

## KATRINA ANNE FULLER

(b)(6)

### WORK EXPERIENCE

#### United States Department of Education

June 2006- Present

##### *Senior Advance Representative, Office of the Secretary*

Washington, D.C.

- Coordinate and implement all logistical arrangements for the Secretary of Education's domestic and international travel as the principal public official promoting the No Child Left Behind policy and the American Competitiveness Initiative.
- Work closely with various Department of Education components to ensure that all Secretarial events communicate intended policy message effectively.
- Facilitate media coverage at such events by accommodating various media requests and providing a visually appealing event aimed at increasing media interest and response.

#### White House

February 2005- Present

##### *Volunteer Advance Representative, Office of Presidential Advance*

Washington, D.C.

- Create and coordinate public and private events for United States President George W. Bush.
- Served as primary liaison with United States Secret Service, White House Communication Agency and host organizations during presidential events.
- Key events include the President's visits to Pakistan and South America and the First Lady's visit to Mozambique.

#### Social Security Administration

March 2005- June 2006

##### *Special Assistant, Office of the Commissioner*

Washington, D.C.

- Served as liaison between SSA, Administration, and Congressional Offices for extended solvency campaign. Requirements of role include media dissemination and scheduling, Congressional outreach and communication, regular summaries/briefings as well as interagency management/coordination.
- Provided support to Deputy Commissioner in the Office of the Commissioner including coordination of external appearances, presentations, media, logistical support and public relations.
- Responsible for documenting the Social Security Administration's reaction and response to Hurricane Katrina and Hurricane Rita.

#### 55<sup>th</sup> Presidential Inaugural Committee

December 2004- January 2005

##### *Entertainment Site Manager, National Building Museum*

Washington, D.C.

- Oversaw logistical planning and implementation for entertainers performing for President Bush and his guests at the Candlelight Dinner and Commander in Chief's Ball held at the National Building Museum.
- Ensured all contractual agreements in regards to entertainment lodging, transportation and venue set-up were fulfilled accurately and that all needs and requests were met in a timely manner.
- Worked in coordination with program director and production team to efficiently and smoothly execute the outlined entertainment program, including the movements of VIPs and all entertainment acts.
- Directed and instructed team of Entertainment Liaison Volunteers dedicated to ensuring seamless performance transitions and minimizing stress on performers.

#### Victory 2004, Republican State Committee of Pennsylvania

September 2004- November 2004

##### *72 Hour Task Force Coordinator*

Harrisburg, PA

- Secured and directed transportation and housing logistics to accommodate the nation's largest grassroots get-out-the-vote effort, the 72 Hour Task Force, in the battleground state of Pennsylvania.
- Efficiently managed budget of \$700,000 while seeking cost-effective measures with vendors.
- Supported Pennsylvania field staff in implementing grassroots strategy set forth by the Republican National Committee. State-wide efforts yielded 200,000 votes over goal, 2% over 2000 election results.
- Conducted extensive volunteer trainings throughout state. Trainings focused on familiarizing volunteers with new campaign tactics.

**Robert Lamutt for Congress**

**July 2004- August 2004**

**Field Manager**

**Marietta, GA**

- Transitioned into high-profile campaign position to lead grassroots efforts during run-off period for Georgian Businessman Robert Lamutt.
- Responsible for shifting strategy towards motivating base and pushing voter turn-out.
- Quickly secured endorsements from defeated primary challengers and capitalized on momentum by organizing press and publicity for unity rallies along with targeted mailings to supporters throughout district.

**Chuck Clay for Congress**

**February 2004- July 2004**

**Grassroots Coordinator**

**Marietta, GA**

- Developed and implemented a comprehensive grassroots strategy focused on coalition building and voter mobilization for State Senator Chuck Clay's campaign for Georgia congressional district seat.
- Served as a liaison between the Clay campaign and local leaders, elected officials, members of the media, education associations, churches, neighborhood alliances and civic groups to convey the message of the Clay campaign.
- Organized publicity, press, and vendor negotiation for campaign fundraising and grassroots events along with follow-up donor maintenance.
- Coordinated a district-wide grassroots and volunteer program including bus tours, phone banks, yard signs, and an extensive in-house grassroots mail program of over 55,000 pieces.

**The Office of United States Senator Jim Bunning (R-KY)**

**March 2001- September 2003**

**Legislative Correspondent**

**Washington, D.C**

- Prepared Senator for his assignment on the Government Affairs Committee by drafting opening speeches, briefing memos and witness questions for hearings. Assisted Senator's key advisor and Senator in his capacity as a member of the Senate Committee on Finance.
- Made recommendations for Senator's sponsorship of pending legislation and support for "Dear Colleague" letters. Informed him through policy papers and memos of relevant legislation that corresponded with his legislative priorities.
- Handled constituent correspondence pertaining to several legislative areas, including: health care, Social Security, education, labor, transportation, science and technology, budget, welfare, and postal issues.
- Built and strengthened relationship between Senator and community by drafting weekly Congressional Statements that honor community milestones and achievements throughout Kentucky.

**Assistant to Administrative Director/ Internship Coordinator**

**September 2000- March 2001**

- Assisted Administrative Director with function planning, office maintenance and budgetary matters while composing the Senator's congratulatory correspondence to dignitaries and constituents.
- Coordinated and redesigned Washington Internship Program to improve applicant pool and overall effectiveness of the program. Implemented changes that produced a 65% increase in applicants.
- Aided in event planning for 54<sup>th</sup> Presidential Inauguration.

**The Office of Senator Paul Coverdell (R-GA)**

**July 2000- August 2000**

**Staff Assistant**

**Washington, D.C.**

- Planned activities and travel details involved with constituent and VIP visits to Washington, D.C.
- Monitored all facets of the reception room while serving as primary representative of the front office.
- Assessed and fulfilled requests for information and provided assistance to constituents.

**EDUCATION**

**University of Georgia**

**Bachelor of Arts**

**May 1999**

Major: Political Science

Minor: Art History

# TULIE GEORGE

(b)(6)

## KEY QUALIFICATIONS

Legislative experience, senior-level campaign work, and a background in international affairs and national security.

## PROFESSIONAL EXPERIENCE

2005-present

U.S. Senator Rick Santorum, PA  
Santorum 2006 campaign

Pennsylvania

### **Deputy Director of Coalitions**

- Created, directed and maintained coalitions throughout the state, including the Social Conservative, Catholic, Jewish, African-American, Women, Hispanic, Polish, Italian, Sportsmen, Immigration Reform, and Animal Rights coalitions.
- Developed campaign strategy and tracked progress with respect to outreach, events, surrogate appearances, micro-targeting, mail and ads.
- Managed state campaign chairpersons for each coalition and monitored their goals, progress, and achievements.
- Advanced the Senator at events, prepared talking points, and briefed him before interviews.
- Secured major national and statewide endorsements, and worked with PAOs to develop their strategy to support the Senator.
- Drafted articles for newsletters and major publications, as well as speeches for both the Senator and his colleagues, comparison literature, event hand-outs, communications to coalitions, and website content.

2003-2005

Rep. Melissa Hart, (PA-04)

Washington, DC

### **Legislative Assistant**

- Monitored legislation and advised the Congresswoman on judicial, financial, and foreign affairs, as well as education, agriculture, and small business issues.
- Spoke on behalf of the Congresswoman in meetings with businesses, non-profit groups, special interest groups, and students.
- Developed and implemented issue-based outreach plans for the Congresswoman.
- Served as the principal staff on caucuses like the Republican Study Committee and the Swiss Caucus.

2004

Bush-Cheney '04 Campaign

Pittsburgh, PA

### **Catholic Field Coordinator**

- Managed eleven Western Pennsylvania counties, including recruiting new volunteers, organizing voter registration drives, and executing literature distributions.
- Supervised over 200 "church captains" through training seminars, meetings, and events with local Catholic and community leaders.
- Registered over 3,000 new Catholic voters.

## PROFESSIONAL DEVELOPMENT

- Graduated from Heritage Foundation's "Congressional Fellowship Program."

## PUBLIC SERVICE EXPERIENCE

- Elected to serve as the Beaver County, PA Republican Committeewoman, April 2004.

## EDUCATION

1998-2002

Kent State University

Kent, OH

- B.A., International Relations.
- Study Abroad Semester/Internship with UNESCO.
- Minor Certificates in French and North Atlantic Security Studies.

Geneva, Switzerland

## Jennifer Eileen Giglio

(b)(6)

### Summary

Professional with proven strength in Member and Constituent Relations, Project Development, and Negotiation. Skilled at protocol, marketing, strategic planning, and promotion. Highly analytical and logical with excellent research and writing skills.

- ☐ Outstanding people skills; sensitive in assessing needs.
- ☐ Articulate and persuasive in dealing with management, colleagues and vendors.
- ☐ Thrives in high-pressure, deadline-driven environments.
- ☐ Strong organizational and facilitation abilities; efficiently meet deadlines.

### Employment

**Office of the Assistant Secretary of Defense for Public Affairs-Washington, DC**  
**Public Affairs Specialist, Deputy Director "Why We Serve"**

July 2006 - Current

July 2007 - Current

Place returning military members from each service in speaking roles at community events across the country and provide a personal connection for community members who might not otherwise have come in contact with or known someone who has served in the conflicts in Iraq and Afghanistan.

- ☐ President George W. Bush Appointee (b)(6)
- ☐ Manages the Department of Defense's outreach initiative entitled "Why We Serve," a national speaker's bureau consisting of 12 recently returned service members from Iraq and Afghanistan;
- ☐ Schedule and coordinate all speaking engagements around the Continental United States by working with community organizations, business associations, academic institutions, veterans groups and numerous non-profit organizations around the country;
- ☐ Oversee public affairs training to ensure that all 'Why We Serve' participants are proficient public speakers and possess the skills needed in advance of being interviewed by both print and television media;
- ☐ Compose press releases and forge relationships with the media and national associations in order to advertise the Department of Defense's outreach programs and reconnect the America public with their military;
- ☐ Conduct fact-finding research, analyze findings, summarize and arrange data, and make recommendations, as appropriate, regarding the data and project results for the Secretary and Deputy Secretary of Defense, the Joint Chiefs of Staff, the ASD(PA) and other senior military leadership.

**Office of the Assistant Secretary of Defense for Public Affairs-Washington, DC**  
**Confidential Assistant to the Assistant Secretary of Defense for Public Affairs**

July 2006 - Current

July 2006 - July 2007

Guarantee that highly confidential, sensitive and politically controversial information is kept completely private and maintain the full trust and confidence of the Assistant Secretary of Defense for Public Affairs (ASD(PA)). Skilled in both oral and written communication and in interpersonal relations appropriate for dealing effectively with high-level DoD officials and representatives of both national and local organizations. Ability to perceive and reflect ASD(PA)'s personal and official policies and wishes throughout DoD, and with congressional and civilian business and industry leaders. High aptitude for gathering, analyzing, evaluating, and summarizing data for use by senior Defense officials.

- ☐ President George W. Bush Appointee (b)(6)
- ☐ Carry out matters of great sensitivity that may involve work with officials of various governmental and non-governmental agencies;
- ☐ Research, collect, and assemble sufficient materials to assure that the ASD(PA) has sufficient and pertinent background on which to base decisions of the most highly sensitive and controversial issues;
- ☐ Responsible for assuring that the ASD(PA) wishes and directions are understood and carried out during all phases of the decision making process, to include coordination with key officials, both civilian and military, on the ASD(PA) staff, and responsible for issuing the appropriate instructions;
- ☐ Responds to high-level and often confidential matters, as well as written telephonic inquiries pertaining to invitations, engagements, personal information and other related information pertaining to the ASD(PA)
- ☐ Provide support and advice directly to the ASD(PA) in key areas of ongoing official and administrative responsibilities.

Jennifer Eileen Giglio, Page 2

**Armed Services Committee, US House of Representatives-Washington, DC**  
**Executive Assistant to the Director**  
**Staff Assistant**

**January 2004 - July 2006**

**January 2005 - July 2006**

**January 2004 - December 2004**

Ensures that all confidential information is handled with complete discretion. Under the direction of the Staff Director, performs professional level work of considerable difficulty by providing office administration and general assistance to the Chairman of the Committee & Director in the supervision of support staff, management of administrative functions, production of correspondence, and preparation of background issue documents. Significant interaction with Congressmen, congressional staff, federal agency officials and lobbyists.

- ☐ (b)(6)
- ☐ Supervise and manage internship program of two personnel throughout the year;
- ☐ Serves as confidential administrative assistant to the Staff Director, screens calls and visitors, arranges appointments and travel; relays decisions and directives to staff;
- ☐ Research and analyze various issues for professional staff members and provide briefing materials;
- ☐ Directs staff work necessary to accomplish programs and projects of interest to the Director;
- ☐ Brief the Director on matters of concern and secures information required for proper action on such matters;
- ☐ Develops and enforces policies and procedures for the flow of work through the Director's Office;
- ☐ Prepare, edit and review correspondence from the Chairman of the Armed Services Committee and Staff Director;
- ☐ Accompany the Staff Director to various meetings and ensures that the Chairman of the Armed Services Committee & Staff Director receive all necessary background information;
- ☐ Demonstrate continuous effort to improve operations, decrease turnaround times, and streamline work processes.

**Office of Presidential Advance-Washington, DC**

**December 2003-Current**

**Site Advance - Volunteer**

Plan logistics for Presidential events in and around Washington, DC

- ☐ Responsible for the organization and implementation of the President's visits outside of the White House complex;
- ☐ Design and structure events where the President is scheduled to visit;
- ☐ Serve as the communicator between the White House Military Office, the United States Secret Service, and the local event site.

**Circuit City Stores, Inc.-Richmond, VA**

**June 2000 - November 2003**

**Merchandising Coordinator**

Coordinate a corporate-wide inventory of \$10 million. Monitor specific electronic categories to determine best sell-thru v. worst sell-thru. Coordinate stock rotation among 600 stores nationally. Determine product mix and inventory stock levels.

**Office of Public Relations, Radford University-Radford, VA**

**Summer 1999**

**Public Relations Intern**

Assisted in the planning and coordination of events for a 5,000+-student university. Events included government and association meetings and events, private conferences, and fund-raisers. Supported supervisor by arranging on-site logistics, including transportation, accommodations, meals, guest speakers and audiovisual support.

## **Education**

**Radford University-Radford, VA**

- ☐ Bachelor of Science, May 2000
  - Major - Merchandising
  - Related Coursework: Consumer Behavior, Public Relations, Market Segmentation, Retailing and Sales Management, Merchandising, Forecasting, Advertising and Promotion

**London College of Fashion-London, England**

Study Abroad Program, January 1998 - May 1998

**Kristen F. Gilley**

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## **PROFESSIONAL EXPERIENCE**

**Office of Legislative Affairs, Department of Defense**  
**Special Assistant, Team Chief**

**May 2007- Present**

Principle advisor to the Assistant Secretary of Defense for Legislative Affairs, and senior Department of Defense officials on matters relating to personnel, readiness and wounded warriors. Provide guidance and strategy for interaction with Congress, advice on legislation, and hearings. Also facilitate outreach with Congress and executive branch agencies.

**International Relations Committee, U.S. House of Representatives**

**Deputy Staff Director**

**July 2006 – January 2007**

Responsible for committee management, legislative agenda, coordination with House Leadership, liaison with Appropriations, Armed Services and Budget Committees, and external organizations involved in international relations. In addition responsible for oversight of State Department operations and budget and other duties as a Senior Professional Committee Staff Member.

**International Relations Committee, U.S. House of Representatives**

**Senior Professional Committee Staff**

**February 1993-June 2006**

Responsible for oversight of the State Department and the international affairs budget, and managing major legislative matters for the Committee. Oversight duties include: State Department operations and budget, management of diplomatic posts abroad, domestic and overseas security, public diplomacy, the United Nations, democracy programs, and international broadcasting. Legislative responsibilities include managing the Committee's largest measure, the biennial State Department authorization bill including preparation for hearings, markups, floor consideration and House Senate relations both formal and informal. Liaison with external organizations involved in foreign affairs. Serve as the Committee liaison to the other House and Senate Committees.

**Office of the Under Secretary for Management, U.S. Department of State.**

**Special Assistant for Legislation**

**May 1992-January 1993**

Responsible for legislative affairs relating to worldwide operations, management and budget issues. Developed the Department's authorization bill and coordinated annual budget preparation with authorization requirements. Congressional liaison duties included monitoring legislative proposals, developing legislative strategies, briefings, hearing preparation and preparing and reviewing policy option papers.

**Bureau of Near Eastern Affairs, U.S. Department of State**

**Special Assistant for Congressional Affairs**

**December 1990-May1992**

Managed the Bureau's Congressional relations, working closely with the Assistant Secretary. Coordinated Bureau legislative interests, analyzed/monitored legislation, and developed legislative options. Served as liaison with Congress; provided Bureau and overseas posts with assessments of Congressional actions. Managed all aspects of Congressional hearing preparations and hearing records.

**State of Florida, Washington Office**

**Governmental Analyst**

**February 1987 - December 1990**

As a member of the Governor's staff, served as the state-federal liaison for the State of Florida. Represented the Governor and the State Legislature before Congress and federal agencies. Primary activities included federal budget and issue analysis, policy development, legislative monitoring and regulatory review. Briefed Florida state agencies on federal issues. Areas of expertise included space, trade, immigration, refugee and labor issues.

**Project HOPE**

**Director of Public and Governmental Affairs**

**October 1984 - Feb.1987**

Directed all public relations activities in the U.S. and for overseas offices, including production of brochures, newsletters, and other informational materials. Designed and implemented public awareness campaigns and other special projects. Conducted press briefings, assisted in fund raising, and addressed public forums. Represented the organization before Congress and federal agencies.

**Congressman Bill McCollum (FL)**

**Legislative Assistant**

**March 1981 - October 1984**

Provided staff support for Judiciary Committee issues, including preparation of amendments and floor statements, position research and development, and coalition building. Major emphasis on immigration, refugee, foreign policy and criminal justice issues. Participated Congressional fact-finding trips to Central America, the Far East, and the Near East with an emphasis on refugee and political-military issues.

**Education**

**Masters of Public Administration, George Washington University - fields of concentration: Management and analysis of U.S. foreign policy, 1992.**

**B.A., Political Science, University of California, Davis, 1978.**

**David A. Glancy, Ph.D.**

(b)(6)

## **Experience**

**Office of the Secretary of Defense, International Security Policy/Eurasia  
Special Assistant (Political Appointee)** (b)(6)

- Develop and carry-out special projects and program reviews for the Deputy Assistant Secretary of Defense for Eurasia Policy.

**Office of the Secretary of Defense, GWOT Communications Group  
Director (Political Appointee)** (b)(6)

- Coordinate the development of plans, materials, and events to support the Defense Department's message strategy regarding the Global War on Terrorism, Iraq, and Afghanistan.

**Office of the Secretary of Defense, International Security Policy/Eurasia  
Special Assistant (Political Appointee)**

- Prepared briefings and decision memoranda for senior officials, drafted speeches and talking points, contributed to special projects, and represented the Office of the Secretary of Defense at international meetings, conferences, and seminars.

**The Elliott School of International Affairs, George Washington University  
Professor**

**George W. Bush for President/Bush-Cheney 2000 Campaign  
Campaign Volunteer**

**Institute for Foreign Policy Analysis/ NSPA  
Research Assistant**

**Office of Senator Abraham  
Staff Assistant**

**Republican National Committee  
Communications and Finance Assistant**

**Office of the Vice President  
White House Intern**



## **Education**

**The Fletcher School of Law and Diplomacy, Tufts University**

**Doctor of Philosophy in International Relations**

- Dissertation title: "Coalitions, Congressional-Executive Branch Relations, and Public Opinion: A Study of Post-Cold War Crisis Management and the Persian Gulf Crisis."

**The Fletcher School of Law and Diplomacy, Tufts University**

**Master of Arts in Law and Diplomacy**

**The University of Michigan - Dearborn**

**Bachelor of Arts in International Studies and Political Science**

**ASHLEY D. GODWIN**

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**CAREER PROFILE:**

- Extensive and highly effective network of contacts throughout Executive and Legislative Branches
  - Excellent comprehension of Congressional appropriation and authorization process
  - Expert knowledge in Department of Defense and Federal Government resource allocation process and Planning, Programming, Budgeting, and Execution principles
  - Exceptional executive-level communication skills and political acuity
  - Experienced in the start-up and leadership of new operations and organizations
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**PROFESSIONAL EXPERIENCE:**

**DEPUTY ASSISTANT SECRETARY OF THE NAVY (FINANCIAL MANAGEMENT AND COMPTROLLER)**

**DEPARTMENT OF THE NAVY**

February 2005 – Present

Washington, DC

- Serves as the deputy chief financial officer of the Department of the Navy; assists the Assistant Secretary of the Navy (Financial Management and Comptroller) with directing and managing the Department's financial activities, including the preparation, justification, and execution of a \$126 billion budget
- Serves as principal advisor to the Assistant Secretary and assumes the responsibilities of the office as assigned or delegated in the ASN's absence
- Manages the business planning and operation of the FM&C organization, successfully overseeing the organizational structure, policies, and processes
- Oversees the Department of the Navy's Anti-deficiency Act compliance and FM&C's involvement in GAO, Navy IG, and DoDIG investigations and reports
- Represents the Department of the Navy to the Office of the Secretary of Defense and other Defense Agencies and Services, other government organizations, Members and staff of the U.S. Congress, and private sector entities

**DEPUTY ASSOCIATE DIRECTOR**

**PRESIDENTIAL PERSONNEL**

**THE WHITE HOUSE**

November 2004 – February 2005

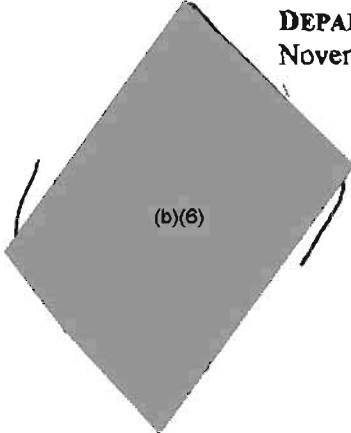
Washington, DC

- Served in a post-election appointment to the White House as Deputy Associate Director of the National Security portfolio
- Personally managed all aspects of the selection and appointment of President Bush's nominees to the 2005 BRAC Commission
- Managed the placement of personnel in key national security positions at the Department of Defense, National Intelligence Agency, National Security Council, and the President's Foreign Intelligence Advisory Board

**SPECIAL ASSISTANT TO THE UNDER SECRETARY OF DEFENSE (COMPTROLLER)  
DEPARTMENT OF DEFENSE**

November 2002 – February 2005

Washington, DC

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- Directly support the DoD Comptroller with budget formulation, program review, and budget execution; Liaise with OMB and the Congressional defense appropriation and authorization committees on the annual defense budget request and account reprogramming actions
  - Managed a team of Deputy Chief Financial Officer staff in the development of Department-wide performance metrics for the Operation and Maintenance and Personnel accounts
  - Served as principal OSD manager for vested and seized assets distribution in Iraq; Coordinated transfer of assets to Iraq with OMB National Security Directorate, Department of Treasury Assistant Fiscal Secretary, Federal Reserve Board of Governors, and Secret Service; Led a multi-agency team that successfully validated all seized Iraqi monetary assets
  - Represent Office of the Comptroller on Defense Secretary's transformation agenda team; Managed Comptroller interests in National Security Personnel System, transfer of DoD personnel security investigative functions, and general transfer authority and acquisition funding initiatives

*\*Received the Secretary of Defense Exceptional Civilian Service Medal*

*\*Received the Office of the Secretary of Defense Joint Meritorious Unit Award*

**DIRECTOR OF STAFF OPERATIONS AND FINANCE  
COMMISSION ON THE INTELLIGENCE CAPABILITIES OF THE UNITED STATES REGARDING  
WEAPONS OF MASS DESTRUCTION**

**THE WHITE HOUSE**

March 2004 – August 2004

Washington, DC

- Appointed senior member of Commission executive staff; Managed all aspects of financial, logistical, technological, and personnel requirements
- Successfully planned, negotiated, programmed, and executed two budget appropriations totaling \$14 million
- Served as principal OSD representative and direct liaison between White House, Department of Defense, and Presidential Commission
- Directed and participated in outreach activities and investigation and information gathering and analysis; Developed a solid dialogue on reform initiatives with Intelligence Community members, Department of Defense, including military departments and DoD field agencies, White House, and Congress
- Served as principal advisor on all legislative matters

**PROFESSIONAL STAFF MEMBER/ BUDGET ANALYST  
COMMITTEE ON ARMED SERVICES, U.S. HOUSE OF REPRESENTATIVES**

July 1998 – August 2001

Washington, DC

- Served as Senior policy advisor on national security legislation; Provided guidance to Committee Chairman and Members on policy and budgetary implications of defense initiatives; Drafted legislation for annual defense authorization bill
- Analyzed the national security components of the annual Federal budget request, Congressional budget resolution, and various CBO and OMB estimates and reviews

- Managed all legislative aspects of the National Defense Authorization Bill, including amendment process, mark-up, House floor debate, and conference with Senate
- Created, managed, and balanced the annual defense authorization budget tables
- Liaised on policy and budget issues with Department of Defense, Department of Energy, Congressional appropriations and budget committees, OMB, CBO, and the Intelligence Community

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#### **EDUCATION:**

**UNIVERSITY OF DALLAS - 1992 – 1994**

Irving, TX

- Ph.D. Program; concentration in Political Science

**UNIVERSITY OF SOUTH CAROLINA - 1988 – 1992**

Conway, SC

- Bachelor of Arts in Political Science; CUM LAUDE
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#### **PROFESSIONAL AFFILIATIONS AND COMMUNITY SERVICE:**

##### **JUNIOR LEAGUE OF WASHINGTON**

- Elected to the Board of Directors of the fifth largest Junior League in the U.S.
- Twice elected Chairman of the Membership Committee
- Co-founded Junior League of Washington's Mentoring Program; Continue to develop training curricula and oversee and train volunteers

##### **WOMEN IN DEFENSE/NATIONAL DEFENSE INDUSTRIAL ASSOCIATION**

- Regularly attend professional development and networking events
- Participate in program development and advocacy activities

## ILAN GOLDENBERG

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### PROFESSIONAL EXPERIENCE

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- 2005 – Present      **NATIONAL SECURITY NETWORK**      Washington, DC  
*Policy Director*
- Oversee policy department which consists of four staff members and 2-3 interns. Lead weekly meetings to coordinate the production of NSN policy reports, daily briefs, talking points, fact sheets, and other products focused on national security. Act as lead editor on most of these products.
  - Act as lead writer and organizational expert on Middle East issues especially Iraq, Iran and the Israeli-Palestinian conflict.
  - Draft speeches, press releases, op-eds and Congressional testimony.
  - Organize and participate in briefings for more than 50 Congressional and Senate candidates and their staffs in '06 and '08 cycles. Work closely with and provide policy materials to Senate and House leadership, Hill staffers, DSCC, DCCC and DNC.
  - Develop and edit a national security briefing book for candidates and members of congress. Coordinate expert groups that contribute to the briefing book on issues such as Iraq, Iran, Pakistan, Afghanistan, terrorism, military policy, and energy security.
  - Regular contributor to *Democracy Arsenal* – an expert blog on foreign affairs.
  - Published *Measuring the Benchmarks* an in-depth analysis of the progress being made on the President's Iraq benchmarks during 2007.
- 2005 – 2007      *Executive Director*
- Worked with NSN President Rand Beers to establish a new organization that is building a more responsible progressive national security policy.
  - Charged with management and strategic planning including: supervising small staff of employees; designing and implementing new projects; managing a \$500,000 annual budget; interacting with Board of Directors and donors; interfacing with other organizations; building fundraising strategy; writing funding proposals; and dealing with non-profit and election law.
- 2004 – 2005      **FOREIGN POLICY LEADERSHIP COUNCIL**      New York, NY  
*Head of Research*
- Conducted research and wrote issue briefs, talking points, press releases and op-eds on foreign policy issues such as homeland security, Iraq, military preparedness, energy security, nuclear proliferation, Iran and Saudi Arabia.
- 2004      **COUNCIL ON FOREIGN RELATIONS**      New York, NY  
*Intern – U.S. Middle East Project, Studies Department*
- Researched issues surrounding the Israeli-Palestinian conflict and translated documents from Arabic to English.
- 2003      **JP MORGAN CHASE**      New York, NY  
*Operations Analyst – Private Banking Division*
- Audited JP Morgan's private equity house accounts. Reconciled over \$600,000 of outstanding balances
- 2000 – 2002      **SALOMON SMITH BARNEY**      New York, NY  
*Financial Analyst – Global Energy Group, Investment Banking Division*
- Advised Petrobras, the Brazilian national oil company, on potential North American acquisition targets valued at \$2.5-\$4 billion. Performed extensive financial modeling and valuation analysis of prospective targets. Participated in meetings with Petrobras' internal mergers and acquisitions team as well as its lawyers and accountants
  - Worked on \$807 million secondary equity offering of Petrobras shares held by the Brazilian National Development Bank. Attended due diligence meetings and drafting sessions. Prepared marketing materials as well as investor roadshow presentation. Accompanied senior management on two week

# IAN GRANT

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## EDUCATION

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### **Georgetown University, School of Foreign Service, Washington, D.C.**

Master of Science in Foreign Service, concentration in Foreign Policy/International Security, 2008

GPA 3.77, Dean's Award for Academic Excellence (Magna Cum Laude equivalent)

*Coursework: International Security Issues, Congressional Decision-Making and U.S. Foreign Policy, Force and Diplomacy, Political and Economic Risk Assessment, International Trade and Finance, China's Challenge to the U.S.*

### **Columbia University, Columbia College, New York, NY**

Bachelor of Arts in Linguistics, 2001

GPA 3.62, Dean's List, Member of the 4.0 Club

Abbey Award for Excellence in Academics and Athletics, 2001

## EXPERIENCE

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### **National Defense University, Washington, D.C.**

Research Associate, 11/08 – 12/08

- Served as a temporary Research Associate at the Center for Technology and National Security Policy
- Wrote background materials and provided general research for a Secret-level war-game
- Aided in the preparation and setup for seminars and other University events

### **Obama for America, McLean, VA**

Full-time Volunteer Asst. to Sec. Richard Danzig, 5/08 – 11/08

- Produced policy memos, talking points and country briefing books in support of Secretary Danzig in his capacity as a Senior National Security Adviser to the Obama presidential campaign
- Assisted in the management of projects and events featuring U.S. General and Flag Officers
- Served as an organizer for a 2 week campaigning trip to Ohio with Secretary Danzig
- Supplemented, reviewed and edited campaign defense policy papers

### **The Albright Group LLC, Washington, D.C.**

Research Assistant, 8/07 – 2/08

- Produced political and economic assessments of countries and subjects of interest to clients
- Assisted in production of country briefing books for Secretary Albright and other Principals
- Provided general research support to Associates and Principals

### **Partnership for Global Security, Washington, D.C.**

Research Analyst, 5/07 – 8/07

- Served as the Market Mechanisms for Managing Proliferation Research Analyst for the Next Generation Nonproliferation Project
- Studied financial approaches to nonproliferation with a special focus on Treasury Department actions with respect to North Korea and Iran

### **Project on National Security Reform, Washington, D.C.**

Research Fellow, 2/07 – 7/07

- Performed research on national security reforms of foreign countries for the Vision working group
- Conducted a literature review of works relevant to the Vision working group

### **Hawkins Delafield & Wood LLP, New York, NY**

Paralegal, 6/03 – 6/06

- Assisted four partners with housing development deals ranging from \$10 million to \$2.3 billion
- Managed over seventy bond closings, coordinated document production with clients and third parties, directed document execution and performed due diligence research on potential mortgagors

## SKILLS AND ACTIVITIES

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Languages: (b)(6)

Computer: MS Office, SPSS, iManage

Volunteer campaign canvassing: 2006 and 2008

Columbia University Varsity Heavyweight Crew, year-round sport, 25 hrs/wk, 1997 – 2001

Travel: Costa Rica (7 months), Europe (4 months)

(b)(6) DANIEL R. GREEN (b)(6)

### **EDUCATION:**

- George Washington University, Washington, D.C.  
Began Ph.D. program in Political Science in Spring 2001.  
Currently working on dissertation.
- Florida State University, Tallahassee, Florida  
MS: International Affairs (concentration in Economics and Politics), 1999.
- American University, Washington, D.C.  
BA: Political Science, *cum laude*, University Honors, 1998.  
BA: History, CLEG (Communications, Legal Institutions, Economics, Government),  
*cum laude*, 1998.  
Minor: International Affairs

### **WORK EXPERIENCE:**

- **Operations Officer**, U.S. Department of State, Office of the Coordinator for Counterterrorism in the Office of the Secretary of State. March 2006 – present.
  - Serve as an Operations Officer in the Operations Directorate in support of Special Operations Forces issues, Foreign Emergency Support Team (FEST) deployments, and exercises in response to terrorist attacks and incidents. Also writing studies of Provincial Reconstruction Teams in Afghanistan, how they may be applied to Iraq, and on other subjects related to stabilization and counter-insurgency.
- **Political Advisor**, U.S. Department of State, Provincial Reconstruction Team, Uruzgan Province, Afghanistan. January – November 2005, June – August 2006.
  - Served as the Political Advisor to the Commander of the Tarin Kowt Provincial Reconstruction Team (PRT) in Uruzgan Province. PRTs conduct civil military operations throughout Afghanistan and Iraq to enhance stability, promote good governance, and stimulate economic recovery in support of the Islamic Republic of Afghanistan. Main responsibilities included regular reporting to the embassy on local events and how they impacted U.S. foreign policy objectives and presenting U.S. views to local leaders. Other responsibilities included working as the PRT's chief liaison to Uruzgan's Provincial Shura and elected officials, conducting assessments of provincial and district leaders, evaluating the governance capacity of provincial directorates, facilitating the development of civil society, and taking the lead for the PRT in facilitating a successful fall election in Uruzgan and Dai Kundi Provinces.
- **Special Advisor for Policy**, U.S. Department of State, Bureau of Verification and Compliance. October 2003 – January 2005; November 2005 – February 2006.
  - Served as a special policy advisor to the Assistant Secretary of State for Verification and Compliance. The Bureau of Verification and Compliance verifies country compliance with non-proliferation, arms control, and disarmament agreements and publishes the President's Annual Compliance Report. The bureau led the effort to dismantle and remove Libya's weapons of mass destruction and missile programs. It is also an advocate in the intelligence community for collection needs to verify treaties. Responsibilities included writing speeches, congressional testimony, press guidance, and strategy papers for the Assistant Secretary and clearing diplomatic cables and representing the bureau at inter-departmental and inter-agency meetings.
- **Assistant for Strategic Arms Control**, Department of Defense, Office of the Secretary of Defense, Office of Strategic Arms Control Policy. May 2002 – July 2003.
  - Managed the development and implementation of strategic arms control policy and represented the

Office of the Secretary of Defense at interagency and international forums. Served as the Action Officer for the Fissile Material Cut-off Treaty, the UN First Committee on International Security and Disarmament, and the UN Conference on Disarmament. Also worked on The Moscow Treaty, the Comprehensive Nuclear Test Ban Treaty, and the Strategic Arms Reduction Treaty.

- **Assistant for Non-Proliferation**, Department of Defense, Office of the Secretary of Defense, Office of Non-Proliferation Policy. September 2001 – May 2002.
  - Managed the development and implementation of nuclear non-proliferation policy and represented the Office of the Secretary of Defense at interagency and international forums. Served as the Action Officer for the Nuclear Non-Proliferation Treaty, the Fissile Material Cut-off Treaty, the UN First Committee on International Security and Disarmament, the UN Conference on Disarmament, Nuclear Weapon Free Zones, and Radiological Weapons.
- **Defense Fellow/Legislative Strategist**, Department of Defense, Office of the Chief of Legislative Liaison - Strategy, Army. February 2001 – September 2001.
  - Conducted research on legislative issues and assisted with the implementation of the Army's legislative strategy.
- **Defense Fellow**, Department of Defense, Transition Team. January 2001 – February 2001
  - Researched candidates and assisted in the recruiting of senior civilian leadership positions for the Department of Defense for the Bush Administration. Assisted senior transition leadership in organizing the selection, interview, and vetting process of candidates.
- **Director of Archives**, Presidential Inaugural Committee. January 2001 – February 2001
  - Collected, organized, and archived records of the Bush/Cheney Inaugural Committee for the National Archives of the United States.
- **Research Analyst**, Republican National Committee. September – December, 2000
- **Junior Research Analyst**. December 1999-September 2000
  - Co-authored the Small Business and Environmental Chapters for *The Gore Files* that analyzed the Clinton/Gore Administration's record on small business and environmental issues and contained a detailed analysis of Vice President Gore's congressional record. *The Gore Files* was the principal briefing book on Vice President Gore for the Bush/Cheney presidential campaign and its senior staff.
  - Researcher for the Bush/Cheney debate preparation team analyzing twenty of Vice President Gore's debates from 1988 to 2000 and the 1992 and 1996 presidential debates. Analysis included debate strategy, tactics, media positioning, notable exchanges, candidate attire, stage layout, procedural formats, and debate fundamentals.
  - Member of the get-out-the-vote (GOTV) effort for Broward County, Florida. Ran the absentee ballot chase program and assisted in the organization of poll watchers, volunteers, and phone banks and in the general implementation of the GOTV strategy.
  - Member of the Florida Recount team in Broward County, Florida. Participated in the counting of election ballots and conducted research for court cases.

#### **AWARDS:**

- Superior Honor Award, U.S. Department of State, Afghanistan. 2006
- Superior Civilian Honor Award, U.S. Army, Afghanistan. 2006
- Citadel Symposium on Southern Politics Best Paper Award. 2000
- American University Award for Outstanding Scholarship at the Undergraduate Level. 1998
- George C. Marshall Foundation Undergraduate Scholar. 1998



- Recipient of the Harry S. Truman Institute Honors Undergraduate Research Grant. 1996
- Recipient of the John F. Kennedy Library Grant-in-Aid of Research. 1996
- Boy Scout: Order of the Arrow Vigil Honor Award. 1994
- Boy Scout: Eagle Scout with Four Palms. 1991

**MILITARY SERVICE:**

- United States Naval Reserve Officer. Rank: Lieutenant Junior Grade. May 2003 – present. Drilling reservist at the Office of Naval Intelligence Unit 0466. Member of the Trident Program.

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# MATTHEW T. GREEN

Permanent Address:

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Current Address:

(b)(6)

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## WORK EXPERIENCE

### DEPUTY DIRECTOR OF ADVANCE

Californians for Schwarzenegger  
Sacramento, CA  
June 2006 - January 2007

Travel throughout the United States and internationally for the Governor of California. Plan and coordinate the movements of the Governor. Work in coordination with the California Highway Patrol Governor's Protective Detail for all logistics and movements of the Governor and his family. Choreograph and design the event from start to finish. Lead Advance Representative on site; produce and direct all elements for an event from lighting and audio to backdrops and show flow. Brief the Governor upon arrival at events, lead the Governor through the entire event.

### SENIOR ADVANCE REPRESENTATIVE

Office of Governor Arnold  
Schwarzenegger  
Sacramento, CA  
February 2005 - May 2006

On international travel, work with host country and the Governor's Protocol Office on logistics and pre-advance meetings with foreign delegations.

### 55th PRESIDENTIAL INAUGURAL COMMITTEE

Official Proceedings  
Washington, D.C.  
December 2004 - February 2005

Assisted in serving as a liaison between the Joint Congressional Committee on Inaugural Ceremonies and the White House. Responsible for planning, coordinating and implementing the Swearing-in Ceremony of the 55th Presidential Inauguration. Served as the representative for the Presidential Inaugural Committee to one of the entertainers the First Family chose for the Inaugural ceremonies.

### VICE PRESIDENTIAL ADVANCE REPRESENTATIVE

Bush Cheney '04, Inc.  
Arlington, VA  
July 2004 - November 2004

Worked with a team responsible for the planning, coordination and implementation of the Vice President's visits during the 2004 election. Managed and designed the venues for the Vice President's visit. Coordinated with the United States Secret Service and White House Communications teams to ensure that the Vice President's message was effectively communicated.

### 2004 G8 SUMMIT PLANNING ORGANIZATION

Washington, D.C.  
September 2003 - July 2004

Conducted site surveys on 68 properties; Worked with Sea Island officials for logistical planning for the President and foreign heads of state's accommodations; Provided assistance with planning scheduling and logistical operations for the Sous Sherpa and Sherpa meetings; During the Summit acted as one of the advance leads and protocol officers for the expanded leaders program.

### WHITE HOUSE PRESIDENTIAL & VICE PRESIDENTIAL ADVANCE

November 2002 - Present

Volunteer as a member of the President and Vice President's staff advance team on travel throughout the United States.

### WHITE HOUSE INTERN

Office of Cabinet Affairs  
May 2003 - September 2003  
White House Management  
January 2003 - May 2003

Assisted in serving as the liaison between the White House and the President's Cabinet; Provided administrative support to the Cabinet Secretary and Cabinet Affairs staff; Responsible for providing day-to-day administrative support to the Executive Office of the President and the White House staff.

## EDUCATION

BAYLOR UNIVERSITY, Waco, TX. 2002.

Bachelor of Business Administration. Majored in Human Resource Management with a minor in Corporate Communications. Dean's List. Baylor University Chamber Of Commerce. Bear Coordinator. 2000 Baylor University Parade Chairman. Student Government.

## SKILLS/INTERESTS

PC, Macintosh, Microsoft Works, Word, Excel, PowerPoint, Corel Draw, Windows 95, 98, XP and Internet proficiencies (Lexus-Nexus). Wildlife photography. Travel. Eagle Scout.

