHS – Safety Awareness: Heat Injury Prevention	BWI, MD
2015	DHS – Radiation Safety Awareness	BWI, MD
2015	DHS – Management Control Program	BWI, MD
2015	DHS – Classified National Security Information Training	BWI, MD
2015	DHS – Local Fire Safety and Evacuation Plan Briefing	BWI, MD
2015	DHS – Active Shooter Incident Response Training	BWI, MD
2015	DHS – Basic Records Management	BWI, MD
2015	DHS – Administrative Search Authority	BWI, MD
2015	DHS – Bloodborne Pathogens Awareness	BWI, MD
2015	DHS – Safety Awareness: Lifting Techniques	BWI, MD
2015	DHS – Structured Interview Training (Version 2)	BWI, MD
2015	DHS – Preventing Workplace Violence	BWI, MD
2015	DHS – IT Security Awareness Training	BWI, MD
2015	DHS – Structured Interview Training	BWI, MD
2014	DHS – Active Threat Recognition & Response	BWI, MD
2014	DHS – Privacy: Protecting Personal Information	BWI, MD
2014	DHS – Identification of Hazardous Materials	BWI, MD
2014	DHS – Environmental Management System Awareness	BWI, MD
2014	DHS – Access Control - Breach Mitigation	BWI, MD
2014	DHS – Cultural and Religious Awareness Training	BWI, MD
2014	DHS – Guidance Regarding the Use of Race for LEOs	BWI, MD
2014	DHS – Active Threat Recognition & Response	BWI, MD
2014	DHS – Internal Security Reporting: Foreign Contact and Travel	BWI, MD
2014	DHS – Foundations of Classified National Security Information	BWI, MD
2014	DHS – Sensitive Security Information Basic Training	BWI, MD
2014	DHS – E-mail Security Awareness	BWI, MD
2014	DHS – Basic Records Management	BWI, MD
2014	DHS – No Fear Act Training	BWI, MD
2014	DHS – Airport Evacuation Drills	BWI, MD
2014	DHS – Environmental Management System Awareness	BWI, MD
2014	DHS – OPSEC Fundamentals	BWI, MD
2014	FEMA- National Incident Management System (NIMS)	BWI, MD
2014	DHS – Sikh American Cultural Awareness for Law Enforcement	BWI, MD
2014	FEMA - Fundamentals of Risk Management	BWI, MD
2014	DHS – Radio Encryption Training	BWI, MD
2014	DHS – Active Shooter Response Training	BWI, MD
2014	DHS – Preventing Workplace Violence	BWI, MD
2014	DHS – Performance Management	BWI, MD
2014	DHS – Suicide Prevention	BWI, MD
2014	DHS – Emergency Preparedness	BWI, MD
2014	DHS – Operational Security	BWI, MD

