

## Farah Z. Ahmad

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Dynamic and results-driven senior leader with over 15 years of experience developing policy solutions and leading high-profile initiatives that advance economic growth and job opportunities in underserved communities and build financial resiliency both nationally and at the state and local level. Brings thought leadership, consensus-building, and organizational and operational excellence to all programs. Areas of expertise include:

- multimillion-dollar federal program budget oversight
- agency-wide strategic and performance planning and enterprise risk management
- strategic financial, human capital, technology, and data management
- organizational leadership in matrixed environments and federal interagency coordination
- strategic stakeholder engagement, communications, and marketing
- innovation in regulatory environments and change management leadership

### POLICY AND PROGRAM EXPERIENCE

#### **Consumer Financial Protection Bureau (CFPB), Washington, DC**

##### ***Senior Program Coordinator – Consumer Education and Engagement***

**Aug. 2019 – Present**

- Lead the design and oversight of the Director's *Start Small, Save Up* initiative on financial resiliency and consumer emergency savings, including development of a five-year strategic plan, an agency-wide communications strategy, organizational structure and staffing plans, and a performance and evaluation framework
- Manage annual budget of \$2.5 million, including development of budget proposals to Division leadership and the Chief Financial Officer, tracking quarterly budget spend, and advancing procurements in support of financial education and savings programs
- Develop innovative financial policy solutions to build savings and engage in external stakeholder outreach to market innovations such as establishing the Regulation E Compliance Assistance Sandbox template which reduces barriers to employee autosave programs
- Build strategic alliances with private and public sector stakeholders including employers, financial institutions and financial technology companies, and governments that advance evidence-based savings solutions which resulted in expanded savings opportunities for 1.3 million consumers in FY20
- Perform COVID-19 consumer rapid response work including making public presentations to international, state, and local governments and intermediaries on the financial provisions of the Coronavirus Aid, Relief, and Economic Security (CARES) Act

##### ***Strategic Planning Manager, Office of Strategy – Office of the Director (Detail)***

**July – Nov. 2018**

- Led the revised Fiscal Year 2019 Bureau-wide Annual Performance Plan effort for the entire agency, including development and implementation of new outcomes-based and customer service-based performance evaluation methods

- Oversaw a high-level assessment and provided organizational recommendations for all cross-agency market and policy working groups to ensure the existing collaboration model was effectively supporting agency priorities
- Managed the Director's Financial Analyst (DFA) recent graduate rotational program, including oversight of recruitment and retainment strategies, outreach strategy to improve candidate pool, and developing consumer education case studies for candidates, and direct supervision of onboarded DFAs
- Led the agency-wide Transition Book effort and worked with leadership to onboard the new CFPB Director

***Senior Advisor, Operations – Office of the Chief Operating Officer***

**Jan. 2017 – Aug. 2019**

- Served as a representative of the Chief Operating Officer (COO) in decision-making on policy and operational issues on agency-wide governance bodies including the Enterprise Risk Management Working Group, Operations Advisory Committee, Data Governance Board, and the Freedom of Information Act Committee
- Redesigned and managed the *Policy on Policies* governing the creation, revision, and retirement of 150 CFPB policies and provided subject matter expertise to leaders on policy development and compliance with agency and federal standards
- Led strategic initiatives for the COO and CFPB Director including developing the first Annual Operations Customer Service Survey, assessing enterprise-wide technology, negotiating a \$200 million operational budget, executing Divisional reorganizations, and establishing delegations of authority
- Designed the first Annual Operations Customer Service Survey using federal best practices, human centered design, and user experience testing yielding a high 31.8% survey completion rate from which comprehensive data was gathered across five metrics to better understand operational challenges and develop service standards recommendations

**U.S. Department of Agriculture (USDA), Washington, DC**

***Program Manager and Team Lead, Community and Economic Development***      **April 2015 – Jan. 2017**

- Led the USDA implementation team for the Obama White House Promise Zone antipoverty initiative and aligned nineteen federal agencies and the Executive Office of the President in support of Promise Zone community and economic development priorities yielding over \$400 million into rural and tribal Promise Zones, an overall 50% increase in federal investments, and was awarded the USDA Secretary's Abraham Lincoln Honor Award
- Established quantitative and qualitative evaluation programs to understand the efficacy of Rural Development programs in high-poverty areas and communicated progress through briefings to leaders at USDA, the White House Domestic Policy Council, Office of Management and Budget, and Congress
- Developed implementation policies and cross-program requirements involving Rural Business, Rural Housing, and Rural Utility Service agencies for the roll-out of the Strategic Economic and Community Development (SECD) program, leveraged federal agencies like the Economic Development Administration at Department of Commerce to effectively deploy resources, and led stakeholder engagements to competitively invest \$300 million in regional strategies promoting economic and job growth such as healthy food financing and cooperatives

- Served as interim Community Economic Development Director and trained over 100 USDA national and field staff in key skill sets or subject matter for effective community development
- Bolstered value chain coordination, local food and agriculture financing, and cooperative and land-grant extension technical assistance to improve local economies and job growth in rural communities

**Center for American Progress (CAP), Washington, DC**

*Senior Policy Analyst, Progress 2050 (Race and Economy Team)*

**June 2013 – March 2015**

- Authored over 20 publications examining the intersection of U.S. demographic change and labor market needs including policy analysis on economic growth, employment, education, and small businesses, and recommended policy solutions that promote economic inclusion and racial equity
- Led collaborations with academics and advocates to advance public awareness campaigns, research opportunities, and strategies to advance policy solutions supporting racial equity as a key driver of economic growth
- Represented the Center for American Progress as a subject matter expert and spokesperson on racial and economic equity issues with print and broadcast media outlets and at conferences and on panels