# AMY GREENAN

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## EDUCATION:

**Hamilton College** - Graduated May 2004, Major: Public Policy - Minor: Communication

**Senior Thesis:** "Hamilton College Faculty Satisfaction"

**Annual Academic Scholarship:** Chester Suida Scholarship

## WORK EXPERIENCE:

**Congressman Doug Lamborn** – Legislative Assistant / Office Manager: Responsible for monitoring, informing, and advising the Congressman on legislation, in addition to working with committee staff to develop legislation. Issues in my portfolio include: Healthcare; Small Business; Manufacturing; Social Security; Welfare; Pensions; Healthcare; Arts/ Humanities; and Women's issues. Meet with constituents, lobbyists, other government officials, and staff on a daily basis on behalf of the Congressman. Write response letters to constituent mail on a variety of issues. As the Office Manager, I am responsible for maintaining the office budget and Member Representational Allowance (MRA); creating and ensuring the office policies are followed; maintaining all personnel and staff records; and posing as the liaison to the Congressman and the 18 staff members in both the Washington D.C. and District offices. (January 2007- present).

**Congressman Dave Hobson** - Legislative Assistant: Responsible for closely monitoring and tracking legislation in my portfolio including these issue areas: Environment; Labor; Welfare; Pensions; Social Security, Medicaid; Animal Rights; Postal Issues; and Federal Employees. Provided the Congressman with summaries on legislation and submitted vote recommendations. I wrote several letters to constituents on a daily basis regarding legislation and various other constituent inquiries. On a daily basis, I met with constituents, lobbyists, association members, and other government officials on behalf of the Congressman. (February 2006-December 2006)

**Congressman Michael N. Castle** - Scheduler/Executive Assistant: Responsible for scheduling all meetings, press conferences, hearings, and briefings for the Congressman as well as scheduling meetings for the legislative staff; create and maintain clear communication between the Congressman and the staff, other elected officials, and constituents. Provide the Congressman with background material for all meetings and events. Provide assistance to the Congressman on a daily basis (January 2005-January 2006)

**The White House Intergovernmental Affairs Office** - As an intern, I attended and summarized staff meetings, developed background positions on key state level leadership, assisted leadership with 2002 election related issues, provided timely, reliable, and useful information for the President regarding the 2002 gubernatorial elections, helped to coordinate key White House social events, attended speaker series to include presentations by Mr. Karl Rove as well as his subordinate directors, Secretary Tom Ridge, Ari Fleischer, and President George W. Bush (October 2002-December 2002)

**Senator Richard Lugar** - As an intern, I provided legislative research regarding diverse issues such as gun control, the Armed Forces and foreign relations, attended and summarized Legislative Consultant meetings with the Department of Veterans Affairs, addressed constituent issues relating to WMD and international relations, developed summaries for both Senate and House hearings, (relating to State Department Operations and U.S. Foreign Relations), assisted Senator Lugar's Press Secretary, and provided personal Capitol Hill briefings to key constituents and political interest groups (August 2002-October 2002)

## PROFESSIONAL DEVELOPMENT:

**Congressional Research Service Seminars:** Congress: An Introduction to Resources and Procedure, Advanced Legislative Process Institute, and the Graduate Institute.

**United States Decision Makers Course:** "Conservation and Development in Tropical Countries: Insights and Implications" hosted by the Organization for Tropical Studies and the U.S. Fish and Wildlife Service in Costa Rica May 27- June 2, 2007.

## OTHER WORK EXPERIENCE:

**East Tapp & Battle Ground Summer Recreation** - umpire for women's youth league (2000-2004)

**Aerobics Instructor** - International Sports Club (2002-2003), Hamilton College (2003-2004), Gold's Gym (2002)

**Hamilton College Athletics** - assisted coaches and Athletic Director with administrative duties (2000-2002)

**Purdue University Chemistry Department** - Laboratory Assistant, supported doctoral students with dissertation related research, (Summer 1997)

**St. Thomas Aquinas** - volunteer Religious Education Instructor (1998-1999)

#### **LEADERSHIP ACTIVITIES:**

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**Hamilton College Student Athletic Advisory Committee (SAAC)** - organized diverse public events sponsored by the athletic department and SAAC that promoted sportsmanship, respect, and academic integrity among student-athletes (2003-present)

**Hamilton College NESCAC Representative** - represented the New England Small College Athletic Conference; acted as liaison between college and other schools affiliated in the NESCAC Conference (2003-present)

**Hamilton College Softball Team Captain** - promoted teamwork, cooperation, and flexibility (2003-present)

**Hamilton College Resident Advisor** - responsible for the safety and well being of 70 freshmen, sophomore, junior, and senior co-ed residents; coordinated social functions; mediated conflicts between students; raised cultural awareness; posed as liaison between students and the administration (2002-2003)

#### **HONORS:**

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NESCAC All-Academic Honors, Hamilton softball "Rookie of the Year," Hamilton College NESCAC All-Academic Softball Team, High School Valedictorian, National Honor Society, Member of Student Government (Secretary/Treasurer), Keyettes

## Professional Experience

### U.S. Representative Nancy Boyda (D-KS), *Chief of Staff*

11/06 – 12/08

- Transitioned campaign operation to an official Congressional office.
- Managed 18 full-time staff and a budget of \$1.3 million.
- Implemented policy and political goals of the office.
- Directed all office communications: franked mail; e-mail; constituent mail; and press communications.
- Worked with campaign finance director to maintain call time and use legislative achievements to assist fundraising communications.
- Developed policy for the office in the areas of immigration, voting reform and ethics.

### Kathleen Sebellus for Governor, *Deputy Political Director*

6/05 – 11/06

- Revised scheduling operation, found talent and helped to streamline and more closely align scheduling operation to Governor's Office and Campaign communication and event goals.
- Created and implemented national outreach program to raise campaign money from national donors; including researching and prospecting new donors and working with current donors to expand donor list; raised over \$500,000 in new money for the campaign.
- Increased outreach to core constituencies; developed events and strategies to drive message; strategic guidance of canvass and phone bank outreach to new and targeted voters; ensured effective GOTV effort.
- Revised campaign web site and developed on-line fundraising and communication plan.
- Managed 4<sup>th</sup> Congressional District campaign office.

### John Kerry for President, *Deputy Press Secretary for Operations*

3/04 – 11/04

- As a member of the traveling staff, managed day-to-day operations of the traveling press corps and press arrangements on the road for local and national media.
- Served as pool wrangler.
- Managed and directed advance staff in the field.
- All around troubleshooter and problem solver for logistical crises experienced on the road.

### Jasculca/Terman and Associates

7/98– 8/02

*Director, Event Management Division*

8/00 – 8/02

*Account Executive*

7/98 – 7/99

- Provided strategic counsel, crisis management and other support to national and local clients as they implemented event plans including strategic audience outreach, logistical arrangements and media coverage.
- Managed five staff members and additional part-time staff as needed to implement large-scale events on behalf of corporate, civic and government clients.
- Developed strategic documents, including talking points, fact sheets and briefing materials. Conducted media relations and grass roots outreach to build public awareness of and support for client events.
- Developed and managed the logistics for a 5,000-person town-hall meeting to discuss the first series of plans for the World Trade Center Site in July 2002.

- Team member on an award winning public affairs initiative for the Governor's Commission on the Status of Women in Illinois.
- Developed and implemented a ten-day trip to Russia for the James Madison Council of the Library of Congress.
- Worked in conjunction with the Office of the Mayor and other City of Chicago offices in the planning and preparation of a ten-day, three city, 150-person official delegation trip to China.
- Developed and pitched new client proposals.

## Additional Professional Experience

<b>The White House, Office of Advance</b>	2/09 - present
<b>Presidential Inaugural Committee, Deputy Director, Media Logistics, Whistle Stop Tour</b>	12/08-1/09
<b>Democratic National Committee, Legal Intern, General Counsel's Office</b>	6/04
<b>Office of U.S. Senator Richard Durbin, Legal Intern, Judiciary Committee,</b>	Summer 2003
<b>Clinton/Gore 1996 Primary and General Committees, National Advance Team</b>	2/96 – 11/96
<b>Office of Presidential and First Lady Advance, The White House</b>	4/95 – 1/01

## Education

<b>University of Pittsburgh School of Law, Pittsburgh, P.A., J.D.</b>	12/05
<b>The George Washington University, Washington, D.C., B.A.</b>	1/98

**Admitted to the Kansas Bar (4/06); Admitted to the Washington, D.C. Bar (4/07)**

## NEEMA SINGH GULIANI

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### EDUCATION

#### **HARVARD LAW SCHOOL, J.D., 2008**

Activities: HLS for Obama, *Journal of International Law*; South Asian Student Law Association; Prison Legal Assistance Program; Public Interest Auction, *Co-chair*; Volunteer at New England Innocence Project  
Honors: Presidential Management Fellowship Finalist; Kaufman Public Interest Fellowship

#### **BROWN UNIVERSITY, B.A. International Relations with focus on Global Security, 2005**

Study Abroad: Universidad Complutense & San Agustin; Madrid, Spain Spring 2004  
Activities: *Brown Daily Herald*; Peer Community Standards Board; Domestic Abuse Advocacy Program  
Honors: Winner of 2005-06 Brown Business Plan Competition; Winner 2005-06 and 2004-05 Brown Elevator Speech Competition; Runner-up 2005-06 Entrepreneurial Extravaganza Business Pitch Competition

### WORK EXPERIENCES

**Democratic Party of WI (Obama Campaign), Voter Protection Deputy & Deputy Field Organizer, Milwaukee, WI** Sep-Nov 2008  
Coordinated voter protection efforts in Racine and Kenosha counties. Worked closely with government officials and community members to ensure compliance with election laws. Organized GOTV and field efforts at the Milwaukee Area Technical College.

**Kilpatrick Stockton, Summer Associate, Atlanta, GA** Summer 2007  
Assisted with defense of Guantanamo Bay detainees. Worked on public finance deals. Contributed to legal briefs for litigation department.

**Innocence Project of New Orleans, Law Clerk, New Orleans, LA** Summer 2006  
Assisted with post-conviction relief litigation by interviewing witnesses, working with clients, and contributing to briefs. Investigated innocence claims.

**Lifesine Technologies, Providence, RI** 2004-2005  
Worked on starting medical device company. Partnered with doctor from RJ Hospital. Wrote business plan. Presented business to investors and educational institutions. Researched medical, legal, and patent issues. Developed prototype.

**RI Public Defender's Office, Intern, Providence, RI** Fall 2002  
Interviewed clients concerning pertinent facts of case, criminal background, and financial status. Communicated with clients regarding upcoming legal proceedings.

**ACLU of Florida, Intern, Miami, FL** Summer 2002  
Worked on restoring voting right to ex-felons. Managed rights restoration workshops. Trained volunteers. Researched pertinent legal issues. Wrote press releases. Drafted correspondence. Advised ex-felons concerning proper legal recourse.

### COMMUNITY SERVICE & LEGAL CLINIC EXPERIENCES

**Harvard Human Rights Program, Harvard Law School** 2006-2008  
Worked on projects concerning prostitution, sex trafficking, prison conditions, and HIV/AIDS in India. Analyzed and made policy recommendations. Crafted advocacy strategies. Wrote legal memos and press releases. Participated in fact finding mission in Mumbai, India in January 2007.

**Criminal Justice Institute, Harvard Law School** 2007-2008  
Represented clients in criminal and juvenile delinquency cases in Massachusetts courts. Argued motions, composed briefs, and provided representation at trial.

**Charles Hamilton Houston Center for Race and Justice, Harvard Law School** Spring 2007  
Helped develop advocacy strategy to expand the writ of habeas corpus for Guantanamo Bay detainees and US prisoners.

**Rotary International, New Delhi, India** Summer 2004  
Traveled to shelters for handicapped children both through Rotary International and independently. Researched costs, organizational structure, and needs. Assisted with children during meals. Tutored in math and English.

### LANGUAGES

**Lisa Hamar**

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**WORK EXPERIENCE:**

**Headquarters Department of the Army (HQDA)  
Office of the Secretary of the Army  
101 Army Pentagon, Room 3E560  
Washington, D.C. 20310-0101**

**Dates Employed: Aug/2006 – Present**

**Grade Level:** (b)(6)

**Confidential Assistant to the Secretary of the Army (Executive Assistant), (b)(6)  
(Schedule C Appointee)**

Serve as trusted agent to the Secretary of the Army. Cultivate respectful team interaction to manage the Secretary of the Army's schedule. Work cooperatively with diverse working groups to devise and implement effective strategies to ensure the Secretary of the Army's activities align and support mission needs. Work closely with immediate staff, Army Secretariat, Army Staff, Office of the Secretary of Defense, White House staff, Legislative staff as well as representatives from private industry. Handle wide range of sensitive and confidential assignments of personal interest to the Secretary. Assist the Secretary in implementing unique projects and preparing special interest correspondence. Created a functional tool in Microsoft Office Excel 2003 to analyze what percentage of time was being used toward strategic, tactical, administrative and personnel matters (date, activity, category, total time in minutes) in order to identify patterns and recommend modifications to enhance effectiveness. Instrumental in helping the Secretary of the Army manage executive and senior professional performance appraisals for seven direct reports. Built quality relationships with staff of the U.S. Army Civilian Senior Leader Management Office (CSLMO) in order facilitate collecting and processing the performance reports. Worked with a team member to standardize and maintain core personnel documents to track the seven Senior Executive Service employees as well as track goals and objectives for twelve other non-rated senior civilian staff members. Created and shared with peers two informal mentoring tools: (1) time management chart and graph; and (2) well-coordinated strategic speech guidance to include web links to enhance the processing of invitations for other senior Army officials to speak.

**U.S. Department of Defense (DoD OGC)  
Office of the General Counsel of the Department of Defense  
1600 Defense Pentagon, Washington, D.C. 20301-1600  
Personal and Confidential Assistant to the DoD GC, (b)(6)  
(Schedule C Appointee)**

**Dates Employed: Sep/2001 – Aug/2006**

**Grade Level:** (b)(6)

Served as a trusted advisor and confidant to the General Counsel of the Department of Defense. Managed activities and requirements for the General Counsel to optimize the use of the DoD GC's time. Conducted scheduling meetings to synchronize and understand ever-changing priorities. Managed a high-tempo, premier legal office and kept all team members informed. Developed cordial, professional work relationships with interagency offices and civilian and military personnel throughout DoD, which aided staff attorneys challenged with unprecedented legal issues confronting DoD. Utilized legal research tools Lexis-Nexis, Westlaw, Internet techniques and legal libraries to assist in the coordination of unified interagency legal responses pertaining to National Security. Participated in and completed the DoD Executive Leadership Development Program (ELDP) while continuing to excel in assigned duties. ELDP provided one of a kind exposure to workings of all military departments as well as one-on-one experience working with warfighters and civilian employees across DoD.



**General Dynamics Corporation****Dates Employed: Jan/1997 – Sep/2001****3190 Fairview Park Drive, Suite 100, Falls Church, VA 22042-4513****Executive Secretary to the Vice President of Communications****Executive Secretary to the Senior Vice President and General Counsel General Dynamics Corporation****Executive Secretary to the Staff Vice President and Associate General Counsel of General Dynamics****Corporation and General Counsel of the General Dynamics Corporation's Marine Group****(Alternate for the Executive Assistant to the Chairman and Chief Executive Officer)**

Designed, tested and implemented a comprehensive media and investor relations contacts list into a customized database, which facilitated effective, continuous communication with key stakeholders. Assisted with writing and proofreading the corporation's Annual Report, which enhanced the company's image. Volunteered to temporarily manage a multi-million dollar company-wide real estate portfolio. Maintained a database, which tracked owned and leased property. Ensured underground storage container program was funded and properly implemented and in compliance with established regulations. Specifically modified real estate database to identify lease agreements that needed to be renegotiated or terminated. By using data analysis tools I was able to make recommendations to senior management. I prepared and distributed a corporate property guide, which proved to be a useful tool for decision makers and lead to significant cost savings for the company. While this was a temporary professional development opportunity for me, it eventually facilitated a seamless transition for a new position—Vice President of Real Estate. In coordination with senior management, I secured \$85 thousand to manage and coordinate the Annual Technology Excellence and Patent Awards Banquet—an awards and recognition program that developed over a three year period. Organized and administered corporate-wide meetings. In the absence of the Executive Assistant to the Chairman of the Board and Chief Executive Officer (CEO), I provided support.

**EDUCATION:****Master of Business Administration, Webster University, St. Louis, MO, *expected 2009*****Bachelor of Individualized Study, Business/Communications, George Mason University, Fairfax, VA, May 2001****Associate in Applied Science, Information Management, Community College of the Air Force, June 1996****Associate in Science, General Studies, Northern Virginia Community College, Alexandria, VA, May 1996****AWARDS:****Outstanding Civilian Service Medal Award, March 2007****The Office of the Secretary of Defense Medal for Exceptional Civilian Service, August 2006****Defense Meritorious Service Medal, December 1996****Joint Service Achievement Medal, June 1994 with 1 Device November 1996****Joint Service Commendation Medal, January 1993****Air Force Commendation Medal, May 1992****Air Force Achievement Medal, April 1989****Airman of the Quarter, November 1990, September 1990, December 1988****OTHER RELATED TRAINING:****U.S. Army Lean Six Sigma Green Belt Certification Training, *In Progress – June 2007*****PowerSteering System End User Training for U.S. Army, May 2007 (2 hours)****U.S. Army Lean Six Sigma Executive Leadership/Project Sponsor Workshop, April 2007 (27 hours)****Department of Defense Executive Leadership Development Program, May 2004 (480 hours)****Get Motivated Leadership Seminar, May 2004****Fred Pryor Seminars, How to Develop and Administer a Budget (0.6 CEU), August 2000****Fred Pryor Seminars, Management Skills for Secretaries, Administrative Assistants, and Support Staff: An Advanced Seminar, January 2002****Participant, Hostage Incident Police Training Exercise, Certificate of Appreciation, November 1996****Noncommissioned Officer Professional Military Education Preparatory Course, August 1990****Administration Specialist Course (184 hours), Honor Graduate, March 1988****Basic Military Training (*Squad Leader*) U.S. Air Force, Lackland Air Force Base, Texas, 1987**

**PROFESSIONAL ASSOCIATIONS:**

Member, Protocol and Diplomacy International, 2006

Member, International Association of Business Communicators Washington, DC Chapter, 1999-2002, Certificate of Appreciation for valuable teamwork contributions to IABC DC Chapter Activities and Success, December 2002

Volunteer, Everybody WINS! D.C. Inc., Literacy Mentoring Program, John Tyler Elementary School, 1999-2001

Volunteer, 2000 President's Cup, Letter of Appreciation, November 2000

Volunteer, Military Salute Week 2000, Letter of Appreciation, July 2000

Volunteer, Hillwood Museum and Gardens, 1997-2000, Certificate of Appreciation as an Office Volunteer (6 hours), March 1999; Certificate of Appreciation as an Office and Volunteer Newsletter Editor (156.5 hours), March 1998

Volunteer, U.S. Navy Memorial Foundation Golf Tournament, Certificate of Appreciation, May 1999

Member, the NOVA Chapter of the International Association of Administrative Professionals (IAAP), November 1999-April 2001

Member, Division Member at Large of IAAP, April-October 2001

National Association of Executive Secretaries, February 1998

Information Manager (9-years), Active Duty Regular Air Force, Honorable Discharge, January 1997

# Mark L. Hamilton

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## WORK EXPERIENCE:

***Deputy Director of Advance/Public Affairs Specialist to Secretary of Defense (April 2007 - Present)***  
Schedule C Presidential Appointee, George W. Bush Administration and Barrack H. Obama  
*United States Department of Defense – The Pentagon*

- Advances local, national and international public appearances by the Secretary and Deputy Secretary of Defense to include but not limited to large troop visits at US military installations, speeches, commencements, and change of command ceremonies.
- Develops detailed itineraries, agendas and travel plans requiring coordination with OSD and professional associations and civic organizations, and relevant in-country embassy personnel in the planning and execution stages of the trip.
- Contributions to the development of strategic long-range public events plans for the Secretary and Deputy Secretary combining the most appropriate mix of speaking platforms, installation visits, media events and other relevant activities.
- Provides public affairs guidance and assistance in the planning and development of single- and multi-event public schedules by the Secretary and Deputy Secretary of Defense. Recommends appropriate action in response to requests for them to appear in public forums.
- Conducts research, analyzes findings, summarizes and arranges the data in formats preferred by the principals and makes recommendations, as appropriate, regarding the data or project results.

***Advance Representative/Special Assistant to Secretary of Labor (March 2006 – April 2007)***  
Schedule C Presidential Appointee, George W. Bush Administration  
*United States Department of Labor, Washington D.C.*

- Travel in advance of the Secretary to coordinate site venues with DOL staff and the Secretary's protective detail
- Coordinated various domestic and international events for the Secretary such as: World Economic Forum, Davos Switzerland; G-8 Social Partners Meeting, Moscow, Russia; Delegation visit of The People's Republic of China, Minister of Labor & Social Security, Washington, D.C.; Annual ILO Convention, Geneva, Switzerland; and several economic dialogs, Riga, Latvia and Vienna, Austria
- Prepare briefing material and brief the Secretary on event details

***Special Assistant to the Political Director (August 2005–December 2005)***  
Neugebauer Congressional Committee, Lubbock, TX

- Managed the Congressional Club for significant campaign donors, including orchestrating events, such as conference calls, luncheons, and special appearances by the Congressman
- Coordinated and scheduled fundraising activities throughout the district
- Prepared correspondence, including thank you letters, event invitations, and special requests
- Raised several thousand dollars from PACs and regular campaign donors
- Maintained campaign donor information including FEC and personal contact information

## EDUCATION:

*Texas Tech University, Lubbock, TX*

- Bachelor of Science, Architecture and Business Administration, December 2005
- Texas Tech Center, Seville, Spain; Architecture., Summer 2003
- University of Salamanca, Salamanca, Spain; Spanish, Summer 2003

**Catherine Hammer**

(b)(6)

**Professional Experience**

**Assistant Secretary of the Air Force**  
**Financial Management & Comptroller (SAF/FM)**  
1130 Air Force Pentagon, 4D762  
Washington DC 20330  
(703) 697-1974  
**Special Assistant**

1/07 – present

- Serves as the principal advisor on matters pertaining to a wide variety of functional areas, policies, procedures, initiatives, short and long-range planning
- Advises the Principal Deputy Assistant Secretary in developing financial management transformation efforts
- Plans, directs and executes business liaison operations
- Plans, organizes and manages front office administration and executive support services activities
- Enhances morale and readiness using multilateral channels of communication to educate and inform the force
- Performs analytical administrative functions

**Assistant Secretary of the Navy**  
**Financial Management & Comptroller - ASN (FM&C)**  
1000 Navy Pentagon 4E665  
Washington DC, 20330  
(703) 697-2325  
**Confidential Assistant**

5/06 – 1/07

- Interfaced with high-level personnel in all branches of the Navy, government, industry and Congressional offices concerning all matters under the cognizance of the Assistant Secretary
- Composed and/or reviewed a variety of material such as reports, letters, memos and speeches
- Scheduled appointments, meetings, travel, conferences and social commitments and addresses conflicts
- Instructed subordinate offices, collected data, resolved procedural and administrative problems and briefed the Assistant Secretary on the status of staff assignments
- Received staff assignments of a special critical nature, evaluates and determines the value and reliability of information, extracts pertinent information and compiles into a format for use by the Assistant Secretary

**Consumer Product Safety Commission (CPSC)**  
4330 East West Highway  
Bethesda, MD 20814  
301-504-7066  
**Executive Assistant**

2/06 – 5/06

- Reviewed proposals, action documents, correspondence and other documents for Chairman's attention and provided summaries, option recommendations and/or assessments regarding disposition
- Prepared draft responses and policy statements on behalf of the Chairman based on first-hand knowledge, Chairman's positions on issues, policies, new programs, etc.
- Coordinated internal administration of the office and assured that scheduling, travel arrangements, meeting arrangements, etc. were properly coordinated
- Maintained awareness of important developments, which affected the policies and programs of the Commission in order to reflect these in speeches written and to provide assistance to the Chairman
- Monitored developments in the public affairs and media relations' fields that had bearing on vital issues
- Worked with labor organizations, consumer groups, public health organizations, and women's organizations

**Assistant Secretary of the Air Force  
Financial Management & Comptroller (SAF/FM)**  
1130 Air Force Pentagon, 4D762  
Washington DC 20330  
(703) 697-1974  
**Confidential Assistant**

11/04 – 2/06

- Developed and implemented plans, policies and administrative procedures for overall accomplishment of the administrative functions of the organization
- Developed and implemented instructions governing internal management and administrative procedures.
- Oversaw budget programming efforts
- Tasked the organization on behalf of SAF/FM for technical, policy, programmatic and administrative support.
- Developed, controlled, coordinated and monitored office administration
- Established priorities and executed schedule management for SAF/FM
- Developed internal management policies and information systems that ensured effective accomplishment of SAF/FM objectives
- Ensured completed assignments were in compliance with major programs, concepts and objectives of SAF/FM

**MDRTL, Inc.**  
700 Melvin Avenue, Suite 100  
Annapolis, MD 21401  
(410) 269-6397  
**Administrative Director**

10/96 – 11/04

- Developed and managed all administrative functions, procedures and policies
- Led the financial operations, budget, reporting and cash flow activities
- Hired and supervised office staff and managed volunteer base
- Assigned duties and evaluated the performance of staff and volunteers
- Developed and managed direct mail, telemarketing and major gifts projects and schedules
- Performed legislative lobbying, developed strategy and served as liaison for all legislative initiatives
- Wrote and designed correspondence, articles, fund raising letters and scripts
- Coordinated and managed special events
- Maintained donor database and office technology
- Managed public referrals and programs
- Developed and maintained all office operations and logistics

### **Education**

Trinity College, Washington D.C., Bachelor of Arts, Major: Public Affairs, Concentration: Economics National Institute of Government Purchasing, Certified Public Buyer

### **Security**

(b)(6)

## KRISTOFER L. HARRISON

(b)(6)

### EXPERIENCE

#### Office of the Secretary of Defense (Policy), Washington D.C.

*Special Assistant for Coalition Affairs (Schedule C Appointee)*

November 2004-Present

- Develop and manage policy for the Secretary and Under Secretary of Defense with the goal of maintaining a coalition presence in Iraq and Afghanistan. Represent OSD within the interagency to implement immediate and long-term public-diplomacy efforts. Brief the Secretary and Under Secretary on current and possible future events that may impact coalition troop deployments.

*Caucasus / Central Asia Manager - Defense Fellow (Schedule C Appointee)*

2002 - August 2004

- Developed, managed and coordinated U.S. regional security policy in the Caucasus and Central Asia. Regularly advised the Secretary of Defense and other principals on political events in the region as DoD's subject matter expert. Represented OSD within the interagency, at international meetings, and at bilateral negotiations with foreign governments.
- Developed the policy for and implemented the \$64M "Georgia Train and Equip" program and the \$110M maritime counter-proliferation and terrorism program, "Caspian Guard," in Kazakhstan and Azerbaijan. Managed over \$200M in combined assistance.
- Prepared briefings and decision memoranda for the Secretary of Defense and principals; ensured the Secretary and principals were informed of current events and trends; traveled with the Secretary of Defense to the region and conferences; maintained contact with regional governments; organized meetings between the Secretary of Defense and foreign leaders.

#### U.S. Congressman Ralph M. Hall – Texas 4<sup>th</sup> District, Washington D.C.

2001-2002

*Legislative Assistant*

- Managed the Representative's legislative policy for energy-related issues for energy and commerce committee staff. Drafted speeches and press statements.

#### Siemens AG, Munich, Germany

Summers 1997, 1996

*East Asia Division*

- Worked directly for Board of Directors. Tasks included organizing test-run of Siemens' trading company project that has since been used as the model for spin-off of entire purchasing and logistics division; leading initial market research to identify pool of test customers; Liaising with directors of major German/European companies, such as MAN and BMW, as representative to Siemens East Asia IPO in Europe.

### EDUCATION

#### Harvard University

1999-2001

*M.A. (pending), Russian and Eastern European Area Studies*

- Thesis: "Security and Economic Reform: The Reform Agendas and Western Investment in Latvia, Lithuania, and Estonia"
- Received both the Foreign Language Area Studies Fellowship and the O'Neill Research Grant

#### University of Innsbruck

1998-1999

*Rotary Foundation Graduate Fellow*

- Researched European financial market consolidation under the EU

#### Washington and Lee

1994-1998

*Cum Laude B.A., German Literature, concentrations in Russian and economics*

- Extensive background in micro/macro economics, statistics, quantitative models
- James Wood Scholarship for German Literature and Language, Dean's List, President's List

### LANGUAGES

- (b)(6)

### OTHER

- Bush / Cheney '04 campaign coordinator in both Washington DC and Michigan (Summer/Fall 2004)
- (b)(6)
- Aspen Institute Berlin Young Leadership Fellow 2005-2006

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## CORE CAPABILITIES

- Administration
- Staff Management and Prioritization
- Group Leadership

## EXPERIENCE

### **Analyst II, Irving Burton and Associates/Axiom RM**

April 2006 – Present

- Provide direct support to Assistant Secretary of Defense for Health Affairs (ASD (HA)) in senior executive assistant capacity.
- Responsible for handling sensitive and confidential priority policy assignments and projects of great interest and concern to the ASD (HA), Congress, and Secretary of Defense.
- Frequently communicate, coordinate, and liaise with staffs of Congressional committees and offices, White House staff, staff of the Immediate Office of the Secretary of Defense, Under Secretaries of Defense, Assistant Secretaries of Defense, officials of the Military Departments, and Managed Care Contractors on all matters relating to operations and policies of the Office of the ASD (HA).
- Efficient in providing prompt responses for time-sensitive assignments requiring research, quantitative and qualitative analysis, assessment and conducting and making recommendations for a wide range of programs, issues, and related matters to the Military Health System.
- Manager for all support matters of the immediate office of the ASD (HA).
- Responsible for developing internal policies and procedures, guidelines, instructions, and forms, pertaining to management of workflow, workload, and resources for the immediate Office of the ASD (HA).
- Assess program operation matters to assure maximum efficiency and effectiveness, and formulate changes and improvements as necessary or appropriate.
- Assist in preparation of testimony, briefing papers, speeches, and correspondence for the ASD (HA).

### **Analyst, Irving Burton and Associates**

April 2004 – April 2006

- Provide document management support to the Office of the Assistant Secretary of Defense for Health Affairs (HA) and the TRICARE Management Activity (TMA).
- Review, edit, revise, and prioritize senior executive level correspondence and Congressional documents.
- Utilize document management system to streamline and facilitate the flow of documents, track activities associated with documents, and archive official documents in a central repository.
- Serve as liaison between HA/TMA and other components within the Office of the Secretary of Defense (OSD) concerning document management and correspondence tracking.
- Prepare reports for senior leadership to manage correspondence requirements, coordination actions, and operational tasks. Evaluate trends and submit analysis to senior leadership.
- Support immediate Office of the ASD (HA) staff with all other administrative needs as necessary.

### **Corporal, United States Marine Corps**

April 2000 – April 2004

*Liaison Section Chief* – Corporal (E4) executing position billeted of Staff Sergeant (E6)

- Supervised 13 Marines providing managerial support, all technical and tactical training, personnel evaluations/guidance, equipment needs/maintenance, physical training plans, and personal/financial recommendations.

- Accountable for \$1.5M worth of equipment to include all tactical equipment and vehicles.
- Chief battalion level authority of Advanced Field Artillery Tactical Data System computer system and subject matter expert of all fire support coordination.
- Analyzed, coordinated, and resolved planning and guidance for 13 personnel during 15 separate field simulations and training exercises, varying in length from three to 22 days, to include equipment, supply, personnel, safety, and maintenance issues.
- Ranked in the top 15% of Corporals Leadership Course, concentrating in leadership styles, small group leadership skills, time management skills, training and public speaking, and subordinate counseling and discipline.

*Head Armory Manager* – Lance Corporal (E3) executing position billeted of Sergeant (E5)

- Planned, developed, and executed deployment and re-deployment procedures for entire armory, \$4M worth of equipment, and three personnel in support of 11 training operations.
- Prepared armory for audits, routinely inspecting and maintaining armory inventory, performing detailed analysis and appraisal of equipment, computer systems, and software, validating inventory and ensuring all accompanying documentation was properly completed.
- Prepared weapons purchase documentation and material control documents and executed work orders on Asset Tracking and Logistics Automated Support System.

## EDUCATION

Enrolled at George Mason University  
Pursuing Bachelor of Science

Fairfax, Virginia

January 2004 - Present

James Madison University  
63 Credit hours

Harrisonburg, Virginia

August 1998 – April 2000

## COMPUTER SKILLS

- Microsoft Office Suite
- LiveLink Correspondence Management System
- Hummingbird DOCS Open
- Electronic Correspondence Control System
- Defense Travel System
- Correspondence Action Tracking System
- Adobe Acrobat 8.0
- Advanced Tactical Data System – Advanced Operations
- Asset Tracking and Logistics Automated Support System

(b)(6)



## Courtney R. Hayes Brewer

(b)(6)

### Experience

#### Victory Field Director

Pittsburgh, Pa

June 2004 – November 2004

**Republican State Committee of Pennsylvania**

- Supervised and administered daily campaign operations of a 5 county region.
- Worked with local elected officials, leadership, and community activists to successfully initiate and conduct aggressive voter registration efforts that resulted in 20,275 new republican voters in a 6 month period and led a GOTV program that contacted approximately 220,000 individuals in the last 72 hours of the campaign.
- Initiated and supervised the use of wireless technology to electronically monitor voter turnout in eight counties in Western Pennsylvania. Using handheld PDAs, precincts were monitored and trended in order to maximize turnout of a targeted universe.
- Coordinated VIP visits to the region, including event planning, ticket distribution, volunteer coordination, and execution of event.

#### Accounts & Research Intern

May 2003 – August 2003

**GSP Consulting**

Pittsburgh, Pa

- Assisted small appropriations and legislative services firm in resolving client concerns with federal and state government agencies.
- Advocated client priorities to federal and state elected officials and staff.
- Drafted correspondence and assisted in daily office operations.
- Provided technical and strategic assistance enabling client to obtain federal status as Women Owned Business.
- Conducted comprehensive research to identify economic development resources in 25 states and compiled information into user-friendly guide for staff use.
- Conducted research for clients on potential financial resources and on potential clients.

#### Campaign Intern

May 2002 – December 2002

**People With Hart**

Cranberry, Pa

- Assisted in the development and implementation of a fundraising plan.
- Attended various events in the region with/for Congresswoman Hart.
- Planned and organized fundraisers, including Women's Networking Lunch.
- Managed database, helped coordinate bulk mailings, and handled constituent relations.

#### Assistant Field Hockey Coach

September 2001 – July 2004

**Vincentian Academy**

Pittsburgh, Pa

- Supervised running drills and helping freshmen develop stick-skills.
- Overseaw administrative duties, record keeping, and ran practices.
- Developed specialization in goalie and defensive positions and strategy.

#### Recreation Director, Council Member

Fall 2000 – Spring 2002

**Duquesne University**

Pittsburgh, Pa

- Plan, budget, book, and produce recreational activities on campus for the student population.
- Assisted and participated in the budget discussions and decisions for campus wide programming.

### Education

September 2000 – May 2004

**Duquesne University**

Pittsburgh, Pa

Dual B.A., Political Science & Psychology

## Other Experience

Sales Associate, Kaufmann's Department Store \* Receptionist/Switchboard Operator, Vincentian Sisters of Charity

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## **Skills**

National Security policy analysis, Policy development through coordination and consensus-building, Risk management, Excellent writing and critical/innovative thinking skills

(b)(6)

## **Professional Experience**

**ANTITERRORISM ANALYST**  
**CRA, Inc.**

**Alexandria, VA**  
**August 2007 – Present**

### **Responsibilities:**

- Provide direct antiterrorism (AT) policy, planning, and doctrinal support to Headquarters Marine Corps (HQMC)
- Work closely with senior military officials to solve complex problems relating to AT within the United States Marine Corps (USMC)
- Conduct multifaceted AT research, analysis, and policy development for HQMC

### **Key Accomplishments:**

- Primary author of a progressive and keystone USMC antiterrorism handbook
- Coordinated the development and adjudication of a new AT Marine Corps Order
- Co-developed a comprehensive, all-hazards risk management process for the USMC
- Conceptualized and created simple figures to explain complex risk management and AT-related processes
- Revamped and managed USMC Level III AT training
- Successfully led HQMC Antiterrorism Working Group of senior level attendees
- Proposed, pursued, and developed an HQMC AT newsletter to address communication issues throughout the Marine Corps, which has been commended by the Deputy Commandant, Plans, Policies, and Operations

### **Training and Certifications:**

- Certified DoD Antiterrorism Officer
  - Homeland Security Exercise and Evaluation Program Training
  - FEMA Independent Study Course 100, Incident Command System
  - FEMA Independent Study Course 120, Community Disaster Exercises
  - FEMA Independent Study Course 139, Exercise Design
  - FEMA Independent Study Course 700, Introduction to National Incident Management System
  - FEMA Independent Study Course 800A, Introduction to the National Response Plan
  - Instructor Development Certification - National Center for Biomedical Research and Training, Academy of Counter-Terrorist Education
  - Microsoft Excel
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**ANDREW D. HEIGHINGTON**

(b)(6)

**Publications:**

- Marine Corps Order 3302.1E – Antiterrorism Order (AWAITING SIGNATURE)
- AT Manual 3302 – USMC Antiterrorism Handbook (IN STAFFING)

**Professional Associations:** Security Analysis and Risk Management Association

**Education**

**UNIVERSITY OF RICHMOND**  
**Bachelor of Arts in Criminal Justice and Spanish**

**Richmond, VA**  
**May 2007**

Cumulative GPA 3.83 - summa cum laude

Key Awards: Phi Beta Kappa honor society, 2007 Arts & Sciences Honors Convocation Speaker, Golden Key International Honour Society, Most Outstanding Spanish Student

**Additional Experience**

**QUEST RESEARCH COURSE**  
**University of Richmond**

**Richmond, VA**  
**2006-2007**

**Responsibilities:**

- Create, implement, manage, and evaluate a complex project that spanned over 2 years

**Key Accomplishments:**

- Evolved a simple idea into a sophisticated interdisciplinary research course
- Developed a unique synergy across the disciplines of arts and sciences, law, business and leadership studies
- Received a \$30,000 grant from the University to develop course and conduct field research in Vienna, Austria
- Conducted a personal interview with a United Nations terrorism prevention expert
- Completed an extensive research paper on the dynamics of international security
- Inspired students to create a Phase II of the course
- Currently writing an article on the course for publication

## Margaret Calhoun Hemenway

(b)(6)

(b)(6)

### Work History:

**White House Liaison Office**, Department of Defense, October 2003 to present. Deputy Special Assistant to the Secretary of Defense for White House Liaison. Primary duties include working with Presidential Personnel in recruiting, screening and interviewing candidates for consideration for Presidential appointments within the Department, as well as filling vacancies on numerous DoD boards and commissions. Consult with senior officials in the White House and in the Department on personnel issues, salaries and promotions. Handle select high-priority and sensitive projects for the White House.

**ANSER**, July 2003-October 2003. Assigned to the Office of the Deputy UnderSecretary of Defense for Policy for legislative research, with the mission of organizing, and promoting the Department's agenda, and ensuring that Policy leadership is kept informed of relevant hearings, mark-ups and all other legislative developments.

**Senate Republican Policy Committee**, January 2003-July 2003. Defense Analyst. Prepared analytical papers on national security issues for distribution to Senators and staff. Responsible for summaries of all legislation on defense and homeland security issues, to include voting recommendations on floor amendments. Liaise with Senate leadership staff, Executive Branch agencies and external organizations.

**U.S. Senate, Office of Senator Bob Smith (R-NH)**, September 1999 to January 2003. Senior Legislative Assistant, responsible for the Senate Armed Services Committee, and for foreign policy and international trade issues. Succeeded in a major reform of Defense Department-issued security clearances to discourage the granting of clearances to felon offenders. Met on a regular basis with constituents, contractors, and interest groups, performed legislative research and analysis, and prepared floor remarks and speeches for external audiences.

**U.S. House of Representatives, Office of Congressman Mark Souder (R-IN)**, April 1999 to September 1999. Senior Advisor. Responsible for legislative activities of the Criminal Justice and the National Security Subcommittees of Government Reform and Oversight, and the Education and the Workforce Committee.

**Government Reform and Oversight Committee, Subcommittee on National Security, International Affairs and Criminal Justice**, April 1998 to April 1999. Professional Staff Member. Organized public activities of the Speaker's Drug Task Force, coordinated task force events and meetings with thirty-four Congressional offices and handled external liaison with private entities interested in drug prevention. Managed two subcommittee hearings for Chairman Dennis Hastert (R-IL), advised and planned a Southwest tour for Task Force members and staff to examine border issues, including drug interdiction and border patrol. Worked with leadership staff to secure funding for Blackhawk helicopters to support the heroin eradication mission for Plan Colombia.

**U.S. House of Representatives, Office of Congressman Mark Souder (R-IN), July 1995 to April 1998.** Senior Advisor. Assigned to the Committee on Government Reform and Oversight, covering illegal narcotics, international security and criminal justice issues. Responsible for the Family Caucus, welfare, social issues and drafting of a monthly legislative bulletin for constituents on current domestic issues in the Congress.

**U.S. House of Representatives, Office of Congressman John Shadegg (R-AZ), January to March 1995.** Chief of Staff/Legislative Director. Responsible for hiring staff, general office management, coordination between the Washington, D.C. and the district office, member scheduling and overseeing all legislative duties and correspondence.

**House Republican Study Committee, June 1993 to January 1995.** Senior Policy Analyst. Duties included tracking and researching legislation on foreign affairs, defense, intelligence and veterans issues; preparing and issuing analytical papers on a range of current topics; responding to information requests from RSC members and staff, organizing briefings for members and staff and liaison with outside organizations. Handled select projects for RSC Chairman Congressman Dan Burton (R-IN).

**International Freedom Foundation. March 1990 to May 1993.** Senior Analyst. Monitored events in Africa and U.S. Government policy in sub-Saharan Africa. Briefed Congressional staff, developed media and government contacts. Coordinated governmental, media and think-tank meetings for visiting foreign dignitaries. Prepared and delivered testimony before the House Foreign Affairs Committee. Published opinion pieces in the Wall Street Journal, the Christian Science Monitor, Defense News, and the Journal of Commerce, and engaged in public debate in various fora, including the Council on Foreign Relations, Brookings Institution, the Jesse Jackson Show, and the Voice of America. Accredited observer to Angola's first elections in 1992.