## **Training History (Continued)**

2014	DHS – Advanced Explosives Training	BWI, MD
2014	DHS – Insider Threat Awareness	BWI, MD
2014	DHS – Influenza Awareness	BWI, MD
2014	DHS - Emergency and Disaster Preparedness	BWI, MD
2014	DHS – Privacy Awareness	BWI, MD
2014	DHS – Imposter Recognition	BWI, MD
2014	DHS – Fraudulent Documents	BWI, MD
2014	DHS – N95 Respirator	BWI, MD
2014	DHS – HazMat Spill Kit	BWI, MD
2014	DHS – Introduction to Civil Rights	BWI, MD
2014	DHS – Safety Awareness	BWI, MD
2014	DHS – Human Trafficking	BWI, MD
2014	DHS – Environmental Planning and DEO Act Awareness	BWI, MD
2014	DHS - Management Control Program Implementation	BWI, MD
2014	DHS - PARIS Incident Reporting	BWI, MD
2014	DHS – IT Security Awareness	BWI, MD
2014	FEMA – Continuity of Operations Awareness	BWI, MD
2014	FEMA – Incident Command Systems	BWI, MD
2014	FEMA – Effective Communications	BWI, MD
2014	FEMA – Intro to Continuity of Operations	BWI, MD
2014	FEMA – Decision Making and Problem Solving	BWI, MD
2013	DHS/TSA TSE Luggage Concealed IED Training and Lab Exercise	DCA, VA
2013	DHS/FEMA EMI Continuity of Operations Awareness	DCA, VA
2013	DHS Federal Emergency Response Official – Designation	DCA, VA
2013	Department of Homeland Security – Security Officer Training	Arlington, VA
2012	Practical Firearm Training - Defensive Handgun II	Alderson, WV
2012	Practical Firearm Training - Defensive Handgun I	Alderson, WV
2011	Executive Protection Training Retreat	McLean, VA
2010	Executive Protection International Conference	Washington, DC
2009	Executive Protection Training Retreat	McLean, VA
2009	GOVSEC	Washington, DC
2009	NRA Annual Meetings & Exhibits	Phoenix, AZ
2009	Executive Leadership Conference	Williamsburg, VA
2008	GOVSEC	Washington, DC
2008	Educause Cybersecurity	Washington, DC
2008	Homeland Security Advisory Council	Washington, DC
2008	ASIS International	Atlanta, GA
2008	USCC Cyber Security Business Conference	Washington, DC
2008	Securing the Nation's Cyber Network	Bethesda, MD
2008	National Council on U.S.-Arab Relations	Washington, DC
2007	The Science of Criminal Profiling	Griffin, GA
2007	Tactical Response Expo	Chantilly, VA
2007	AFEI Open Source Conference	Arlington, VA
2007	SRI Defense, Aero & Federal Conference	Reston, VA
2007	USAF Energy Forum	Arlington, VA
2007	D.C. Security Breakfast	Washington, DC
2007	National Congress for Secure Communities	Arlington, VA

## **Training History (Continued)**

2007	HSAC Safe Open Borders	Washington, DC
2006	5th Annual Counterterrorism Conference	Washington, DC
2006	DHS Security Conference and Workshop	Baltimore, MD
2006	Information Sharing & Homeland Security	Washington, DC
2006	ASIS International	San Diego, CA
2006	COPS Community Oriented Policing Services	Washington, DC
2006	Business Executives for National Security	Washington, DC
2006	GOVSEC	Washington, DC
2006	Technology and the Netherlands Police Seminar	Washington, DC
2006	DCJS Private Security Services Conference	Virginia Beach, VA
2005	GOVSEC	Washington, DC
2005	Homeland Security Summit & Exposition	Washington, DC
2004	ASIS International	Dallas, TX
2004	Mock Disaster 2004	Moundsville, WV
2004	FBI National Academy Associates	Kansas City, KS
2003	Building Security and Mail Handling Operations (Anthrax)	West Palm Beach, FL
2003	Homeland Security Summit & WMD Exercise	Atlanta/Augusta, GA
2002	Homeland Security Summit & Counter-Terrorism Drill	Atlanta, GA
1988	USMC Jungle Environment Survival School	Cubi Point, Philippines
1986	Naval Basic Helicopter School	Millington, TN
1986	Naval Aircrew Candidate School	Pensacola, FL
1985	USMC Recruit Training	Parris Island, SC



**JAMES E. "TREY" TRAINOR, III**

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**Employment History****Akerman, LLP – Partner – July 2016 to Present**

- Manage and litigate cases in the areas of the 1<sup>st</sup> and 14<sup>th</sup> Amendments, election recounts and contests, campaign finance compliance, and numerous general litigation matters for individuals and corporations.
- Counsel and defend federal and state candidates, elected officials, state and local political party committees, corporations and corporate PACs, nonprofits, trade associations, and political consultants.

**Beirne, Maynard & Parsons, LLP – Partner – February 2010 to July 2016**

- Managed and litigated cases in the areas of the 1<sup>st</sup> and 14<sup>th</sup> Amendments, election recounts and contest, campaign finance compliance, and numerous general litigation matters.
- Advised numerous elected officials and political organizations on compliance with state and federal election regulations.
- Firm was acquired by Akerman, LLP in July 2016

**Trainor Law Firm, PC – Sole Practitioner – May 2008 to February 2010**

- Advised numerous elected officials and political organizations on compliance with state and federal election regulations.
- Represented corporate stakeholders before the Texas Legislature as a public policy advocate.

**Texas House Committee on Regulated Industries – General Counsel & Chief Clerk – January 2003 to May 2008**

- Served as legal counsel to the chairman of the committee with oversight of the Public Utility Commission, the Office of Public Utility Counsel, and the telecommunications and electric utility industries in Texas.
- Left this employment to serve as the General Counsel to the Texas Secretary of State from July 2005 to July 2006.

**Office of the Texas Secretary of State – General Counsel – July 2005 to July 2006**

- Provided legal counsel and public policy guidance for the operation of a \$14.5 million state executive agency.
- Assisted in representation of the agency, in coordination with the Office of the Attorney General, in all civil and criminal actions brought by or against the agency.
- Appointed by Secretary of State Roger Williams to serve as the statewide Republican member representing Texas on the Standards Advisory Board to the U.S. Elections Assistance Commission.

**State Representative Phil King – Chief of Staff – December 1998 to July 2005**

### **Education**

J.D. – Texas A&M University School of Law – 2002

B.S. – Texas A&M University – 1997

### **Bar Admissions**

Texas

Washington, D.C.

U.S. Supreme Court

U.S. Court of Appeals for the Fifth Circuit

U.S. Court of Appeals for the Fourth Circuit

U.S. District Court for the Northern District of Texas

U.S. District Court for the Eastern District of Texas

U.S. District Court for the Southern District of Texas

U.S. District Court for the Western District of Texas

U.S. District Court for the District of Columbia

### **Published Work & Lectures**

- National Conference of State Liquor Administrators 2016 Southern/Northern Regional Conference, Panelist, "Influencing Legislation to Improve Regulatory Practices," September 2016.
- Republican National Lawyers Association 2016 National Election Law Seminar. Panelist, "How to Litigate an Election of Voting Case," August 2016.
- *Beirne, Maynard & Parsons Law & Litigation News*, Co-author, "Political Activity and the Law," June 2015.
- East Texas City Managers Association. Speaker, "2010 Census and Redistricting," March 2011.
- Texas Optometric Association. Legislative Communication and Training Conference. Speaker, "Overview of the 2010 Elections," January 2010.
- Texas Conservative Coalition Research Institute. Election Integrity Policy Luncheon. Speaker, "Texas Election Law in Light of *Crawford v. Marion County*," October 2008.
- *Texas Bar Journal*, Author, "Utility Law," September 2007.
- State Bar of Texas live statewide webcast, Panelist, "Utilities Law Update (80<sup>th</sup> RS)," July 2007.

BILL TURENNE, JR.

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*A veteran Washington strategist and communications leader with over two decades of broad experience in the private sector, federal government, issue advocacy arena and presidential campaigns.*

**PROFESSIONAL EXPERIENCE**

**EXECUTIVE SUMMARY**

**58<sup>TH</sup> PRESIDENTIAL INAUGURAL COMMITTEE**

**WASHINGTON, DC**

December 2016 to Present

**VIP Seating Lead:** Recruited to oversee VIP seating for the 'Make America Great Again Welcome Celebration' - the kickoff event for the Inauguration of Donald J. Trump as the 45<sup>th</sup> President of the United States.

**DONALD J. TRUMP FOR PRESIDENT**

**NEW YORK, NY**

June to November 2016

**Advance Lead:** Recruited to lead Advance Staff and contractors in the planning, design, production and seamless execution of campaign events in support of Donald J. Trump's successful bid for the presidency.

**Promotion:** Promoted from Press Lead to Advance Lead in October, 2016.

**TURENNE & COMPANY**

**WASHINGTON, DC**

June 2015 to June 2016

**Principal:** Leads the Washington presence of a boutique government relations and strategic communications consulting firm based in Irvington, Virginia. Clients range from multi-billion dollar corporations to non-profits seeking integrated solutions to public and private sector marketing, advocacy and development challenges.

**CONCERNED VETERANS FOR AMERICA**

**ARLINGTON, VA**

June 2014 to June 2015

**Director of Communications:** Developed messages, devised strategy and led the tactical execution of all internal and external communications for a high-profile veterans' advocacy organization with a significant grassroots presence nationwide aimed at influencing policymakers in Washington.

**BURSON-MARSTELLER**

**WASHINGTON, DC**

October 2013 to March 2014

**Director, Public Affairs & Crisis Practice:** Directed the strategic integration of evidence-based corporate brand reputation, crisis communications and market-targeted media relations campaigns for clients of a leading global public relations firm.