**Vance, Joyce and Carbaugh, 1986-1990.** Consultant. Responsible for drafting and promoting legislation on behalf of clients, primarily in the defense sector, and lobbying Congress and the Executive Branch. Organized and planned Capitol Hill staff foreign policy/defense strategy luncheon group, featuring speakers on current political issues. Prepared quarterly activity reports on Congressional efforts for an industry-supported defense industrial base coalition. Promoted and helped draft legislation and secure passage of a defense industrial base bill in the Senate Armed Services Committee.

**Black, Manafort, Stone and Kelly, 1987-1989.** Consultant. Responsible for advising UNITA, the Angolan resistance movement, on U.S. government policy relating to Angola; educating and informing government officials, interest groups, and journalists of issues affecting Angola; mobilizing public opinion in support of U.S. foreign policy objectives towards the country, and devising legislative strategies in pursuit of those objectives. Drafted and assisted in enactment of Senate restrictions upon release of United Nations funds to peacekeeping forces in Southwest Africa following conclusion of the 1988 Brazzaville Accords.

**United States Senate, Office of Senator Steve Symms (R-ID), 1980-1985.** Legislative Assistant for budget and national security issues (1983-85). Responsible for legislative support duties covering the Budget Committee, including development of alternative federal budgets. Prepared floor statements and speeches on legislative initiatives in assigned areas. Devised a successful strategy to repeal the 1975 Clark Amendment, which prohibited U.S. covert programs in Angola. Worked with public and private

entities to generate support for the Senator's legislative agenda. Observer to El Salvador's 1983 elections.

Legislative Correspondent and Assistant to the Legislative Director. 1980-1983. Responsible for constituent correspondence, research and related legislative support on environmental, energy, and agricultural issues.

**U.S. House of Representatives, Office of Congressman David Satterfield (D-VA).** 1980. Staff Aide and assistant to the Chief of Staff. Handled incoming calls and constituent requests, drafted correspondence and provided administrative support to the Executive Assistant.

**International Systems, Inc.** Atlanta and Washington, D.C. 1979-1980. Marketing Representative. Marketed federal grant-writing services to prospective clients; prepared research and tailored data packages for prospective clients; scheduled and participated in nationwide marketing trips; prepared and provided presentations to local governmental entities on the firm's services.

**Educational Background:**

M.A., Georgetown University, National Security Studies, 1987.

B.A., History, University of North Carolina at Chapel Hill, June 1978.

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## **QUALIFICATIONS SUMMARY**

- Effective writer, analyst, and public speaker.
- Expertise in a broad range of national security and foreign policy issues.
- Extensive civic involvement at the local, state, and national level.

## **EXPERIENCE**

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

*Speechwriter/Director of Research, OSD Writers Group* 2002 – Present

- Write remarks for the Secretary of Defense including speeches, opening statements for press briefings, talking points, and sections of Congressional testimony.
- Research issues of substantial breadth and depth before they hit the news and often before policy, intelligence, or operations experts have the chance to put together briefing papers or fact sheets, track down information from a variety of sources, analyze it, and distill its essence for use in the Secretary's remarks. Faced with extremely short deadlines (sometimes less than 10 minutes), yet consistently produce work that is considered technically authoritative.
- Traveled with the Secretary to Guam, Japan, Okinawa, the Republic of Korea, Kuwait, Singapore, and Bangladesh. Drafted and edited remarks en route.
- Regularly shepherd Congressional testimony and major policy speeches for the Secretary through more than 20 rounds of edits, coordinate reviews by the Joint Chiefs of Staff, the National Security Council, intelligence agencies, senior DoD officials, and the Office of Management and Budget, negotiate changes, de-conflict inconsistent information across multiple drafts, and translate complex policy details and budget data into language easily understandable to the lay reader/listener.
- Provide daily in-depth and on-the-spot research and fact-checking on defense issues for speeches by the President and Vice President.
- Researched and wrote a comprehensive fact sheet – "Operation Enduring Freedom: One Year Accomplishments" which appeared on the front page of the White House website.
- Created an internship program for Cadets and Midshipmen from Service Academies and local ROTC units. Established relationships with the universities and recruited, interviewed, trained, and supervised 25 interns.

### **Global Horizons, Inc. & JAYCOR**

*Research Analyst and Project Coordinator* 1997 – 2002

- Performed research, analysis, writing, project coordination, and budgeting for arms control and missile defense related contracts for the Department of Defense including studies on the relationship between strategic offense and defense, the impact of arms control and non-proliferation agreements on target missiles for missile defense testing, interdisciplinary trends and technology issues affecting the arms control environment in 2015, and ABM Treaty negotiations, missile defense technology, and treaty compliance.
- Prepared comprehensive briefing books on strategic policy issues related to China, Russia, and Georgia.
- Researched and analyzed proliferation issues for a presentation on "Friendly Countries and Missile Proliferation: Dealing with Different Perceptions" for the Rumsfeld Commission on the Ballistic Missile Threat to the United States.
- Researched a myriad of topics for Ambassador David J. Smith for articles, briefings, presentations, Congressional testimony, as well as government and private industry contracts on issues such as U.S.-Russian relations, China and the WTO, national and theater missile defense, European politics and security policy, ballistic missile proliferation in Iran, North Korea, India, Pakistan and China, terrorism, the history of the ABM Treaty, and military sales to Taiwan.
- Wrote Plan of Action and Milestones, consultant tasking letters, and monthly progress/cost reports, as well as sections of proposals, briefings, and final reports for several contracts.

### **Senator Jon Kyl**

*Legislative Correspondent/Press Assistant* 1997

- Conducted extensive research for briefing papers and speeches during the debate over the ratification of the Chemical Weapons Convention.
- Wrote Senator Kyl's weekly newspaper column that was distributed to all Arizona newspapers.
- Responded to constituent letters on defense and foreign policy issues.



#### **Dole for President**

*Defense and Foreign Policy Intern* 1996

- Helped coordinate 200 member Defense Policy Group.
- Provided quick response, on-the-spot research and fact-checking for briefing papers.
- Drafted letters, memos, and news summaries.
- Coordinated the announcement of "Flag Officers for Dole."

*National Youth Coordinator* 1995 - 1996

- Built a grassroots coalition of young voters and volunteers active on campuses and in communities in all 50 states and served as a spokesman for "Young Americans for Dole."

#### **Congressman Steve Largent**

*Press Assistant* 1995

- Assisted with the writing and editing of press releases and media advisories, responded to constituent letters, and set-up and maintained research files.
- Coordinated media relations during Congressman Largent's induction into the Pro Football Hall of Fame.

#### **The Nixon Center and The Richard Nixon Library & Birthplace**

*Research Assistant* 1994 - 2002

- Researched national/theater missile defense demarcation issues and international reactions to the American debate over ballistic missile defense for Peter Rodman's monograph, "Shield Embattled."
- Researched primary source documents at the National Archives and developed presentation themes for the Library's exhibit at the 2000 Republican National Convention, an annotated volume of selected Nixon speeches, and a special exhibit on the 30<sup>th</sup> Anniversary of the Moon Landing.
- Assisted with advance work and media relations during conferences, events, and press briefings including dignitaries such as Presidents Nixon, Ford, and Bush, former Secretary of State Henry Kissinger, and others.
- Regularly did research for articles and op-ed pieces.

### **COMMUNITY AND CIVIC INVOLVEMENT**

#### **George W. Bush for President**

*Campaign Volunteer* 2000 & 2004

- Registered voters, recruited volunteers, served as a Precinct Captain, assisted Bush advance team at events/rallies, and volunteered at the Republican National Convention, local headquarters and the California Mail Center.

#### **Presidential Inaugural Committee**

*Volunteer Coordinator for the Ball at the Ronald Reagan Building* 2001

- Coordinated, trained, and supervised 22 volunteer team captains and over 350 volunteers for the Inaugural Ball at the Reagan Building.

#### **National Federation of Republican Women Betty Rendel Scholarship Winner**

*Awarded for Leadership in Community and Political Activities* 1996

- Community activities included raising two 4-H guide dog puppies for Guide Dogs for the Blind, preserving funding for the Orange County (California) 4-H program by coordinating efforts of county, state, and federal government officials, serving for five years on the City of Dana Point's Alcohol and Drug Assessment Committee, and coordinating summer reading programs at the Orange County Public Library for hundreds of elementary school students.
- Political activities included volunteering at the White House Advance Office during the trips of the President and the Vice President to the Los Angeles area, serving as Statewide Youth Chairman of the Bruce Herschensohn for United States Senate campaign (vs. Boxer), interning for the John Seymour for United States Senate campaign (vs. Feinstein), working as a Page and Delegation Aide at the Republican National Convention, and serving as the California High School Coordinator for the Bush/Quayle Presidential campaign.

### **EDUCATION**

**The George Washington University • Washington, DC.**

B.A., Economics, International Affairs, and Journalism • 1997

University Honors Program Scholar.

# Christopher Henderson

(b)(6)

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## Education

**Oct 2003 – Jul 2004 University of Cambridge**

*Cambridge, United Kingdom*

- M.Phil. in International Relations
- Graduated with a distinction in examinations, invited to return for Ph.D.

**Aug 1999 – May 2003 Georgetown University**

*Washington, DC*

- B.S. in Foreign Service, *Cum Laude*, 3.67/4.00 GPA
- Led 80+ members of the *Delta Phi Epsilon* Professional Foreign Service Fraternity as President
- Managed 100+ students on 3 annual work-service trips to Appalachia as service organization president
- Top graduate from Air Force Officer Training (1 of 10)

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## Work and Leadership Experience

**Aug 2008 – Present: Assistant National Veterans Director, Obama for America**  
**Assistant to National Security Spokesperson, Presidential Transition Team**

*Chicago, IL; Washington, DC*

- Researched sensitive national security issues of media interest; alerted spokesperson to international developments
- Promoted to paid staff within 6 weeks ahead of campaigners w/ 4 months more experience
- Synched grassroots supporters with campaign staff in all 50 states – united efforts multiplied voter contact
- Led New Mexico veterans outreach; interviewed by 15+ press outlets—decreased margins 13 pts in GOP counties
- Increased Navajo voter participation 25%; personally tasked by state director to manage paid canvassers
- Coordinated 30+ admirals, generals, distinguished vets for pre-debate events. Developed a novel approach to match speakers to voter markets. Given task by Richard Danzig, former Secretary of the Navy.

**Oct 2007 – Aug 2008: Flight Commander, National Security Agency**

*Fort Meade, MD*

- Led 75+ personnel gathering intelligence supporting the Afghan and Iraq Wars and the National Security Agency
- Motivated subordinates to design, produce original analysis products – new intel drove 50+ attacks against Taliban
- Awarded Intelligence Officer of the Year (1 of 5)

**Aug 2006 – Oct 2007: Analyst and Section Lead, Joint Interrogation Center**

*Baghdad, Iraq*

- Identified and nominated highest-threat terrorists and insurgents for prosecution in Iraqi courts
- Led analyst team to recover missing US military personnel. Personally briefed family on case status. Guided interrogation direction and developed new intelligence sources. Freed detained Iraqis & facilitated capture of others
- Developed a report on foreign fighter infiltration for US Ambassador to Iraq and Iraqi Foreign Ministry
- Fused data on 25K+ detainees; directed design of empirical analysis tools – proved correlations between detention practices and insurgent recruitment trends – results briefed to Gen Petraeus and US capture paradigms changed
- Selected by commander as top 10% of peer group

**Aug 2005 – Aug 2006: Executive Officer & Watch Officer**

*Osan AB, South Korea*

- Supervised threat warning team during North Korean missile crisis; missile launch immediately ID'd, 3-star general promptly informed, Korea-based American forces and President Bush alerted
- Assisted commander in unit administration, and subordinate evaluation. Chosen ahead of ten other peers.
- Implemented first-ever analysis of North Korean leadership and potential war-time practices. Briefed to general.
- Managed multiple unit programs during critical inspection – squadron awarded coveted "Excellent" rating

**Aug 2004 – Aug 2005: Executive Officer & Student, Intelligence Officer Training**

*Goodfellow AFB, TX*

- Top graduate out of a class of 20 and given toughest assignment available
- Chosen by commander from 150+ students as personal aide, orchestrated squadron project assignments

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## Skills, Interests, and Other Accomplishments

- Ironman Triathlete; completed 8 marathons, including Boston 2005 and Great Wall of China 2006
- Bicycled across the United States for Catholic Relief Services in 2003

# Christopher Henderson

(b)(6)

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## Education

**Oct 2003 – Jul 2004 University of Cambridge**

*Cambridge, United Kingdom*

- M.Phil. in International Relations
- Graduated with a distinction in examinations, invited to return for Ph.D.

**Aug 1999 – May 2003 Georgetown University**

*Washington, DC*

- B.S. in Foreign Service, *Cum Laude*, 3.67/4.00 GPA
- Led 80+ members of the *Delta Phi Epsilon* Professional Foreign Service Fraternity as President
- Managed 100+ students on 3 annual work-service trips to Appalachia as service organization president
- Top graduate from Air Force Officer Training (1 of 10)

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## Work and Leadership Experience

**Aug 2008 – Present: Assistant National Veterans Director, Obama for America**

*Chicago, IL; Washington, DC*

**Assistant to National Security Spokesperson, Presidential Transition Team**

- Researched sensitive national security issues of media interest; alerted spokesperson to international developments
- Promoted to paid staff within 6 weeks ahead of campaigners w/ 4 months more experience
- Synched grassroots supporters with campaign staff in all 50 states – united efforts multiplied voter contact
- Led New Mexico veterans outreach; interviewed by 15+ press outlets—decreased margins 13 pts in GOP counties
- Increased Navajo voter participation 25%; personally tasked by state director to manage paid canvassers
- Coordinated 30+ admirals, generals, distinguished vets for pre-debate events. Developed a novel approach to match speakers to voter markets. Given task by Richard Danzig, former Secretary of the Navy.

**Oct 2007 – Aug 2008: Flight Commander, National Security Agency**

*Fort Meade, MD*

- Led 75+ personnel gathering intelligence supporting the Afghan and Iraq Wars and the National Security Agency
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## Skills, Interests, and Other Accomplishments

- Ironman Triathlete; completed 8 marathons, including Boston 2005 and Great Wall of China 2006
- Bicycled across the United States for Catholic Relief Services in 2003

**Objective:** A position that will utilize my experience and abilities and promote continued growth and competence.

**SUMMARY**

Possess years of progressive experience and responsibility in executive support, office management, and corporate administration. Skilled at working independently with an in-depth knowledge of organizing and maintaining daily office routines. Recognized as an efficient, motivated, and responsible worker, able to interface effectively at all levels, including senior level coordination between DoD and business communities.

(b)(6)

**PROFESSIONAL EXPERIENCE**

**DEPARTMENT OF THE AIR FORCE, OFFICE OF THE ASSISTANT SECRETARY (ACQUISITION) 2007-TO PRESENT**  
**Special Assistant/Scheduler to the Assistant Secretary of the Air Force (Acquisition)**

- Manage Assistant Secretary's extremely busy calendar to accommodate all internal (SecAF office, Service Acquisition Executives and USD(AT&L) staff) and external meetings (Congressional offices, and high-level industry personnel); screen telephone calls, visitors, and mail; coordinate travel arrangements; prepare correspondence; assemble meeting information; complete special projects as assigned. (b)(6)

(b)(6)

**LOCKHEED MARTIN CORPORATION, 1550 Crystal Drive, Ste. 300, Arlington, VA 22202 2003 - 2007**  
**Executive Administrative Assistant to Senior Vice President, Washington Operations**

- Coordinate and schedule meetings with Senior VP and Washington Operations staff, Lockheed Martin Executive Office, Members of Congress, Pentagon officials, and the presidents and vice presidents of industry companies. Senior VP's calendar is continuously updated to reflect rapidly changing schedules.
- Provide support to Chairman/CEO while resident in Washington Operations Office
- Screen large volume of telephone calls, take detailed messages, and refer calls as appropriate. Relay messages to and from Senior VP to Washington Ops staff, Executive Office, and customers regarding meetings, status, and information; manage incoming correspondence, responding or tasking as appropriate.
- Coordinate and arrange travel with Washington Ops staff, Executive Office, and Members of Congress. Coordinate with Corporate Air and Legal to ensure Member travel is consistent with company and government policies. Research flight availability to maintain maximum flexibility for Senior VP within the schedule.
- Responsible for compiling and submitting quarterly Congressional Lobbying Report for Sr Vice President
- Attend quarterly Senior Support Staff meetings at Headquarters and communicate information to Washington Ops lead administrative assistants. Maintain log of numerous action items for tracking and follow-up. (b)(6)

**DEPARTMENT OF DEFENSE, OFFICE OF THE UNDER SECRETARY (ACQUISITION, TECHNOLOGY & LOGISTICS) 2001 - 2003 - Personal & Confidential Assistant to the Under Secretary of Defense (AT&L)**

- Managed Under Secretary's extremely busy calendar to accommodate all internal (SecDef & DepSecDef offices, Service Secretaries, Service Acquisition Executives and USD(AT&L) staff) and external meetings (White House, Congressional offices, Cabinet Secretaries, and high-level industry personnel); screened telephone calls, visitors, and mail; coordinated travel arrangements; prepared correspondence; assembled meeting information for USD (b)(6)

**THE AEROSPACE CORPORATION, 2350 E. El Segundo Blvd., El Segundo, CA 90245 1990 - 2001**  
**Executive Assistant to the President and Chief Executive Officer (1992 - 2001)**

- Provided confidential administrative assistance; coordinated and prioritized appointments, meetings, speaking engagements, travel arrangements, civic and social events, and customer and government liaison activities. Screened large volume of calls, took detailed messages and referred calls as appropriate. Interfaced with Board of Trustees, Corporate Officers, government and industry executives, exercising a high degree of independent discretion, judgment, diplomacy and tact. Managed incoming correspondence, including preparation and distribution of replies, responded for the President when appropriate, tasked correspondence as appropriate for action by staff. (b)(6)

**Secretary to Vice President, General Counsel and Corporate Secretary (1990 – 1992)**

- Provided a broad combination of administrative and secretarial assistance. Assisted with administrative and logistical duties relative to the corporation's Board of Trustees meetings, including coordination of off-site meetings, preparation of meeting materials and committee reports; coordination of trustee expense reports and quarterly payments; processing of new trustee paperwork. Interfaced directly with Trustees and Corporate Officers in support of the Board of Trustees meetings and committee meetings.

**COHEN BROWN MANAGEMENT GROUP, INC., 9200 Sunset Blvd., Ste. 609, Los Angeles, CA 90069  
1989 – 1990 – Executive Assistant to the Chief Executive Officer**

- Provided confidential administrative assistance and support to CEO of management consulting firm for the financial services industry. Screened large volume of telephone calls, took detailed messages, relayed information to CEO, and referred as appropriate; heavy dictation and transcription utilizing shorthand, recorder and direct input into computer; coordinated extensive travel arrangements (domestic and international) and seminar logistics; coordinated speaking engagements, teaching seminars, and social events; prepared proposals, contracts, program teaching materials, curriculum and correspondence.

**ISC DEFENSE & SPACE GROUP, 1299 Ocean Avenue, Ste. 200, Santa Monica, CA 90069  
1986 – 1989 – Executive Assistant to the Chairman of the Board**

- Provided confidential administrative assistance to Chairman/CEO of international defense and aerospace holding company. Managed incoming correspondence, including preparation and distribution of replies, responded for CEO when appropriate, tasked correspondence to staff as appropriate; managed CEO's personal checking account, payment of personal bills and maintenance of personal residence; acted as Office Manager coordinating office services, supplies, phone service, and secretarial support. Coordinated Board meeting logistics and materials, prepared Board minutes; coordinated extensive international and domestic travel, prepared expense reports; coordinated calendar appointments and social events; prepared meeting minutes, business plans and monthly reports; interfaced with Board of Directors, Corporate Officers, including presidents and vice president's of five subsidiary companies; visiting congressmen and government officials; industry executives.

**EDUCATION**

- Meeting Planners Certificate Extension Program, UCLB, 1989
- Graphic Design/Visual Communications Extension Program, UCLA, 1984-1985
- Santa Barbara City College, 1971-1972

**SKILLS**

- Typing – 80/90 WPM, Shorthand – 70/80 WPM
- Proficient with PCs and MAC Computers
- Proficient with Microsoft Office: Outlook, Word, PowerPoint, Excel, Adobe Acrobat

**PROFESSIONAL MEMBERSHIPS**

- International Association of Administrative Professionals (IAAP)
- Top Side Aviation Club

**AWARDS**

- Secretary of Defense Exceptional Public Service Award (2003)
- AFA's SAF/AQ Hero Award (2008)

# S. ADAIR HENDRICKSON

(b)(6)

(b)(6)

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## WORK EXPERIENCE

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### UNITED STATES DEPARTMENT OF THE ARMY

The Pentagon, Washington, DC

*Personal and Confidential Assistant to the Deputy Assistant Secretary of the Army,  
Strategy and Performance Planning (Acquisition, Logistics and Technology)* October 2006-Present

- Coordinate Schedule for the office of the Deputy Assistant Secretary
- Overall responsibility for meeting agendas and documentations
- Provide assistance and subject matter for the Department website and newsletter
- Provide input and support for the Deputy Assistant Secretary and Consultants on various projects
- Act as liaison with other departments and outside contractors
- Entrusted with the handling of sensitive and confidential information

### OFFICE OF THE MASON COUNTY DISTRICT ATTORNEY

Maysville, Kentucky

*Legal Assistant*

January 2004

- Aided District Attorney in trial proceedings
- Processed legal documents and ensured accurate paperwork
- Coordinated the filing of briefs, exhibits, and other legal documents
- Served in temporary position at the Law Offices of Fox, Wood, Wood, & Estill

### CAMP ALLEGHANY FOR GIRLS

Lewisburg, West Virginia

*Assistant Head of Senior Camp*

Summer 2006

- Managed all campers, counselors, and the running of camp life

*Unit Head*

Summer 2004

- Directed all ten year-old campers and their counselors
- Served as liaison between campers, counselors, and heads of the camp
- Instructed daily classes and led activities

*Unit Head*

Summer 2002

- Managed all seven and eight year-old campers and their respective counselors
- Instructed daily classes and coordinated evening activities

*Junior Counselor*

Summer 2001

- Responsible for four campers during two three-week sessions and instructing daily classes
- Invited to join staff after participating as a camper from 1993-2000

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## EDUCATION

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### THE UNIVERSITY OF THE SOUTH

Sewanee, Tennessee

*B.A. in History and Art History; Concentration in European*

Degree received May 2006

- Accepted into Order of the Gownsmen, an academic honor society and governmental body
- Member of Pink Ribbon, an elective honor society composed of upperclasswomen and female community members
- Varsity Field Hockey Team, 2002-2005

### INTERCOLLEGE

Nicosia, Cyprus

*Study Abroad*

Summer 2005

- Completed academic regime focused on history, politics and art
- Studied current and historical dynamics between Greek Cypriots and Turk Cypriots

(b)(6)

ANTOINETTE MORIN HENNIGAN  
Summary Resume

Home:

(b)(6)

Office:

(b)(6)

**EXPERIENCE:**

2002-Present

Personal and Confidential Assistant to (b)(6)  
(b)(6) U.S. Court of Appeals for the Armed Forces,  
Washington, DC, 202-761-1461 (GS-12)

1999-2002

Judicial Administrative Assistant to Federal (b)(6)  
(b)(6) U.S. District Court for the District  
of Columbia, Washington, DC, 202-354-3440 (GS-11)

1994-1999

Executive Assistant to the General Counsel (b)(6)  
(b)(6) Department of the Army, Pentagon,  
Washington, DC (GS-10)

1990-1994

Secretary/Stenographer to the Executive Assistant and  
Special Assistant to the Inspector General (b)(6)  
(b)(6) Department of Defense,  
Arlington, Virginia (GS-09)

1987-1990

Legal Secretary/Stenographer to the Deputy General  
Counsel, (Military and Civil Affairs) (b)(6)  
(b)(6) (GS-08) Pentagon

July 1987

Returned from 6-year overseas assignment in Germany

1985-1987

Secretary/Stenographer to the Assistant Division  
Commander-Maneuver/Community Commander (b)(6)  
(b)(6) Mainz, Germany  
(GS-07)

1984-1985

Secretary to the Chief School Administrator (b)(6)  
(b)(6) Frankfurt, W. Germany (GS-06)

1982-1983

Secretary/Stenographer to the Executive Officer,  
Command Section, (b)(6)  
(b)(6) Mainz, Germany (GS-06)

1983-1984 Secretary/Stenographer to the Commander. (b)(6)  
(b)(6) Command Section (b)(6)  
(b)(6) Stuttgart Military Community, Stuttgart, W.  
Germany ((GS-07))

1979-1982 Secretary/Stenographer to the Chief, Department of  
Surgery (b)(6) McDonald Army Community  
Hospital, Fort Eustis, Virginia ((GS-06))

1976-1979 Secretary/Stenographer to the Chief, Logistics  
Division (b)(6) McDonald Army Community  
Hospital, Fort Eustis, Virginia ((GS-05))

1970-1976 Stationed at Fort Bragg, NC, and since there was a  
freeze on government jobs, devoted my time to  
parenting and community service.

1969-1970 Secretary/Stenographer to the Deputy General  
Counsel (b)(6), Federal Maritime  
Commission, Washington, DC ((GS-07))

09/69-12/69 Secretary/Stenographer ((GS-7)) to Chairman of the  
Federal Maritime Commission

1968-1969 Secretary/Stenographer to senior partner in a legal  
firm for the Liberty National Bank, Savannah, Georgia  
(b)(6)

1966-1968 Secretary/Stenographer, Deputy General Counsel,  
Federal Maritime Commission, Washington, DC ((GS-07))

1962-1966 Secretary/Stenographer to the Chief, Office of Hearing  
Counsel (b)(6), Federal Maritime  
Commission, Washington, DC ((GS-04 to GS-06))

**AWARDS:** Received Exceptional Performance Awards in all  
positions.

(b)(6)

**EDUCATION:** Saint Leo College, Saint Leo, Florida (Fort Eustis,  
VA, Extension), Associate in Human Resources  
Administration, 1980)

Husson College, Bangor, ME, Associate, Secretarial  
Science, 1962



**ANTOINETTE MORIN HENNIGAN**

(b)(6)

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**EXPERIENCE:**

07/02 to Present - Confidential Assistant to (b)(6)  
U.S. Court of Appeals for the Armed Forces, Washington, DC, 202-761-1461  
(GS-12)

In this position: I provide support and advice directly to the judge on critical and time-sensitive nonlegal issues; act as an intermediary between the judge and representatives of the judicial, legislative, and executive branches; assist the judge in the preparation of speeches; act as a point of contact as necessary between the judge and other judges of the Court, officers of the court, and other court personnel on nonlegal issues. Vote all votes in CADS database and print regular reports for the judge and senior commissioner on a variety of pending matters relating to case or issue tracking.

Assist the Senior Commissioner in relaying the judge's requests to senior Court staff members; assist in ensuring that chambers procedures are in conjunction with administrative procedures of the court; assist in the preparation of legal opinions, memoranda, and correspondence submitted to the judge for distribution, including proofreading quotations, citations, and matters of grammar and style in accordance with established procedures and guidelines; assist in developing and maintaining procedures necessary to account accurately for and monitor work pending within the judge's chambers; assist in preparing correspondence for the judge's signature, and in establishing a tickler file to ensure that all matters are handled in a timely manner; assists in assembling reports, legislation, statistics, and other materials as required to keep the chambers abreast of current developments; assist in periodically reviewing and modifying chambers procedures to meet changing circumstances or as otherwise indicated.

Responsible for the maintenance of the judge's legal and personal library, all office files, and the flow of work into and out of the judge's chambers; the proper preparation, maintenance, and control of all classified materials that are in chambers, distribution of mail within chambers, disposing of all nonlegal matters not requiring the judge's personal attention by drafting an appropriate response.

Responsible for ensuring correspondence is prepared and dictation is transcribed in a timely manner (both from tapes and Gregg Shorthand method); assist in monitoring the workload among the administrative staff.

Maintain and have full responsibility for the appointments calendar for the judge. Schedule conferences, meetings, and appointments. Coordinate and make all protocol and other arrangements relating to the

judge's travel plans and itinerary, speech commitments, social obligations, and other high-priority demands.

1999-07/02 - Judicial Administrative Assistant to federal (b)(6)  
(b)(6) U.S. District Court for the District of Columbia, 202-354-3440  
(GS-11)

In this position, I was the judicial administrative assistant to the judge and worked in her chambers with two law clerks. I managed all the daily administrative tasks to include: making sure the judge was prepared for trials or court actions by preparing the necessary paperwork for trials or any court actions. After a trial, prepared the judge's jury instructions which required intense and expeditious preparation.

Maintained and had full responsibility for the judge's calendar. Worked closely with the court clerk on calendar matters to ensure there were no conflicts. Scheduled conferences, meetings, and appointments.

Made all travel arrangements, to include airline and hotel reservations and prepared travel vouchers at the conclusion of all travel.

Voted the judge's votes in a CADs system recently installed in the court.

1994-1999 - Executive Assistant to the General Counsel (b)(6)  
(b)(6) Department of the Army, Pentagon, Washington, DC (GS-10)

Assisted and prepared numerous correspondence to the White House and to Members of Congress.

Provided administrative and clerical support to the SES deputies and OGC staff.

Handled Executive Officer actions in his absence.

Extensive skills in office management, communications, and public relations.

Expertly managed daily operations and adept in diplomatically dealing with people and promoting good public relations.

Coordinated weekly Significant Activities memorandum for the Secretary of the Army, which ultimately went to the Secretary of Defense and the White House.

Maintained leave and absence calendar in Calendar Creator Plus for the Office of the General Counsel.

Completed special assignments and drafted correspondence using knowledge of programs and GC's views and references to respond to inquiries and requests for information.

Worked independently and followed through with requirements with minimal guidance.

Adjusted to emergency situations and changing priorities by using a high degree of judgment and initiative in interpreting and adapting guidelines.

Identified and resolved various problems and situations that affected the orderly and efficient flow of work in transactions with parties outside the organization.

Exercised considerable judgment in applying guidelines and used precedence to resolve new, unexpected problems - frequently in time-critical, sensitive situations.

Coordinated the schedule of the General Counsel, in conjunction with the Secretary of the Army, the Assistant Secretaries of the Army, and the Principal Deputy General Counsel and Deputies General Counsel.

Organized and coordinated office functions.

Provided technical expertise and advice concerning procedures and format for the processing of all actions.

Controlled signature items with an internal log.

Reviewed correspondence and reports prepared by technical staff and professionals.

Arranged transportation, lodging, meals, rental vehicles, itineraries, agenda, and other matters essential to the success of the General Counsel's TDY trips.

Gathered necessary information and prepared travel vouchers upon completion of travel.

Established procedures to assure safeguarding of classified information.

Organized a luncheon for a Norwegian delegation of high-ranking individuals.

Scheduled a Pentagon tour, a luncheon, and a meeting for a 15-member congressional Philippine delegation with no advance notice.

Prepared correspondence and reports using knowledge of office automation equipment capabilities and software features, currently Windows 97.

Edited and reformatted drafts of lengthy reports using word processing software features.

Took notes during telephone conversations and other dialogues as requested by the General Counsel. In one instance, the GC called me at home on a Sunday afternoon and dictated speech notes he was about to present while he was out of town. On other instances, he would dictate notes or changes to speeches he was about to present from TDY locations.

Prepared from 150-200 invitations for the annual OGC Open House.

Kept up to date on computer technology; specifically in Microsoft Office '97, Calendar Creator Plus, Microsoft 6.0 for Windows, Microsoft Exchange, and the Internet.

Attended Beginner and Intermediate PowerPoint Class in March 1998.

**02/90-1994 - Secretary/Stenographer to the Executive Assistant and Special Assistant to the Inspector General** (b)(6)

(b)(6) **Department of Defense, Arlington, Virginia (GS-09)**

Provided secretarial and administrative support to the Executive Assistant and Special Assistant to the Inspector General. Assisted in developing, coordinating, and implementing the master work schedule.

Maintained supervisor's calendars and coordinated dates of meetings and conferences, in addition to other personal commitments pertaining to supervisors' official role.

Maintained the IG conference room calendar ensuring there were no conflicts.

Conferred with superiors frequently and kept abreast of new assignments and projects that required scheduled or rescheduling consideration and, as directed, took necessary action.

Served as intermediary between the Executive Assistant and Special Assistant for those who made demands on their time, to include Assistant Inspectors General and subordinate-level staff members. Screened calls and visitors, personally providing information or assistance based on understanding of current IG policies, project status, security requirements, and the personal wishes of the Executive Officer and Special Assistant to the IG. Kept informed of the status and order of priority of projects in those areas for which the Executive Assistant and Special Assistant were responsible, handling inquiries regarding such projects in a knowledgeable and efficient manner.

Screened correspondence, ensuring that only those matters requiring their personal attention were referred. Devised and maintained control records for items coming in for IG's signature and for matters in coordination with other offices and follow-up to expedite action or ascertain status.

In the absence of the IG and Deputy IG secretaries, served as alternate secretary providing clerical and administrative support to the IG staff.

Dealt with Congress, senior Federal, judicial, and industry officials, dignitaries, and the press.

Composed routine correspondence for the IG staff.

Took and transcribed dictation using knowledge of Gregg Shorthand or transcribed taped dictation in the form of correspondence, memoranda for record, and narrative reports on sensitive and administratively confidential matters.

Made travel arrangements for the Executive Assistant and Special Assistant to include planning for domestic and overseas travel. Assisted in the development and refinement of itineraries, prepared travel orders, secured reservations and tickets, ascertained that passports and visas were in order, assisted in the development of necessary trip reports, and generally assisted in related administrative support work.

Maintained an effective office filing system.

Established and maintained a directory of all superiors contacts, their current business addresses and phone numbers.

**11/87-02/90 - Legal Secretary/Stenographer to the Deputy General Counsel (Military and Civil Affairs)** (b)(6) (GS-08)

I was a legal secretary to the Deputy General Counsel (Military and Civil Affairs) (a Senior Executive Service (SES) equivalent to a two-star general).

Provided administrative support to include answering phones and either referring the call to the proper attorney and other offices as necessary, or handling those that I could, routine correspondence and case referrals.

Maintained supervisor's calendar and reminded him of scheduled events. Ensured accurate scheduling without conflicts and kept calendar current. Ensured timing and follow-up on appointments and commitments.

Prepared travel orders and travel vouchers. Made travel arrangements, to include reservations and tickets.

Proofread all drafts submitted to supervisor for signature by the General Counsel; reviewed for proper format, typographical errors and misspellings, and compliance with regulations.

Took dictation (Gregg Shorthand) in the form of office memorandums, notes, correspondence, and telephone calls.

Dealt with officials of the Department of the Army, Department of Defense, the Congress, private industry, state and local governments.

Since Mr. Peck was the ethics counselor for the Department of the Army, as his secretary, I monitored the submission of SF 278s (Financial Disclosure Statements) and also maintained and coordinated DD Forms 1555 (Confidential Statement of Affiliations and Financial Interest). This involved setting up a computer listing of all persons required to file and monitored suspense dates. Also ascertained the completeness of the forms and returned those that required additional information. Mr. Peck was also the author of *The Ethics Counselor* newsletter which I typed, coordinated the printing of, maintained a mailing list for, and made distribution of such.

**09/87-11/87 - Secretary/Stenographer and personal assistant to the Assistant Director for Maintenance Management in the Office of the Deputy Chief of Staff for Logistics (Supply & Maintenance), a Senior Executive Service (SES) equivalent to a one-star general officer**

**(GS-07).**

I was in this position for only two months and then accepted a GS-8 position that I had applied for prior to taking this position.

- Received phone calls and visitors to the office.
- Received and handled correspondence directed to our office.
- Maintained suspense record and followed up to ensure actions were completed. Maintained other suspense logs such as Early Birds, notes from the Deputy Chief of Staff for Logistics (DCSLOG), high interest cases, Officer Efficiency Reports (OERs), CPAs, etc.
- Maintained superior's calendar of appointments, meetings, conferences, etc.
- Made travel arrangement to include preparing travel orders and travel vouchers.
- Reviewed all correspondence submitted for superior's signature.
- Performed a variety of administrative duties in connection with the office.
- Assisted the secretary to the Direct, Supply & Maintenance (a two-star general officer).

**Returned from 6-year overseas assignment in Germany - July 1987**

**02/85-07/87 - Secretary/Stenographer to the Assistant Division Commander-Maneuver/Community Commander (One-star general officer) (GS-7)**

I was secretary to the Assistant Division Commander-Maneuver/Community Commander (General Officer) in the Mainz Military Community Command Section. This was a very fast-paced, high-pressure office.

- Provided administrative services to the Commander. Received all visitors and telephone calls to the Commander. Referred important matters or important visitors to the Commander or his Deputy Commander; took messages for their attention or made later appointments for visitors. Determined matters which could be handled by subordinate divisions and referred them as appropriate. When high-ranking officials and dignitaries visited or had appointments, assisted them in placing calls and performed other duties as requested by them.

- Maintained the Commander's calendar in coordination with the aide-de-camp to include tactical, community, and personal commitments and scheduled appointments, conferences, and meetings.

- Ascertained that the Commander was fully briefed on matters to be considered before the scheduled meeting and applied own initiative when researching files and records to provide all background information needed for the conference. When necessary, attended meetings and prepared reports of proceedings.

- Received incoming correspondence, reports, directives, instructions, etc. Screened out those I could personally handle and took necessary action or referred others accordingly. Initiated routine correspondence. Drafted replies to general inquiries, endorsements, and Star Notes for the Commander's signature.

- Searched for, assembled, and summarized information as required from files and documents as requested by the Commander or in anticipation of the Commander's needs. Maintained suspense control records on the status and suspense of correspondence for the Commander and followed up.

- Reviewed documents prepared for signature of, or requiring coordination by the Commander for conformance with regulations, grammar, format, and special policies. Called deviations to the attention of the originator and returned communications for correction as necessary.

- Assisted staff members in the procedural aspects of expediting the work, including assigning work to clerical help to take care of fluctuating work load, explaining report requirements and informing and instructing clerical personnel concerning procedures for preparation of correspondence.

- Made necessary arrangements for travel, arranged schedules of visits, notified organizations and officials to be visited, made reservations, kept in touch with aide-de-camp en route, requested travel orders and submitted travel vouchers and reports following trips.

- Worked closely with the aide-de-camp with all coordination in the office and while "in the field."

- Took and transcribed dictation, which included a variety of material, to include sensitive NATO debriefing after Warsaw Pact Exercise in East Germany (40 typewritten pages). This note taking involved very technical military language (specifically mechanized infantry jargon). Was also exposed to specialized terminology common to the operations and the administration of a military community in an

overseas environment. Was responsible for transcribing and typing dictation into letters, endorsements, messages, instructions, narrative or statistical reports and other records. Material was typed in final form with responsibility for sentence structure, grammar, and spelling.

- Wrote resumes of conferences and furnished copies to action officers. Followed up on projects resulting from conferences or meetings that had the particular interest of the Commander to ensure that schedules/deadlines were met.

- As a confidential assistant (b)(6), established and maintained classified and private files of correspondence and documents concerning classified subjects, pending investigations, subordinate personnel, effectiveness reports, and similar subjects. Safeguarded classified material. Was Telephone Control Officer for about a year before the function was moved to another office.

NOTE: This position was a GS-6 position when I initially went into it. However, since the job was reclassified to a GS-7 a few months later, I am treating it as one job for the purpose of this application.

\* Although Brigadier General Glynn C. Mallory, Jr. was the general who initially hired me, he was followed by Brigadier General Craig H. Boice and Brigadier General Timothy J. Grogan.

**10/84-02/85 - Secretary to the Chief School Administrator** (b)(6)  
(b)(6), Frankfurt, W. Germany (GS-06)

This position was that of secretary to the Chief School Administrator in the Chief School Administrator's Office, which consisted of four persons: Chief School administrator, Business Manager, Computer Specialist, and Exceptional Children Coordinator. Because of the nature of their jobs, these persons were always out of the office visiting the 21 schools in the Frankfurt, Germany, area, leaving me to handle the office in their absence entirely alone.

- Received telephone calls and visitors, giving them pertinent information.

- Maintained a suspense log and telephone log.

- Kept supervisor's calendar and scheduled appointments and conferences, made sure that supervisor was fully briefed on matters before scheduled meetings.

- Received requests for statistical information concerning supervisor's programs. Advised when the material could be furnished and prepared it personally or followed up to see that it was prepared by the supervisor's staff within the specified time.

- Made arrangements for conferences, including space, time, people, etc.; attended the meetings and prepared report of the proceedings.

- Received incoming correspondence, reports, instructions, etc. Screened out those items that could be handled personally, forwarding the rest to the supervisor or the subordinates, together with necessary background material.

- Drafted replies to general inquiries not pertaining to a specialized program.

- Maintained control records on status and suspense of correspondence; read outgoing correspondence for factual correctness and adequacy of treatment, calling deviations to the attention of the originator.
- Assisted supervisor's subordinates (principals of the 21 schools which comprised the Frankfurt administrative area) in the procedural aspects of expediting the work, including such matters as shifting clerical help to cope with correspondence of a nontechnical nature.
- Made all necessary arrangements for travel, arranging schedule of visits, making reservations, keeping in touch with the supervisor en route, submitting travel vouchers and reports.
- Typed a variety of material from rough draft including material presenting problems of spacing, paragraphing, columnar arrangements, etc. Composed and typed routine correspondence from brief verbal or written notes.

03/83 - 09/84 - Secretary/Stenographer to the Commander, 6th Area Support Group, Command Section (b)(6) Stuttgart Military Community, Stuttgart, W. Germany (GS-07)

This position was that of secretary/stenographer for the Commander, 6th Area Support Group, who was also Deputy Commander of a very complex Greater Stuttgart Military Community (GSMC) which contained six sub-communities.