**BGR GROUP**

**WASHINGTON, DC**

July 2009 to September 2013

**Vice President of Public Relations:** Managed a diverse base of international and domestic clients including foreign governments, publicly traded companies, associations, candidates for public office and other high-profile individuals.

**OFFICE OF COMMUNICATIONS**

**THE WHITE HOUSE**

**EXECUTIVE OFFICE OF THE PRESIDENT**

March 2008 to January 2009

**Director of Outreach:** Developed public messages for Administration policies related to the conflicts in Iraq and Afghanistan, and directed strategic, proactive communication to internal and external stakeholders including: senior Administration officials, influential surrogates, opinion leaders as well as key traditional and online media personalities.

**OFFICE OF THE UNDER SECRETARY OF COMMERCE**  
**BUREAU OF INDUSTRY AND SECURITY (BIS), DEPARTMENT OF COMMERCE**

WASHINGTON, DC

September 2007 to March 2008

**Deputy Chief of Staff and Senior Advisor:** Advised the Under Secretary of Commerce and directed the Bureau's staff on the development and strategic communication of BIS' core public messages.

**OFFICE OF THE SECRETARY OF DEFENSE**

THE PENTAGON

March 2002 to September 2007

**Deputy Director, Advance and Media Relations:** Served as public affairs and travel advance advisor for former Secretaries of Defense Donald H. Rumsfeld and Robert Gates.

**Commendation:** *Secretary of Defense Medal for Outstanding Public Service, December, 2006*

**VOLUNTEER EXPERIENCE**

**DEDICATION OF GEORGE W. BUSH PRESIDENTIAL LIBRARY**

DALLAS, TEXAS

April 2013

**Media Liaison:** Recruited to serve as a Professional Volunteer to complement Library and Burson-Marsteller staff to coordinate media coverage of Dedication Ceremony and facilitate LIVE surrogate interviews.

**2012 REPUBLICAN NATIONAL CONVENTION**

TAMPA, FLORIDA

July to August 2012

**Swing State Captain:** Recruited to serve as a Professional Volunteer in the Office of Communications.

**GEORGE W. BUSH FOR PRESIDENT**

NORTHERN VIRGINIA

September 1999 to February 2001

**Advance Team Volunteer:** Assisted with advance, logistics and media planning for rallies and fundraising events featuring both Former President Bush and then-Governor George W. Bush in his successful bid for the presidency.

**SECURITY CLEARANCE LEVEL**

TOP SECRET / Sensitive Compartmentalized Information (TS-SCI) - Inactive, but renewable.

**EDUCATION**

**JAMES MADISON UNIVERSITY**

HARRISONBURG, VIRGINIA

**DEGREE:** Bachelor of Science - May, 1994 (with Honors)

**MAJOR / MINOR:** Political Science / Communications

**EXPANDED VERSION DETAILING PROFESSIONAL ACCOMPLISHMENTS AVAILABLE UPON REQUEST**

**EXPERIENCE PRIOR TO 2002 IN LOBBYING, GRASSROOTS ORGANIZING AND ON CAPITOL HILL**  
**AVAILABLE UPON REQUEST**

**REFERENCES AVAILABLE UPON REQUEST**

**ADDRESS:** (b)(6) **PERSONAL**

**DATE OF BIRTH (AGE):** (b)(6)

**FAMILY:** (b)(6)



JOHN ULLYOT

(b)(6)

experience

**2007 to present SENIOR COMMUNICATIONS COUNSELOR WASHINGTON, DC**  
 Provide specialized, strategic counsel in media relations and issues management to corporate leadership of select group of firms' top global clients, specializing in CEO counsel and Congressional testimony preparation.  
 • Testified before U.S. Senate on improving government communications for a terrorist attack scenario (2008).  
**Managing Partner, Brighton Strategy Group (2015-present)**  
 • Major client engagements include DuPont, Republican National Convention, Donald J. Trump for President  
**Managing Director, High Lantern Group (2013-2015)**  
 • Major client engagements included DuPont, U.S. Travel Association, Cruise Lines International Association.  
**Senior Vice President, Hill+Knowlton Strategies (2007-2013)**  
 • Major client engagements included Medtronic, Pfizer, DHL, Ford, Zimmer, Deloitte and U.S. Marine Corps.