- Was secretary to the Commander (Major General) that pertained to his role as Commander, GSMC. Maintained his calendar and arranged for meetings and appointments while he was at GSMC. Dealt with higher headquarters, VII Corps staff, in coordinating time management and telephone conversations. Dealt with the Secretary to the General Staff, Chief of Staff, Deputy Chief of Staff, and sometimes the Commanding General's staff in coordinating meetings and briefings.
- Routinely scheduled appointments, conferences, and TDYs for the Deputy Commander. Was the key link in the flow of information between the Command Section and staff elements throughout the command.
- Handled telephone callers and office visitors daily. In some cases, had to quickly discern whether the visitor or caller should receive the immediate attention of the Deputy Commander, referred to the Executive Officer, or someone else on staff, or handle it personally. On some occasions I had to calm irate visitors and accurately assessed potential problems as they came to the Command Section via telephone or in person.
- Prepared monthly reports such as the Manpower Feeder Report.
- Maintained Time & Attendance cards for the Command Section and was also responsible for those from the Equal Employment Office, the Adjutant's Division, and the Organizational Effectiveness Office (total of 14).
- Provided advice and/or gave assistance. Entertained questions on all aspects of policy and procedures.
- Assured that staff directorate secretaries were apprised of correct



correspondence preparation and timely submission requirements. Prepared and conducted a correspondence guidance session for other secretaries and clerical personnel from other staff offices (50 in attendance). It was well received and everyone asked that it be repeated in six months.

- Furnished supervisory guidance for the Executive Officer's secretary, GS-6, and a clerk-typist, GS-4, in our immediate office. Trained and assisted them with routine command functions and served as a source of information as questions arose.

- Researched and assembled necessary background data on a variety of projects providing the best available information upon which the Deputy Commander was able to make knowledgeable decisions.

- Reviewed pending projects and maintained suspenses to update the Deputy Commander.

- Handled classified documents and personal-in-nature documents as they passed through the Command Section, (b)(6)

- Made arrangements for weekly command and staff meetings, as well as the monthly GSMC Commander's conferences. Coordinated conference agenda and assured proper distribution prior to conferences. Ensured that award and slide presentation data were compiled and correct. Reserved and arranged the meeting rooms. Arranged for a photographer to be present at the award presentations.

- Reviewed incoming and outgoing correspondence. Very knowledgeable of the organization and its operations and established priorities which resulted in a greatly improved quality of correspondence properly routed and reviewed for completeness and correctness.

- Prepared routine command correspondence. Composed and typed endorsements and short replies to requests. Did research and produced pertinent documents as background information when available for the Deputy Commander's information before sending correspondence in to him.

- Prepared the Master Community Calendar on a monthly basis which involved receiving input from all six sub-communities that comprised GSMC and compiled all the information into one packet. This calendar had wide distribution.

- Took shorthand notes at the weekly Command & Staff meetings and the monthly Commander's Conferences and transcribed the minutes of those meetings into final formal format.

- Transcribed telephone conversations that required action.

- Maintained personal files and suspense files for the Deputy Commander.

- I was a member of the interviewing panel which evaluated and rated the candidates for the position of GSMC EEO office Equal Employment Opportunity Assistant. Candidates were rated and ranked according to criteria established by the interviewing panel.

NOTE: The above position was handled without the benefit of computers. Regular electric IBM typewriters were in use during this period.

\* LWOP status from September 7, 1984 to October 29, 1984. My husband's company was relocated to Wiesbaden, Germany, during this time.

03/82-03/83 - Secretary/Stenographer to the Executive Officer, Command Section, 6th Area Support Group (b)(6) (GS-6)

This position was that of a secretary/stenographer for an executive officer in a command section of the 6th Area Support Group and Greater Stuttgart Military Community (of which there were six sub-communities). It was a fast-paced, high-pressure job.

- Dealt with higher headquarters, VII Corps staff, on a regular basis to coordinate meetings and telephone conversations.

- Managed the Executive Officer's time by maintaining his calendar and scheduling his appointments, briefings, meetings, and TDY trips, and ensured that he was fully aware of the calendar.

- Screened telephone calls and referred the caller to the appropriate staff section. Disseminated information on a need-to-know basis.

Answered routine requests as they occurred; referred sensitive requests or ones with director interest to the Executive Officer.

- Prepared written answers to routine written or verbal requests.

- Prepared reports and projects. Provided information or obtained and relayed information in the absence of the Executive Officer.

- Obtained information and prepared all TDY and leave documents for the XO.

- Established a suspense system for all suspenses directed by the Executive Officer and followed up on those suspenses.

- Recorded and filed documents coming to the Command Section with a suspense.

- Maintained conference room calendar.

- Instituted a log system in order to have better control of the many documents coming to the Command Section, thereby enabling anyone to ascertain the status of a document; i.e. whether a document had been signed and when, or if a document had to be returned for corrections.

- Reviewed incoming documents and determined priority of action and if it needed to be reviewed by supervisor or forwarded to a staff section for action.

- Reviewed outgoing correspondence, ensuring it complied with regulations and met suspenses.

- Took and transcribed dictation of meetings, correspondence, and telephone conversations. Transcribed telephone conversations that required action by the Executive Officer and ensured suspenses were met.

- Prepared endorsements to letters of appreciation and short replies to letters requesting information of non-technical material.

- Maintained functional files system IAW with AR 340-15.

- Work that contained any errors was returned for correction or retyped in the Command Section if time was of the essence.

- Trained a GS-2 clerk-typist who was hired during this period.

- Conducted a correspondence class for other secretaries in the area.

- Supplied guidance to their many questions that came to our office with regards to correspondence and other information.

- Transcribed in final format the minutes of the weekly Command and Staff meetings, and the minutes of the monthly Commander's conferences in the absence of the Deputy Commander's secretary.

- Voluntarily contributed many long hours on own time with no benefit of overtime pay or compensation.

08/79-01/82 - Secretary/Stenographer to the Chief, Department of Surgery  
(b)(6) McDonald Army Community Hospital, Fort Eustis,  
Virginia (GS-06)

This position was that of secretary to the Chief, Department of Surgery (a Colonel, 0-6), and also acted as secretary to the Chief of Professional Services (also an 0-6). As secretary to the Chief of Surgery, I was also the Tumor Registry Secretary for the hospital and, in that capacity, established and maintained the Tumor Registry and tumor files for the hospital. As Tumor Registrar for the hospital, attended out-of-town seminars and meetings in order to stay up to date on oncology matters.

- Established local records, which included a master file, patient abstracts, and a follow-up file. Developed instructions, forms, and letters to facilitate acquisition of data.

- Ensured that patients requiring follow-up were given appointments in appropriate clinics for medical evaluation.

- Periodically reviewed and recorded the state of disease, ongoing diagnostic procedures, and additional treatments on all tumor patients diagnosed and treated at the medical facility.

- As the secretary to the Chief of Surgery, screened a multitude of telephonic inquiries from both patients and staff. Answered questions based on my own knowledge. Made appropriate referrals to other staff and medical officers and briefed supervisor on matters that needed his immediate attention.

- Managed supervisor's calendar and appointment schedule. The Chief of Surgery's schedule was very hectic and complex. Minor and major surgical procedures, along with routine outpatient appointments, also had to be scheduled each week. In many cases, emergencies arose when it was necessary to cancel or reschedule a full day's appointments at the last minute.

- Acted as recorder for the monthly Tumor & Tissue Board, Surgical Staff meeting, and quarterly Ambulatory Patient Care/ Emergency Medical Services meeting.

- As recorder for the Tissue, Infection, and Transfusion Committee, major portions of time were exhausted each month preparing for this meeting. (In only one year, almost completely mastered the most difficult and technical field of medical dictation when most of my past experience was legal dictation.)

- Medical records on each cancer patient treated such month had to be pulled, investigated, and brought up to date prior to each meeting. During the meeting, developed a record of the proceedings from transcribed shorthand notes. That was further broken down into individual cases and entered into the medical records of each patient.

- Completed medical records and correspondence concerning the Tumor Registry. Prepared reports and correspondence with little supervision. Provided counseling guidance to patients even after the patient received the formal portion of their medical treatment. Ensured that they each

received, and reminded them of, follow-up appointments made at this hospital or other medical centers. Reviewed each of the patient's medical records for completeness and ensured that the patient did not miss his/her appointment.

- Prepared the "Numerical Report of the Tissue Committee" required for the meeting.

Since this position also supported the Chief, Professional Services, I took and transcribed dictation for a variety of material. Approximately eight committees and meetings had to be coordinated and scheduled each month (to include those mentioned above). In that capacity, acted as recorder for the monthly professional staff conferences and Quality Assurance Committee meetings.

- Took the responsibility to reorganize and maintain a leave control system for all the military physicians in the hospital.

**LWOP status January 25, 1982, to March 1, 1982. Departed Fort Eustis, Virginia,** (b)(6)

**08/77-08/79 - Secretary/Stenographer to the Chief, Logistics Division**  
(b)(6) **McDonald Army Community Hospital, Fort Eustis, Virginia (GS-05)**

I was a secretary/stenographer and personal assistant to the Chief, Logistics Division.

- Performed a variety of clerical and administrative duties that included receiving and screening visitors and telephone callers (many of which were from higher headquarters, other installations, and civilian agencies) and made decisions as to appropriate action to be followed.

- Maintained supervisor's calendar and scheduled appointments without initial clearance. Scheduled conferences and meetings, making necessary arrangements for space, time, personnel, etc. Before appointments or meetings, extracted and compiled required material for supervisor's and participants' use.

- Established, maintained, controlled, and disposed of files, records, and references in accordance with TAFPS.

- Maintained chronological reading file of correspondence relating to hospital and MEDDAC policies and procedures for supervisor's ready reference.

- Received and reviewed all incoming mail, determining which could be handled personally and forwarded remainder to appropriate staff.

- Maintained a record of incoming and outgoing correspondence and action documents and followed up to ensure adherence to suspense dates.

- Placed and monitored two-way (or more) telephone conversations for the purpose of verbatim recording of matters discussed.

- Obtained and compiled information on MEDDAC activities requested by supervisor for use in preparing correspondence, reports, conference agendas, telephone conversations, etc. concerning mobilization expansion, supply, funding, equipment, personnel, facility requirements, interservice and cross-service agreements, command authority, operational controls, etc.

- Attended conferences and meetings with the hospital staff as directed by the supervisor.
- Took shorthand notes and transcribed the highlights of conference/ meetings in order to have a permanent record of discussions, recommendations, and decisions reached.
- Acted as focal point for all MEDDAC construction/repair work orders.
- Received requests for work with appropriate justification, secured approval of division chief, assigned work order number, logged in work order register, typed request on appropriate form, and forwarded to Directorate of Facilities Engineering (DFAE). Maintained register in current status by posting DFAE actions from monthly computer printout received from DFAE.
- Conducted coordination with branches on correspondence, to include proper formatting, grammar, spelling, and current correspondence procedures to be followed.
- Reviewed all correspondence submitted for division chief's signature to assure proper format, spelling, and grammar and returned for correction as necessary.
- Maintained civilian employees' personnel file to include any papers necessary to effect proper personnel control such as job descriptions, employee record cards, performance ratings, awards, letters of appreciation, reprimands, job details, etc.
- Maintained time and attendance cards for 50% of the division personnel.
- Maintained documents, reports, and schedules concerning hospital janitorial contract, compiled statistical information pertinent to contractual specifications.
- Coordinated with the secretary of command staff, the Adjutant's Office, and other division secretaries, as necessary, to assure the smooth functioning of division and branch affairs.
- Made travel arrangements, prepared necessary documents, itineraries, schedules, and vouchers, and secured reservations and clearance. Reviewed for timely administrative or fiscal action.
- Maintained division temporary duty (TDY) and leave schedule for use by division chief.
- Took and transcribed dictation pertaining to a wide variety of subject matter with recurring use of technical terminology.
- Typed a wide variety of narrative and numerical material from notes, rough drafts, adapted models, or verbal indication; such as correspondence, staff studies, reports, messages, directives, technical papers, personnel action, manuals, charts, statistical tables, etc., assuring proper format, grammatical accuracy, and necessary attachments.

**11/76-10/77 - Secretary/Stenographer to the Chief, Logistics Division**  
 (b)(6) McDonald Army Community Hospital, Fort Eustis,  
 Virginia (GS-04)

This position was that of clerk-stenographer for the Chief, Logistics Division.

- Recorded and transcribed dictation for a variety of material (e.g.,

correspondence, staff studies, technical papers, manuals, memoranda, disposition forms, Standard Operating Procedures, etc.), frequently involving the use of scientific, technical, or highly specialized terminology and phraseology when notes were taken without interruption and transcribed into final form with responsibility for correct punctuation, capitalization, spelling, grammar, format and arrangement and spacing of material.

- Assembled supplemental or back-up material from files for attachment to the end product.
- Answered telephone and personal inquiries relative to the activities of the office when the information required could be supplied from my own knowledge of office activities or could be located in office files or records.
- Screened telephone calls and visitors and made appropriate referrals to other persons in the office or to other organizational segments.
- Maintained office files according to established functional file system involving the classification of material into a large number of subject headings and subheadings.
- Composed correspondence of a routine and non-technical nature based upon oral instructions, brief notes, or information that was readily available in the files and records of the office.
- Compiled statistical data for reports, charts, or records extracting data from documents and posting or tabulating same to work sheets or other office records.
- Verified accuracy of computations or computed quantities such as totals, subtotals, percentages, averages, and balances following standard procedures.
- Referred to style manuals, technical or non-technical dictionaries.

**07/70-11/76 - Stationed at Fort Bragg, NC, and since there was a freeze on government jobs,** (b)(6)

**09/69-06/70 - Secretary/Stenographer to the Deputy General Counsel** (b)(6)  
(b)(6) **Federal Maritime Commission, Washington, DC ((GS-07))**

I was secretary to the Deputy General Counsel, Federal Maritime Commission. The functions, duties, and responsibilities of the Office of the General Counsel encompassed legal questions and issues arising from the entire scope of the activities of the Federal Maritime Commission, which were concerned with regulatory authorities and responsibilities governing common carriers by water in the foreign commerce and the domestic offshore trade of the United States.

- Maintained the appointment schedule of the Deputy General Counsel and rearranged schedules when necessary.
- Briefed supervisor on matters, obtaining necessary material to be used in any scheduled meetings. This included not only meetings within the Office of the General Counsel but also other meetings or hearings such as those with or before the Federal Maritime Commission.
- Reviewed and routed mail to the proper person for disposition: Reviewed outgoing mail for procedural and grammatical accuracy before

routing to the Deputy General Counsel for signature.

- On own initiative, or with brief instructions, composed transmittals, acknowledgments, requests for information, and other routine correspondence.

- Kept informed of the current status of work for which my boss was responsible assuring material was sent into supervisor to concur with established deadlines.

- Worked closely with the secretary to the General Counsel in the transmittal of information and material.

- For the Deputy General Counsel's use in preparing memoranda of law and correspondence, obtained documents and information often of a varied and complex nature.

- From brief instructions as to the nature and extent of material needed to complete analysis of problems, obtained tables of statistics, excerpts from reports and studies, citations of law, Executive Orders, Congressional Reports, etc., which were pertinent to the analysis in process.

- Took and transcribed dictation from the Deputy General Counsel on all phases of the work of the Office of the General Counsel in which the Deputy General Counsel was involved.

- Received telephone and personal callers in the office of the Deputy General Counsel and ascertained nature of the call or visit and determined which ones should be directed to supervisor and which ones I could personally handle. These calls were from officers of companies, attorneys, members of congressional committees, directors of Commission bureaus, and other Government agencies. Gave out non-prescribed information or information that was open to the public.

- Obtained material on own initiative, gave material to supervisor when calls or visits required background material.

- Made arrangements for conferences, including space, time, and people. Informed participants of topics to be discussed and occasionally provided them with background information.

**09/69-12/69      Secretary/Stenographer to Chairman of the Federal Maritime Commission, 1100 L Street, NW, Washington, DC 20573 (GS-7)**

Mrs. Helen Delich Bentley was appointed Chairman of the Federal Maritime Commission shortly before I returned to duty in September 1969 (after being on a leave of absence). Before resuming my previous position as secretary to the Deputy General Counsel, I was asked to manage the new Chairman's office until she was able to arrange for her own permanent secretarial staff's move from Baltimore, Maryland.

As Mrs. Bentley's temporary office manager, I maintained her appointment schedule with the responsibility for avoiding conflicts in making appointments and for rearranging the schedule when necessary.

- Maintained the schedule of the Commission's staff car.

Mrs. Bentley gave numerous speeches in all parts of the country and many were dictated on a Dictaphone machine that the Chairman used while on flights to and from destinations and I transcribed into final form. Much of the correspondence was answered in this manner also.

- Saw to it that the speeches were printed and distributed to the

proper persons and offices and maintained a file on the speeches.

- Set up a new filing system.
- Briefed and informed the new secretarial staff on the functions of the various bureaus and offices within the Federal Maritime Commission as they arrived on board.
- Received telephone and personal callers and ascertained nature of their call or visit and determined which ones should be directed to the Chairman and which ones I could personally handle. These calls were from offices of companies, attorneys, members of congressional committees, directors of commission bureaus, and other Governmental agencies.

**11/68-05/69 - Secretary/Stenographer to senior partner in a legal firm for the Liberty National Bank, Savannah, Georgia** (b)(6)

Since I was on a leave of absence from my government job in Washington, DC, I found a position as a secretary/stenographer to one of the senior partners in a legal firm for the Liberty National Bank. My primary duties were that of a stenographer and typist.

- Took dictation and transcribed voluminous amounts of correspondence. Sat in on conferences, meetings concerning trusts, affidavits and dispositions, and business deals, taking everything in shorthand and transcribing immediately into final form while clients waited for the completed documents.

- Typed up wills, deeds, trusts, and sent out telegrams on brief instructions from employer.

- Remained on leave without pay (LWOP) from November 1968 through September 1969, (b)(6)

(b)(6) I returned to work in September 1969.

**02/67-05/67 - Secretary/Stenographer, Deputy General Counsel, (b)(6) Federal Maritime Commission, 1100 L Street, N.W., Washington, DC**  
(GS-07)

This was a temporary position for the Secretary to the Chief, Office of Hearing Counsel, who went on maternity leave.

- Managed the office and also supervised and trained the clerical and stenographic assistants in the office. There were two GS-4 typists and one GS-5 stenographer; a new GS-6 stenographer was hired during the time I was there and I briefed and trained her on the work of Hearing Counsel and assisted her on everything until she was familiar with the work. Explained proper working procedures, proper format for typing various documents, and proper method of filing documents.

- Distributed work evenly among employees and reviewed it for adequacy and accuracy.

- Assisted attorneys in the procedural aspects of expediting the office work and relayed information concerning such procedures to all members of the office, including attorneys and lower-grade stenographic and clerical personnel.



- Compiled and typed the monthly report. This consisted of listing all hearings held, briefs printed, oral arguments heard, all active cases before the Commission, etc.
- Handled the processing of incoming correspondence, reports, instructions, etc. Screened out those items which I could handle, forwarding the rest to attorneys concerned, together with necessary background material.
- Read outgoing correspondence for accumulative knowledge of office operations and status of cases, for procedural and grammatical accuracy, for conference with general policy, for factual correctness, and for adequacy of treatment. Called any deviations or inadequacies to the attention of the writer.
- Received phone calls and visitors and offered to assist such callers before referring them to the several attorneys of the bureau in order to save their time for important matters. This took care of many questions, including the answering of substantive information except those involving technical knowledge or requiring legal research.
- Took and transcribed complicated and varied legal dictation from the Chief. These included briefs (very often 50-page briefs), pleadings, letters, memoranda, etc., involving technical and other specialized terminology of shipping and maritime transportation laws, rules, and regulations.
- Often it was necessary to research material being transcribed, e.g., legal citations.
- Composed routine correspondence with only brief instructions from supervisor.

NOTE: Rear Admiral Harllee (Retired) was the Chairman of the Federal Maritime Commission during this time. Because his secretary was unable to do any overtime work for him at all, I was asked if I would be willing to assist him. I worked every Saturday, some Sundays, and many evenings with the Admiral and other persons from the Commission's staff who assisted him. He dictated all his responses to his correspondence, reports, items for the weekly meetings held with the Commission, etc. Also placed many long distance phone calls for him.

1962-1966. - Secretary/Stenographer to the Chief, Office of Hearing Counsel <sup>(b)(6)</sup> [REDACTED], Federal Maritime Commission, 1100 L Street, NW, Washington, DC (GS-04 to GS- 06)

This is the same position held in the position enumerated above. The duties and responsibilities remained the same. I was thoroughly familiar with the duties and responsibilities of the office and was perfectly capable of performing them in the absence of the secretary to the General Counsel.

- Besides maintaining a work control system for draft Commission Reports (which I devised), I supplemented and expanded it to include a card index of often-used case citations.

The secretary to the General Counsel sustained a fall and broke both wrists, which made her unable to maintain her position for 3

months, and I in fact "ran" the General Counsel's office in her absence: In addition to my own duties as secretary to the Deputy General Counsel, I assumed her duties as secretary to the General Counsel. The Office of the General Counsel consisted of eight attorneys who wrote reports for the Commission and these reports came to the Deputy General Counsel for final review and I received them for final typing and printing.

- Was responsible for the accuracy of all citations listed in the reports and spent many hours in the library researching the proper citations.

- Had my own portion of a monthly report to prepare but with the absence of the General Counsel's secretary, I was responsible for the entire report for those 3 months. This involved listing all the Commission reports that had been written and published during the month; also a list of all oral arguments heard during that time; how many were pending, when they were scheduled, etc. The report showed the current status of any report at any given time.

- During this time, I devised a work control system for the preparation of draft reports for ultimate distribution to the Commission. This system supplemented the control system inaugurated the previous year and under it the status of any report under preparation by the General Counsel's staff was immediately available.

I volunteered to help out with the Agency's program of regulatory seminars that lasted for six weeks. This was a seminar on Shipping Regulations and everyone from the public and the agency was invited to attend. The speeches were taped and I transcribed them and had them printed for distribution to interested parties.

**09/62-06/66 - Secretary/Stenographer to the Chief, Office of Hearing Counsel** (b)(6) **Federal Maritime Commission, Washington, DC** (GS-04 to GS-06)

This position was that of an office assistant in the Bureau of Hearing Counsel. I performed duties for several attorneys to that which the Secretary to the Deputy Director of the bureau would perform if the position of the Deputy Director were established. Primarily acted as a secretary and office assistant to several attorneys. Assisted the secretary to the bureau director in operating the bureau director's "outer office."

- Performed quasi-legal and statistical research for the attorneys that required a familiarity with legal and commercial material available in the law library; e.g., statutes, case reports, and legal publications, and had an accumulative knowledge of current court opinions and statutes.

- In the preparation of cases for hearings, organized statistical information into exhibit form and assisted the attorney assigned to the proceeding in the preparation of motions, petitions, etc.

- Ensured that pleadings and other documents were prepared in the proper format at the proper time and were served on the proper parties, all of which required a familiarity with the continuing status of pending cases and the rules of practice and procedure of the Commission.

- Assembled papers, documents, memoranda, and other informative material from the files of this and other bureaus of the Commission for the information of the bureau attorneys. For example, where a particular question arose in the course of the work of an attorney, I obtained as much background information as might be available from the files or resources of the agency, such as securing appropriate agreements, tariffs, and amendments or revisions thereto.
- Assembled and summarized other information from files and documents in the office or other available sources for use of attorneys on the basis of general instructions.
- Assisted in the processing of incoming correspondence, reports, instructions, etc. Screened out those items that I could handle myself, forwarding the rest to attorneys concerned, together with necessary background material.
- Read outgoing correspondence for accumulative knowledge of office operations and status of cases, for procedural and grammatical accuracy, and for factual correctness. Called any deviations or inadequacies to the attention of the writer.
- Received telephone calls and visitors and handled those I could.
- Took and transcribed complicated and varied legal dictation.
- Assisted the secretary to the Bureau Director in the operation of the "outer office" which included some of the above and the following: assisted attorneys in the procedural aspects of expediting the office work and relayed information concerning such procedures to all members of the office including attorneys and lower-grade stenographic and clerical personnel. Assisted in training and supervising new stenographic and clerical employees in the bureau. Explained proper working procedures, proper format for typing various documents, and proper method of filing documents.
- Distributed work evenly among employees and reviewed it for adequacy and accuracy.
- Set up and maintained files for docket material including briefs, pleadings, commission notices, correspondence, subpoenas, and exhibits.
- Maintained time and attendance reports of the bureau, which involved keeping careful records of attendance, of leave, travel, official business and military leave.
- Prepared memoranda of adjustments or changes with regard to the time and attendance report.
- Set up and typed schedules or tables as exhibits; prepared descriptive lists of exhibits received in evidence in hearings; and referred violations to the Justice Department. Prepared and kept duplicate files of the entire record.
- Prepared travel vouchers for attorneys and followed through to ensure complete processing before submitting it for payment.
- In the absence or preoccupation of the secretary to the bureau director, I assisted by performing those duties as necessary.
- Although I worked under the general direction of the attorneys who made assignments, I performed independently to carry out my responsibilities in those areas where procedure had been clarified.
- In addition to routine secretarial functions, I, along with the secretary to the bureau director, did a complete scrutiny of the

existing filing system, which led to the elimination of six complete file cabinets. This work was done without significant supervision on the part of the director of the bureau.

01/63-10/64 -

As a clerk-stenographer in the Bureau of Hearing Counsel, I provided secretarial, clerical, and stenographic assistance to 12 attorneys assigned to the bureau. I performed legal and statistical research for attorneys of the bureau, which included checking citations in the pleadings that the attorneys prepared. This required a familiarity with legal material available in the law library, and a continuing familiarity with current court opinions and statutes. In preparation of cases for hearings, organized statistical information into exhibit form and assisted the attorney assigned to the proceeding; assisted the attorney assigned to the proceeding in the preparation of motions, petitions, briefs, etc. Set up and typed schedules or tables as exhibits, prepared descriptive lists of exhibits received in evidence in hearings; referred violations to the Justice Department.

I assumed responsibility for the clerical and secretarial part of the office, which was physically separated from the main part of the bureau. Received visitors and telephone calls referring, as many as appropriate to subordinate attorneys and answered inquiries regarding docketed proceedings. Received inquiries from, and had personal contact with, representatives of other bureaus of the Federal Maritime Commission and of other governmental agencies and lawyers who were counsel for the parties to the docketed proceedings. Handled and disposed of such inquiries not requiring the personal attention of the attorney assigned to the particular matter involved. Took and transcribed complex and varied legal dictation, such as pleadings, memoranda, letters, rules, etc., from the attorneys of the bureau to whom I was assigned. Sometimes it was necessary to research material to incorporate in the body of the material being typed. Composed routine correspondence with only brief instructions from supervisors. Prepared travel orders and travel vouchers on brief instructions. Kept and arranged schedules and appointments of the attorneys. Ordered supplies, equipment and services for the entire bureau. Kept the supply cabinet orderly and adequately supplied. Set up and maintained files for docketed material for the attorneys I was assigned to, which included pleadings, Commission notices, and correspondence. Also maintained personal individual files. Maintained card files on the attorneys on service in the docketed proceedings and card files of attorneys and the dockets they were a party to. Received assignments directly from the six attorneys to whom I was assigned. On one particular case, reproduced 600 documents, organizing five sets of them and prepared a descriptive list of them prior to their submission as exhibits at a New York hearing.

09/62-01/63 - Clerk-Stenographer, (b)(6) Bureau of Hearing Counsel, Federal Maritime Commission, 441 G Street, NW, Washington, DC (GS-04).

This first position that I was appointed to was that of a clerk-stenographer in the Bureau of Hearing Counsel. This bureau consisted of 12 trial attorneys who tried cases before the Federal Maritime Commission. During the first month, I became acquainted with office procedures, filing, dockets, travel vouchers, took dictation and transcribed (most of this transcription consisted of brief), pleadings, motions, and correspondence for the attorneys in connection with their dockets.)

After the first month, I was moved, along with six attorneys, to another part of the building because of overcrowding in the main portion of the bureau. Therefore, I performed secretarial and stenographic duties for these attorneys as outlined in the job mentioned previously.

**AWARDS:** Received Exceptional Performance Awards in all positions.

(b)(6)

**EDUCATION:** Saint Leo College, Saint Leo, Florida (Fort Eustis, VA, Extension), Associate in Human Resources Administration, 1980)

Husson College, Bangor, ME, Associate, Secretarial Science, 1962 (currently Husson University)

**Delonnie Henry**

(b)(6)

***Strong organizational, interpersonal and communication (written and oral) skills. Self-starter with excellent project design experience. Proven success in working under pressure and dealing with people at senior levels in a diverse organization.***

**Experience**

**January 2001 to Present.** The Confidential Assistant to the Secretary of Defense.

**July 2000 to January 2001.** Staff Assistant, Commission to Assess United States National Security Space Management and Organization.

**June 1999 to September 1999.** Staff member, Congressman Christopher Cox.

**August 1998 to May 1999.** Committee Clerk and Administrative Officer, US House of Representatives, Select Committee on US National Security and Military/Commercial Concerns with the People's Republic of China (Cox Committee).

**February 1998 to August 1998.** Directed administrative services for Commission to Assess the Ballistic Missile Threat to the United States (Rumsfeld Commission).

**January 1993 to February 1998.** Directed administrative services for three regional research teams (12 senior fellows), Institute for National Strategic Studies, National Defense University.

**Education**

**M.Ed., George Mason University**

**B.A., Brigham Young University**

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**References:**

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# DONALD PUTNAM HENRY

(b)(6)

## Expertise and Abilities

<b>National Security</b>	Practical and research experience in numerous facets of national security policy including seventeen years of defense policy studies, three and a half years of recent active duty, and fourteen years in the Naval Reserve. Research areas have included regional studies, Asian security, overseas basing, economic security, arms production and trade, proliferation, security assistance, and technology transfer.
<b>Economics</b>	Twenty years of experience including work in international economics and competitiveness, international finance, military economics, economic reform, development, health care, and taxation.
<b>Technology</b>	Continuing interest in role of technology on economic competitiveness and military capabilities.
<b>Intelligence</b>	Complementary reserve military career and civilian intelligence-related work. Provided primary economic intelligence support to Central Command and DoD during Gulf War. Counter-intelligence experience.
<b>Management</b>	Management roles in numerous large and small research projects. Military leadership experience.

## Professional Experience

<b>Bush for President/</b>	June 2000-	<b>Campaign worker.</b> Full time volunteer in Michigan.
<b>Bush-Cheney 2000</b>	Nov. 2000	Also volunteer in five primary states.
<b>RAND</b>	Oct. 1982- June 2000	<b>Economist.</b> Work spans a variety of economic, technological, and security issues.
<b>United States Navy</b>	April 1995- August 1998	<b>Intelligence Officer.</b> Variety of assignments including Intelligence Officer for a P-3 wing, Intelligence Reserve Liaison Officer for the Pacific Fleet, and intelligence officer on THIRD Fleet staff. Twenty-seven months of operational experience including nine months of sea duty.
<b>United States Naval Reserve</b>	1985-present	<b>Reserve Intelligence Officer.</b>
<b>Congressional Budget Office</b>	1979-1980	<b>Assistant Analyst</b> in National Security and International Affairs Division.
<b>Maine Public Utilities Commission</b>	Summer 1977	<b>Intern and economist.</b> Uncovered multi-million dollar fuel adjustment fraud.
<b>United States Senate</b>	Summer 1976	<b>Intern.</b> Washington Office.
<b>Various</b>	1983-1995	<b>Adjunct Professor.</b> Taught economics and related subjects at Bowdoin, UCLA, Rand Graduate School, and Defense Intelligence College.

## Education

<b>Stanford University</b>	1980-1982	<b>Ph.D. in Economics.</b> Awarded 1984.
<b>Harvard College</b>	1975-1979	<b>A.B. in Economics, cum Laude.</b>
<b>Deering High. Portland, ME</b>	1972-1975	

## Personal

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# **Selected Writings and Publications**

## **National Security and Economics**

*The Philippine Bases: Background for Negotiations*, RAND, February, 1989.

*Assessment of the Costs of Alternatives to U.S. Facilities in the Philippines*, February, 1989 (co-author).

*Long-term Military and Economic Trends, 1950-2010*, RAND, January, 1989, (co-author).

*MAGIC: Models of Aggregate Growth in China*, RAND, 1991.

*The Changing Balance: South and North Korea's Capabilities for Long-term Military Competition*, RAND, December 1985 (co-author).

*SMOKE: A Small Model of the Korean Economy*, RAND, October 1985.

*Arms Production in Developing Countries*, dissertation, December 1982.

## **Economic Reform and Development**

*Market-Oriented Policies for the Development of Hainan: Executive Summary*, (co-author), 1992.

*Restructuring Hainan's Fiscal System*, RAND, 1992.

*Preliminary Observations on Hainan's Strategic Development Plan*, RAND, February, 1989 (co-author).

*Assisting the Developing Countries: Foreign Aid and Trade Policies of the United States*, Congressional Budget Office, September 1980 (assisted).

## **International Economics**

*The Financial Costs of Export Credit Programs*, RAND, June 1987.

"Facing the Decade of Uncertainty," *Business Times* (Singapore), May 29, 1990.

*Surprises in the International Economy: Towards an Agenda for Planning and Research*, RAND, June 1986 (co-author).

*Economic Cost and Benefits of Subsidizing Western Credits to the East*, RAND, July 1984 (co-author).

*Export Credit Subsidies to Nicaragua*, RAND, March 1986.

*An Analysis of Cuban Debt*, RAND, June 1984.

*How Lending to Eastern Nations Affects the Developing World*, RAND, November 1983.

## **Technology and Economics**

*The Decline of the U.S. Machine-Tool Industry and Prospects for Its Sustainable Recovery*, 1994 (co-author).

*Improving the USAF Technology Transfer Process*, 1991 (co-author).

*The Role of Science and Technology in Economic Performance*, RAND, forthcoming.

*Foreign Targeting of Technologies*, RAND, forthcoming.

## **Health Care**

*Extending the Medicare Prospective Payment System to Posthospital Care: Planning a Demonstration*, RAND, April 1986 (co-author).

*A Model to Simulate Alternative Medicare Physician Reimbursement Methods*, RAND, February 1986 (co-author).

## **Taxation**

*Treasury Proposal Will Increase, Not Decrease, Investment*, RAND, April 1985.



## EXPERIENCE

- 2002 – Present**     **Director, Continuity and Crisis Management**  
*Office of the ASD(Homeland Defense), Defense Department; Washington, DC*
- Lead DoD continuity and crisis management-related programs
  - Program manager for 100 staff and multi-million dollar budget formulation and execution
  - Develop strategy and policy for countering asymmetric threats to DoD missions
  - Create and drive policy among interagency parties
- 2001 – 2002**     **Special Assistant to the Assistant Secretary of Defense (SO/LIC)**  
*Office of the ASD(SOLIC), Defense Department; Washington, DC*
- Developed strategy and policy for special operations and unconventional warfare activities
  - Helped formulate Major Force Program 11 budget for US Special Operations Command
  - Organized and managed SOLIC legislative affairs portfolio
- 1999 – 2001**     **Senior Associate**  
*National Security Concepts; Washington, DC*
- Principal Investigator on information operations and crisis management studies
  - Authored and executed major crisis exercises for European and Pacific Commands
  - Consultant on National Security / Emergency Preparedness telecommunications programs
- 1997 – 1999**     **Chief, Analysis and Information Sharing Unit**  
*National Infrastructure Protection Center, Federal Bureau of Investigation; Washington, DC*
- Managed twenty FBI, CIA, NSA, DoD, and DOE Intelligence experts
  - Coordinated policy and operations with DoD and the Intelligence Community
  - Created crisis response system for information warfare attacks
- 1995 – 1997**     **FR Barnett Research Fellow**  
*Center for Defense and Strategic Studies; Springfield, Missouri*
- Prepared analyses for publication in academic and Defense venues
  - Specialized in information warfare, space, arms control, and intelligence
- 1990 – 1995**     **Information Systems Manager**  
*Salt Lake College; Salt Lake City, Utah*
- Managed all facets of a multi-site, hybrid architecture computing facility
  - Headed teams in software design, development, and management
  - Designed, Implemented, and operated local and wide-area networks and Web sites

## SELECTED ACHIEVEMENTS

- Implemented a new strategy for countering asymmetric threats to DoD and national leadership
- Designed the first DoD rewards program for wanted enemy personnel and materiel in combat theaters
- Created the first US government system for indications and warning of cyber attack
- Implemented the first FBI crisis management program for cyber attacks
- Organized the first interagency assessment of critical national security infrastructure

## **EDUCATION**

**May 1997      Master of Science in Defense and Strategic Studies**  
*Southwest Missouri State University; Springfield, Missouri*

**March 1994      Bachelor of Science in Political Science**  
*University of Utah; Salt Lake City, Utah*

## **SELECTED PUBLICATIONS**

**Book Reviews**      *The Strategic Air Command* (A historical review of US strategic air power)  
                         *Dirty Tricks or Trump Cards?* (Covert action and US strategy)  
                         *Fighting Proliferation* (Countering asymmetric threats)  
                         *Secret and Sanctioned* (Intelligence in US history)  
                         *Desperate Deception* (British WWII intelligence operations in the United States)  
                         *Strategic Geography and the Changing Middle East* (Geography and strategy)  
                         *Marching Through Chaos* (Evolution of land armies since Machiavelli)  
                         *Airpower in the New Millennium* (US aerospace strategy for the 21<sup>st</sup> Century)

**Analyses**      *Managing National Security Crises for the Department of Defense*  
                         *A DoD Strategy for Critical Infrastructure Protection Abroad*  
                         *A DoD International Outreach Strategy for Critical Infrastructure Protection*  
                         *Lessons Learned from Overseas Combatant Command Y2K Preparations*  
                         *The National Communications System and NS/EP in the Information Age*  
                         *The B-Team Experiment in Competitive Intelligence*  
                         *Restoring Defense Crisis Management Programs*  
                         *US Nuclear Weapons Policy: A Post-Soviet Reassessment*  
                         *Evolution of Russia's Intelligence and Security Services*  
                         *The Stockpile Stewardship and Management Program*  
                         *US National Security Interests and the Nonproliferation Treaty*  
                         *US Military Strategy for Specially Armed Adversaries*  
                         *Space Power and US National Security Policy*  
                         *The Dimensions of Information Warfare*

## **SELECTED ACTIVITIES**

**Activities**      Adjunct Faculty, Institute of World Politics; PhD in Science and  
                         Technology Policy in progress at George Washington University

**Awards**      Presidential Management Intern, Frank Rockwell Barnett  
                         Fellow, HB Earhart Fellow, US Army Scabbard & Blade Society

# CHELSEA M. HOLDEN

(b)(6)

## EXPERIENCE

- The White House, Office of Presidential Personnel, *Staff Assistant*** **March 2006 - Present**
- Interview and screen candidates for political appointments in the Bush Administration
  - Coordinate with White House Liaison offices at federal agencies on hiring of political appointees
  - Manage database and paperwork flow associated with the hiring of political appointees
- United States Department of the Treasury, *Special Assistant*** **January 2006- March 2006**
- Served in close capacity to White House Liaison and Chief of Staff
  - Served as scheduler for the White House Liaison
  - Drafted responses for the Secretary's briefings and correspondence
- The White House, Office of Presidential Personnel, *Intern*** **Fall 2005**
- Provided administrative support to Schedule C staff
  - Answered phones, managed filing and completed candidate paperwork and promotions
- Magazine Partners, a division of *D Magazine*, *Marketing Intern*- Dallas, TX** **Spring 2005**
- Provided support for business development directors of custom publishing department
  - Assembled media kits and wrote press releases
  - Maintained databases and performed market research
- SMU *Daily Campus*, *Copy Editor Assistant*- Dallas, TX** **Spring 2004**
- Assisted in editing copy at student newspaper

## EDUCATION

- Southern Methodist University- Dallas, TX**
- Bachelor of Arts in Corporate Communications and Public Affairs** **Graduation May 2005**
- Minor in Sociology
  - University Scholar
- SMU-In-Taos- Taos, NM** **Summer 2004**
- Summer program focused on sociology and culture of New Mexico
- SMU-In-London- London, England** **Summer 2003**
- Studied International Public Relations and European Sports Communication

## ACTIVITIES

- Everybody Wins! Power Lunch Program- Washington, DC** **Fall 2006**
- Weekly mentor at Stephens Elementary School
- SMU College Republicans, volunteer** **2002-2005**
- Interfaith Housing Coalition, *volunteer*- Dallas, TX** **Fall 2004**
- Assisted staff who provide transitional housing, training and support services for homeless families
- Mustang Marathon, *Morale Captain*- Dallas, TX** **Spring 2002**
- Planned and helped orchestrate campus-wide event which raised \$90,000 for Bryan's House and Elizabeth Glaser Pediatric AIDS Foundation
- Kappa Kappa Gamma, *member*** **2002-2005**

## **PROFESSIONAL EXPERIENCE**

**The Heritage Foundation, Washington, DC**  
***Temporary Administrative Assistant***

**January 2007-Present**

- Compiled research from a variety of other conservative think tanks
- Maintained an extensive database of coalition contacts utilizing the Raiser's Edge computer program

**Independent Women's Forum, Washington, DC**  
***Junior Fellow***

**September 2006-December 2006**

- Assisted IWF experts in proposal & promotional materials for key media appearances.
- Provided data research on topics including international human rights, international law, Afghanistan's legal system, and U.S. policy measures
- Collaborated with the Vice President and the Director of International Women's Issues Program to draft grant proposals for IWF development projects in Afghanistan and Cuba
- Created grant & budget narratives for development work and international conferences obtaining contact bids for \$500,000 grants

**Harrison County Hospital, Corydon, IN**  
***Administrative Assistant***

**December 2005-September 2006**

- Maintained and managed a high volume of patient records which included adherence to in-depth hospital procedures and patient confidentiality policies
- Provided communications support on hospital policies and procedures to patients and staff
- Responded to patient and doctor requests for records

**Volunteers in Action, Bangarapet, India**  
***English and Speech Teacher***

**June 2004-August 2004**

- Taught speech communications and English language proficiency to 20+ Indian college students
- Developed cross-cultural communication tools to assist with English language usage and idiomatic expressions
- Provided one on one tutorial assistance to students

## **INTERNSHIP EXPERIENCE**

**Congressional Re-election Campaign for Mike Sodrel, Jeffersonville, IN**  
***Communications Intern***

**July 2006-September 2006**

- Delivered key campaign messages in the form of media advisories and letters to constituents for campaign manager and key staff
- Provided campaign research and broad-spectrum news article access
- Composed editorials to communicate strategic messages on topics including campaign debates, transportation, and local interest issues
- Researched legislation and candidate voting records

**United States Air Force Academy, Colorado Springs, CO**  
***Public Affairs Intern***

**January 2006-April 2006**

- Drafted targeted press releases and designed strategic communications plans for media events and key issues
- Liaison with national and local media outlet organizations
- Assisted in planning, execution, and follow-up of press conferences and other media events, i.e. National Character and Leadership Symposium

## **EDUCATION**

**Asbury College, Wilmore, KY**  
**Bachelor of Arts, Cum Laude**

**May 2006**

***Major: Applied Communication Emphasis: Leadership***

- Received Greathouse Communication Scholarship awarded by communication professors to three outstanding communications students each year

**The Leadership Institute: Public Relations School, Arlington, VA**

**July 2006**

**Focus On the Family Institute**

**January 2006-April 2006**

**Alice E. Hunt**

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## EDUCATION

American University School of International Service, Washington, DC

M.A. International Affairs and U.S. Foreign Policy, May 2006

• Sub-specialty in military intervention and stability operations

• Thesis: *Civil-Military Relations and Humanitarian Intervention: A Re-Examination of the Politics of Military Advice*

Smith College, Northampton, Massachusetts

B.A. Government, Cum Laude, May 2002

## PROFESSIONAL EXPERIENCE

**Center for a New American Security**

March 2007—Present

Research Associate, Washington, DC

• Provide principal research support to Michèle A. Flournoy, President and Co-Founder of organization

• Managed the Solarium II: Violent Extremism project; co-author of final report (forthcoming)

• Author, contributing author, and researcher for numerous news articles, reports, speeches and fact sheets

• Provided executive administrative support to President and Senior Vice President, including travel and scheduling support, event planning and coordination, and external relations.