**2003-2007 U.S. SENATE ARMED SERVICES COMMITTEE WASHINGTON, DC**  
**AND OFFICE OF SEN. JOHN W. WARNER, VIRGINIA**  
**Director of Communications and Deputy Chief of Staff**  
 Served as chief spokesman, directing all media relations, for second-largest committee in the U.S. Senate, and as senior policy and media advisor for panel's Chairman, five-term U.S. Senator from Virginia.  
 • Provided strategy and policy guidance on key defense and security issues, including in hearings on Iraq.

**2000-2003 AOL EUROPE LONDON, PARIS, HAMBURG**  
**Vice President, Corporate Communications**  
 Served as spokesman and managed media relations for European subsidiary of America Online service, specializing in issues management and media strategy and training for corporate and country CEOs.  
 • Used fluency in German and French to work with executives and reporters in Germany, France and Brussels.

**1999-2000 INTEL CORPORATION WASHINGTON, DC**  
**Washington, DC Spokesman and SANTA CLARA, CA**  
 Directed media relations for Washington office of world's leading manufacturer of microprocessors, reporting to global head of communications and providing media training to CEO and other key executives.  
 • Served as chief Washington spokesman and directed media strategy related to company's policy positions.

**1996-1999 U.S. SENATE VETERANS' AFFAIRS COMMITTEE WASHINGTON, DC**  
**AND OFFICE OF SEN. ARLEN SPECTER, PENNSYLVANIA**  
**Director of Communications and Deputy Chief of Staff**  
 Served as chief spokesman, directing all media relations, for U.S. Senate committee on veterans' issues, and as senior media and policy advisor for panel's Chairman, four-term U.S. Senator from Pennsylvania.  
 • Served as second-in-charge of 53-person Senate office staff, providing counsel on national security issues.

**1995-1996 U.S. SENATE CAMPAIGN OF SEN. RUDY BOSCHWITZ, R-MINN. MINNEAPOLIS, MN**  
**Director of Communications**  
 Served as spokesman and managed media relations for campaign of two-term former U.S. Senator seeking election to the United States Senate from Minnesota.

**1991-1995 UNITED STATES MARINE CORPS CAMP LEJEUNE, NC**  
**Intelligence Officer/Scout Sniper Platoon Commander**  
 Planned and supervised the collection of tactical intelligence for infantry units (from 21 to 3,000 men) in variety of foreign operational and planning contingencies.  
 • Served as Liaison Officer to French Foreign Legion at jungle warfare training center in French Guiana.

education

**1987-1991 HARVARD UNIVERSITY CAMBRIDGE, MA**  
 Bachelor of Arts degree in Government-International Relations, June 1991.

personal

- Speak German, French and Russian. Possessed Top Secret-SCI security clearance.
- Enjoy skeet/sporting clays shooting, squash and golf.

Molly L. Walsh

(b)(6)

Security Clearance: Active Top Secret (held by DOD)

Extensive leadership experience with a track record of over 30 years in policy, public relations, interagency engagement, strategic planning, program management, research, analysis and outreach within Government to include the U.S. Department of Defense, U.S. Department of Homeland Security, U.S. Department of Labor, U.S. Department of Transportation and the Private Sector. Seasoned in cultivating, managing and sustaining relationships with government, interagency, corporate and senior leadership from both the public and private sectors.

**Professional Experience:**

**Logistics Management Institute**, (LMI), McLean, VA, *Senior Policy & Research Analyst* (02/2011- Present). Provide strategic guidance and policy support to U.S. Government Clients.