**Center for Strategic and International Studies**

September 2006—March 2007

Research Consultant, Post Conflict Reconstruction Project, Washington, DC

• Contributing author, *Mixed Blessings: U.S. Government Engagement with Religion in Conflict-Prone Settings*

• Researched practices of Department of Defense and U.S. Intelligence Community regarding cultural intelligence; authored weekly surveys of contemporary Nigerian politics

**Office of Congressman Jerrold Nadler**

January 2006—May 2006

Legislative Intern, Washington, DC

• Performed research on foreign affairs, national security, armed services issues, human and civil rights, and other issues as-needed

• Drafted speeches and constituent letters for the Congressman

**Docs For Tots**

February 2005—January 2006

Advocacy Network Coordinator and Special Projects Director, Washington, DC

• Recruited nationwide advocacy network of medical doctors, tripling network membership

• Assisted design and content of Docs For Tots website: <http://www.docsfortots.org>

**Public International Law and Policy Group**

January 2005—May 2005

Research Assistant, Special Projects, Washington, DC

• Co-authored web-published *Drafters Handbook* on peacekeeping operations:

<http://www.pilpg.org/areas/peacebuilding/peacehandbook/peacekeeping.pdf>

**AmeriCorps National Service**

August 2002—August 2003

Case Manager, Big Brothers, Big Sisters of Colorado, Denver, CO

• Directed four school-based mentoring programs

• Completed over 1,700 hours of national service

**International Labor Organization**

February 2001—July 2001

Research Assistant Internship, Geneva, Switzerland

• Authored analytical summaries of member states' political and legal systems for ILO legal database

• Conducted outreach to country representatives to broaden application of ILO standards

## LANGUAGES

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# Charles Imbesi

## EXPERIENCE

### **Project Administrator, United States Coast Guard, Providence, RI**

April 2007 – Present

- Contracted by the United States Coast Guard Civil Engineering Unit in Providence by Technical and Project Engineering.
- Conducted information and documentation research for the Real Property Office.
- Organized all information and files to the Real Property Team including leases, licenses, permits, and deeds.
- Updated the Real Property database in a timely manner that was tailored for the informational needs of the Civil Engineering Unit.

### **Staff Assistant, House of Representatives, Rep. Jim Saxton, Washington, D.C. intern** September 2006 to January 2007

- Promoted from Intern to Staff Assistant.
- Took notes for Saxton's chief of staff at hearings and briefings on Capitol Hill.
- Interacted with several members of Congress as well as several Department of Defense officials.

### **White House Intern, Department of Defense, Office of Secretary of Defense-Legislative Affairs, Arlington, VA intern**

May 2006 to August 2006

- Assisted Special Assistant for Personnel Policy, Quality of Life, and Reserve.
- Researched and prepared materials for several Defense officials for Congressional testimony.
- Replied to the inquiries of Members of Congress regarding TRICARE, Veterans' Combat Pay, Wounded Veterans, and Equipment Reimbursement.
- (b)(6)
- Prepared materials for General Peter Pace, Chairman of the Joint Chief of Staff and Dr. David Chu, Under Secretary of Defense for Personnel and Readiness.
- Participated in weekly meetings with Assistant Secretary of Defense for Legislative Affairs, Robert Wilkie.

### **Program Associate, International Visitors Council of Philadelphia, Philadelphia, PA**

October 2005 to May 2006

- Coordinated travel for international guests of the United States Department of State.
- Worked very closely with United States Department of State.
- Interacted regularly with international visitors that came to Philadelphia.
- Interacted regularly with prominent Philadelphia officials.

## EDUCATION

**Villanova University, Villanova, PA**  
Bachelor of Arts, History, 2006  
Concentration, War and Peace, 2006

## SKILLS

Licensed scuba diver  
Competed in nearly a dozen triathlons  
Lifeguard on the Ocean City Beach Patrol from June 1999 until August 2004

**Katie Ingebretson**

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## Experience

January 2007 to November 2008; 80 hours per week; various locations and positions, as outlined below, Obama for America;

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June 2008 to November 2008; General Elections Director, Richmond, VA

Oversaw \$8.6 million budget and 135 person field operation for the Virginia general election, successfully winning Virginia's 13 electoral votes for Barack Obama. Managed politically sensitive relationships with the Coordinated Campaign, congressional campaigns across the state, and the State Democratic Party.

April 2008 to June 2008; Director of Paid Phones & Midwest General Election Desk, Chicago HQ

Aided in creating and executing paid calls plan for remaining primary states with a budget of over \$1.3 million. Oversaw movement and day to day tasks of staff deployed to Ohio, Missouri, Iowa, Michigan and Wisconsin in preparation for general election.

February 2008 to April 2008; Regional Director, Austin, TX

Led a team of 20 staff in the execution of a field plan for both the primary/caucus and the county conventions. Managed and maintained key political relationships. Aided in execution of surrogate and candidate trips.

January 2008 to February 2008; Idaho State Director, Boise, ID

Oversaw general operations, political, earned media, and the field plan that brought the campaign its largest margin of victory throughout the primaries.

January 2007 to January 2008; Regional Field Director, Waterloo, IA

Managed 18 organizers in 11 counties to execute successful field plan. Managed and maintained key political relationships throughout the region.

April 2006 to November 2006; 70 hours per week; Campaign Manager, Iowa Democratic Party; Waverly, IA; (b)(6)

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Managed campaign for Bill Heckroth's successful bid for State Senate in a predominantly Republican district. Oversaw general operations, communications, candidate schedule, earned media, an extensive field plan, and a fundraising operation for the campaign.

January 2006 to April 2006; 40 hours per week; Staffing Consultant, Entergy Corporation; Houston, TX; (b)(6)

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Worked in liaison with human resources at a Fortune 500 company to develop and implement recruitment strategies for their nuclear energy division. Analyzed and tabulated diversity reports for human resource leads to aid in meeting Entergy's goal of having a diverse workforce both in gender and ethnicity.

January 2005 to March 2005; 60 hours per week; Event Coordinator, National Youth Leadership Forum on Defense, Intelligence and Diplomacy; Washington, DC; (b)(6)

Provided logistical support to youth developmental programs in the DC area. Advanced and prepared for educational events involving leaders in the Defense and Intelligence communities.

September 2000 to December 2003; 20 hours per week; Marketing Director, LSI America Corporation; Austin, TX; (b)(6)

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Developed marketing campaigns and strategies with CEO for a cancer preventative multi-antioxidant. Collaborated with graphics designer in the development of website.

## Education

B.A. History, minor in Economics, The University of Texas, Austin

## EDUCATION

### Harvard University, Cambridge, MA. Graduated in 2008.

- Completed a concentration in Government and a citation in French.
- First year courses include The American Presidency; Ancient Greek Democracies; and an Introduction to International Relations.
- Second year courses include American Constitutional Law; Quantitative Reasoning; Uncertainty in Statistical Reasoning; Contemporary Political Islam; Human Physiology; and a year long survey course in government and law.
- Third year, courses include Moral Reasoning; Democracy and Inequality; Environmental Risks and Disasters; Designing the American City: Civic Aspirations and Urban Form; Globalization and the Middle East; a Seminar on Leadership in Politics; a Seminar on the Future of War; and a third Seminar, reading and discussing the ancient texts, *The Education of Cyrus* by Xenophon and Machiavelli's *The Prince*.
- Senior year courses include Microeconomics; World Religions Today: Diaspora, Diversity, and Dialogue; The Christian Bible and Its Interpretations; Literature and Arts: Imperial Russian Masterworks and their Post-Histories; Literature and Arts: The History, Philosophy and Literature of Childhood; Positive Psychology; Gender and Health; and The Politics of Congress.

### American University in Cairo, Cairo, Egypt

Enrolled in the summer Study Abroad Program at the American University in Cairo -June-July 2007

- Took two courses, Arab History and an Introduction to the Arabic Language
- Traveled throughout Egypt (Cairo, Luxor, Aswan, Abu Simbel, Mt. Sinai, Sharm El Sheik)

### St. Stephen's and St. Agnes School, Alexandria, VA. Graduated in 2004.

## ACTIVITIES

### Harvard University

- Completed the Women's Initiative in Leadership Program at the Institute of Politics Spring 2008
- Undergraduate liaison for one of the Spring 2008 Institute of Politics Fellows, David Yepsen
- Speakers Chairwoman for the Harvard Women's Conservative Caucus' Conference 2008
- Harvard Delegate to the Conservative Political Action Conference 2008 in Washington, DC
- Usher at Memorial Church 2007-2008
- Member of the Fall 2007 Institute of Politics Student Fellows Selection Committee
- Executive Board Member of the Harvard Political Union 2006
- Member of Harvard Women's Varsity Lacrosse Team 2005-2007
- Vice President for Public Relations and Member of Kappa Alpha Theta Women's Fraternity
- Selected as Pro Bush/Cheney debater in campaign debate night 2004 for Harvard University Athletes.

## WORK EXPERIENCE

### Office of the Secretary of Defense

- Intern in the Public Affairs Office, Office of the Secretary of Defense, The Pentagon, Washington D.C. Summer 2006
  - Summer project was to help coordinate the Department of Defense's Freedom Walks in Washington, D.C. and in all 50 states on the five-year anniversary of September 11, 2001.
- Intern in the Protocol Office, Office of the Secretary of Defense, The Pentagon, Washington, D.C. Summer 2005.

### Fox News Channel

- Intern at Fox News Channel for Fox and Friends and Bill O'Reilly shows in Boston, MA. on September 19, 2006

### Summertime Camp

Camp Counselor at the St. Stephen's and St. Agnes School Summer Camp.

- Working with elementary school age children.
- Summers 2002, 2003, and 2004.



# Tara Jones

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## Director, External Affairs

Secretary of Defense Policy/Office of Detainee Affairs, March 2007 - present

- Serves as the Deputy Assistant Secretary's expert on strategic communications strategy and implementation. Responsible for reviewing policy working documents for possible impacts on the U.S. Government's strategic policy goals and consequences on communications efforts to that end. Serves as the principle liaison between the Office of Detainee Affairs and the interagency to coordinate U.S. Government strategic communications efforts. Works with the various Defense Department offices that help shape and execute detention policy to ensure decisions are fully analyzed, taking possible communications consequences into account. Serves as the Department's representative on the sub-Policy Coordinating Committee on Public Diplomacy, hosted by the State Department, to assist with setting appropriate goals, developing and disseminating informational materials to press and foreign service officers in US Embassies worldwide, and coordinating the messages of the White House, Dept of State, and Dept of Justice. Serves as the point of contact for coordination of interagency talking points to respond to press queries, foreign government inquiries, breaking news stories, court arguments and ongoing detention operations developments.
- Serves as part of an inter-agency delegation formed at the behest of the Deputy Secretary of Defense to work with a prominent European political leader to approach foreign governments for their assistance in repatriating detainees that have been approved for release or transfer from Guantanamo, but cannot be returned to their home country for human rights concerns. Oversees the declassification and subsequent production of large amounts of materials that can be provided to foreign governments during bilateral negotiations. Plays a key role in identifying potential areas of cooperation and assistance.
- Hand picked by the National Security Counsel Communications Office to assist in the development of a strategic communications framework for the Office of Military Commissions to implement to address the trials of detainees charged with war crimes for their involvement in the 9-11 attacks, the attacks on U.S. Embassies, and the attack on the USS Cole.

## Public Affairs Specialist

Secretary of Defense Public Affairs; Community Relations and Public Liaison, December 2004 – March 2007.

- Served as the principle Defense Department liaison to surrogate groups including retired military analysts, civilian defense experts, former cabinet members, opinion leaders, and numerous special interest groups to provide accurate, timely information regarding DoD policy and current operations to influential members of these groups resulting in increased positive news coverage for DoD initiatives and programs. Planned and implemented communication strategies for Defense Department issues with regard to the surrogates, to include regular interaction with former cabinet and general officer-level members of these groups. Planned and executed recurring meetings with high level Defense Department officials and Cabinet members, to include the Secretary and Deputy Secretary of Defense, the Chairman and Vice Chairman of the Joint Chiefs of Staff, as well as Services' Chiefs of Staff and Combatant Commanders. Regularly worked with senior staff members from U.S. Central Command and U.S. Southern Command to plan and execute trips to USCENTCOM AOR and Naval Station Guantanamo Bay, Cuba for members of the surrogate groups. Regularly schedule and hosted conference calls with senior DoD civilian and military officials at the Pentagon and forward locations. Planned and executed Secretary of Defense outreach activities, including Pentagon Townhall meetings, concerts and other special activities.
- Hand-selected to assist with the establishment of the Surrogate Outreach division within OASD/PA as the subject matter expert on interaction with influential groups external to DoD. Continually sought by other OSD offices and the various military service public affairs offices to provide "institutional and corporate knowledge" on the groups when events dictated Service interaction with those groups.
- Acted as the principal liaison for corporate members of DoD's America Supports You (ASY) program. Coordinated ASY events and messaging for DoD and the corporations, with an emphasis on branding and message multiplication with multiple and diverse audiences.

## Research and Special Assistant

Secretary of Defense Speechwriters Group; OSD Public Affairs, May 2004 – December 2004.

- Research duties: worked with Defense Department offices to collect background information, and fact-checked speeches for the Secretary's review and delivery.

# Tara Jones

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- Special Assistant duties for the DASD/PA for War on Terror-related communications and strategy; acted as a liaison between components and other Departments to coordinate, plan and execute messaging; attended strategy and planning meetings as a representative of the Deputy Assistant Secretary of Defense; drafted talking points for the Deputy Secretary of Defense for round tables and discussion meetings with community leaders; worked with Public Affairs Officers to fill information requests and coordinate regional media trips to battlefield theaters; briefed the Deputy Secretary of Defense, the Undersecretary of Defense for Policy and the Assistant Secretary of Defense for Public Affairs on projects and progress.

**Legislative Aide:** Assistant to the Legislative Director and Military Legislative Assistant.

U.S. Senator John Ensign (R-NV), January 2003 – May 2004.

- Researched foreign policy and defense issues; drafted memos to Senator regarding legislation; helped draft and check speeches, talking points, and press releases; worked with Senate Armed Services Committee staff to prepare hearings; met with DOD officials, interest groups and constituents; staffed Senator at hearings and briefings; wrote letters to constituents explaining the Senator's position on issues and legislation.

**Staff Assistant.**

U.S. Senator John Ensign (R-NV), August – December 2002.

- Answered phones; scheduled and conducted tours; planned weekly constituent breakfast.

## *Personal Experience*

**DoD Dependand/International student.**

Lakenheath, England 1984-1987

Stuttgart, Germany 1987-1988

Berlin, Germany 1988-1994

- Attended John F. Kennedy International School, 1988-1994; took classes in English and German.
- Experienced first-hand the Fall of the Berlin Wall.

## *Education*

Graduate Studies in National Security Strategy, in progress

Naval War College, 2008 (expected graduation)

Bachelor of Arts (BA) in Journalism

University of Nevada, 2002

**References available upon request**

Sent email on 21 July 09

Carrie A. Kagawa

Equip: Received 21 July 09

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## Education

### **UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN**

August 2003-May 2007

College of Liberal Arts and Sciences

Bachelors of Arts, Political Science and Psychology

Cumulative Grade Point Average: 3.64 / 4.0

### **UNIVERSITY OF CAPE TOWN; SOUTH AFRICA (STUDY ABROAD)**

January 2007

- Researched the Resource Action Group, which provides computer literacy in rural areas
- Devised marketing strategies including pamphlets, radio broadcasting, and editorials to news outlets

## Work Experience

### **UNITED STATES SENATE**

November 2007-Present

### **OFFICE OF SENATOR BARACK OBAMA; CHICAGO, ILLINOIS**

Constituent Services Agent

- Managed 250-300 cases at all times in Veterans, labor, prison, and housing issues
- Liaised between constituents, federal agencies, and elected officials resolving federal concerns
- Represented the office at various community outreach events and briefings
- Mentored and supervised student interns

## Internship Experience

### **OBAMA FOR AMERICA; CHICAGO, ILLINOIS**

August-October of 2007

Intern to the Director of Correspondence

- Responded to voter mail, 200-300 emails and 30-40 letters sent per day

### **UNITED STATES SENATE**

### **OFFICE OF SENATOR BARACK OBAMA; CHICAGO, ILLINOIS**

Summer 2005, 2006, 2007

Intern to the Director of Constituent Services

- Corresponded with federal agencies, state agencies, and elected officials resolving constituent cases
- Executed resolution of constituent concerns in primarily justice, postal, prison, and labor issues

### **OFFICE OF STATE'S ATTORNEY FRANK R. YOUNG**

Summer 2003, 2004

### **VERMILION COUNTY, ILLINOIS**

General Intern

- Researched news articles relevant to current and past cases
- Examined litigation including civil, misdemeanor, and felony cases through trial sit-ins

## University Activity Highlights

### **MIDWEST ASIAN AMERICAN STUDENTS UNION**

April 2006-March 2007

Conference Co-Chair

- Supervised programming of a conference on Asian American politics, culture, and historical activism
- Secured a \$70,000 budget, 50 workshop presenters, 5 keynote speakers, and 2 unreleased documentary screenings
- Coordinated 782 attendees from 30 universities during the three-day conference

### **ILLINOIS STUDENT GOVERNMENT**

August 2003-May 2004

Cultural Affairs Committee

- Proposed referendum and successfully attained the Asian American Cultural Center by student election vote, the center was erected in 2005 with a net worth of \$1.3 million
- Proposed referendum and successfully increased the Student Cultural Programming Fee from \$1 to \$2 per student
- Collaborated with the Asian Pacific American Coalition, Central Black Student Union, Latino Student Coalition, and Red Roots Native American Organization

# Carrie A. Kagawa

(b)(6)

## Education

### **UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN**

August 2003-May 2007

College of Liberal Arts and Sciences

Bachelors of Arts, Political Science and Psychology

Cumulative Grade Point Average: 3.64 / 4.0

### **UNIVERSITY OF CAPE TOWN; SOUTH AFRICA (STUDY ABROAD)**

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## J. Andrew Kavaliumas

(b)(6)

(b)(6)

### Education:

- *National Defense University, Ft. McNair, Washington, D.C.*  
School for National Security Executive Education. Post-graduate study.
- *Hampden-Sydney College, Hampden-Sydney, VA*  
Bachelor of Arts in History, May 1999.  
Bachelor of Arts in Political Science, May 1999.
  - James Madison Concentration in Public Service.
  - United States Army Reserve Officers' Training Corps, 1996-1998.

### Professional Experience:

- *Office of the Assistant Secretary of Defense (Legislative Affairs)* *Washington, D.C.*  
-Special Assistant for Readiness, Installations and Environment *June 2006 – Present*  
Represent the Secretary of Defense as the principal liaison to the United States Congress, and advocate for the Department of Defense's training, installations, and environmental requirements.
- *Office of the Asst. Secretary of the Army (Installations & Environment)* *Washington, D.C.*  
-Special Assistant to the Assistant Secretary *July 2004 – June 2006*  
Served as chief political advisor to the Assistant Secretary and his liaison to the Congress in order to advance his installation management policies during the BRAC 2005 process. Received the Department of the Army's Meritorious Civilian Service Award for performance of duties.
- *Office of United States Congressman Jim Saxton (NJ-03)* *Washington, D.C.*  
-Military Legislative Assistant *Feb. 2003 – Apr. 2004*  
Developed, implemented, and communicated political message and legislative agenda for senior Member of the House Armed Services Committee and Subcommittee Chairman. Responsible for appropriation and authorization work relating to the Member's defense interests and responsibilities.
- *Office of United States Congressman Dan Miller (FL-13)* *Washington, D.C.*  
-Legislative Assistant *Aug. 2001 – Jan. 2003*  
Monitored legislative activity and developments relating to the issues of defense, international affairs, veterans affairs, and the judiciary for Member of the House Appropriations Committee.
- *U.S. House of Representatives, Committee on Government Reform, Subcommittee on the Census* *Washington, D.C.*  
-Professional Staff Member and Clerk *Apr. 2000 – Aug. 2001*  
Conducted investigation and analysis of Census Bureau policy and practice for purposes of Congressional oversight during the execution of the 2000 Census.

### Professional Experience (International):

- *Organization for Security and Cooperation in Europe (OSCE)* *Serbia, FRY - Sept. 2002*  
-Member of the United States delegation to the OSCE election observation mission to Serbia's presidential election. Served as *International Monitor*.
- *Organization for Security and Cooperation in Europe (OSCE)* *Kosovo, FRY - Nov. 2001*  
-Member of the United States delegation to the OSCE election observation mission to Kosovo's parliamentary election. Served as *International Polling Station Supervisor*.
- *International Organization for Migration (IOM)* *Albania – 06-08/1999*  
-Served as *Assistant Operations Officer* for refugee resettlement program, as well as *International Monitor* and *Field/Logistics Officer* for United Nation's refugee registration program.

### Political Campaign Experience (volunteer):

- *Republican National Committee.*  
-Bob Ehrlich for Governor 2002. *Maryland – 11/02*
- *Connie Morella for Congress 2002.* *Bethesda, MD – 11/02*
- *Bush/Cheney 2000 "Florida Recount Team".* *Orlando, FL – 12/00*
- *Shelley Moore Capito for Congress 2000.* *Charleston, WV – 11/00*

# SHANNON MARIEE KAY

(b)(6)

## EDUCATION

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- The University of Oklahoma  
Bachelor of Arts in European Studies, Minor in Spanish (proficient in the Spanish language)  
GPA 3.93  
Graduation Date: December, 2007—Summa Cum Laude  
Honors College

## WORK EXPERIENCE

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- White House Intern, Spring 2008
- The University of Oklahoma President's Action Line—February, 2005–December, 2007
- Fundación ABRE—11 week internship in Sevilla, Spain—Summer, 2007
- North Texas Dynamic Health—Summer, 2006
- Sea World Adventure Park: San Diego, CA—Summer, 2005

## HONORS AND AWARDS

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- Who's Who Among American College and University Students, 2007
- 2007 Big Woman on Campus
- Advantage Scholar 2005–2007
- T.D. Williamson Jr. Scholarship 2004–2007
- President's Honor Roll  
(2004–2005, Spring 2006, Spring 2007, Fall 2007)
- Dean's Honor Roll (Fall 2005, Fall 2006)
- 2006 OU Parents' Association Junior Scholarship
- 2005 OU Parents' Association Sophomore Scholarship
- 2005 President's Award for Outstanding Freshmen
- Rita H. Lottenville Scholarship Nominee 2005
- President's Achievement Class 2004–2005
- University College Banner Carrier, Graduation 2005
- Jim Collins Memorial Scholarship 2004–2005
- Texas Gas Association Scholarship 2004–2005
- OU Club of Collin County Scholarship 2004–2005
- OU Club of Dallas Scholarship 2004–2005
- ELKS Lodge of Plano Scholarship 2004–2005
- Frisco FCA Scholarship 2004–2005
- Frisco Education Foundation Merit Scholarship 2004–2005
- Frisco Sunrise Rotary Scholarship 2004–2005

## CAMPUS INVOLVEMENT

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- Sigma Phi Lambda (Sisters for the Lord)
  - Pledge Trainer, 2005
  - Chaplain 2006–2007—Planned Spring Retreat
- The Big Event
  - Operations Staff 2004–2005
  - Executive Team 2006
- Campus Activities Council High School Leadership Executive Committee, 2004–2005
- Campus Activities Council Mom's Weekend Executive Committee, 2004–2005
- Alpha Lambda Delta Freshman Honor Society
  - Secretary, 2005–2006, Inducted 2005
- Sigma Delta Pi Spanish Honor Society
  - Inducted 2006
- Camp Crimson Crew 2006
- Golden Key International Honor Society
- Campus Crusade for Christ

## VOLUNTEER EXPERIENCE

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- Volunteer Office Intern 2004–2007
- Sooner Orientation Week 2006
- Developed ESL Program for local family services center 2004
- Developed and Coordinated "Adopt-A-Child" Program through OU Volunteer Office, 2004–2007
- Stonebriar Community Church 2004–2007
- Big Event Volunteer 2006
- Freshman Move In, 2005

*References Available Upon Request*

# MATTHEW I. KENNEY

(b)(6)

## POLITICAL

Department of Defense – Office of the Secretary of Defense, Writer's Group 2005

- Fact checking: Conducted thorough research to support all factual assertions made by Secretary Rumsfeld in testimony before Congress, in live speaking engagements, and in Op-Eds published in national and international newspapers.
- Carried out a research project detailing the editorial biases of the Washington Post and the New York Times. Provided the results to Secretary Rumsfeld for use in a press briefing, thereby forcing the Washington Post to defend its credibility in its own editorial pages.
- Daily edited prepared remarks for accuracy, clarity, succinctness, and persuasiveness.

Bush-Cheney '04 HQ, Rapid Response Division, The War Room, Arlington, VA 2004

- Opposition research: Performed real-time monitoring of network & cable TV, newswires, and internet sites for breaking election-related information. Conducted detailed background research and analysis of the Congressional Record and previously published information on specific policy issues. Attention to detail and 100% accuracy under strict time deadlines.
- Organized data into source-cited bullet points, assembled and edited internal campaign information bulletins, and proofread official campaign releases.
- Provided near instantaneous verification of remarks by opposition candidates during the four Presidential debates to enable immediate rebuttals to their statements.
- Produced before and after documents to better facilitate media bracketing of the opposition.

The Cato Institute, Washington, D.C.

Fall 2002

- Researched the Middle East, North Korea, Europe, and more general international relations issues for Charles Pena and Doug Bandow within Cato's Defense Department.

College Republicans – *State of New Hampshire Treasurer* 2003, Various *Officer Positions*.

- Organized meetings and events, brought speakers such as D'nesh DeSouza to Dartmouth.

Dartmouth Review – *Contributor*.

- Wrote articles, drew cartoons, and helped with financial matters for this national publication.

## ACADEMIC

Dartmouth College, Hanover, NH B.A. in Classical Studies with Honors 2004

- College Honors List 2002-2003 and 2003-2004 academic years.
- Research Experience: 210-page Senior Honors Thesis: "The Military Nike."
- Coursework includes: Historiography & visual art as political propaganda in medieval Europe.

Ure Museum of Greek Archeology, University of Reading, England

Summer 2003

- Artifact preservation, labeling, and repair. Enhanced catalogue and exhibit database.

## EXTRACURRICULAR ACTIVITIES

Dartmouth Entrepreneurs – *President*: Raised \$2,000 to enable five undergraduates to take a graduate course on entrepreneurship at the Tuck Business School.

Dartmouth Athletics – *Fencing Team* 2003-2004, *Heavyweight Crew* 2000-2001.

Eagle Scout

## FOREIGN STUDY AND LANGUAGE EXPERIENCE

Classics Foreign Study Program, Rome, Italy

Fall 2001

- Roman history & archeology studied onsite throughout Italy and Sicily.

German Language Study Abroad Program, Berlin, Germany

Winter 2002

- (b)(6) advanced courses: German Drama, Translations – Theory and Practice.

Institut Le Rosey, Rolle & Gstaad, Switzerland

1996 – 1998

- First in class both years at this international school with students from over 50 countries.
- Studied both French and German; (b)(6)

Paul K Ketrick

(b)(6)

(b)(6)

**EXPERIENCE 1: OSD PA&E; Pentagon**

05-2003 to present; 40 hours per week; Operations Analyst; (b)(6) per Annum; (b)(6)

(b)(6)

**GENERAL**

I am currently assigned to the Business Management Modernization Program, Financial Management Transformation Team (FMTT) as the Deputy Director for Strategic Planning and Resourcing Division (SPRD) reporting directly to the Director FMTT. As the Deputy Director of the SPRD, I am responsible for the day to day operations of the division, along with, setting strategic goals and ensuring these goals are accomplished by the division and the DoD enterprise as a whole. The primary objective of FMTT is to create world class financial visibility throughout the DoD enterprise by creating "commonality of language", determining and establishing authoritative information sources, and reducing the number of redundant data feeds. Although SPRD takes an enterprise view on providing resource information, I am the lead for improving the Strategic Planning, Programming, and Budgeting processes, systems, and information structures for DoD.

**PROGRAM/BUDGET FRAMEWORK**

I am responsible for creating a new more flexible program and budget framework for DoD to communicate and perform internal analysis on its resource related information. The framework uses DoD's new Standard Financial Information Structure (SFIS), Global Force Management construct, and the Unique Identification code for materiel as its building blocks and will allow multi-dimensional views of DoD's resources for the first time. To over simply, the Program/Budget Framework updates DoD's resource language from a flat file system to a dimensional or relational system. This greater flexible is required to enable DoD to react quicker in an ever changing threat environment.

**LINKING RESOURCES TO CAPABILITIES**

As a result of looking at the current structure and utility of the FYDP, I lead a team that worked with the Services and J8 to link resources to the emerging Joint Capability Areas (JCA). We took a dimensional approach to linking and analyzing resources in the JCA context. This construct allowed for multiple "binning" of systems to capabilities which enables an analyst to see the impacts of system decisions on various capability areas.



## EXPERIENCE 2: VPC Solutions, Inc.

01-2001 to 05-2003; 40 hours per week; Vice President; per Annum;

(b)(6)

### GENERAL

As Partner and Vice President of a small e-business firm, I was responsible for the health and welfare of the company as well as the employees. In addition, I was responsible for developing and managing client relationships at senior levels with multiple accounts throughout the client life cycle.

### DEPARTMENT OF THE NAVY PROGRAM INFORMATION CENTER

I was managing the further development and implementation of a tasking, tracking and knowledge management system used to answer requests from Congress, prepare witnesses for testimony on the Hill, answer questions from witness testimony, and prepare program briefs for Congress. This system contains program related information that is forwarded to Congress. Prior to the implementation and development of this application, the Navy was using a combination of paper-based and various other database systems cobbled together to prepare, review, and edit responses to Congressional inquiries. A key element to this project was to ensure none of this information was lost to ensure consistency in responses to Congress. Once the workflow system was validated and deployed, we established historical archives and took on the task of converting all historical information (regardless of media) into a compatible format and loaded it into the system. Due to the various media types this involved everything from scanning and attaching metadata to writing software for data conversions.

~~In order to develop and improve this system, I had a detailed knowledge of the Planning, Programming, and Budgeting System (PPBS). My previous experience with OPNAV and PPBS gave me the skills to develop the product with minimal input from the Government.~~

### OFFICE OF NAVAL RESEARCH

I was managing a review of several ONR internal processes to determine the applicability of these processes for reengineering and being web enabled. I gathered user requirements and once that was complete, I recommended if a process should be reengineered and web enabled and if so what products should be used for the effort. This innovative software has taken a paper based system for evaluating technical proposals for improving the work environment of our Government's service men and women and has facilitated the design and development of numerous new products for the US Military and civilian use. For example ONR's TechSolutions site went through two different development teams before VPC was awarded the contract to design and implement an enterprise solution without losing any of the data from previous efforts.

The key characteristics of this application are World-wide access; On-line solution request capability; Two stage on-line evaluation and voting of technical proposals; Web based email and notifications; Program Management functionality; On-line metrics for analysis; Knowledge Store; On-line system administration

**EXPERIENCE 3: XSystems, Inc.** (b)(6)

08-2000 to 01-2001; 40 hours per week; Senior Manager; (b)(6) per Annum; (b)(6)

(b)(6)

**GENERAL**

As a senior manager of an e-business firm, I was responsible for developing and managing client relationships at senior levels with multiple accounts throughout the client life cycle.

**FLAGSESWEB**

I managed the development and implementation of a senior level web based knowledge management tool called FlagSESWeb for the Department of Navy. The tool links all the Navy's senior leaders together by creating a virtual community via the web. I was responsible for determining what type of content and functionality should be deployed by close interaction with Navy Flag Officers and Senior Executive Service members.

**OFFICE OF NAVAL RESEARCH TECH SOLUTIONS**

I managed the development and implementation of a web based system that allows the sailor at the deck plate or the marine on the ground to submit technical problems for possible solutions. I was responsible for turning the prototype into a final business/management solution. The system takes the aforementioned problems and provides a method to get those problems in front of the solution providers (typically Navy labs) in a manner, which enables a holistic approach to solving the problem. In addition, the system provides management level information so that the Office of Naval Research can properly track and manage the potential solutions; thus being able to provide useful feedback to the sailors and marines submitting the problems.

**BRIEFS/REPORTS/POINT PAPERS**

I prepared briefs, reports, and point papers for senior officials. The majority of the correspondence I prepared was for Admirals and SES members

**EXPERIENCE 4: Navy Programming (N80)/Department of Navy Program Information Center** (b)(6)

05-1998 to 10-2000; 40 hours per week; Assistant Branch Head; (b)(6)  
(b)(6)

**GENERAL**

I was dual hatted as the Senior Civilian for Navy program matters in the Department of the Navy Program Information Center (DoNPIC) and the Assistant Branch Head of the OPNAV Program Congressional Support office. In my DoNPIC role, I was the primary point of contact for program inquiries from other Services, JCS, OSD, Congress, etc. I use the information I acquire to brief CNO, CMC, SECNAV, and senior officials from JCS, OSD, Defense Agencies and other Services as required. In my Congressional Support role, I supervised the congressional office for programmatic issues

**POM**

I was responsible for publishing and defending the Navy POM to OSD reviews. I was the supervisor of the department in charge of the Navy's programming database (WINPAT) and was initial lead GS-15 for the FYDP Improvement initiative. This required an in-depth knowledge of the Planning, Programming, and Budgeting System (PPBS), as well as, the specifics of the Navy POM, how it was built and the ability to apply analytical analysis tools and techniques. I often had to research OSD marks to the Navy Program and analyze the impacts along with developing alternate scenarios and determining the scenarios impacts. Once this analysis was completed, I would brief and recommend a course of action to senior leadership. I was also the Navy POM publisher and coordinated all the various components of the Navy Program, organized them and sent them to OSD.

**DEFENSE GUIDANCE/JOINT SUPPORT**

I provided the Navy Program position on the Defense Planning Guidance annually. This involved coordinating with several Navy offices, taking the data provided and analyzing the impacts on the overall Navy Program. Although, several offices and commands provided their positions, I was responsible for determining the "true" impact on the Navy Program. My findings and recommendations were briefed to senior leadership (though VCNO) and forwarded to OSD as the Navy's position. In addition, I was responsible for overseeing DoN programming input to the National Military strategy in Policy, Operations and Strategy (N3/5).

**CONGRESSIONALS**

This office is also dual hatted as a DoNPIC/OPNAV organization and is charged to task, track, and ensure answers to congressional inquiries are consistent with current program development and Navy policies. I facilitated consensus among parties with opposing views, or when consensus cannot be reached, I researched, analyzed and developed alternative responses for approval by the CNO or Secretary. Issues involved the full range of DoN programs and policy and in many cases I was required to work closely with the Secretariat, Joint Staff, and OPNAV resource sponsors.

**EXPERIENCE 5: Commander in Chief U.S. Atlantic Fleet;**

(b)(6)

09-1995 to 05-1998: 40 hours per week; Planning/Real Estate Program Manager;

(b)(6)

**GENERAL**

As the Facility Planner and Real Estate Program Manager, I was responsible for shore activities planning & programming tasks and over-the-horizon facility development. I ensured interaction with CINCLANTFLT Requirements Directorate (N8) was maintained so that I was successful in determining how shore installations will support the Navy's evolving operational requirements. As the CINCLANTFLT shore activities point of contact, I orchestrated and executed major realignment planning studies directed by the Chief of Naval Operations, Secretary of the Navy, and/or Congress. I was the facility planning/real estate representative for key CINCLANTFLT projects such as HM15 relocation to Corpus Christi, Regional Maintenance Business Plan development and implementation, Facility Regionalization initiatives, and Intermodal initiatives.

**PLANNING AND REAL ESTATE**

As the facility planner, I analyzed the effects of new requirements or change of requirements on CINCLANTFLT activities. These requirements were usually in the form of homeport changes, mission relocations or the implementation of new platforms. Typically, I lead a multi-disciplined (i.e. funding, personnel, facilities) team to ensure all aspects associated with the requirement were analyzed. As emerging requirements were enacted, I would either lead or monitor the implementation of the requirement.

I also performed the duties of Facilities Business Manager. As such, I was responsible for analyzing the impact of any major business practice and facilities operated by CINCLANTFLT. I did this by developing a standard business case analysis methodology. This methodology had to be followed by all facilities before the facility could enact any major changes. After developing this methodology, I went to the various facilities and trained the facility personnel on how to do the proper research, apply the proper statistical analysis and develop realistic scenarios for analysis.

I was a key team member in a joint effort with the Rochester Institute of Technology to model the cost of running a Naval Installation. This one year effort determined that a system implementing "fuzzy logic" would be required in order to capture the complexities of funding and operating a Naval Installation, since the funding comes from various sources for various reasons.

**PLANNING PROGRAMMING AND BUDGET SYSTEM (PPBS)**

I represented the shore activities concerns and interests in support of N8 requirements initiatives by involving our directorate in the POM and PR cycles. Our annual assessments of the initiatives ensured that facility issues were properly addressed. I then analyzed the shore requirements and assisted the CINCLANTFLT MILCON program manager in the development of the MILCON program to support the N8 initiatives. Additionally, I used my knowledge of force structure projections and joint operational plans in order to plan and program the most effective shore facilities. I obtained joint throughput and sustainment requirements by working with USACOM, MTMC, and TRANSCOM.

#### **CONGRESSIONAL/LEGISLATIVE INTERFACE**

I researched and prepared responses to various congressional inquiries pertaining to the shore establishment. I was the team leader for CINCLANTFLT on the NAS Brunswick Dual Use Feasibility Study and also provided strategy and guidance to the CINCLANFLT lead on the Roosevelt Roads Land Use Study. Both of these studies were requested in the FY 98 National Defense Authorization Bill.

## **EXPERIENCE 6: EFA MED;**

08-1992 to 08-1995; 40 hours per week; Program Manager;  
GENERAL

As the Navy's Senior Program Manager for the design and construction of shore facilities in Europe and the Middle East, I was responsible for the execution of projects from conception to occupancy by the customer. I was specifically responsible for Northern and Southern Italy, Northern Africa, United Kingdom, and the Middle East. In addition, I was responsible for mentoring new Program Managers, assisting all our Program Managers to overcome unique challenges found in an overseas environment, and acting Department Head as required. The unique cultures found in each of these locations helped me to learn how to change my own perspective depending on the situation I encountered.

### **STUDY & DESIGN**

I was the team leader for a multi-national design team who used host country Architect-Engineer firms. I provided the teams design management guidance and assistance when a team member was new or when dealing with unique situations. I was responsible for monitoring the scope of the projects (i.e. technical, schedule, costs, etc.) and if there were any changes to the scope of the designs and/or studies, I coordinated with the customers to ensure customer satisfaction.

Studies often involved researching and analyzing alternative design and construction techniques and determining the cost effective alternative. The analysis included the effect of Life Cycle Costs on the full cost of the project. Cheaper to design and build is usually not cheaper to maintain and operate – life cycle costs are critical to the analysis.

### **FUNDING & CONTRACTING**

I controlled the flow of MILCON and special project funds received from our customers for studies, designs, and/or construction contracts, as well as, in-house efforts for projects in my areas of responsibility. This enabled me to become very familiar with the rules and regulations associated with using MILCON and O&M,N funds. I was also responsible for selecting foreign and American firms to perform the studies, designs, and/or construction. This was done by participating in contract actions such as chairing slate and selection boards, a member of negotiation teams, and chairman of technical boards for source selection construction contracts.

### **CONSTRUCTION**

I monitored the ROICC offices in my areas of responsibility to ensure performance, track contract changes, and evaluate workload and required training. I provided construction management guidance and assistance to the ROICC's by serving as the headquarters point of contact for resolution of technical problems, funding problems, negotiation with foreign firms, and coordination of contracted construction inspection.