- **U.S. Department of Defense (DOD), Deputy Assistant Secretary for Program Support, Acquisitions, Technology & Logistics**, *Senior Policy Analyst*, (09/2014-Present)
  - Promoted a strategic repeatable process “Contingency Program Management” (CPM)) capability to assist Combatant Commander’s organize and integrate interorganizational stakeholder capabilities, into operational planning for contingency operations. Worked with DOD, U.S. Department of State and U.S. Agency for International Development (USAID) to identify partner capabilities and resources to incorporate into courses of action to achieve efficiencies and reduce the military footprint. Reviewed and conducted analysis of policy and doctrine to address short falls and make recommendations to ensure CPM equities are considered. Worked with U.S. European Command (USEUCOM) J9 (Interagency) to institutionalize this capability within the Command. Reviewed EUCOM theater campaign plans to provide feedback and advocate inclusion of CPM tenants.
  - Led a civilian manpower study, to identify a trained, experienced and deployable DOD civilian cadre in support of future contingency and humanitarian disaster relief (HDR) operations. Provided analysis on data extracted from various (DOD) sources. Collected and analyzed best practices for deploying DOD civilians in future operations. Provided recommendations to ensure accurate quality of data to include standardization and expansion of coding for both required civilians and those who volunteered for deployment. Led an inaugural working group in the development of policy to provide guidance on Continental United States Operational Contract Support to compliment the Overseas Contractor Policy. (09/2013 -08/2014)
- **U.S. Department of Defense, Joint Staff, J-4 (Logistics)**, Arlington, VA *Senior Policy Analyst*, (07/2011-01/2012)

- Supported the Joint Staff J-4 on the development of the Joint Concept for Operational Contract Support. Researched, planned and developed the strategic communication engagement plan with Senior Level officials.
- **U.S. Department of Homeland Security (DHS), Washington, DC**  
*Senior Acquisition Policy Analyst, (02/2011-07/2011)*
  - Reviewed and engaged in development of Acquisition Policy for DHS major acquisition programs. Conducted budget review and analysis during the 2012 DHS budget cycle to ensure compliance with integrated planning guidance. Prepared analysis for senior management in preparation for Secretarial Planning Review Board Meeting (PRB) to review annual budget submissions. Authored numerous briefs in support of senior leadership to include: the drafting of Charters, Management Directives, Budget Analysis, briefings and memorandums. Consulted regularly with Program Directors regarding the status of big acquisition programs and provided technical assistance as required.

**CACI INC, Arlington, VA**

- **U.S. Department of Defense Office of Assistant Secretary for Homeland Defense and Americas' Security Affairs**  
*Senior Policy Analyst, (05/2009-02/2011)*
  - Provided strategic analysis and recommendations to the Office of the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs regarding identification, prioritization, and assessment in support of the Defense Critical Infrastructure Program (DCIP). Reviewed and researched policy issues to provide strategic recommendations in support of Defense Industrial Base (DIB) Sector Specific Plan (SSP). Collaborated with DOD Departments, Services, and Agencies in coordination with the Department of Homeland Security (DHS) Critical Infrastructure Office, to provide situational awareness and share information. Served as Team Leader to manage the re-write of the 2009 Defense Industrial Base Sector Annual Report and the DIB Sector Specific Plan.

**Innovative Emergency Management (IEM), Washington, D.C.**

- **Federal Emergency Management Agency, (FEMA),**  
*Senior Planner, (11/2007-02/2008)*
  - Conducted GAP analysis across ten Federal Emergency Management regions to collect and synthesize specific FEMA regional/state information on goods and services inventory levels to address program effectiveness issues. Identified, researched, and analyzed issues in emergency response/contingency procedures on mass hazard scenarios related to organizational procedures and process improvements.

**U.S. Department of Homeland Security (DHS), Washington, DC**

- **Policy Directorate, Private Sector Preparedness and Response Office**  
*Business Liaison, (03/2005- 01/2007)*
  - Worked collaboratively with the Critical Infrastructure Protection Department and the Federal Emergency Management Agency (FEMA) to address emerging post-Katrina private sector matters, including deployment to Baton Rouge following Hurricanes Katrina and Rita, to serve on Admiral Thad Allen's Gulf Coast

recovery staff. Attained successful integration of private sector organizations into federal-level exercises, including scenario specific risk assessments, site assistance, contingency planning, and exercise programs. Evaluated programs to integrate private sector involvement in planning, exercises, and after-action reporting, including the development and revision of strategy and standard operating procedures. Participated in the National Exercise and Continuity of Operations Program.

**Altria Corporate Services, INC,** New York, NY and Washington, DC

- *Director, Government Affairs and Stakeholder Engagement, (03/1997-09/2005)*
  - Managed a diverse portfolio consisting of over 50 organizations spanning business, civic, public policy, legislative, and non-profit sectors, to build partnerships and collaborations with senior officials and representatives to obtain support on issues of mutual interest. Conducted marketing program in support of company reputation management that included management of a multi-million dollar corporate exhibit program that traveled across the country. Supervised a staff of three in addition to multiple consultants. Managed budget to support the Philanthropic endeavors on behalf of the corporation.