**EXPERIENCE 7: CHESDIV, FPO-1;**

(b)(6)

(b)(6)

09-1990 to 08-1992; 40 hours per week; Project/LAN Manager;

(b)(6)

(b)(6)

My position at the Chesapeake Division of the Naval Facilities Engineering Command Code FPO-1 (CHESNAVFACENGCOM, FPO-1) consisted of various roles: (1) Local Area Network (LAN) Administrator; (2) Project Manager on various ocean engineering projects; and (3) I coordinated and co-wrote the Statement of Work and related sections for a five-year \$25 million IDQ contract (the contract was awarded this month).

I was responsible for the installation and maintenance of a Banyan LAN for FPO-1, which was CHESNAVFACENGCOM's first operating LAN. The LAN consisted of a Banyan CNS-386 supporting sixty (60) users. I was given full responsibility for the operation, maintenance, and upgrades of all associated hardware and software. I was required to plan the growth of the system by weighing the technical requirements of the office with the financial capabilities of the office.

As Project Manager, I coordinated and monitored projects from cradle to grave. I received funding from our sponsor, for installation planning and execution of projects. This included all contract actions ranging from the slate, selection, and negotiation of A&E contracts to the preparation of Delivery Orders on existing Time & Material contracts through the Naval Regional Contracting Center (NRCC).

The IDQ contract was a Time & Material (T&M) contract for construction management and execution services. Along with coordinating and writing the contract, I was on the Technical Evaluation Panel, which analyzed the contractor's proposals using subjective evaluation criteria I developed.

I was also a technical evaluator, for the structural analysis team, on the Navy's Computer Aided Design (CAD-2) procurement; which was estimated at \$500 - \$800 Million. All branches of the service may use this contract which provides UNIX based workstations and software for the next twelve (12) years. My duties included observation and critique of live demonstration tests at each offeror's site. Other duties included preparing FPO-1's five year computer plan and how it relates to the CAD-2 procurement, this was to serve as the commands computer requirements justification.

## EDUCATION:

Smoky Hill; Aurora, CO; 1980; High School Diploma

Colorado School of Mines; Golden, CO; Chem-Petro; Bachelor; 33 Semester Hours (8 hours – Math)

Texas A&M; College Station, TX; Ocean Engineering; 1984; Bachelor; 111 Semester Hours (7 hours – Math; 60 hours – Engineering)

Old Dominion; Norfolk, VA; MBA; Master Studies; 10 Semester Hours (3 hours in Statistics)

## PROFESSIONAL TRAINING:

### Management

Management Development Seminar, 80hrs, September 2005; Art of Venturing: Entrepreneurship in Corporate and Independent Settings, 32hrs, March 1997; How to Handle Difficult People, 8hrs, Aug 1996; Mentoring, 8hrs, Mar 1996; Basic Management Techniques, 40hrs; May 1995; Do You Want To Be A Supervisor?, 24hrs, Oct 1990;

### Resourcing

Network Centric Operations: Understanding the Emerging Information Age, 32hrs, October 2004; Planning, Programing, and Budgeting, 24hrs, May 1998

### Contracting

Source Selection Course, 24hrs, April 1995; Construction Contract, 40hrs, Jan 1989; Modifications Contract Negotiation Workshop; 32hrs, Nov 1988; Design Contract Management, 32hrs Jul 1988; ~~Construction Contract Administration and Management~~ Course, 80hrs, May 1988

### Congressional

Capitol Hill Workshop, 32hrs, Jul 1998

### Engineering

Environmental Document Writing, 24hrs, Aug 1989; Electrical Engineering For Non-electrical, 32hrs, Mar 1989; Facilities Planner Course, 32hrs, Jun 1995; Real Estate Seminar, 16hrs, May 1997

## PROFESSIONAL LICENSES AND CERTIFICATES:

Texas PE, 12/04 - last renewed

## PERFORMANCE RATINGS, AWARDS, HONORS, AND RECOGNITIONS:

- o **OSD Award for Excellence** and Outstanding Performance Award – 2005
- o Outstanding Performance Award – 2004
- o Outstanding Performance Award – 2003
- o Outstanding Performance Award – 2000



- o Outstanding Performance Award - 1999
- o **Superior Civilian Service** - 1998
- o Outstanding Performance Award - 1997
- o Quality Step Increase - 1996
- o Outstanding Performance Award - 1995
- o Outstanding Performance Award - 1994
- o Outstanding Performance Award - 1993
- o Cash Award for leading engineering team on the evaluation of the NAS Sigonella BQs - 1993
- o Outstanding Performance Award - 1992
- o Quality Step Increase - 1991
- o Outstanding Performance Award - 1989

o Letter of Commendation for installation of Atlantic Fleet Weapons Training Facility (AFWTF) Underwater Tracking Range (UTR) expansion - 1986

**OTHER INFORMATION:**

**Special Skills**

o Expertise in leading teams both American and Multi-national

o Expertise is various forms of analysis

o Expertise in Microsoft Office software (Word, Excel, Powerpoint, and Access)

**Accomplishments**

o Member of OPNAV IPT for the development of a single programming and budgeting database - 1999 to 2000

o Member of the Executive Steering Committee (ESC) representing facility requirements for the Atlantic Fleet's Regional Maintenance program - 1995 to 1998

o Technical Chairman for the Navy's \$50M Base Improvement Project in Naples, Italy - 1995

o Technical Panel Member for the NAVFAC Facilities Computer Aided Design (CAD) 2 procurement - 1991

o Copyright for a SF171 Generator macro and forms written in WordPerfect 5.1 - 1992

o Publication - "CADS MAPS OCEAN FLOOR" Civil Engineering Magazine (Co-author) – 1987

o Publication - "INNOVATIVE WEB TOOLS MAKE LIFE EASIER FOR THE STAFF OF THE CHIEF OF NAVAL OPERATIONS" Chips Magazine (Co-author) - 2001

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# Elbrun Kweilen Kimmelman

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## PROFESSIONAL EXPERIENCE

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### May 02 – Present Maritime Intelligence Group, Washington DC: Senior Analyst

- Principal architect of risk models for government and private clientele in partnership with Lloyds Marine Intelligence Unit, recruiting and directing terrorism analysis desk
- Marketing strategist: briefed local and federal level security and intelligence agencies in US, UK, Canada, Holland, Israel and Singapore on trends and tactics in maritime terrorism
- Effectuated counter-terrorism law enforcement training and developed Terrorist Recognition Program
- Gave expert testimony to state Grand Jury, South Carolina

### Sep 01 – Mar 02 QinetiQ (Defence Evaluation Research Agency), UK: Project Coordinator, Author

- Analyzed propaganda from UK based radical Islamist centers and drew on multi-national intelligence reports and interviews with serving members of guerilla forces to build a comprehensive model of information operations across conflict spectrum

### Oct 01 – Jan 02 Rubicon International Services Ltd., London: Security Analyst

- Briefed executive clients, wrote security audits, scripted intelligence briefings, conducted land- and sea-based threat assessments, and conducted penetration tests on high security sites in UK

### Oct 00 – Mar 02 Centre for Study of Terrorism and Political Violence, St. Andrews: Research Analyst

- Briefed visiting dignitaries, academics and intelligence experts; organized closed conferences and profiled Islamist groups, organizing foundations for domestic terrorism database

### Jun 98 – Sep 98 Center for Strategic and International Studies, Washington DC: Intern

- Authored executive briefings for New Global Economy Project and researched new initiatives

### Mar 96 – Jun 96 Office of Senator Daniel Patrick Moynihan, Washington DC: Intern

## EDUCATION

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### Sep 00 – Sep 01 M.Litt. International Security Studies: The University of St. Andrews, Scotland

### Sep 96 – Jun 00 M.A. Honours: Economics - International Relations: The University of St. Andrews, Scotland

### Sep 93 – Jun 96 High School Diploma: Phillips Exeter Academy, New Hampshire

### Sep 83 – Jun 93 Elementary & Secondary School: The Chapin School, New York

## ADDITIONAL ACTIVITIES

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### Publications

- *The Internet – A Force Multiplier for Modern Insurgencies, Managing Contemporary Insurgencies*, Tokyo: UN University Press, August 2004.
- *The Drugs Dilemma in Myanmar*, *AFP Bulletin*, London: Asia Pacific Foundation, July, 2001.

### Speaking Engagements

Global Maritime and Transportation School International, US Merchant Marine Academy; Maritime and Port Security Conference, Singapore; Phillips Exeter Academy Assembly; St. Anthony's, Columbia University; UK Ministry of Defense Staff Officers Training Seminar; Women's National Republican Club, New York

### Media Interviews and Appearances

Associated Press; Bloomberg News; The Business Times, Singapore; Channel 4, UK; Channel 8 Television, Singapore; Channel News Asia; CNN(research), Lloyds List; Newsweek; Reuters; Straits Times, Singapore

## LANGUAGES

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## INTERESTS

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# CHRISTOPHER M. KIRCHHOFF

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## EDUCATION

**CAMBRIDGE UNIVERSITY, Ph.D. Candidate, Faculty of Social and Political Sciences (exp. July 2009)**

- Ph.D. dissertation, "Fixing the National Security State: Commissions and the Politics of Disaster and Reform."
- One of 40 Americans elected from 8,000 applicants to a Bill and Melinda Gates Cambridge Scholarship, Cambridge's equivalent to the Rhodes scheme. M.Phil in Politics, 2002.

**HARVARD UNIVERSITY, A.B. History and Science *Summa Cum Laude* (field) with highest honors (2001)**

- Graduated top 6% of class. Senior thesis named top in social sciences by Hoopes Prize Committee.
- Political Columnist, *The Harvard Crimson* and Student Advisory Committee, JFK Institute of Politics.

## PROFESSIONAL EXPERIENCE

**LEAD WRITER, Special Inspector General for Iraq Reconstruction (2006-Feb. 2009)**

- Co-author of *Hard Lessons: The Iraq Reconstruction Experience*, a 28-chapter official history coined "the Iraq Pentagon Papers" by the *New York Times*. *Hard Lessons* documents the role of ORHA, CPA, NSC, State, Defense, USAID, USACE, and major contractors from 9/13/01 through the surge.
- Led White House Situation Room briefing for NSC staff. SIGIR liaison to Iraq Study Group.
- Civilian Service Medal for missions undertaken in Iraq at voluntary risk of life.
- Special Service Award for outstanding contributions to U.S. National Security.

**FELLOW and ADJUNCT LECTURER, JFK School of Government, Harvard University (2004-06)**

- Research on institutional failure under Prof. Sheila Jasanoff and Prof. Ernest May.
- Adjunct Lecturer, Kennedy School Communications Program.

**SCIENCE POLICY ADVISOR, Kerry-Edwards for President (2004)**

**EDITOR, Space Shuttle Columbia Accident Investigation Report (2003)**

- Authored investigation findings on NASA organizational failures and "broken safety culture," shuttle program history, and national space policy (report chapters 1, 2.6, 2.7, 3, 6, 7, 8 & Appendix A).

**ISSUES DIRECTOR, New Hampshire State Democratic Party (2002)**

**RESEARCH INTERN, White House Office of Science & Technology Policy (Summer 1997 & 1998)**

- Contributor to Presidential and Vice-Presidential speeches on technology and environment, congressional testimony, and briefing papers for Vice-President and Science Advisor.

## REFERENCES

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**Personal:** Winner of 1996 Wendy's High School Heisman, award for top U.S. prep scholar athlete. Academic All-American cross country and track runner. Marathoner. Backpacked 29 countries on five continents.

## JEFFREY JOHN KLUG

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### **GOVERNMENT EXPERIENCE**

**Country Director for Tajikistan, Central Asia, Office of the Secretary of Defense/Policy, U.S. Department of Defense** *Washington, DC, December 2006 – Present*

- Managed U.S. defense interests and regional issues in Central Asia.
- Provided strategic analysis and policy guidance for the Secretary of Defense and senior leadership.
- Interfaced with foreign government officials and represented DoD in official business overseas.
- Communicated policy perspectives at National Security Council and Department of State interagency meetings.

**Confidential Assistant, Office of the Assistant Secretary of Defense for International Security Policy, U.S. Department of Defense** *Washington, DC, July 2005 – December 2006*

- Managed day to day operations of a 350-member organization.
- Traveled and supported senior-level delegations during overseas travel to Europe.
- Performed public affairs liaison duties, speechwriting, and coordinated legislative affairs activities.
- Researched regional (Europe, Eurasia) foreign policy topics.
- Filtered and summarized intelligence and embassy cables for the Assistant Secretary.

**Capitol Hill Staff, Congressman F. James Sensenbrenner (WI)** *Washington, DC, February – July 2005*

- Attended and analyzed hearings and briefings concerning foreign policy, defense, energy, and healthcare.
- Drafted constituent letters, wrote press releases, and researched various legislative topics for the staff.
- Managed a correspondence database with an average turnaround of two weeks.

**Public Liaison Office, 55<sup>th</sup> Presidential Inaugural Committee** *Washington, DC, Winter 2005*

- Innovated the central database to track and organize all Inaugural events.
- Briefed the public liaison leadership on attendee reports and public liaison staff on the use of the database.
- Collaborated with Committee divisions to ensure standardization and work flow of all records.

**AmeriCorps for Community Engagement and Education** *Austin, Texas, Fall 2003 – Summer 2004*

- Supported educational and volunteer programs within the Austin Independent School District and local non-profits.
- Designed and taught early literacy lesson plans in Spanish to kindergarten and 5<sup>th</sup> grade children.
- Developed curricula and led after-school English classes for Afghanistan refugees.
- Organized seven family literacy nights which engaged over 300 bilingual families each.

### **CAMPAIGN EXPERIENCE**

**Regional Field Manager, Victory '04 Staff** *Washington County, Wisconsin, Fall 2004*

- Trained hundreds of campaign volunteers on communication efforts, palm pilots, and phone bank logistics.
- Supported White House Advance and media teams for visits by the President.
- Organized and presented an Election Day poll-watching training session for 350 volunteers.
- Successfully helped generate a 70% GOP vote, the highest winning county in the state.

### **EDUCATION**

**University of Georgia** *Athens, Georgia, Graduated May 2003*

Degrees: Bachelor of Arts in Political Science at the School of Public and International Affairs, Certificate in Global Studies, Certificate in Latin American Studies

Major GPA: 3.83; Cumulative GPA: 3.5; Member of Dean's List; Proficient in Spanish

GLOBIS Study Abroad Program & Habitat for Humanity International *Verona, Italy & Braga, Portugal, Summer 2002*

- Studied Globalization and International Law; interfaced with foreign work crews.

# John P. Koehn

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## EXPERIENCE

### **U.S. Department of Defense, Washington, DC (June 2007 – Present)**

#### **Special Assistant to the Under Secretary of Defense (Comptroller)**

- Track and analyze Defense Appropriations and Authorization legislation and committee activity, including markups, hearings, and floor action
- Prepare analysis of Defense policy and legislation; formulate memos and briefings for senior leadership on a variety of Defense budget-related issues
- Assist in formulating congressional engagement strategies for key legislative issues and responding to inquiries from congressional committee staff and members
- Coordinate the preparation and review of SecDef-level preparatory and briefing materials
- Assist in providing briefings and follow-up projects for major Congressional Committees including the House and Senate Armed Services, Defense Appropriations, and Budget Committees
- Intimately familiar with the inner-workings of the DoD, including the annual budget cycle and appropriations process, both within the Department and as it relates to Congress

### **U.S. Department of Defense, Washington, DC (May 2006 – June 2007)**

#### **Confidential Assistant to the Deputy Under Secretary of Defense (Acquisition and Technology)**

- Served as liaison to industry representatives and other military components for Defense acquisition issues
- Conducted research and analysis on a variety of issues ranging from legislation and policy to programs and budgets; prepared briefings and memos for senior leadership
- Managed media relations activities including speechwriting and press events
- Prepared leadership for congressional hearings and formulated responses to congressional inquiries on acquisition policies and major defense acquisition programs
- Defense Acquisition Management Level 1 Certified (Defense Acquisition University)

### **U.S. Department of the Navy, Washington, DC (April 2005 – May 2006)**

#### **Confidential Assistant to the Deputy Assistant Secretary of the Navy (Comptroller)**

- Provided leadership with information about issues affecting Navy operations, including key legislation, global events, and Department policies
- Assisted in the creation and execution of a comprehensive communications strategy, including speechwriting, presentations, media engagements, and website

### **Congresswoman Cathy McMorris (WA-5<sup>th</sup>), Washington, DC (January 2005 – April 2005)**

#### **Staff Assistant**

- Managed constituent relations, including correspondence and direct communications
- Researched legislation to construct position papers as a part of the Member's first office staff

### **55<sup>th</sup> Presidential Inaugural Committee, Washington, DC (December 2004 – January 2005)**

#### **Public Liaison for Data Management**

- Collaborated in designing, building, and managing a central data management system for over 500,000 invitations to 20+ unique events for 2005 Presidential Inauguration

### **Oregon Republican Party – Victory 2004, Portland, OR (May 2004 – November 2004)**

#### **Field Director / Director of Oregon Voter Registration / GOTV Coordinator**

- Managed campaign staff and directed political organizing activities as part of a national campaign, including statewide voter registration efforts and the development and implementation of a statewide GOTV strategy

## EDUCATION

### **Lewis & Clark College, Portland, OR**

Bachelor of Arts, Political Science, August 2004

## PUBLICATIONS

"What Media Bias? Conservative and Liberal Labeling in Major U.S. Newspapers," co-authored with Robert M. Eisinger and Lorrin R. Venstra, *The Harvard International Journal of Press and Politics*, Vol. 12, No. 1, 17-36 (Winter 2007)

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# **Jack Koller**

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## **SUMMARY OF QUALIFICATIONS**

- Expertise in effective legislative, public relations, and business strategies. Has particular specialization in appropriations law, information technology, and federal agency management and operations (including budgeting, financial management, and procurement).
- Established mastery of technical subjects and knowledge of broad public policy impact
- Highly motivated team player with demonstrated ability to lead/manage/delegate and take initiative

## **PROFESSIONAL EXPERIENCE**

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

**Arlington, VA**

Special Assistant, Office of the Under Secretary of Defense (Comptroller)

June 2006-Present

- Provides Acting Deputy Under Secretary (Financial Management) with business and technical guidance to improve enterprise financial management operations and system integration.
- Represents Department's financial, audit, intelligence, information technology and Air Force budgets and policies as liaison to congressional appropriations committees.
- Delivers, under tight deadlines, critical analysis of legislative branch decision-making and its impact on national defense policy, budgets, and legislation to Under Secretary and senior staff.

### **Office of Management and Budget**

**Washington, DC**

Special Assistant, Office of E-Government and Information Technology

March 2004-June 2006

- Lead office public affairs and legislative responsibilities for office overseeing \$64 billion annually, spent on information technology. Responsibilities included: speechwriting, strategy, formulation of congressional testimony, congressional hearing preparation, government-wide appropriations tracking, legislative drafting, message management and managing online presence.
- Directly responsible for the Department of Labor \$515 million information technology portfolio. Responsibilities included: annual evaluation of 30+ business cases, quarterly evaluations, yearly review and development of Department budget submission and direct oversight of high-risk projects.
- Managed and coordinated execution of five Presidential E-government Initiatives which serve citizens by providing free tax filing, one-stop reservations by citizens for all government recreation areas, online access to student loan data, centralized call center management and federal benefit eligibility tools for citizens.

### **United States Department of Energy**

**Washington, DC**

Senior Policy Advisor, Office of the Chief Information Officer

January 2001-March 2004

- Senior staff member serving as a technical and policy advisor to the Secretary of Energy, Chief of Staff, and Chief Information Officer.
- Lead technology team implementing the first use of digital signatures by a US Government Cabinet Member, which resulted in cost savings of \$1 million.

### **Director of New Media**

**Southfield, MI**

Abraham Senate 2000

January 2000-January 2001

- Worked with technology, media and political consultants to develop and manage online campaign for United States Senate candidate. Responsibilities included updating multiple websites with rich multimedia content, organizing an online grassroots campaign that grew to over 5,000 members and launching the nation's first wireless campaign news channel.

## **EDUCATION**

### **Hillsdale College**

**Hillsdale, MI**

B.A. Political Economy, Christian Studies

1996

**MATHEW J. KONKLER**

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**EXPERIENCE:****January 2002 to Present**

*Public Affairs Specialist*, Office of the Assistant Secretary of Defense for Public Affairs, Washington, DC

- Develop strategic communication options for senior public affairs leadership and create public affairs schedules for the Secretary of Defense, Deputy Secretary of Defense and Assistant Secretary of Defense for Public Affairs
- Execute special projects in support of director and help coordinate regional media outreach program; created and maintained database for briefing purposes
- Review internal advance and media relations procedures, improve operating methods and make recommendations to director

**October 2000 – December 2001**

*Account Executive*

US Airways, Inc., Arlington, VA

- Managed east-coast sales territory with annual sales volume of \$80 million
- Responsibilities included negotiating corporate contracts and identifying opportunities for improvement through monitoring, analyzing and interpreting revenue and market share
- Coordinated the gathering and processing of sensitive data into forms that allowed evaluation and strategic planning

**August 2000 – September 2000**

*Project Manager*, Neighborhood Services Initiative

District of Columbia Financial Responsibility & Management Assistance Authority, Washington DC

- Served as a liaison between the criminal justice community and government works/social services agencies during development and implementation of new government service delivery operating model
- Identified and developed new earned media tactics and implemented new means of intra-governmental and community outreach
- Served on senior leadership team to set project direction, priorities and time-lines

**May 1999 - June 2000**

*Campaign Director*, Kallems for Congress, Jeffersonville, IN

- Directed campaign in 21-county southern Indiana district including fund-raising, staff and volunteer training, media strategy, and grassroots organization
- Coordinated schedule and public appearances for candidate
- Advised candidate on issue management and media relations

**EDUCATION:**

**Master of Business Administration**, expected May 2003,

Concentration: Finance, GPA: 3.8, Oral Roberts University, Tulsa, OK

**Master of Management**, expected May 2003,

Concentration: Human Resources, GPA: 3.9, Oral Roberts University, Tulsa, OK

**Bachelor of Science in Business Management**, May 1995

GPA: 3.6, Cum Laude, Oakland City University, Oakland City, IN



**ACTIVITIES:**

Graduate, National Republican Campaign College, 1999  
President, MBA Association, Oral Roberts University, 1999  
Student Body President, Oakland City University, 1994 - 1995  
Delegate, Indiana Republican State Convention, 1996, 2000

**HONORS:**

Who's Who in American Graduate Schools, 1998, 1999  
Who's Who in Americas Colleges and Universities, 1994, 1995  
The National Dean's List, 1994, 1995

**REFERENCES AVAILABLE ON REQUEST**

**AKHILA KOSARAJU**

**EDUCATION**

2003-2007

**COLUMBIA MEDICAL SCHOOL**

*Doctor of Medicine, May 2007, Honored in 5 courses/clerkships*

MCAT: Physical Science 13, Biological Science 13, Verbal 12; Class Vice President and Dean's Advisory Committee Member, 2003-07; President of the International Health Organization, raised \$100,000 for international projects, 2004

1998-2002

**STANFORD UNIVERSITY**

*B.A., Human Biology, GPA 3.83/4.0, Graduated with Honors*

Nominated for Firestone Medal for Excellence in Undergraduate Research; Vice President of Stanford in Government, the largest student group on campus, 2002; Tutor Coordinator for Upward Bound, 2001

**EXPERIENCE**

June - Aug  
2007

**UN MILLENNIUM VILLAGES PROJECT**

**MBOLA VILLAGES, TANZANIA**

*Healthcare Consultant*

*Five-year multi-sectoral United Nations Development Program started in 2006*

- Developed HIV/AIDS intervention strategy, timeline, and partnerships for 15 villages covering over 30,000 people that will drive the health agenda for year two of the project
- Worked with a team to distribute 10,000 bed nets and provide malaria education to villages

June - Sept  
2004

**2004 PRESIDENTIAL CAMPAIGN**

**WASHINGTON DC**

*National Ethnic Outreach Coordinator*

*Leadership headquarters of political campaign*

- Successfully built ethnic coalitions in each of the 14 target states, led meetings with national leaders, spoke at political rallies, developed strategy with campaign leadership
- Culminated experience with media outreach on the floor of the National Convention

2002-2003

**CORO FELLOWSHIP IN PUBLIC AFFAIRS**

**SAN FRANCISCO, CA**

*Fellow*

*Highly selective year-long leadership-training program*

- Trained in public speaking, organizational analysis, fact-based questioning, team building
- Completed placements in government, politics, business, labor union, and nonprofit  
Hewlett Packard Headquarters, Government Affairs, Palo Alto.  
Raised funds for the Political Action Committee; positioned the CEO nationally  
St. Luke's Hospital Foundation  
Performed a needs assessment of hospital services for the Board of Directors

1999-2002

**STANFORD BEHAVIORAL AND NEUROGENETICS RESEARCH CENTER**

**STANFORD, CA**

*Research Assistant*

*The most comprehensive fragile X syndrome research project to date*

- Conducted independent research on stress and behavior in children with fragile X syndrome; synthesized work with a senior honors thesis
- Co-authored paper on a measure to assess special education therapies. Presented at 2001 Children's Mental Health Problems & Early School: Research, Service, & Policy Issues S

2001

**JOHNS HOPKINS HOSPITAL HIV NEUROLOGY GROUP**

**BALTIMORE, MD**

*Summer Clinical/Research Assistant*

2000

**KING'S FUND HEALTH POLICY THINK TANK**

**LONDON, ENGLAND**

*Summer Intern*

**ADDITIONAL**

- Travel avidly; enjoy debate, public speaking, and creative writing

## WORK EXPERIENCE

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### Department of Defense

March 2005 – Present

#### Speechwriter

Arlington, VA

- Write speeches, talking points, Congressional Testimonies, and correspondence for the Assistant Secretary of Defense for Health Affairs
- Coordinate and conduct interviews with the media for the Office of Health Affairs
- Prepare briefings for the Secretary of Defense and other governmental agencies
- Represent the Department of Defense in interagency communications meetings on Avian Flu and Medicare

### 55th Presidential Inaugural Committee

December 2004 – January 2005

#### Public Liaison Office

Washington, DC

- Distributed invitations and tickets for Federal Affairs which handled the Diplomatic Corps, the Congress, the White House, and the Executive Agencies to the Inaugural events
- Planned, coordinated, and managed the distribution of tickets at Will Call for Federal Affairs

### Bush – Cheney 2004

August 2004 – November 2004

#### Advance Representative

Washington, DC

- Traveled nationwide preparing for the Vice President's over-night campaign events
- Managed all press and staff needs, including setting up the 24 hour filing center and staff office
- Settled all financial obligations incurred by traveling party
- Arranged travel accommodations for the Vice President and his traveling party
- Coordinated with Secret Service, host committee and hotel staff to ensure successful stay for the Vice President

### Office of the Majority Whip

January 2003 – August 2004

#### Staff Assistant

Washington, DC

- Prepared briefings on the political activities of the 2004 Presidential Candidates
- Monitored legislation and prepared relevant amendments to the legislation
- Wrote personal correspondences for the Senator
- Served as a liaison for the Majority Whip to the Republican Caucus, the White House, and executive branch agencies
- Alerted the Senate Republican Caucus to current and future legislative activities

**Office of the Vice President**

**January 2002 – January 2003**

**Senior Trip Coordinator**

**Washington, DC**

- Served as the liaison for the Vice President to United States Secret Service, White House Communications Agency, and the White House Staff for all Vice Presidential travel
- Successfully coordinated over 150 trips for the Vice President
- Responsible for 80 advance staff and 100 traveling staff and security team on a 10 day, 12 country trip of the Vice President to the Middle East
- Prepared sensitive briefing materials for the Vice President
- Managed the financial payments of all traveling staff, hotels, rental car companies, and additional assets for the Office of the Vice President

**Office of the Vice President**

**September 2001 – December 2001**

**Vice Presidential Advance Intern**

**Washington, DC**

- Provided administrative support to the Office of Vice Presidential Advance
- Served as the 24 hour point of contact for all traveling staff
- Oversaw the monthly travel needs of the Vice President

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**EDUCATION**

**University of Central Florida**  
**B.A. Political Science**

**1998 – 2001**

**Orlando, FL**

# Todd A. Krueckeberg

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## **EDUCATION:**

DEPAUL UNIVERSITY COLLEGE OF LAW, CHICAGO, IL

J.D., February 2002

- Member of the Journal of Art and Entertainment Law
- Technology and Intellectual Property Legal Clinic

AMERICAN UNIVERSITY, WASHINGTON, D.C.

B.A. in Political Science, May 1996

- Dean's List

## **EXPERIENCE**

U.S. PATENT AND TRADEMARK OFFICE, ALEXANDRIA, VA

OFFICE OF INTELLECTUAL PROPERTY POLICY AND ENFORCEMENT

*Special Assistant to the Under Secretary for Intellectual Property and Director of the U.S. Patent and Trademark Office* *March 2005-Present*

- Develop intellectual property positions and provide IP policy advice for the Secretary of Commerce and Under Secretary of Commerce for Intellectual Property
- Conduct IP, trade and criminal law research and draft memoranda with an emphasis on legislation, regulations and treaties
- Coordinate a \$2.8 million dollar campaign for publicity and advertising for an intellectual property educational outreach effort with the Ad Council
- Authored more than 50 speeches for my supervisors at the USPTO
- Directed the development and implementation of a national intellectual property curriculum for more than one million students
- Represented the United States in international fora including meetings with key trading partners in Asia

BUSH-CHENEY '04, COLUMBUS, OH

*72 Hour Regional Director*

*June 2004-January 2005*

- Managed and directed all grassroots activities for 10 counties in the Miami Valley Region of Ohio including four targeted counties
- Responsible for the building of grassroots teams including precinct chairs, coalitions, and volunteer recruitment
- Directed and managed all GOTV efforts including voter registration, absentee ballot requests, phone banks, and door-to-door efforts
- Identified and executed earned media opportunities at the local level
- Attended regional and county candidate events and functioned as a representative of the campaign

**REPUBLICAN NATIONAL COMMITTEE, WASHINGTON, D.C.**

**DEPARTMENT OF RESEARCH/COMMUNICATIONS**

*Senior Analyst*

*April 2002-June 2003*

- Provided extensive research and strategic support to gubernatorial campaigns in Iowa and Minnesota during the 2002 election cycle
- Supervised analysts on long-term projects regarding SEC filings, FEC compliance, and other various assignments
- Authored research/media releases sent to over 2000 journalists and opinion leaders
- Conducted background research on candidates for the 2004 presidential campaign
- Coordinated political strategy and tracked developments with the House of Representatives regarding legislation and weekly message

**U.S. HOUSE OF REPRESENTATIVES, WASHINGTON, D.C.**

**COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE**

*Committee Staff*

*March 1997-July 1998*

- Acted as a liaison for the committee with its 75 members (the largest in American history) and staff regarding legislation, events, and other pertinent matters
- Initiated the use of e-mail distribution as a more efficient way to distribute legislative briefing material to congressional offices
- Edited reports on committee hearings and directed their publication on the internet
- Managed the distribution and filing of amendments during committee mark-ups

**U.S. HOUSE OF REPRESENTATIVES, WASHINGTON, D.C.**

**REPRESENTATIVE JOHN T. MYERS (R-IN)**

*Legislative Assistant*

*July 1995-January 1997*

- Researched and analyzed pending health care legislation, advised the congressman, and addressed constituent concerns regarding such legislation
- Monitored labor and employment issues, regulatory activity, and met with interest groups pertaining to such matters
- Responsible for casework involving labor and pension matters and worked with the Department of Labor in resolving matters for constituents

*Part-Time Staff Assistant*

*November 1993-July 1995*

- Researched legislative bills and activity for use by legislative assistants
- Acted as back-up scheduler and systems administrator when needed
- Generated form responses to mail from constituents

**OTHER**

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Computer Skills: Microsoft Word, Word Perfect, Lexis-Nexis, Westlaw, HTML, Excel, Exchange, Outlook, Power Point

# Peter E. Kunkel, Esq.

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## experience

- 2003-2005 **OFFICE OF THE SECRETARY OF DEFENSE, Action Officer** **WASHINGTON, DC**  
2005- Office of the Under Secretary of Defense for Comptroller, Appropriations Liaison, Defense Policy  
Developing strategies, through interaction with the U.S. Senate and House of Representatives Appropriations staff, for senior and midlevel Defense Department officials to advocate administration defense policy and budgets
- 2003-2005 Office of the Assistant Secretary of Defense for Legislative Affairs, Authorization Liaison, International Security Policy  
Advised on political considerations of proposed legislation, issue hearings, investigations, and developments in the administration, and coordinating coherent and comprehensive responses to Congress on matters relating to International Security Policy  
Awarded the Office of the Secretary of Defense Medal for Exceptional Public Service
- 2000-2002 **UBS WARBURG, LLC, Associate Director, Investment Banking** **NEW YORK, NY**  
2001-2002 Aerospace and Defense Corporate Finance  
Advised on means to exploit strategic markets in the commercial aerospace and defense industries  
General Electric Aircraft Engines: Penetration into additional defense markets for value-added systems  
The Boeing Company: Space-based air traffic management, electronic flight bag, and real time scheduling opportunities  
Originated and executed merger and acquisition, equity and debt financing transactions  
Raytheon Company: \$1 billion secondary equity offering  
Lockheed Martin: Investment grade revolving line of credit  
TRW: Tax free spin-off and strategic acquisition talks
- 2000-2001 Leveraged Finance: Originated and executed high yield bond, senior bank debt, and bridge financing transactions  
Industries served: health care providers, telecommunications providers, paper mills and petrochemical producers
- 1992-1996 **UNITED STATES MARINE CORPS, Infantry Company Commander** **TWENTYNINE PALMS, CA**  
1996 Commanding Officer, Company G, Second Battalion, Seventh Marines  
Commanded 214 Marines, solely responsible for their combat preparedness, professional character and welfare  
Coordinated with US Embassy in Argentina, Air Force transportation authorities, and local California USMC units for USMC to mount an expedition up Cerro Aconcagua, the Western Hemisphere's Tallest Mountain.
- 1995-1996 Executive Officer, Company G  
In both 1995 and 1996, operational segment of the Company Ranked Number 1 of 24 in USMC Combat Preparedness Competition  
1996 Personal Honors: Ranked #1 of 35, Summer Mountain Leaders Course. Top 5%, Winter Mountain Leaders Course
- 1992-1995 Platoon Commander, Company G  
Commanded 41 Marines. Mentored 2 junior Marines to become the #1 and #3 small unit leaders in a field of 100

## internships

- 1999 **J.F. LEHMAN & CO., Summer Associate** **NEW YORK, NY**  
Hand selected by the firm's founder, former Secretary of the Navy John Lehman, to conduct quantitative debt service analysis of potential leveraged buyout opportunities and other related transaction execution duties  
Identified 2<sup>nd</sup> and 3<sup>rd</sup> tier aerospace / defense manufacturing businesses and OEM segments for potential purchase
- 1998 **MICHIGAN COURT OF APPEALS, Summer Clerk, Judge William C. Whitbeck** **LANSING, MI**
- 1997 **THE HON. PETER HOEKSTRA, U.S. House of Representatives, District Intern** **HOLLAND, MI**

## education

- 1997-2000 **UNIVERSITY OF SAN FRANCISCO SCHOOL OF LAW** **SAN FRANCISCO, CA**  
J.D., Best Brief, First Year Moot Court Competition, 1998. CALI Award for excellence, Maritime Law, 1999. Recipient, Moot Court Case Counsel Scholarship, 1998. Participant, Judge John R. Brown Admiralty National Moot Court Competition, 1999. Participant, Advocate of the Year Competition, 1998
- 1988-1992 **NORTHWESTERN UNIVERSITY** **EVANSTON, IL**  
B.A., Economics; Naval Science Curriculum, 1992. Honor Graduate, Marine Corps Association Midshipman Award, 1992  
Recipient, Naval Reserve Officer Training Corps Scholarship, 1989-1992. President, Semper Fidelis Association, 1992

## affiliations

- 2001- New York Bar Association, member in Good Standing  
2001- University Club of New York, social club member  
2001-2005 Student Sponsor Partnership of New York City, mentor

(b)(6)

**PETER E. KUNKEL**  
**CONGRESSIONAL APPROPRIATIONS LIAISON**  
**OFFICE OF THE UNDER SECRETARY OF DEFENSE**  
**COMPTROLLER**

**CURRENT ASSIGNMENT:** Peter E. Kunkel is a Congressional Appropriations Liaison in the Office of the Under Secretary Of Defense (Comptroller). On behalf of the Under Secretary of Defense, Mr. Kunkel articulates and defends the President's Defense-wide Operations and Maintenance budget request to the United States Congress. Major issues include the Joint Improvised Explosive Device Defeat Task Force budget and the Iraq Freedom Fund, the Commander's Emergency Response Program, Train and Equip authorities and funding, global contingency operations, the Iraq Security Forces Fund, and Global War on Terror authorities and funding.



**PAST EXPERIENCES:** From 2003 to 2005, Mr. Kunkel was the Special Assistant to the Assistant Secretary of Defense (Legislative Affairs) where he developed and implemented strategies to communicate national military policy to the United States Congress. His functions included determining the intent and scope of formal and informal congressional inquiries to the Department of Defense, advising on political considerations of proposed legislation, issue hearings, investigations, and developments in the administration, and coordinating coherent and comprehensive responses to Congress. He was responsible for issues relating to counter-proliferation, missile defense and arms control, cooperative threat reduction, nuclear forces strategy, and chemical and biological defense. From 2000 to 2002, Mr. Kunkel was an associate director with the global investment bank UBS Warburg, LLC in New York, New York. Mr. Kunkel executed equity and debt financing transactions in the commercial aerospace and defense, health care, and telecommunications industries. He also performed proprietary strategic analysis in the commercial aerospace and defense industries.

From 1992 to 1996, Mr. Kunkel served as an infantry officer in the United States Marine Corps. He commanded Company G, Second Battalion, and Seventh Marines after serving earlier in the same tour as its executive officer and as a platoon commander.

**EDUCATION:** From 1997 to 2000, Mr. Kunkel earned his J.D. from the University of San Francisco School of Law. He is licensed to practice law in New York. From 1988 to 1992, Mr. Kunkel attended Northwestern University on a Naval Reserve Officer Training Corps Scholarship where he earned his B.A. in economics.



# Timothy B. Rizer

(b)(6)

## Experience

April 1997  
to March  
2002

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**Manager, Washington Operations, Universal Space Network, Inc.**

**417 Caredean Drive, Suite A Horsham, PA 19044**

**Thomas Pirrone 215/328-9130 (may be contacted)**

- Recruited by Pete Conrad (*Apollo 12*) to establish Washington Office; began lobbying operation from cold start.
- Universal Space Network ("USN") is an entrepreneurial commercial space communications startup.
- Member of Senior Management team with primary responsibility for development, direction, and coordination of planning, and review of legislative program.
- Wrote and distributed the company's press releases.
- Developed and negotiated contracts.
- Prepared market studies and set up and ran corporate business development database system.
- Managed and maintained the corporate web site.
- Advised and managed other company personnel in preparation of statements, talking points, memoranda, speeches, rebuttals to opposing arguments, and other required materials, including creating and reviewing drafts of bills, amendments, or other legislative language and proposals.
- During my tenure at USN, I was involved from the beginning as USN designed, built, and deployed a commercial world-wide ground tracking network for spacecraft telemetry, tracking, and control ("TT&C").
- Was actively involved in the management of USN's relationship with SOMO and the NASA Ground Network.
- Acted as internal company expert on FARs and on NASA procurement regulations.
- Represented the company at meetings, hearings, and public events.
- Researched and analyzed space operation policies and programs and anticipated new plans and developments.
- Interacted with elements of Air Force Space Command (as well as elements within SMC) in order to obtain work for the company.
- Worked with elements of OSD to help the company understand workflow within DoD and the Air Force.
- Filed and managed all of company's FCC licensing activities.
- Identified and advised company on political issues based on extensive Washington contacts and knowledge.
- Advised company on military staff operations functions, operations, and procedures.
- Conducted presentations to senior military officers, congressional members, and industry leaders.
- Provided company with expert knowledge of U.S. military and national security space activities and history.
- Developed policy positions and legislative and regulatory initiatives for the company.
- Set company goals, with respect to any political dimensions involved.
- Served as liaison to and monitored all agency activities (such as JPL, NASA, or FAA) for actions that might affect the company's interests, recommending strategies/tactics, maintaining status and other data.
- Negotiated and interacted with appropriate legislative and executive branch decision makers and their staffs in order to implement company goals.

January  
1995 to  
March 1997

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**Professional Staff Member, Senate Committee on Commerce, Science, & Transportation; Subcommittee on Science, Technology, & Space**

**United States Senate Washington, DC 20510**

**Senator Larry Pressler (R-SD)(Retired)**

**Committee Phone Number 202/224-8172**

- Coordinated and managed administrative activities among eight other personnel for assigned hearings, including staffing arrangements, preparation of witness lists, drafting of background memoranda and questions for witnesses, editing of hearing transcripts, and ensuring that relevant materials were submitted for the hearing record.
- Coordinated and managed activities of staff (up to ten others) assigned to particular issues before the full Committee. Subcommittee oversight agencies assigned included JPL, NASA, NIST, NSF, and the "dry" portions of NOAA (including the National Weather Service).
- Provided oversight for the Subcommittee, monitoring the legislative agenda of the Subcommittee, creating and reviewing drafts of bills, amendments, memoranda, speeches, point papers, and other required documents relating to assigned issues, including press releases.
- Advised the Committee, the Chairman, and the Committee Chief of Staff on assigned legislative issues and oversight matters, including providing technical, legal, and political analyses.
- Provided technical and scientific expertise for the Committee, the Chairman, and the Committee Chief of Staff.
- Provided expert knowledge of U.S. military and national security space activities and history.
- Provided oversight for all science and space issues under the jurisdiction of the Committee.
- Assisted in the development of policy positions and legislative initiatives for the Committee.
- Monitored legislative developments relating to assigned issues, recommended strategies and tactics on bills and amendments, and maintained up-to-date status on all legislation relating to assigned issues.
- Helped provide technical telecommunications advice during the Committee's work on the Telecommunications Act of 1996.
- Advised and assisted Republican Members of the Committee during Senate floor debate, including preparation of floor statements, talking points, rebuttals to opposing arguments, and other required floor materials.
- Acted as the Committee's Internet Caucus representative, as well as the Committee's Internet expert.

April 1989 to  
January 1995  
(b)(6)

**Legislative Assistant for Science, Technology, Space, and the Environment**  
**Congressman Dana Rohrabacher (R-CA46)**  
**United States House of Representatives, Washington, DC 20515**  
**Congressman Dana Rohrabacher 202/225-2415 (may be contacted)**

- Originated and prepared drafts and final versions of amendments for proposed legislation.
- Prepared speeches, statements, press releases, and articles for the Congressman.
- Prepared briefings and questions for Congressman Rohrabacher before hearings and markups of the House Science Committee and Subcommittee(s).
- Advised Congressman Rohrabacher on space operations issues and policies.
- Provided technical, scientific, and telecommunications expertise for the Congressman.
- Attended Science Committee and Subcommittee(s) hearings and provided Member support.
- Provided expert knowledge on U.S. military and national security space history and activities.
- Negotiated and worked with other congressional staffers to advance the Congressman's agenda.
- Worked with staff of DoD, DoE, DoC, JPL, NASA, academia, and industry on various space and communications issues.
- Worked with elements of the Air Force, others, to assure funding and execution of DC-X program.
- Pursued numerous intellectual property right and patent rights issues for the Congressman.
- Researched and investigated new and cutting-edge developments in science and technology issues.

August 1988  
to April 1989

**Senior Technical Writer, Consilium, Inc. Mountain View, CA**

- Revised, produced, and maintained Consilium's training materials.
- Wrote proposals to be presented to prospective customers.
- Wrote, produced, and maintained several software user manuals.
- Managed and led a company-wide conversion from a document production system based on VAXes (TeX) to Macintosh-based publishing system.

June 1986 to  
June 1988

**Applications Engineer III, U.S. Sprint. Burlingame, CA**

- Tracked progress of department projects. I was responsible for cost, schedule, and interim performance management reports and associated analysis.
- Researched fiberoptic transmission equipment with vendor qualification staff during Sprint's deployment of first fiberoptic telecommunications network.
- Responsible for personal computer support within our department.
- Produced a monthly Sprint-wide, approved for system use, material catalog.

June 1985 to  
June 1986

**Applications Engineer II, U.S. Sprint. Burlingame, CA**

- Managed and used an MRP II program running on an IBM PC to accurately predict and program company-wide monthly material usage.

June 1983 to  
June 1985

**Technical Writer II, U.S. Sprint. Burlingame, CA**

- Helped manage process to establish internal company-wide technical standards.
- Wrote and edited documents in order to register and record company technical standards.
- Initiated, managed, and oversaw comment and concurrence cycle to bring these standards into existence.

March 1979  
to Feb. 1981

**Applications Engineer II, Western Electric, Inc. Sunnyvale, CA**

- Was responsible for E&I (engineer, furnish, and install) services for then-Pacific Bell toll telephone central office equipment.
- Engineered toll central office equipment in order to satisfy customer requirements. Determined need and then ordered all necessary wire, cable, and any and all other required equipment.
- During actual installation, provided technical information and "debugging" data to installers in field.

**Education**

**BA, Public Administration, University of San Francisco, San Francisco, CA 1985.**

Minor: Computer Science.

Arizona State University - Three years of aeronautical engineering, 1974 - 1977.

**Community  
Activities**

Chairman, 3<sup>rd</sup> International Space Development Conference, San Francisco, 1984 (~\$50K in revenues); managed volunteer staff of ~50.

Vice President, LS Society, 1985 (~\$500K/year non-profit organization).

Chairman, IguañaCon II, 1978 (was 22), Phoenix, AZ - managed on-site volunteer staff of ~500; organized and managed the two years of preparation leading to holding of actual convention, managing volunteer staff of ~50 (\$125K in '78 dollars total revenue).

**References**

Phone numbers and/or  
email addresses  
available upon request.

- Steve Isakowitz, NASA Comptroller
- Thomas M. Pirone, Executive Vice President, Universal Space Network, Inc.
- Dr. Scott Pace, Assistant NASA Chief of Staff
- Courtney Stodd, NASA Chief of Staff
- Dr. Kathie Olsen, Deputy Director, President's Office of Science and Technology Policy
- Congressman Dana Rohrabacher (R-CA46)
- The Honorable Norman I. Mineta, Secretary of Transportation
- BGen. Dr. Simon P. Worden (USAF)
- Rear Admiral T.K. Mattingly, USN (Retired), (Apollo 16)
- Dr. Ben Wu, Director, Office of Space Commerce, Department of Commerce
- Paul Grace Smith, FAA Associate Administrator, Office of Commercial Space Transportation

## Jonathan Simon Lachman

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### EDUCATION

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#### HARVARD KENNEDY SCHOOL

Cambridge, MA

*Master of Public Policy*, 2007

Activities: Copy Editor, *The Citizen*; Member, KSG Democrats; Member, KSG Soccer Club

#### PRINCETON UNIVERSITY

Princeton, NJ

*A.B. History*, 2001

Activities: World Tour Manager, Princeton Tigertones *a cappella* group; Member, Glee Club and Chamber Choir; Latin Tutor, Rockefeller College

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### PROFESSIONAL EXPERIENCE

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#### CONGRESSIONAL COMMISSION ON THE STRATEGIC POSTURE OF THE UNITED STATES

Washington, DC

Sept. 2008 – Present

*Asst. to Ashton B. Carter and James N. Miller, National Security Strategy and Policies Expert Working Group*

- Develop briefing charts for Expert Working Group presentations to the Commission.
- Brief Expert Working Group members on Commission meetings.
- Provide logistical support to Expert Working Group.

#### PUBLIC FINANCIAL MANAGEMENT

Philadelphia, PA

Aug. 2007 – Present

*Consultant, Strategic Consulting Group*

- Provide operational and budgetary guidance to state and municipal governments.
- Lead consultant for operational assessment of City of Wilmington's (DE) Transportation Division and review of contracting practices for the City of Long Beach's (CA) Public Works Department.
- Conducted operational assessment of five divisions within the State of Nebraska's Department of Administrative Services.
- Supported consolidation analysis of Nassau County (NY) Parks, Roads, and School Business functions.
- Analyzed fiscal impact of the State of New York's budget cuts on county-administered programs.
- Assisted Pennsylvania's Department of Public Welfare in the development of a Title IV-E invoicing system for Philadelphia's Department of Human Services.

#### PREVENTIVE DEFENSE PROJECT

Cambridge, MA

May 2006 – July 2007

*Research Assistant to Ashton B. Carter*

- Drafted memoranda on domestic nuclear emergency preparedness, the future of nuclear proliferation, the Indo-US nuclear deal, Iranian-US relations, and North Korea's nuclear program.
- Researched, edited, and fact-checked short articles and publications by Dr. Carter that appeared in *The New York Times*, *Time*, *Foreign Affairs*, and the *Washington Quarterly*.
- Briefed Dr. Carter in advance of Senate Foreign Relations Committee hearing, "Responding to Nuclear Ambitions: Next Steps" (September 19, 2006), and television appearances on *Meet the Press* and *Fox News*.
- Conducted literature review and provided logistical support for Preventive Defense Project WMD Workshops: "The Day After: Action Taken in the 24 Hours Following a Nuclear Blast in a U.S. City," and "Heading Off a Nuclear Cascade."

**U.S. DEPARTMENT OF HOMELAND SECURITY**

**Washington, DC**

*Intern, Office of the Secretary and Executive Management, Chief of Staff*

Summer 2006

- Provided research support to address DHS high-risk areas identified by GAO.
- Assisted Program Analysis and Evaluation (PA&E) staff with preparation of FY08-12 Resource Allocation Decisions (RADs).

**BROADMOOR IMPROVEMENT ASSOCIATION**

**New Orleans, LA**

*Volunteer Consultant, Katrina Relief Project*

Spring 2006

- Assisted Broadmoor residents in neighborhood recovery and re-population efforts.

**LIZ ROBBINS ASSOCIATES**

**Washington, DC**

*Legislative Assistant, Governmental Affairs*

Sept. 2002 – May 2005

- Coordinated and implemented legislative strategies for a diverse corporate and non-profit clientele.
- Developed client position papers, drafted congressional leave-behind materials, identified appropriations funding sources, tracked federal legislation, and covered Senate and House committee hearings.
- Supervised two junior staff members and managed day-to-day operations of firm's Washington office.

**SPIRER & GOLDBERG, P.C.**

**Washington, DC**

*Paralegal*

Sept. 2001 – June 2002

- Conducted legal research for the firm's intellectual property and corporate departments.

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**CAMPAIGN ACTIVITIES**

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**OBAMA FOR AMERICA**

**Deerfield, NH**

*Canvasser*

**Philadelphia, PA**

- Canvassed for Senator Obama in Deerfield, NH and Philadelphia, PA before the New Hampshire and Pennsylvania primaries and in Philadelphia, PA before the general election.

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**LANGUAGES & SKILLS**

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Languages:

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Computer skills:

Excel (intermediate-advanced); Powerpoint; Visio

## **Kati N. Lake**

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**Objective:** To obtain a Presidential appointment in the Bush-Cheney Administration.

**Education:**

**Miami University. Oxford, Ohio. May 2007. Overall GPA 3.7**

- Political Science Major with a specialization in foreign policy.
- British Literature Minor with an emphasis on the Victorian period.

**Honors:**

Miami University Deans List, 6/7 Semesters. National Society of Collegiate Scholars, 2004-2007. Order of Omega: Highly selective Greek society of scholars, 2006-2007.

**Employment:**

**Committee on House Administration. Intern. Summer 2005.**

- Worked closely with staffers researching issues and gathering data transferring it into precise evaluations.
- Efficient in IQ data system as well as other congressionally affiliated services.

**Ohio Republican Party. Voter Registration Campus Coordinator. Fall Semester 2005.**

- Tailored, organized, and delegated program for Miami's voter registration drive.

**Miami University. Food Services. Fall and Spring Semester 2006-2007. Belmont Hills Pro Shop. Sales Associate. Summer 2006. Theo's Restaurant. Hostess. Summer. 2004.**

**Relevant Experience:**

**Study Abroad. Miami University Luxembourg Campus. Spring Semester 2006.**

- Cultivated an open mind to new and challenging experiences by traveling to twelve European countries.
- Increased language skills in French and German through living with a Luxembourgish host family.

**Inside Washington Program. Miami University. Summer 2005.**

- Highly selective program that integrates politics and journalism with an internship that includes three weeks of interactive questioning with high level political and media personal followed by a six week internship.
- Honed ability to analyze and articulate conclusive ideas on research and interpretation of complex and controversial policies through discussion and deliberation with group members and professionals.

**Office of Institutional Relations. Miami University. 2005-2007.**

- Team Leader. Worked closely with the administration's agenda by researching issues that were crucial to key relationships for Miami University.
- Testified on behalf of the University to the Ohio Board of Regents for assessment of Miami's top programs.

**Political Involvement:**

**Bush-Cheney 2004 Presidential Campaign. Summer and Fall 2004.**

- Assisted Advance Team in ticket distribution and security screening. Rally Cambridge, Ohio. Summer 2004.
- Actively involved in the campaign by mobilizing voters through phone banks and literature drops, participation in Presidential rallies and a visit by the President's daughters to Miami University, Belmont and Butler Counties. Summer and Fall 2004.
- 72 Hour Campaign. Dedicated time to phone banks in an effort to flush the polls. Butler County. Fall 2004.

**Miami University College Republicans. 2003-2007.**

- Ohio First Campaign. Successful statewide effort to defeat ballot issues 2 through 5. Oxford, Ohio. Fall 2005.
- Established member of respected political organization. Engaged in lecture and discussion with elected officials. Consecutively attended conferences such as the Conservative Political Action Conference.
- Volunteered at multiple fundraisers and campaign events that benefited state and local elected officials.

**Activities:**

**Kappa Kappa Gamma. Risk Management Chair. 2004-2005.**

- Responsible for all documentation, liaison between national organization and 200 + chapter members.

Kati N. Lake

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### Personal References

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### Political References

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**JOHN S. LARKIN, II**

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**WORK  
EXPERIENCE**

**LARKIN INTERNATIONAL TRADE ASSOCIATES**

Arlington, VA

**President**

June 2005 to Present

Founder and President of Larkin International Trade Associates, a consulting firm dedicated to assisting companies dealing in strategic trade.

Provide trade solutions to companies, industry associations, academic community and government officials in areas such as Export Controls, Intellectual Properties Rights, and Standards.

Offer special expertise on special expertise on U.S./China trade and other bilateral issues.

Affiliated with MK Technology as Senior Consultant on Export Control and China issues.

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**VEECO COMPOUND SEMICONDUCTOR**

Saint Paul, MN

**Director of Export Administration**

September 2004 to May 2005

Developed, implemented, and oversaw the company's export compliance program to ensure compliance with U.S. export control laws and regulations.

Primary liaison with the Departments of Commerce, State, Defense, and Energy on export licenses for the sale of compound semiconductor equipment to customers overseas.

Primary liaison with the U.S. Embassy in China and the Chinese Ministry of Commerce in support of sales of compound semiconductor equipment to China.

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**UNITED STATES DEPARTMENT OF COMMERCE**

Beijing, China

**Export Control Attaché, U.S. Embassy, Beijing**

January 2002 to August 2004

Managed the export control program in China for the Bureau of Industry and Security (BIS) and served as the Embassy expert on dual-use export controls.

Served as the principal advisor to BIS on China issues and as the liaison between BIS and the Chinese government, which entailed providing information relating to China's export controls and nonproliferation policies, advising BIS on developing U.S. policy toward China on export licensing, arranging cooperative training programs, promoting cooperation in export enforcement and working extensively with my counterparts in the U.S. Embassy and with other government officials with responsibilities over all issues related to export controls and nonproliferation.

Advised companies on U.S. export control laws, with a focus on export licensing procedures, navigating the export control process, and reviewing end-users.

Founded and chaired the Export Control Group that coordinates Embassy efforts on export controls and nonproliferation.

Founded and co-chaired a multilateral group that discusses export control issues of mutual concern, and met with foreign government nonproliferation and export control officials visiting China.

Served as Secretary for the Foreign Law Enforcement in China Community and as a member of the U.S. Embassy Law Enforcement Coordinating Committee.

Coordinated the U.S./China Export Control Seminar in Shanghai in 2003 and also conducted many training sessions and briefings for companies, industry associations, government officials,

and academicians on export controls and the China market, including presentations at the U.S./China Expert Level Export Control Talks, the Fifth US-China Conference on Arms Control, and the Law Enforcement Dissertation Seminar for Customs/Police.

Managed a portfolio that encompassed machine tools, defense equipment, law enforcement equipment, composite materials, and safety and security equipment and intricately involved in many other industry sectors where export controls are a key issue, such as aerospace, information technology, telecom, information security and nuclear energy.

Awarded Secretary of Commerce Gold Medal for role in successful negotiations of U.S.-PRC End-Use Visit Understanding.

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**UNITED STATES DEPARTMENT OF COMMERCE**

Dallas, TX

**Special Agent, Office of Export Enforcement (EE)**

June 1997 to December 2001

Gained extensive experience in all phases of EE's programs as they apply to enforcing the Export Administration Regulations (EAR), the Export Administration Act (EAA) and the International Emergency Economic Powers Act (IEEPA).

Participated in Safeguard trips and outreach efforts to industry as part of EE efforts to prevent illegal exports and educate the exporting community on dual-use export control laws.

Served as the case agent on numerous investigations relating to violations of U.S. export laws, including a complex international investigation involving the transshipment of U.S. goods to Iran and Libya. Investigation resulted in guilty pleas for criminal and administrative violations of IEEPA and the EAR.

Worked closely with other agencies, including Irish Customs, U.S. Customs, the Internal Revenue Service, the United States Attorney's Office and the Department of Justice's Internal Security, Tax, and International Sections in conducting investigations of U.S. export laws.

Received hands on training dealing with all commodities controlled under the EAR, including items controlled under the Wassenaar Arrangement, Missile Technology Control Regime, Australia Group and Nuclear Suppliers Group.

Awarded Secretary of Commerce Silver Medal and Letter of Commendation from the Department of Justice for role in the successful investigation and prosecution of a major criminal and administrative case.

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**UNITED STATES CUSTOMS SERVICE**

Los Angeles, CA

**Special Agent, Office of the Special Agent in Charge**

February 1995 to May 1997

Responsibilities included investigating suspected criminal and civil violations committed against U.S. Customs and other related laws and regulations.

Served as the case agent investigating fraudulent schemes designed to circumvent the payment of import duties and avoid compliance with Food and Drug Administration regulations, the North American Free Trade Agreement and antidumping orders.

Completed the Criminal Investigator Training Program and the Customs Basic Enforcement School that included training on the Export Administration Act, Export Administration Regulations, Arms Export Control Act, and the International Traffic in Arms Regulations.

Received Distinguished Graduate Honors from the Criminal Investigator Training Program and the Academic Achievement Award from the Customs Basic Enforcement School.

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**EDUCATION**

**UNIVERSITY OF PENNSYLVANIA**

Philadelphia, PA

**Master of Science in Education, December, 1989**

September 1987 to December 1989

Pennsylvania Certificate in Secondary School English.



**Bachelor of Arts in English, May, 1989**

**UNITED STATES NAVAL ACADEMY**

Annapolis, MD

**Midshipman**

July 1985 to June 1987

Attended from July 1985 to June 1987 and was ranked in the top 15% of the class academically and first in military performance at the company level.

**OTHER  
EXPERIENCE**

**IMMACULATE CONCEPTION SCHOOL**

Grand Prairie, TX

**Teacher**

August 1991 to January 1995

(b)(6)

**UNITED STATES MARINE CORPS**

**Non Commissioned Officer**

August 1982 to June 1985

**LANGUAGES**

(b)(6)

# MATTHEW N. LATIMER

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## EDUCATION:

**Columbia University**  
Graduate School of Journalism  
M.S., 1996

**University of Michigan Law School**  
J.D., 1995

## CONVENTION/CAMPAIGN EXPERIENCE:

**2000 Republican National Convention**  
*Intranet Manager, Webmaster*

- Served as paid consultant to the Convention and supervised first-ever convention-wide Intranet system, responsible for disseminating speeches and other information to on-site national and international press corps
- Provided frequent information updates on convention activities for Intranet site
- Supervised group of contract technicians / web programmers

**Nick Smith for Congress Campaign, 1998**  
*Campaign Manager*

- Successfully ran the Congressman's re-election campaign in 1998, when he was targeted for defeat by national Democratic Party and labor unions
- Managed staff, volunteers, fundraising efforts (raising \$750,000), and media
- Represented Congressman at debates and forums that he could not attend
- Increased Congressman's winning re-election percentage from 10 to 18 points

## EXPERIENCE:

**Office of United States Senator Jon Kyl (R-AZ)**  
*Communications Director*

(June 2001 - present)

- Aggressively promote Senator's message and accomplishments to national and state media
- Oversee all press activities for the Senator's personal office, leadership office (Republican Policy Committee) and Judiciary Subcommittee on Terrorism and Homeland Security
- Write weekly statewide news columns, daily press releases, speeches, and have written and successfully placed op-eds in numerous state and national media publications, including the Washington Post, Los Angeles Times, and Arizona Republic

**National Federation of Independent Business**  
*Assistant Director for Political Communications*

(May 2000 - June 2001)

- Took charge of political communication activities for one of nation's largest advocacy groups, setting up press events, writing press releases, columns, and assisting with NFIB's endorsements of political candidates
- Developed creative tactics to enhance NFIB's involvement in targeted races, including key Senate and Congressional races in 2000 election
- Promoted from regional communications manager, which involved handling press relations for NFIB state directors throughout the mid-Atlantic region;

**Kids! First! Yes! (Aug. 1999 – May 2000)**  
*Communications Director*

- Established statewide communications office for Michigan school choice ballot initiative, initiating contact with state reporters, holding press events, and gaining publicity for campaign efforts
- Wrote all press releases, assembled media lists, coordinate press conferences across the state, and assisted in drafting of speeches for coalition heads, including Dick DeVos

**Michigan Senate Majority Leader's Office**  
*Communications Specialist*

(Feb. 1999 – Aug. 1999)

- Wrote press releases, speeches, columns, and performed other duties as assigned on behalf of seven state senators in marginal Senate districts.

**Office of U.S. Rep. Nick Smith (R-MI)**  
*Press Secretary, Legislative Counsel*

(April 1997 – January 1999)

- Served as congressman's spokesman to national and state media, wrote all press releases, weekly column, speeches.
- Drafted legislation, met with constituents, and answered constituent mail on judicial issues.

**Office of United States Senator Spencer Abraham (R-MI)**  
*Special Assistant*

(Sept. 1996 – April 1997)

- Wrote letters, met with constituents, staffed meetings with the Senator on various legislative issues and performed special tasks assigned by Chief of Staff

**OTHER SKILLS:**

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## **Stephanie Anne Lautenbacher**

(b)(6)

### **♦ EXPERIENCE ♦**

#### **Office of the Secretary of Defense, US Department of Defense**

*Assistant to the Under Secretary (Comptroller): January 2005- Present*

- ❖ Functioned as the Deputy Chief of Staff for the Under Secretary which included the supervision and direction of a staff of 162 civilians and 5 military officers
- ❖ Planned, prepared and executed the coordination of the President's Defense Budget Rollout for Fiscal Years 2006, 2007 and 2008 to include press briefings and Congressional hearings
- ❖ Responsible for coordinating and executing high level meetings with various branches of government and senior leadership within the Department and Administration
- ❖ Researched, prepared and handled briefs of highly sensitive material for the Under Secretary and Secretary of Defense
- ❖ (b)(6)

#### **Office of White House Liaison, US Department of State**

*Special Assistant: October 2003- January 2005*

- ❖ Responsible for overseeing all non-career SES and Schedule C's in process for DOS
- ❖ Interviewed candidates for vacant positions and made recommendations to senior staff
- ❖ Coordinated logistics of office organized events and other programs for DOS Appointees
- ❖ Managed Interns and supervised projects they were responsible for
- ❖ On own initiative, created a filing system, tracking spreadsheets and new databases
- ❖ Unit Security Officer, (b)(6)

#### **Office of Political Affairs, The White House**

*Intern: May 2002- August 2002*

- ❖ Researched and tracked 2002 National mid-term races in 13 states in the Northeast US
- ❖ Created Scheduling Proposals for POTUS
- ❖ Worked on Polish State Arrival and the subsequent First Lady's Luncheon in Philadelphia
- ❖ Assisted Regional Field Coordinator at RNC once a week
- ❖ Designed and Compiled reference manual for future interns on own initiative

#### **Vice President's Office, Franklin & Marshall College**

*College Advancement Intern: May 2001- September 2001*

- ❖ Responsible for identifying, cultivating & soliciting donors for the F&M Fund Campaign
- ❖ Planned programs & mail campaigns to increase advocacy and support of the College
- ❖ Reorganized Donor & Alumni databases, Revised Scholarship Funds
- ❖ Trained Student Volunteers
- ❖ Served on search committee for Associate Director and Assistant Director of Annual Giving

#### **Literacy Council of Lancaster- Lebanon, Lancaster, PA**

*Spalding Leadership Fellow: September 2000- December 2000*

- ❖ Worked on Adult Illiteracy Issues with the Executive Director of Lancaster Lebanon & LVA (Literacy Volunteers of America) Liaison to DE, MD, PA & DC
- ❖ Underwent training for reading, writing, listening & communicating with adult learners
- ❖ Assisted as T.A. in adult education classes, planned lessons, tutored illiterate adults one-on-one, helped with administrative work

### **♦ EDUCATION ♦**

#### **Franklin & Marshall College, Lancaster, PA**

*Presidential Scholar*

*Class of 2003*

- ❖ Bachelor of Arts in Government (3.54 GPA)
- ❖ Bachelor of Arts in English (3.50 GPA)

## ♦ HONORS AND ACHIEVEMENTS ♦

### William Uhler Hensel Senior Prize

#### *2003 Recipient*

- ❖ Awarded by the Franklin & Marshall English Department for best research during the academic year. Paper Presented to English Department faculty and majors at award reception. Published in the "Model Student Essay" handbook.

### Sidney Wise Public Service Internship Award

#### *2002 Recipient*

- ❖ Awarded by the Franklin & Marshall Government Department to a Government major who has demonstrated the most passion for gaining first hand experience in government and guidance to alumni in the field.

### Spalding Leadership Fellows Program

#### *2001 Recipient*

- ❖ Awarded by Franklin & Marshall College to 5 students each year based on dedication to service. Fellowship provides for intensive public service internships to foster leadership skills and experience the workings of agencies and organizations that enrich the quality of life in Lancaster. Fellows are paired with professionals in the local community.

### Deans List (GPA of 3.25 or better)

- ❖ Fall 1999, Fall 2000 through Spring 2003

### Presidential Scholar

- ❖ Scholarship awarded for demonstrated excellence in a rigorous high school curriculum.

### Pi Sigma Alpha Political Honor Society

- ❖ Membership based on enrollment in political science courses with at least a B average, and overall GPA in the top one-third of the class.

### Skull and Crown Sophomore Honor Society

- ❖ Awarded on the basis of scholarship, service, leadership and character.

## ♦ ACTIVITIES ♦

### *Post-Collegiate*

Young Adult Ministry of the Archdiocese of Washington, DC (2003- Present)

Republican National Committee Volunteer (2003-Present)

Junior League of Washington, DC (2005-Present)

City Tavern Club of Georgetown (2006- Present)

### *Collegiate*

Government Club (1999-2003) 2002: Elected Executive Board Vice President,

2003: Elected Executive Board President

College Republicans (1999-2003) Worked with Lancaster County Republican HQ to organize Door-to-Door "Get out the Vote" efforts and voter registration drives

Student Senate (1999-2002) Safety and Security Advisory Board, Alcohol and Other Drugs Advisory Board, Director of the "Off - Campus" Representatives

Sigma Sigma Sigma Sorority (2000-2003) 2000: Alumnae Relations Chair, 2001: Elected as Executive Board Membership Recruitment Director, 2002: Community Service Chair, 2003: Parliamentarian

John Neumann Association (1999-2003) Eucharistic Minister and Lector

Admissions Guide and Student Panelist (1999-2003)

America Reads (1999-2003) Member of founding committee that started the Partnership Charter School mentoring program

Putting It Together in the Community (1999-2001) 1999: Selected as a freshman participant based on dedication to service in high school, 2000: Selected as one of 10 students to help with design, administration and execution of program

Our Neighbors, Ourselves (Community Clean Up Service Project) (1999-2001)

Special Olympics of Lancaster County Volunteer (1999-2000)

Intramural Soccer (1999-2000)

## G. Andrew Lawrence

(b)(6)

### **VICE PRESIDENT, OPERATIONS – Valley Pain Centers, Inc. (1999-2000)**

(b)(6) Full management and operational responsibility for a medical practice that specializes in pain treatment for patients with chronic pain problems. Clinics located in Staunton, Roanoke, Charlottesville, and Harrisonburg, Virginia. Directed a thirty member staff that treats over 650 patients each week.

### **CONSULTANT - (1993- 1999)**

(b)(6) Management, fundraising, marketing, and government relations consultant in part-time practice, involved with a wide range of clients: a Fortune 500 communications company; a major federal government bureau; a national marketing-communications firm; a major international flavoring and extract manufacturing corporation; a national association marketing corporation; the nation's premiere senior citizens education program; and a political campaign for a three term, incumbent U.S. Senator.

### **EXECUTIVE DIRECTOR - Department of Defense's National Committee for Employer Support of the Guard and Reserve. (1988-1993)**

(b)(6) Chief operating officer of a \$4 million budget, national organization with 26 full-time, 55 part-time professional and 4,000 volunteer staff members. Directed, supervised and provided leadership for the Federal Government program that educates employers and promotes community understanding of military service in the National Guard and Reserve.

### **DIRECTOR OF HUMAN RESOURCES and ASSISTANT TO THE PRESIDENT, Colonial Parking, Inc. (1985-1988)**

(b)(6) Executive with Washington, D. C.'s largest commercial parking company (gross annual sales of \$65 million, 750 employees at 150 parking locations serving 40,000 daily customers) responsible for human resources, income and budget projections, internal communications, and customer and public relations.

### **CONSULTANT, U. S. DEPARTMENT OF DEFENSE TASK FORCE ON DRUG INTERDICTION AND THE OFFICE OF INTERGOVERNMENTAL AFFAIRS (1983-1984)**

(b)(6) Consulted on a wide range of manpower and political issues related to the DoD's role in indicting the flow of illegal drugs into the country. Advised on intergovernmental relationships and their impact on civilian and political leaders.

**PROFESSIONAL EXPERIENCE** Prior to 1984

**OWNER - The Lawrence Company**, - management, marketing, and government relations consulting business. Alexandria, Virginia.

**CHIEF OF STAFF for Senator Bob Dole**  
U. S. Senate, Washington, D.C.

**PROFESSIONAL STAFF for Senator Warren Rudman**  
U. S. Senate, Washington, D.C.

**THE SENATE REPUBLICAN CONFERENCE**  
U. S. Senate, Washington, D.C.

**DEPUTY CAMPAIGN MANAGER** - Senator Howard H. Baker for President,  
Washington, D.C.

**STOCKBROKER** - Thomson McKinnon Securities, Inc., Arlington, Virginia.

**CONSULTANT** - National Conservative Political Action Committee, and Orrin G. Hatch for Senate, Arlington, Virginia, and Salt Lake City, Utah.

**DIRECTOR OF COMMUNITY RELATIONS** -  
American Freedom Train Foundation, Inc., Bailey's Crossroads, Virginia.

**ASSISTANT TO THE ASSISTANT ADMINISTRATOR** -  
U. S. General Services Administration, Washington, D.C.

**DEPUTY DIRECTOR OF ADMINISTRATION** -  
Committee for the Re-election of the President, Washington, D.C.

**STAFF ASSISTANT TO THE VICE PRESIDENT** -  
Office of the Vice President, The White House, Washington, D.C.

**CAPTAIN** - Information Systems Officer, U. S. Army, Medical Service Corps, Washington, D.C. Additional duty assignment as a White House Military Social Aide

**EDUCATION:**

**Harvard University - Kennedy School of Government; Senior Managers in Government Program** - 1990

**University of Louisiana - Lafayette; B. S. in Business Administration** - 1966

# DALLAS B. LAWRENCE

## PROFESSIONAL EXPERIENCE

---

U.S. DEPARTMENT OF EDUCATION – SCHEDULE C PRESIDENTIAL APPOINTEE, WASHINGTON, DC

***Communications Director for the Assistant Secretary, August 2002 - Present***

- **Outreach:** Developed nationwide outreach plan designed to maximize reach of the President's education reform message. Specific emphasis was placed on targeting second tier print and radio. Implemented four-month outreach program (September – December) that included in-state events in more than 12 states and developed an aggressive six-month outreach agenda for next year (January – June) designed to move efforts from re-active to pro-active with an emphasis on framing the education debate on the President's terms. Built strong relationships with supporting NGO's and Associations to further the reach of the President's message. Involved in regular, senior level departmental meetings to discuss message strategy for the Secretary and for the President.
- **Congressional Relations:** Implemented a new program to proactively reach out to Members of Congress for education town hall meetings and school visits to generate positive media for No Child Left Behind (NCLB). More than one dozen successful events that have generated positive press coverage have been held across the country in the past three months.
- **Media Direction:** Managed the "roll-outs" of the President's Reading First Initiative. This one billion dollar program is the signature component of the President's plan to reform reading in America. Duties included inner-agency coordination of each state announcement (20 to date), media pitches and press interviews. Efforts have led to more than 20 positive stories in tier one and two markets in key states (New Jersey, Pennsylvania, Idaho, Mississippi etc.) during the past sixteen weeks.
- **Advance:** Managed all advance for the Assistant Secretary including scheduling, media, intergovernmental meetings and protocol.

U.S. CONGRESSMAN DENNY REHBERG (R-MT-At Large), WASHINGTON, DC

***Communications Director, February 2002 – August 2002***

- **Media Direction:** Directed media strategy for the most populous congressional district in the country (900,000+) covering over a dozen daily and one hundred weekly papers in more than thirteen media markets in three states. In direct consultation with the Congressman, devised monthly and weekly message strategy and implemented print and television media program to achieve goals. The strategy implemented resulted in a 300% increase in positive print coverage (average of 14 stories a week) and a 100% increase in television coverage (average of 10 segments per week).
- **Writing:** Produced multiple press releases daily on broad range of issues (education, agriculture, resources, budget), wrote weekly opinion columns for the Congressman and prepared talking points for daily radio and television interviews. Wrote more than forty speeches ranging from one-minute political speeches to thirty minute policy addresses.
- **Management:** Managed in-state press secretary and assigned daily responsibilities to press secretary, legislative correspondents, legislative assistants and state field staff. Worked closely with scheduler to plan weekly state trips to maximize press opportunities.

GOPAC, GOVERNOR FRANK KEATING, GENERAL CHAIRMAN, WASHINGTON, D.C.

CONGRESSMAN DAVID DREIER, CONGRESSIONAL CO-CHAIRMAN

***National Communications Director/Strategist, July 2000 – January 2002***

- **Media Direction:** Managed all press and public relations aspects of a national political organization including the formulation of message and media strategy culminating in over thirty positive print and television mentions during the 2000/2001 Election Cycles.
- **Writing:** Produced weekly press releases, disseminated monthly newsletters to major donors and national political/opinion leaders (1000+ circulation). Wrote, edit and produced GOPAC's award winning audio CD series distributed to over 50,000 households.
- **Internet:** Responsible for writing all on-line content for award winning presence at [www.gopac.com](http://www.gopac.com) and for writing GOPAC's *Top Stories* email distributed nationally to over 3,000 activists daily.
- **Political Strategy:** Reviewed the viability and competitive nature of gubernatorial, state legislative and local mayoral races. Advise Executive Director and Chairman where to target direct candidate financial support and training resources. Offered guidance to targeted candidates and campaign managers on effective communication, strategy and message tactics.
- **Coalition Building:** Built relationships with conservative organizations and local, state and national Party organizations to provide candidate training and political support. Offered continued guidance to global conservative leaders including the British Shadow Secretary of State and elected/party leaders from Italy, Sweden, Switzerland, Germany, Argentina, Canada, Kenya and Mozambique



- **Organization/Fundraising:** Implemented two of GOPAC's annual Charter Member meetings managing all aspects of event preparation for the two day-long events. Organized, funded and implemented GOPAC's quarter-million dollar 2000 Inaugural Champagne Reception at the Smithsonian which was attended by more than 4,000 guests, members of the First Family and the Cabinet. In the absence of a finance director, raised more than \$500,000 for the organization and its targeted candidates.

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UNIVERSITY OF CALIFORNIA, BERKELEY, CA

**Political Science Instructor, January 2000 – May 2000**

- **Teaching:** Designed and taught the upper division political science course: "*Media and the Presidency*", focusing on the role of the media in presidential elections from 1960 to the present. The class received one of the highest student rankings of the 2000 Democratic Education(DECAL) programs.

HUETER & ASSOCIATES, SAN FRANCISCO, CA

**Senior Political Consultant, April 1998 – May 2000**

- **Bush For President:** Served as lead consultant for all "BFP" Northern California activities and as liaison to *Silicon Valley Bush 2000* effort. Our efforts raised more than six million dollars in new funding through highly successful donor activities.
- **Fundraising:** Raised over ten million dollars by working closely with major donors and other Bay Area hi-tech and venture capital/banking leaders. Provided professional fundraising services to the following political leaders: Governor George W. Bush (Texas re-election); Governor Jeb Bush; Governor George Allen (Senate campaign); United States Senators Spence Abraham, John Ashcroft, Orrin Hatch and Olympia Snowe; RNC; NRCC; NRSC; Congressman David Dreier and Congressman J.C. Watts.

SAN JOSE CITY COUNCIL, SAN JOSE, CA

**Senior Policy Advisor, Public Liaison, June 1997 – April 1998**

- **Public Liaison:** Represented the Nation's tenth largest city at local community and regional governmental meetings, including local school boards, regional boards and homeowner groups. Prepared weekly newsletter and monthly newspaper columns.
- **Policy Issues:** Coordinated and introduced positive legislative policies and recommendations reflecting the issues of child welfare, education and class size reduction, youth crime prevention and sales tax allocation

DOWDY FOR CALIFORNIA STATE ASSEMBLY, SARATOGA, CA

**Communications Director and Campaign Manager, August 1995 – November 1996**

- **Communication:** Created, implemented and managed the campaign message and media strategy for the successful Primary phase of the 1996 24<sup>th</sup> Assembly campaign including production of all direct mail pieces and production of daily press releases.
- **Management:** Elevated to position of interim campaign manager following successful Primary, managed staff of ten and volunteer staff of over one hundred individuals, implemented six fundraisers and laid the groundwork for the final two months of the campaign.

## **VOLUNTEER WORK / SPEAKING ENGAGEMENTS**

- Guest lecturer on American Political Systems, 2001 Conference of the European Association of Political Scientists, Sicily, Italy
- Guest lecturer on GOP Prospects in 2002, 2002 Junior State Annual Conference, Washington, DC
- Guest speaker and panelist, 2001 American Conservative Union Policy Boot Camp, Washington, DC
- Guest lecturer "*Global Applications For American Campaign Tactics*", 2001 Conference of the International Young Democratic Union, Connecticut
- Guest lecturer, "*Methods For Effective Get Out The Vote Campaigns*", 2001 Young Republican National Convention, New Orleans, LA
- Advisor to Houston mayoral campaign of Orlando Sanchez, 2001
- Member of the New Hampshire Primary George W. Bush California strike force team, 2000
- Co-Chair of Bush for President Campaign in San Jose, 2000
- University of California, Berkeley Acacia Fraternity Alumni Corporation Board Member, 2000-Present

## EDUCATION

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### UNIVERSITY OF CALIFORNIA, BERKELEY

Bachelor of Arts, Political Science - Emphasis in International Relations, Public Policy & Revolutionary Theory

*Scholarship recipient for international relations program in the People's Republic of China, College Republicans, Class Council, Senior Gift Committee Chairman*

## REFERENCES

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(b)(6)



# Lilian I. Lawrence

(b)(6)

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## Education:

B.A.- Political Science – Westmont College 2002

B.A.- Philosophy – Westmont College 2002

Concentrated study of Women in Public Policy, Fall 2001 – American University

Concentrated study of World Civilization throughout Europe, Summer 2000 – Westmont College

## Experience:

May 2003- Presently

**White House Military Office- White House Medical Unit**

Washington, D.C.

### Administrative Assistant

Provides administrative support to the President's Physician, Vice President's Physician, Cabinet Physician, Deputy Director and Medical Unit Administrators. Daily activities include VIP patient scheduling coordination and assisting with internal and external correspondence. Prepares monthly financial reports for Bethesda National Naval Medical Center and maintains financial statistics for monthly audits. Processes leave papers for all medical unit staff. Functions as the liaison for senior staff with Walter Reed Army Medical Center for medical treatment.

May 2002 –Aug. 2002

**Carola A. Nicholson, CPA**

Santa Barbara, California

### Accounting Assistant

Responsible for managing eight business and personal client accounts, preparing profit/loss statements, compiling data for clients' financial reports, bank reconciliation, managing accounts receivable/payable as well as payroll for approximately 60 employees.

Sept. 2001- Dec. 2001

**The White House- Office of Presidential Personnel, Boards and Commissions**

Washington, D.C.

### Intern

Responsible for presenting progress to the Director of Presidential Personnel at weekly meetings regarding Board/Commission status, interviewing potential candidates for presidential appointments, collecting all biographical information on candidates, validating candidates' qualifications, certifying files for background checks, and preparing Board/Commission files to be presented and approved by the President of the United States.

July 2000-Aug. 2002

**Timothy Eaton Productions**

Santa Barbara, California/Los Angeles, California

### Production Assistant & Production Coordinator

Assisted casting director with auditions, scouted locations, prepared sites for commercial shoots, directed crews to locations, ensured directors' adherence to scripts, organized extras, managed Kraft service for production crew, participated in take down and step up, assisted director of photography and producer.

Sept. 1999- May 2000

**Westmont College- Office of the Executive Vice President**

Santa Barbara, California

### Assistant to Executive Assistant

Administrative responsibility in high-activity office including spreadsheet creation, performing data entry, attending meetings, preparing information files for meetings, preparing meeting minutes, reengineering office processes, coordinating and scheduling Trustees' activities.

## Proficiencies:

Microsoft Office Suite, Quick Books 2000 & Quick Books Pro 2001 and 2002, Lotus Notes 123

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## References:

Provided upon Request

# MICHAEL ALLAN LEACH

(b)(6)

## EMPLOYMENT EXPERIENCE:

**The United States Department of Homeland Security, Washington DC**  
Senior Media and Communications Manager (GS-14)  
U.S. Customs and Border Protection

October 2006-Present

- White House Schedule C political appointment.
- Develop strategy on issues ranging from port security, emergency preparedness, Avian Influenza for DHS Customs and Border Protection.

**The United States Department of Agriculture, Washington, DC-White House Schedule C political appointment**  
Senior Advisor/Communications

September 2001-October 2006

- Develop speeches and talking points for the Administrator relating to presidential initiatives for Rural Development's business-cooperative (RBS) division.
- Detailed to the Coalition Provisional Authority in Baghdad, Iraq, from April-June 2004 to work media relations with the local Iraqi government in Al-Hillah.

**Coalition Provisional Authority (CPA), Baghdad, Republic of Iraq**  
Deputy Communications Director—Office of Strategic Communications  
South Central Region, Al-Hillah

April 2004-June 2004

- Assisted with the implementation of the Coalition's public affairs strategy to explain U.S. policy in Iraq's volatile politically essential South Central Region in Al-Hillah.
- Drafted regional press releases countering terrorist misinformation campaigns and highlighted Iraqi Coalition successes for international and local media.
- Developed extensive ties with local journalists and other Coalition media contacts.
- Assisted with identifying and nominating Iraqis for participation in the U.S. Department of State's International Visitor's Program.
- Assisted in the transition of the public affairs office to the Department of State and its authorities.