**1996 Dole for President,** Washington, DC

- *Tour Director/Spokesperson* for Robin Dole, (Senator Robert Dole's daughter), (05/1996-11/1996)

**The Estee Lauder Companies INC,** New York, NY

- *Manager of Public Relations, (07/1994-05/1996)*
  - Provided leadership to a four-person team, serving as a direct report to the Senior Vice President of Public Relations. Forged relationships with beauty, trade, and business media. Handled press inquiries for the Lauder family. Managed planning and execution of industry events, dignitary visits, product launches, celebrity events, Lauder Family events and book tour.

**U.S. Department of Labor,** Washington, DC

- *Special Assistant to the Deputy under Secretary for International Affairs, (01/1989-01/1993)*
  - Designed and implemented labor technical assistance programs in Eastern Europe following the collapse of the Berlin Wall in 1989. Collaborated with international government officials to determine needs and design individualized programs to implement including: unemployment insurance programs, job counseling, and leadership training. Provided on-site occupational safety and Mine Safety technical assistance to industry and Miners in Albania, Bulgaria, Hungary and Poland.

**U.S. Department of Transportation,** Washington, DC

- *Personal Assistant to Secretary Elizabeth Dole, (05/1983-02/1986)*

**EDUCATION:**

**Fordham University,** Diploma, International Humanitarian Aid, Geneva, Switzerland, March 2008



**University of Southern California,** Bachelor of Science, Business Administration, Los Angeles, CA, May 1982

# THOMAS M. WILLIAMS

## EXPERIENCE

### Research Analyst

2016–present

CENTER FOR NAVAL ANALYSES: STRATEGIC INITIATIVES GROUP – ARLINGTON, VA

- Projects involving: alliance management (assurance and deterrence); post-JCPOA sanctions Iranian military expenditure forecasting; COCOM reform; strategy-driven budgeting; Third Offset strategy; and, space-mounted military asset vulnerability

### Visiting Assistant Professor of Politics

2015–2016

WASHINGTON & LEE UNIVERSITY: DEPARTMENT OF POLITICS – LEXINGTON, VA

- Taught: Global Politics; Geopolitics; and, The International Politics of Civil Wars

### Researcher / Instructor

2006–2015

JOHNS HOPKINS UNIVERSITY: DEPARTMENT OF POLITICAL SCIENCE – BALTIMORE, MD

- Taught: Global Security Politics; Nuclear Weapons and World Order; Contemporary International Politics; International Politics; Theories of International Relations; Geopolitics; and, Chinese Domestic Politics
- Research for “End of Cold War” Workshops, Princeton University & Transatlantic Academy: Reagan administration nuclear arms control and policy toward SDI and IRBMs
- Research for Steven David’s *Catastrophic Consequences: Civil Wars and American Interests* (2008): U.S. policy options for undeterrable instability scenarios in Saudi Arabia, Pakistan, Mexico, and China

### Research Assistant / Aide-de-Camp to Zbigniew Brzezinski

2004–2006

CENTER FOR STRATEGIC & INTERNATIONAL STUDIES – WASHINGTON, DC

- Weekly geostrategic briefing book on developments in France, Germany, Russia, Ukraine, China, Japan, and South Korea
- Research for diplomatic or public policy efforts, aide-de-camp for travel, memcons
- Writing and editing for speeches and articles
- Researched and edited *Second Chance: Three Presidents and the Crisis of American Superpower* (2007)

### Research Intern

2004

THE COHEN GROUP – WASHINGTON, DC

- Daily corporate intelligence briefing book on Iraq

## EDUCATION

### Ph.D. Political Science (International Relations, Comparative Politics)

JOHNS HOPKINS UNIVERSITY

2015

- Dissertation title: “Great Powers and the Patterns of Internal War”