**The Republican Party of Florida, Tallahassee, Florida**  
North Florida Regional Director

April 2000-May 2001

- Selected to speak to various GOP groups on the importance of foreign policy and a strong national security/military in regards to the 2000 presidential election, and was the liaison for Bush/Cheney 2000 campaign and state GOP in the North Florida region.
- Gained national media attention during Florida Recount. Served as the "Republican Operative" in the Seminole County Recount, whose case went to the U.S. Supreme Court.

**The Jefferson County Sheriff's Office, Monticello, Florida**  
Reserve Deputy Sheriff—Drug Task Force

August 1997-July 2001

## MILITARY SERVICE:

**United States Navy Reserve, Joint War Fighting Center, Suffolk, Virginia**  
Public Affairs (Commissioned) Officer  
United States Joint Forces Command—USJFCOM  
Joint Public Affairs Support Element—Reserve (JPASE)

May 2006-Present

- (b)(6)

**United States Air Force**  
RECALLED TO ACTIVE MILITARY DUTY

February 2002-January 2003

- Deployed to the Kingdom of Saudi Arabia for OPERATION ENDURING FREEDOM.

**United States Air Force Reserve**  
USAF Security Forces—Ground Combat Team Member

January 2000-January 2003

United States Air Force  
USAF Security Forces—Ground Combat Team Member

September 1989-July 1991

## EDUCATION:

Georgetown University, Washington, DC (GPA: 3.3)

Master of Arts in American Government with focus on U.S. foreign policy

Graduated October 2006

THESIS: *Neo-Wilsonianism: Is the Democratization Grand Strategy of the Bush Doctrine a Viable Form of American Values and a Credible Aspect of U.S. Foreign Policy in the 21<sup>st</sup> Century?*

Florida State University, Tallahassee, Florida

Bachelor of Science Degree

Graduated April 2000

MAJOR: Criminology

MINOR: Political Science

Naval Officer Leadership School, Pensacola, Florida

Officer Training Command, NAS Pensacola

August 2006-September 2006

USAF Airman Leadership School

Prince Sultan Air Base, Kingdom of Saudi Arabia

Completed September 2002

Public Relations School, Washington, DC

THE LEADERSHIP INSTITUTE

Completed August 2003

Gulf Coast Community College, Panama City, Florida

Police Standards and Training Academy

Graduated April 1995

United States Army Air Base Ground Defense School, Fort Dix, New Jersey

Ground Combat Infantry Training for USAF Police Academy graduates

March 1990-May 1990

United States Air Force Police Academy, Lackland AFB, Texas

Military Law Enforcement Training

January 1990-March 1990

## COMMUNITY SERVICE:

United States Naval Academy Blue and Gold Officer

Recruitment Admission Liaison Officer for the U.S. Naval Academy

- Speak to high school students about the U.S. Naval Academy.
- Assist and counsel interested students regarding nomination and admissions procedures.
- Interview candidates for potential appointment to the U.S. Naval Academy.
- Participate in college/career nights.
- Develop a close rapport with principals and counselors in assigned high schools and community colleges.
- Follow selected candidates through their four-year tenure at the USNA and commission the Midshipman upon graduation from Annapolis.

## WRITING & PUBLISHING:

- Wrote two keynote speeches for the U.S. Secretary of Agriculture Mike Johanns: The U.S. Meat Export Federation annual meeting, 26 May 2005, in Washington; also, the American Recreation Coalition—Great Outdoors Week, 8 June 2005 in Washington, respectively.
- Published articles on interviews conducted with two forward-deployed naval officers in Uzbekistan and the Kingdom of Saudi Arabia, respectively; the articles were published in the Defense Logistics Agency's (DLA) public affairs magazine, *Dimensions*, for the Winter 2004 edition.
- Published article in November/December 2004 issue of USDA *Rural Cooperatives* magazine.
- Published article on DoD run website of the Defense Logistics Agency's Joint Reserve Forces Conference on August 18, 2003.
- Published on behalf of the Department of Political Science at Florida State University an editorial/letter in the November 15, 1999 issue of *U.S. News & World Report* on President Richard Nixon's legacy to the world regarding foreign affairs.
- Was community guest editorialist for *The Tallahassee Democrat* October 18, 1999; wrote an opinion editorial on the Nixon Administration's achievements in American foreign policy.

References Upon Request

(b)(6)

**JONATHAN LIPPMAN LEE**

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**EDUCATION**

**STANFORD LAW SCHOOL, J.D.**, with distinction, June 2008

Activities: *Stanford Law Review*, Senior Editor  
Stanford Board of Trustees Committee on Development, Student Member  
International Law Society, Executive Board

**UNIVERSITY OF CAMBRIDGE**, Jesus College, MPhil in Land Economy, July 2003

Honors: Departmental commendation (for top two graduates in program)  
Activities: Jesus College Rowing Club

**HARVARD COLLEGE**, A.B. *magna cum laude* in Social Studies, June 2002

Honors: District finalist, Rhodes Scholarship  
Phi Beta Kappa (elected senior fall)  
Activities: *Harvard Political Review*, Managing Editor  
Children's International Summer Villages, Staff  
Bureau of Study Counsel, Economics Tutor  
Let's Go Travel Guides, Australia Researcher/Writer

**EXPERIENCE**

**OBAMA-BIDEN PRESIDENTIAL TRANSITION TEAM**, Washington, DC

Dec. 2008-Jan. 2009

*Legal and policy assistant, National Security Policy Working Group*

Provided briefings and legal research for National Security legal adviser and participated in Transition working group meetings resulting in executive orders closing Guantánamo detention facility and reforming U.S. interrogation policy.

**OBAMA FOR AMERICA**, Chicago, IL

June 2008-Nov. 2008

*Foreign/domestic policy intern*

Produced campaign responses to policy questionnaires from interest groups and media organizations. Wrote briefing materials and provided rapid-response factual research on foreign and domestic policy issues, including Afghanistan, Iraq, defense, crime, abortion, health care. Coordinated foreign policy rapid-response team for presidential debates. During final two weeks, organized legal observers and worked with county officials as Regional Voter Protection Coordinator outside Columbus, Ohio.

**CLEARY GOTTlieb STEEN & HAMILTON**, New York & Hong Kong

Summer 2007

*Summer legal associate*

Conducted legal research and analysis regarding international private equity acquisitions and securities offerings for clients predominantly in Latin America and East Asia. Drafted immigration court brief in *pro bono* asylum case for Ghanaian refugee.

**OFFICE OF THE U.S. TRADE REPRESENTATIVE**, Washington, DC

Summer 2006

*WTO and Multilateral Affairs intern*

Assembled evidentiary support and drafted talking points for U.S. positions in Doha Round of WTO negotiations. Coordinated interagency process for U.S. submissions to WTO Trade Policy Reviews. Conducted legal research on U.S. trade preference programs. Attended U.S.-Malaysia free-trade negotiations.

**MCKINSEY & COMPANY**, New York, NY

2003-2005

*Business analyst*

Counseled corporate and non-profit clients on issues including financial services strategy, pharmaceutical sales force organization, \$400M telecommunications product development. Conducted interviews, collected and analyzed data, built quantitative models, and presented recommendations to senior managers. Managed and collaborated with client teams. Led professional development program for analysts; elected to office-connectedness committee. *Pro bono*: helped Haitian women's rights organization draft 5-year strategic plan.

**LANGUAGES**

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**TRAVEL**

Extensive travel in Europe, Brazil, Southeast Asia, China, Central Asia, India.

**INTERESTS**

International cuisine; politics; cooking; cycling; opera; Dallas professional sports; Brazilian music and culture.

# WILLIAM R. LEVI

(b)(6)

## EDUCATION

- **Stanford University, Stanford, CA** Class of 2006
  - GPA: 4.0
  - Bachelor of the Arts, Honors in International Security Studies, with Distinction
  - Abroad Studies: Stanford in Santiago, Chile (Winter 2005), and ILISA, Costa Rica (Summer, 2004)

## REFERENCES

- **Professor Coit D. Blacker** (650) 725-5368
  - Director and Senior Fellow at Freeman Spogli Institute for International Studies (FSI)
- **Professor Mariano-Florentino Cuéllar** (650) 723-9216
  - Associate Professor of Law, Deane F. Johnson Faculty Scholar
- **Howard E. Wolf** (650) 724-5992
  - President, Stanford Alumni Association

## WORK EXPERIENCE / PUBLIC SERVICE

- **Assistant to the Special Assistant to the Secretary of Defense** Upcoming, 2006
- **Assistant Field Director, Heather Wilson for Congress** Current
- **Department of Defense— *The Pentagon, Washington, DC*** Summer, 2004
  - OSD Policy Office of the Principal Deputy Under Secretary of Defense for Policy (PDUSD(P))
- **United States House of Representatives, Committee on the Judiciary, Washington, DC** June/July, 2003
  - Congressional Intern, Subcommittee on Crime, Terrorism, and Homeland Security
- **Congressman Robert T. Matsui, Washington, DC and Sacramento, CA** Aug./Sept, 2003
  - Intern in National and District Offices

## COMMUNITY SERVICE

- **Public Service Student Advisory Board (PSSAB), Haas Center for Public Service, Stanford University** 2004-2005
- **Project READ Literacy Program, Redwood City, CA** 2002-2003
- **St. HOPE Academy, Sacramento, CA** 2002
- **Putney, Costa Rica** Summer, 2001
- **Orphanage Building Project, Mexico** Fall, 2000
- **Seeds of Learning, Nicaragua** Summer, 1999

## LEADERSHIP ACTIVITIES

- **Teaching Assistant, Public Policy 50, Current Trends in International Policy and Affairs** 2005
- **Research Assistant, Preventive Force Conference, FSI/Hoover Institution** 2005
- **Vice Chair, Campus Programming, Stanford In Government (SIG)** 2004-2005
- **Director of Public Policy Forum, Stanford In Government (SIG)** 2003-2004
- **Stanford Peer Academic Advisor (PAA)** 2003-2004

## AWARDS AND PUBLICATIONS

- **William J. Perry Award** 2006
  - Excellence in Policy-Relevant Research, Senior Honors Thesis
  - Entitled: *Identifying and Explaining Change: Development of US Interrogation Policy 1949-2006*
- **Published in the *Dartmouth Law Journal*. Volume 4, Issue 2.** Spring, 2006
- **Published in the *Herodotus History Journal*, Stanford University** Spring, 2006
- **Stanford University John and Marjorie Hines Prize, Best American History Essay** 2005
- **Stanford University John and Marjorie Hines Prize, Best American History Essay** 2004

## **ANDREW C. LEWIS**

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### **SUMMARY OF EXPERIENCE**

Mr. Lewis has several years experience in political and military policy work, both on Capital Hill with the Senate Foreign Relations Committee and in the Pentagon. He has a thorough understanding of current political and military realities and future trends in South Asia and the Middle East, and he has authored numerous studies on Islamic terror groups operating in the Middle East and South Asia. In addition, Mr. Lewis has served in the Marine Corps, and in the U.S. Army with the 19<sup>th</sup> and 20<sup>th</sup> Special Forces Groups.

### **EDUCATION**

**George Washington University School of Law**, Juris Doctor (2004). Specialized in National Security and International Law.

**Georgetown University**, Edmund A. Walsh School of Foreign Service, Master of Arts in National Security Studies (1999). Specialized in Middle East and South Asian issues, GPA 3.5

**City University of New York**, Bachelor of Arts in International Security and Middle Eastern Studies (1998). Focused on Middle Eastern terrorist groups, as well as tactics, methods and economic effects of terrorism. Graduated *Cum Laude*.

**Thomas Smith Fellow**, City University of New York, New York, NY, 1997-1998.

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### **EXPERIENCE**

**United States Army, Independent Consultant**

2006 to Present

Mr. Lewis currently works for the Asymmetric Warfare Group (AWG) as the unit's HQDA liaison. The AWG is the Army's newest special mission unit, established in January of 2006 with the mission of identifying and defeating emerging asymmetric threats to U.S. forces. In his role, Mr. Lewis interfaces with the Army's senior leadership and members of Congress in order to enable and enhance AWG mission capabilities and authorizations.

**United States Government, Independent Contractor**

2004 to 2006

Over the last few years, Mr. Lewis has split his time between serving in the 19<sup>th</sup> Special Forces Group and working for the U.S. Department of Defense and other national security agencies on classified projects in the Middle East and South Asia.



**Department of Defense, *National Security Policy Consultant*  
Simulation Technologies, Inc. (STI), 2002 to 2004**

With STI, Mr. Lewis directly served the Deputy Chief of Staff of the Air Force for Warfighting Integration, Lt Gen Hobbins, as a policy advisor for congressional and C2ISR issues. He was the point man for the Air Force's warfighting concept - Predictive Battle Space Awareness at the C2ISR Summit during these years. This was a methodology that was principally intended to be applied to targeting enemy regimes. Much of the early work focused on the regimes in Iran and Iraq.

In addition, he also managed STI's counter-terrorism and intelligence proposals for the New York Police Department, as well as wargaming efforts for STI's other Department of Defense customers. Mr. Lewis developed STI's Rapid Response Wargaming paradigm that was evaluated by the USAF Air Intelligence Agency for use in examining Information Operations, and by the U.S. Air Force Research Laboratory for use in gaming homeland security and counter-terrorism issues. It is also the paradigm upon which USSOCOM has modeled their wargaming series.

Mr. Lewis also provided STI with in-house legal advice during contract negotiations and disputes with the U.S. government. In 2003, Mr. Lewis prepared and filed a contract protest with the Government Accounting Office on behalf of STI during a dispute with GSA on an Air Force contract, resulting in a settlement favoring STI, which saved the company several million dollars in potentially lost work, and it was one of only a few successful protests against the government that year.

**Department of Defense, *Defense Analyst*  
Science Applications International Corporation (SAIC), 1999 to 2002**

Mr. Lewis worked for Science Applications International Corporation from 1999 to 2002 as a defense analyst. He worked in SAIC's Gaming and Foreign Research Division, where he was assigned to the Headquarters of the United States Air Force as the senior on-sight analyst supporting the Global Engagement and Future Aerospace Capabilities series of Air Force wargames, which examined emerging threats to the United States in the Middle and Near East. Throughout this time Mr. Lewis served as the Air Force liaison to the CIA and DIA for intelligence support and collaborated with them extensively while evaluating various threat scenarios.

During his tenure at SAIC he was also involved in the design, development, execution and assessment of a number of other wargames, which examined threats in the Middle and Near East, and South Asia, including National Defense University's Capstone Series (1999-2001), ONI's Strategic Concepts wargame series (1999-2000), OSD/Net Assessment's Summer Study Series (1999-2001), and numerous classified games for the Central Intelligence Agency.

**United States Senate Foreign Relations Committee, *U.S. Senate Majority Staff***

From 1997 to 1999 Mr. Lewis served on the majority staff of the United States Senate Foreign Relations Committee. In this position, Mr. Lewis supported the senior staff and selected Senators on defense and foreign-affairs issues by tracking legislation, preparing background materials, writing position papers, briefing Senators, and assisting with other legislative and committee activities on arms-control treaties, foreign military sales, and developments in the Middle East, South Asia, and Russia.

During these years, he spent a significant period of time working on issues related to terrorism and U.S. policy in the Middle East, including the U.S. position vis-à-vis the Taliban. Mr. Lewis was involved in the first set of adversarial negotiations with representatives of the Taliban in 1998, which were intended to convey that the United States Senate would not recognize the Taliban as a legitimate government and would seek to block any support others may provide them.

## **MILITARY EXPERIENCE**

### **United States Marine Corps, 1988-1991**

Mr. Lewis is a former Marine. After graduating as the distinguished honor graduate in boot camp, he served in the I MEF HQ S-3 and with the 3/1 STA Platoon as a member of a scout/sniper team. He also successfully passed 1st Force Reconnaissance Company's assessment and indoctrination training, and was selected for duty with the unit but was never assigned to the company.

### **United States Army National Guard, 2002-Present**

Following 9-11, Mr. Lewis returned to military duty, and since August of 2003, he has served with the 19<sup>th</sup> and 20<sup>th</sup> Special Forces Groups. Before this he served with the 29<sup>th</sup> Infantry Division. Mr. Lewis was commissioned through OCS, graduating as the distinguished honor graduate.

## **MAJOR MILITARY EDUCATION COURSES**

US Army, Infantry Officer Advanced Course, 2006

US Army, Special Forces Qualification Course Phase II, 2005

US Army, Special Forces Assessment and Selection Course, 2004

US Army, Airborne School, 2004

US Army, Infantry Officer Basic Course, 2004

USSOCOM, Special Operations Liaison Course, 2003

USSOCOM, Joint Special Operations Air Component Course, 2003

USMC/USN, Amphibious Airspace Coordination Course, 2001

USMC/MCI, Basic Reconnaissance Course, 1990

USMC/MCI, Guerrilla Warfare and Counter Insurgency Operations Course, 1990

## **LANGUAGES**

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## **PUBLICATIONS**

*Wargaming South Asia's Nuclear Threshold*, Strategic Affairs, September 2002.

*Iranian Threat Assessment: 2015*, Global Engagement VI, United States Air Force, 2002

*The Washington Times* – Article on American, Chinese, and Taiwanese relations.

*The Washington Times* – Article on Clinton Administration foreign policy.

*The Virtual Matrix: Command and Control in the 21<sup>st</sup> Century*, Global Engagement V, United States Air Force, 2000.

*Theater Air and Missile Defense in 2015*, Global Engagement V, United States Air Force, 2000.

## **PAUL M. LEWIS**



### **OBJECTIVE**

Political position or legal/policy position at the Pentagon

### **SUMMARY**

Former Counsel to the Chairman of the House Ethics Committee with broad experience in legislative and political affairs as senior counsel to the House Armed Services Committee and the House Ethics Committee. (b)(6)

(b)(6) Well-developed legislative and legal skills including:

### **LEGAL**

- Ethics Investigations
- Prosecution and Defense Experience
- Organized Crime Investigations
- Extensive Litigation Experience

### **LEGISLATIVE**

- Strong Bipartisan Relations
- Parliamentary Procedure
- Legislative Drafting and Negotiations
- House-Senate Conferences
- Fundraising Compliance
- Lobbyist Relations
- Congressional Ethics
- Congressional Investigations

## **PROFESSIONAL EXPERIENCE**

**US HOUSE OF REPRESENTATIVES**, Washington, DC 2005 to Present

### **Counsel, Committee on Armed Services**

- Senior counsel for House Armed Services Committee consideration and drafting of "The Military Commissions Act of 2006." This legislation was the President's number one legislative priority in the fall of 2006. Negotiated with Senate, White House and Department of Justice over drafting and passage of this bill which involved amending the habeas corpus statute, applying common Article 3 of the

Geneva Conventions to U.S. law and establishing a legal system for the trial of high value terrorists.

- Lead House counsel for “Detainee Treatment Act of 2005” regarding treatment and judicial proceedings of military detainees in Guantanamo Bay, Cuba and Iraq. Participated in negotiations between the House Armed Services Committee, the Senate Armed Services Committee, the White House and others regarding the passage of this act.
- Regular work with Committee leadership including Committee Chairman, Subcommittee Chairmen, Staff Director, General Counsel and policy chief.
- Helped draft Counter-narcotics provisions of the National Defense Authorization Act for Fiscal Years 2006 and 2007 (FY06 NDAA).
- Helped draft significant revisions to the rape and sexual assault provisions of the military justice system in the FY06 NDAA.
- Managed resolutions of inquiry regarding the alleged leak of classified information by the White House, the National Security Agency terrorist surveillance program and the Department of Defense media relations in Iraq.
- Managed the environmental portfolio.
- Managed the civilian personnel portfolio.
- Managed the South American portfolio.
- Assisted in oversight of the War in Iraq.
- Assisted the Committee General Counsel in ethics, parliamentary and other legal matters.
- Personal and ethics counsel to Representative Joel Hefley (CO-5), the Chairman of the Readiness Subcommittee. Representative Hefley was voted the most ethical member of the House by the Washingtonian Magazine during this period of time.

## **US HOUSE OF REPRESENTATIVES, Washington, DC**

2003 - 2005

### **Counsel to the Chairman, Committee on Standards of Official Conduct**

- Senior legal and political advisor to Representative Joel Hefley (CO-5), the Committee Chairman.
- Advised Chairman regarding the investigation of a complaint against the House Majority Leader, Representative Tom DeLay (TX-22).
- Advised the Chairman regarding the investigation into allegations of bribery regarding the passage of the Medicare Act of 2003.
- Advised the Chairman regarding proposed changes to the House Rules for investigations by the Committee on Standards of Official Conduct (“House Ethics Committee”).
- Participated in daily management and oversight of all Committee activities, including management of Committee personnel.
- Attended weekly meetings of all House Committee Chairmen and leadership staff.

**US HOUSE OF REPRESENTATIVES, Washington, DC**

1997 - 2003

**Investigative Counsel, Committee on Standards of Official Conduct**

- Participated in the investigation and litigation of ethics complaints against Members, officers and employees of the House of Representatives.
- Worked on a regular basis with senior members of both parties in the House of Representatives on the Ethics, Appropriations, Ways and Means, Rules and Judiciary Committees.
- Lead counsel in televised hearings resulting in the expulsion of Representative James Traficant (OH-17) in 2002.
- Co-counsel in the investigation of the Chairman of the House Transportation Committee, Representative Bud Shuster (PA-9), 1997-2000.
- Co-counsel in the investigation of Representative Jay Kim (CA-42), 1997-1998.
- Responsible for the review of Financial Disclosure Statements by members, officers and senior employees of the House of Representatives.
- Provided advice and recommendations to Members and staff regarding the ethics rules of the House.
- Responsible for revising and updating Committee Rules and precedents.

**US DEPARTMENT OF JUSTICE, Washington, DC**

1993 - 1997

**Trial Attorney, Organized Crime and Racketeering Section**

- Investigated and tried complex organized crime cases in federal courts throughout the country, with particular emphasis on RICO (Racketeer Influenced and Corruption Organizations Act) litigation.
- Participated in the review of over two hundred proposed RICO indictments and researched and edited portions of the draft revision of the RICO manual for federal prosecutors.
- Reviewed RICO and organized crime legislation.
- Received the Assistant Attorney General's Award for Special Initiative for distinguished service in the preparation and negotiation of a settlement to remove organized crime influence in the affairs of the Laborers' International Union of North America in 1995.

**NY DISTRICT ATTORNEY'S OFFICE, New York, NY**

1987 - 1993

**Assistant District Attorney**

- Primary duties included the investigation and trial of complex narcotics cases, including assistance in narcotics related homicide investigations.
- Assigned to the Special Investigations Bureau for the supervision of long-term electronic surveillance investigations from 1990-1993, working with city, state and federal agents.

**US MARINE CORPS RESERVE**, Camp Lejeune, NC

1984 - 1987

**Judge Advocate, Captain**

- Lead counsel as either prosecutor or defense counsel in over twenty felony jury trials including child abuse, rape, narcotics trafficking and military offenses.
- Direct responsibility for over two hundred cases involving general court-martials, special court-martials and administrative discharge proceedings.

## **EDUCATION**

**JD**, University of Notre Dame, 1983

**BA (History)**, University of Notre Dame, 1980

## **BAR ADMISSIONS**

New York (1990); New Jersey (1984)

## **TEACHING AND PUBLICATIONS**

- Instructor on Commercial and Contractual Relations: Georgetown University School of Continuing Studies (Paralegal Studies Program)
- Guest Lecturer: George Washington University Law School (Congressional Investigations Seminar with Judge Richard J. Leon, U.S. District Court for the District of Columbia)
- Drafted and researched law review article for Representative Joel Hefley (CO-5): "Congress and Religion: One Representative's View," 20 ND J.L. Ethics & Pub Pol'y 335 (2006).

- Currently researching law review article on the investigative procedures used by the House Ethics Committee between 1997 and 2004. Article to be submitted for publication in the fall of 2006.

## **OTHER POLITICAL ACTIVITIES**

- Congressional Intern, 1977
- White House Press Office Intern, 1975

## **SERVICE ACTIVITIES**

- Notre Dame Club of Washington: Board of Directors, 1995 - 2001
- Notre Dame Club of Washington, Community Service Coordinator, 2000 - 2001
- Capital Partners for Education: Mentor

## JESSICA LIGHTBURN

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### PROTOCOL

**Special Assistant to the Secretary of Defense and Deputy Secretary of Defense for Protocol**  
*The Pentagon, Office of the Secretary of Defense*  
Washington, DC, January 2008-present

- Direct all activities of the Office of Protocol and Office of the Secretary of Defense Mess
- Oversee the expense accountability process and use of Official Representation Funds for Secretary and Deputy Secretary ceremonies and events
- Effectively manage incoming and outgoing gifts for international and domestic travel and coordinate timely acknowledgment and thank you letters
- Execute official meetings, luncheons and plenary sessions with national and international significance
- Initiate event planning and appropriate menu selection for all official events
- Brief Secretary in advance of events on sequence and logistics and provide on-site support

**Protocol Officer, The Pentagon, Office of the Secretary of Defense**  
Washington, DC, July 2006-present

- Execute meetings, ceremonies and official events hosted by the Secretary of Defense and Deputy Secretary of Defense including visits from heads of state and foreign ministers, Cabinet Secretaries, foreign dignitaries, outreach groups, and President Bush and Vice President Cheney
- Prepare briefing papers and seating charts, track invitation responses, manage guest lists, coordinate with security detail on arrivals/departures, greet and escort distinguished visitors, collaborate on printed event materials, communicate press needs, and coordinate menus
- Monitor ongoing events, provide on-site support and respond to last-minute event changes
- Lead Protocol Office scheduling meetings and assign upcoming events to action officers
- Maintain database of personal and professional contacts of the Secretary and Deputy Secretary
- Worked on logistics and event details for: *September 11<sup>th</sup> Pentagon Observance, September 11<sup>th</sup> Five Year Anniversary Wreath Laying Ceremony, Full Honors Tribute to Outgoing Secretary of Defense Donald H. Rumsfeld, Swearing In Ceremony of Secretary Robert Gates, Full Honors Arrival Ceremony for President Hamid Karzai, Dinner in honor of the Combatant Commanders 2006 and 2007, State Funeral of President Gerald Ford, Swearing In Ceremony of the Secretary of the Army, Dinner in honor of the retiring Vice Chairman of the Joint Chiefs, Dinner in honor of retiring Chairman of the Joint Chiefs of Staff, 2007 POW MIA Tribute and Parade*

### EVENT PLANNING

**Operations Program Manager, Atlanta Arrangements, Inc., Atlanta, GA, February 2006-June 2006**

- Carried out all aspects of event on-site and served as liaison for clients and guests
- Contracted vendors for transportation, venue, décor, entertainment, catering, and event design

**Contractor, PRA and The Titan Agency, Atlanta, GA, October 2005-January 2006**

- Served as on-site event manager at conferences and dine-arounds
- Coordinated with talent management, submitted offer letters, negotiated terms for celebrity guest appearances for Rinnai Beverly Hills Hotel Event

### LOGISTICS AND ARRANGMENTS

**Invitation Assistant to the White House Social Secretary**

*The White House, Office of First Lady Laura Bush, Washington, DC, October 2003-July 2005*

- Coordinated guest lists and served as first point of contact for social events within the Executive Residence for President George W. Bush and Mrs. Laura Bush
- Served as liaison with outside organizations and other White House offices by researching and confirming event details, guest lists, invitations, gate lists and logistics for the following annual receptions and other special events: *Presidential Medal of Freedom, Congressional BBQ, Kennedy Center Honors, An American Celebration at Ford's Theater, National Book Festival, Congressional Ball, Friends and Family Inaugural lunches, Diplomatic Corps Reception*
- Maintained concise, updated event information for The President and Mrs. Bush's personal use
- Supervised team of six volunteers to successfully execute all background logistics for events including the 2003 and 2004 White House Holiday Seasons (over 30 parties and 10,000 guests)
- Managed the White House database of over 50,000 guest records

### EDUCATION

**Farman University, Greenville, SC, May 2003**

*Bachelor of Arts in Communication Studies, Cum Laude*



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## Susan Price Lindahl

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**Summary** In-depth knowledge of Congressional operations and procedures, legislative and  
**Skills &** committee processes, and policy issues. Strong communication, writing, and  
**Experience** computer skills.

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### **EXPERIENCE**

#### **MILITARY LEGISLATIVE ASSISTANT**

February, 2005 – present  
Washington, DC

**United States House of Representatives, Congressman Adam H. Putnam**

- Advise Member on legislative issues, including: Defense, Environment, Foreign Affairs, Healthcare, Homeland Security, Judiciary, and Taxes
- Work with Committee and Administration staff on strategy, policy development and floor action on legislative initiatives
- Track and analyze House and Senate bills, cover committee hearings, and develop legislative initiatives and positions
- Monitor and report on floor actions to Member and Chief of Staff
- Handle Appropriations for Department of Defense, Department of Health and Human Services, and Department of Justice
- Draft speeches, Dear Colleagues, meeting memos, and Member-to-Member communications
- Attended weekly leadership briefings on weekly floor activity, agenda and strategy
- Meet with public and private sector groups on federal legislation and funding issues
- Create communications materials for constituents, including newsletters, brochures, townhall issue briefs, and email updates

#### **POLICY ANALYST**

February, 2006 – January, 2007

**House Republican Policy Committee, Chairman Adam H. Putnam**

- Authored Policy Papers on a defense and foreign affair issues that were circulated to Members and staff, including:
  - "The Need for Ballistic Missile Defense"
  - "Iran's Nuclear Program"
  - "The Middle East in Conflict"
- Wrote briefing memos for Policy Committee Members, including:
  - "Iran: A Timeline of Key Events"
  - "Iran's Nuclear Activities"
  - "Congressional Response to 9/11 Commission Report Recommendations"
  - "Securing the Homeland: Post 9/11 Key Legislative Accomplishments"
  - "Increasing Gasoline Prices: Factors Driving Up the Costs"
  - "Guantanamo Bay"
- Worked with Administration personnel to arrange Policy Meetings with Cabinet Members and federal officials
- Assisted in the creation and execution of Policy Hearings and weekly Policy Meetings, including two hearings on border security and tax reform policy options
- Traveled with Chairman to the United Nations to meet with Ambassador Bolton

**LEGISLATIVE CORRESPONDENT**

March, 2003 – February, 2005

**United States House of Representatives, Congressman Adam H. Putnam**

- Researched constituent questions and concerns on legislative issues and crafted responses
- Managed Internet Quorum correspondence system, including organizing mailing lists and creating constituent databases
- Conducted legislative research
- Worked with Liaison Offices to respond to constituent inquiries

**STAFF ASSISTANT**

February, 2002 – March, 2003

**United States Senate, Senator Jefferson Sessions**

- Assisted with research and special projects
- Provided Capitol tours to constituents
- Answered phone calls from constituents and greeted constituents and visitors

**OUTSIDE ACTIVITIES****FLORIDA STATE SOCIETY****Treasurer and Board Member**

January, 2008 – present

- Manage finances for 501 (c) organization
- Fundraising development and outreach

**Communications Director and Board Member**

January, 2007 – January, 2008

- Developed, updated and maintained organization website
- Created communications materials for members and sponsors

**CORKER FOR SENATE CAMPAIGN**

November, 2006

**Volunteer**

- Placed calls to registered voters in support of Candidate Corker
- Election day precinct data reporting
- Delivered campaign materials to neighborhoods
- Assisted campaign staff with special projects as needed

**PUTNAM FOR CONGRESS CAMPAIGN**

October – November, 2004

**Volunteer**

- Helped develop database management system of supporters
- Helped Bush/Cheney local headquarters with special events
- Posted signs and materials near precinct voting locations on election day

**EDUCATION****Boston University**

May, 2001

Bachelor of Science, College of Communications  
Public Relations and Political Science

*References Available*

Kevin Linskey

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EXPERIENCE

March - Clerk (Staff Director), Senate  
Commerce, Justice,  
December 2003 State, the Judiciary, and Related  
Agencies Appropriations Subcommittee.  
Leader of a 5 - person staff charged  
with holding hearings, preparing bills  
and reports, conducting mark-ups,  
management Senate Floor consideration  
of the bill, conferencing with the  
House of Representatives, and enforcing  
the execution of the Commerce, Justice,  
State bill and any supplemental  
appropriations bills within the  
Subcommittee's jurisdiction. Wrote the  
National Oceanic and Atmospheric  
Administration sections of the bill and  
report. Security clearance.

February 1997- Professional Staff, Senate Commerce,  
March 2003 Justice, State Appropriations  
Subcommittee. Specialized in problem  
accounts, "financing" the bill through  
budget cuts and creative funding  
mechanisms, and budget enforcement.  
Ultimately, handled almost every agency  
in the bill due to shifting portfolios  
over time.

July - November 1996 Legislative Assistant,  
Senator Sheila Frahm (R-KS).  
Responsible for all budget  
and appropriations matters.

March 1995-June 1996 Legislative Assistant,  
Senator Bob Dole (R-KS).  
Staffed all activities  
involving the ten domestic  
discretionary appropriations  
bills.

March 1989 - March 1995 Legislative Assistant,  
Senator Alfonse D'Amato (R-  
NY). Handled all matters  
involving the Defense and  
Foreign Operations  
appropriations subcommittees.

EDUCATION

M.A. Political Science, Ohio State University, 1984  
B.A. Political Science and History, University of  
Delaware, 1983

Eric Loeb

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I bring political training and a diverse arsenal of technical tools to bear on complex management decisions.

## WORK HISTORY

### *Management and Technology Consultant*

*Dec. 2003 – Present*

Currently leading visible and contentious technology acquisition decision for Department of Veterans Affairs. Clients have included national political organizations (DNC, DSCC, DCCC), businesses (RayGroup Intl, Solutions for Progress) and local campaigns (PA Coordinated campaign, Fattah for Mayor, GoodWorks-PAC). Work has included large team management; technical innovation, and high-level consultation with national leaders.

### *Targeting and Modeling Lead, Obama for America*

*June, 2008 - Jan. 2009*

Senior statistician for the Obama headquarters in Chicago. Managed multi-source data infrastructure for voter targeting and analysis. Responsible for rapid response to senior strategists for decisions on voter targeting, media buys, and turnout. Work led to on-the-ground successes in key states. Innovated and tested the persuasion model used nationally.

### *Chief Internet Architect, Democratic National Committee*

*Feb. 2001 – May, 2003*

Designed and managed the national party's online fundraising systems and accompanying strategies. These systems were also used for DSCC, DCCC, and Kerry '04, resulting in the first swing to Democratic fundraising superiority in thirty years.

### *Chief Software Engineer,*

*Apr. 1999 - Nov. 2000*

### *Director of Scientists and Engineers for Gore, Gore 2000*

Built and used the first database-driven email, intranet and external web applications used in a Presidential campaign. Wrote talking points, press releases, and science policy summaries.

### *Early Internet Innovations*

*1992 - 1996*

- NetCapitol, Inc., '96-'99: co-founded early political Internet technology company
- Sen. John Kerry, D-MA, '96: set up email, website, and online fundraising systems
- City of Cambridge, '94: first municipal website in MA
- whitehouse.gov, '93: author on first White House website
- Sen. Edward Kennedy, D-MA, '93: built and maintained first Senate website
- Clinton-Gore '92: built and managed first email and Internet campaign

### *Post-Doctoral Fellow, MIT Artificial Intelligence Lab*

*1994 - 1995*

Designed advanced political Internet technology and applications (see above). Applied results of PhD Thesis in cognitive neuroscience to political campaigning. Used parameterized basis functions to build intelligent control systems for optimal routing of political and organizational communications.

### *Research Associate, Schlumberger Palo Alto Research Lab*

*1986-1987*

Developed original speech processing algorithms using neural and biological models.

## ACADEMICS

*2000-2002*

Adjunct Professor, Political Management, George Washington University

*1989-1995*

Massachusetts Institute of Technology, PhD in Cognitive Neuroscience

*1984-1987*

University of California at Berkeley, MS in Computer Science (EECS)

*1980-1984*

University of Illinois at Urbana-Champaign, BS in Mathematics

## ERIN MARIE LOGAN

(b)(6)

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### EXPERIENCE

**United States Senate, Committee on Foreign Relations**  
Senior Professional Staff Member

**June 1997 – January 2009**

Primary advisor to Chairman Biden on defense issues and policies, including yearly Defense Authorization, Defense Appropriations, and Military Construction Appropriations bills.

- Developed military policy initiatives and recommendations for Chairman Biden, including the following successful efforts: provided over \$22 billion for the rapid production and fielding of Mine Resistant Ambush Protected Vehicles, increased hazardous duty pay for middle and senior level enlisted aircrews, increased the Marine Security Guard Battalion by 400 marines, kept C-5 modernization funding intact, provided over \$284 million for Delaware military construction, directed over \$298 million to Delaware based military research and procurement, and prevented the closure of Delaware's Air Guard base in the 2005 Base Realignment and Closure round.
- Represented Chairman Biden in meetings with senior military and civilian defense personnel, other Administration personnel, constituents, defense contractors, and lobbyists to promote Senator Biden's priorities.
- Drafted statements and reports for the Chairman, including 2001 report on C-5 parts shortages and 2005 report to the BRAC Commission regarding faulty analysis of Delaware's Air Guard base.
- Advised the Senator and Committee on defense legislation and varied global treaties and foreign policy issues, including the Law of the Sea Treaty and the Comprehensive Test Ban Treaty.
- Provided information and assistance for Committee hearings and briefings related to defense policy.
- Observed U.S. military operations, training, and exercises to assist Senator in oversight role.
- Briefed U.S. and foreign military officers and other groups regarding Congressional operations.
- Analyzed the impact of operations in Iraq, Afghanistan, and the Balkans on U.S. defense capabilities and spending.

**Presidential Transition Team**

**November 2008 – January 2009**

Department of Veterans Affairs Agency Review Team – Congressional Outreach Lead

- Organized and coordinated consultations with key Congressional stakeholders regarding veterans issues.
- Ensured that the Office of the President Elect and the nominee for Secretary of Veterans Affairs had a clear understanding of Congressional concerns and priorities for veterans issues.

**Obama-Biden Campaign For Change – Ohio**

**October 9, 2008 – November 5, 2008**

Out of State Volunteer Coordinator for Region 19 & Deputy Staging Location Director

- Handled logistics for all out of state volunteers and helped assign them to Field Organizers.
- Assisted Region 19 staff in all aspects of campaign operations and Get Out the Vote effort.
- Ensured highest possible voter turnout in critical urban areas as Deputy Staging Location Director.

**National Endowment for Democracy**

**October 1994 - August 1995**

Assistant Editor and Director's Assistant

- Wrote and researched three regular features of the *Journal of Democracy*.
- Edited manuscripts for the *Journal of Democracy*.
- Assisted in organizing international conferences for International Forum office.

**EDUCATION**

**Air Force - Air Command & Staff College Graduate**

**October 1999**

Intermediate Professional Military Education Phase 1 Joint PME accreditation

**Columbia University - School of International & Public Affairs**

**May 1997**

Master of Public Administration

**Princeton University - Woodrow Wilson School of Public Policy & International Affairs** **June 1993**

Bachelor of Arts

**LANGUAGES**

Proficiency in intermediate French (June 1993) and basic Persian (May 1997).

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**AWARDS**

National Guard Association of the United States Patrick Henry Award recipient, September 2004

Delaware National Guard Outstanding Support Award recipient, January 2004

Jacob K. Javits Fellowship recipient, Fall 1996

**GEORGETOWN UNIVERSITY LAW CENTER**, Washington, DC

*Juris Doctor*

*International Law Review*; Georgetown Juvenile Justice Clinic

Member of the Florida and District of Columbia Bars

**NORTHWESTERN UNIVERSITY**, Evanston, Illinois

*Bachelor of Arts (College of Arts and Sciences Scholar)* Major, History – sphere of focus: Middle East

**Hebrew University**, Study Abroad Program, Jerusalem, Israel: *Hebrew fluency*

### Experience

**OBAMA FOR AMERICA**, Chicago, IL

2007-2009

*Middle East Policy Advisor and Jewish Community Liaison*

- Worked with Foreign Policy team on Middle East Policy, focusing on Israel, the Palestinian Authority and Iran. **Led Congressional Relations with Jewish Senators and Members**. Drafted memos, edited speeches and Question and Answers for President Obama.
- Directed national outreach efforts in Jewish Community; recruited, hired and managed Jewish Outreach staff in battleground states, helping to ensure that 78% of the Jewish electorate nationwide supported President Obama. Briefed President Obama on policy issues prior to relevant meetings.
- **Presidential Inaugural Committee 2009, Congressional Relations and Political Outreach**

**PATTON BOGGS, LLP**, Washington, DC

2006-2007

*Attorney at Law*

- Worked on legal matters within the Public Policy and Litigation Departments
- Focused on Public Policy work in Homeland Security, Energy, Defense, Transportation, Health, and Municipal Representation.

**UNITED STATES CONGRESS, REP. PETER DEUTSCH**, Washington, DC

2001-2005

*Legislative Director - Foreign Policy, Defense and Energy and Commerce Committee issues*

- Closely followed the legislative process in Congress with focus on foreign policy; analyze, discuss, and draft legislation in order to further Congressman Deutsch's legislative agenda, including within the Energy and Commerce Committee. Assisted in oversight and investigations.
- Staffed Congressman Deutsch on overseas delegations; met with constituents and interest groups on all topics related to the above issues; advised the Congressman on legislative issues.

**CITYPAC**, Chicago, Illinois

1999 - 2000

*Executive Director*

- Ran and directed all aspects of the foreign policy political action committee including fundraising, policy decisions, and public relations.
- Regularly met with United States Senators and Representatives on Foreign Policy to convey CityPAC's positions; coordinated all research on congressional candidates and their positions.

**JOHN KERRY FOR PRESIDENT**, Base Vote Outreach Director in Florida

2004

**JIM DAVIS FOR GOVERNOR**, Advisor

2006

**BILL NELSON FOR US SENATE**, Advisor (Finance)

2006

**PETER DEUTSCH FOR U.S. SENATE CAMPAIGN**, Political Director

2004

**EXXACTLY.COM**, Jerusalem, Director of Marketing

2000-2001