### B.S. Foreign Service (International Politics, International Law, European Studies)

GEORGETOWN UNIVERSITY, SCHOOL OF FOREIGN SERVICE

2004

## SKILLS

- Computer: MS Office, statistical software (SPSS), Photoshop, iMovie, Windows and MacOS
- Internet: HTML5/CSS3, online community engagement (Wikipedia, Firefox, Reddit, Twitter)
- Language: Spanish (conversational) • Travel: W. Europe; N. America; India; Japan; Egypt

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**EDUCATION**

**SCHOOL OF PUBLIC POLICY, UNIVERSITY OF MARYLAND**

**Master of Public Policy, International Security and Economic Policy**

*Thesis: Achieving Nuclear Modernization to Enhance Nuclear Posture Flexibility*

Conferred June 2015

GPA: 3.49

**UNIVERSITY OF MARYLAND, COLLEGE PARK**

**Bachelor of Arts, Government and Politics**

Conferred June 2014

GPA: 3.64

**PROFESSIONAL EXPERIENCE**

**REPUBLICAN NATIONAL COMMITTEE**

*Senior Research Analyst*

**Washington, DC**

February 2016 – Present

- Put together briefing books for the incoming chief of staff during the transition period on candidates for appointment
- Lead the creation of policy narratives and targeted messaging for battleground states in the presidential election cycle
- Develop talking points and content used in daily RNC messaging and Donald Trump campaign speeches
- Draft, edit, and approve published content targeting regional audiences for RNC press staff and the Trump campaign
- Build and maintain the RNC State Book “Wrong For States” tracking state statistics and policy changes
- Actively engage in rapid response by monitoring events and identifying opportunities for opposition research

**AMERICAN SECURITY PROJECT**

*Nuclear Security Intern*

**Washington, DC**

January – February 2016

- Independently researched, wrote, and published blog posts on current global nuclear security issues

**CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES**

*Nuclear Scholar, Project on Nuclear Issues*

**Washington, DC**

December 2014 – July 2015

- Conducted research on the US nuclear sharing program with NATO and analyzed potential policy implications
- Participated in a six-part discussion series on nuclear security issues with U.S. officials and nuclear experts

**U.S. DEPARTMENT OF STATE**

*Intern, Bureau of International Security and Nonproliferation*

**Washington, DC**

September – December 2014

- Worked with country action officers on creating and modifying task orders for new and existing projects
- Provided database management assistance, including creating, formatting, and programming a new database
- Assisted with conducting assessments and developing performance measures for analysis of member states

**CENTER FOR PUBLIC POLICY AND PRIVATE ENTERPRISE**

*Lockheed Martin Sponsored Graduate Research Associate*

**College Park, MD**

June 2014 – May 2015

- Evaluated and researched challenges to weapon system acquisition practices and previous reform efforts
- Wrote a report regarding the defense acquisition process and history, and identified procurement solutions
- Presented findings of research in Lockheed Martin conferences for program managers and logistics officials

**U.S. DEPARTMENT OF THE TREASURY**

*Intern, Office of Legislative Affairs*

**Washington, DC**

January – May 2014

- Created materials to assist with hearing preparation for budget testimonies by Treasury Secretary Lew
- Wrote daily press materials collected from media sources, member press releases, and committee statements

**CENTER FOR AMERICAN POLITICS AND CITIZENSHIP**

*Research Assistant*

**College Park, MD**

September – December 2013

- Organized, input, coded, and analyzed data received from an ICE FOIA request using STATA and Excel
- Researched immigration detention and evaluated alternatives to detention policies for a final report

**U.S. CITIZENSHIP AND IMMIGRATION SERVICES (DHS)**

*Intern, Office of Security and Integrity*

**Washington, DC**

June – August 2013

- Compiled and composed security training materials for DHS employees preparing to work on assignments abroad

**PUBLICATIONS**

**REFORMING ACQUISITION: THIS TIME MUST BE DIFFERENT**

*Jacques Gansler, William Lucyshyn, Ryan Ouimette, Bryn Woollacott*

**Center for Public Policy and Private Enterprise**

Published: June 1, 2015

**EVALUATING FUTURE NATO NUCLEAR SHARING ARRANGEMENTS**

*Bryn Woollacott*

**Center for Strategic & International Studies**

Submitted: July 2015; Publication: TBD

**SKILLS** – LexisNexis, STATA, Excel, Microsoft Access, PostUp, Powerpoint, Word, Microsoft Publisher, Internet Quorum