**Youth Opportunities Unlimited, Cleveland, OH**

*Research Analyst and Youth Program Lead*

**Feb. – Aug. 2009**

- Designed and implemented a \$3 million federally funded youth workforce development program for over 3,000 youths from low-income households
- Built relationships with and supported external partner organizations providing meaningful work experiences for program participants and ensured partner compliance for federal grant rules
- Created and implemented the selection and orientation process for the summer youth workforce development program for program participants
- Provided direct support and coaching for over 20 program coordinators including assistance in navigating external partnership challenges and overseeing complex youth workforce teams

**UNITE HERE, Department of Strategic Affairs, Washington, DC**

*Research Analyst, New Development*

**July 2007 – Sept. 2008**

- Worked with local and state legislators across five states to negotiate Community Benefits Agreements ensuring economic development projects include living wage jobs, affordable housing, and green standards
- Aligned local legislators across five states to negotiate Community Benefits Agreements ensuring economic development projects include living wage jobs, affordable housing, and green standards
- Analyzed public financial and loan agreements, tax legislation, and labor law to ensure public funds towards economic development projects were allocated to effectively benefit the community
- Selected to work on detail as Assistant Field Director for UNITE HERE's election efforts for the Presidential primary candidate Barack Obama

**POLITICAL AND ORGANIZING EXPERIENCE**

- Presidential Inaugural Committee 2013, Obama-Biden**, Washington, DC  
*Assistant to the Director of Transportation* **Dec. 2012 – Feb. 2013**
- Obama for America / Organizing for America - Iowa**, Des Moines, IA  
*Regional Field Director* **July – Nov 2012**
- Repower America / Alliance for Climate Protection**, Kansas City, MO  
*Lead Community Organizer – Clean Energy Jobs Act* **Nov. 2009 – July 2010**
- Universal Health Care Action Network**, Cleveland, OH  
*Communications Consultant – State Organizing, Affordable Care Act* **March – Nov. 2009**
- Grassroots Campaigns**, Cleveland, OH  
*Field Manager – Campaign for Obama-Biden* **Sept. – Nov. 2008**

**EDUCATION**

- PRINCETON UNIVERSITY, School of International and Public Affairs**, Princeton NJ **2012**  
 Master in Public Affairs, Domestic Policy; Policy Workshop: *Improving Health and Health Care in West Bengal*
- CORNELL UNIVERSITY, School of Industrial and Labor Relations**, Ithaca NY **2007**  
 Bachelor of Science, Industrial and Labor Relations

**LEADERSHIP AND SERVICE**

- Executive Board Member – New Leaders Council, National Diversity Committee **2020 - Present**
- Fellow and Executive Board Member – New Leaders Council, DC Chapter **2014-2015**
- Interim Chair and Member – Center for American Progress Diversity Committee **2013-2015**
- Co-Chair, Student Government – School of International and Public Affairs, Princeton **2011-2012**

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# Michael J. Amato

## PROFESSIONAL EXPERIENCE

### **FOUNDER**

*Amato Advisors*

WASHINGTON, DC

*January 2017 – Present*

- Work with diverse organizations, including advocacy groups, non-profits, and leading universities, to develop and implement holistic strategic communications and public affairs plans and campaigns that reach, inform and influence relevant audiences
- Serve as senior communications counsel to help organizations establish new initiatives to shape and influence federal policies on a range of issues, including national security, Congressional reform and climate change
- Advise clients on crafting and executing media relations strategies, including developing press lists, pitching stories, planning editorial calendars, implementing rapid response plans and cultivating relationships with key reporters, producers and editors
- Develop and execute paid and earned digital and social media strategies and campaigns
- Establish and build out communications departments by identifying required functionalities, defining roles, drafting position descriptions, and recruiting and evaluating candidates
- Mentor and coach junior, mid-level and senior communications staff around short and long-term strategic communications planning

### **MANAGING DIRECTOR**

*CLS Strategies*

WASHINGTON, DC

*February 2018 – February 2020*

- Developed, managed, and executed strategic communications, crisis and public affairs strategies and campaigns for high-profile clients under tight deadlines and in high-stakes situations
- Drafted and edited statements, press releases, opinion pieces, quotes, talk points, factsheets, and website content
- Developed and oversaw implementation of digital campaigns that utilize a range of platforms and employed sophisticated geo-targeting and micro-targeting strategies to deliver compelling content to intended audiences
- Implemented public affairs and communications strategies to support government relations efforts and advocate for clients' positions with Congress and other public policymakers, including regulators and senior government officials
- Identified, cultivated, and deployed networks of third-party authoritative voices and organizations to validate clients' messages
- Cultivated new business opportunities and served on senior management team responsible for firm operations

### **COMMUNICATIONS DIRECTOR**

*United States Office of Personnel Management (OPM)*

WASHINGTON, DC

*October 2015 - January 2017*

- Appointed by Obama Administration to Senior Executive Service position overseeing all facets of OPM's communications, including leading a large team of professionals responsible for the agency's press strategy, media relations, digital and social media, speech writing, and internal communications
- Led effort to repair OPM's reputation following one of the largest data breaches in U.S. Government history and developed and coordinated crisis communications strategies and rapid response efforts for issues crucial to agency leadership
- Served as senior advisor to agency leadership team and OPM Director and provided strategic guidance around stakeholder relation strategies designed to move agency and Obama Administration priorities forward
- Coordinated with the White House Office of Communications to launch and rollout key Obama Administration initiatives
- Led communications effort surrounding the announcement and establishment of the National Background Investigations Bureau, a major new government agency

### **COMMUNICATIONS DIRECTOR & PROFESSIONAL STAFF MEMBER**

*Minority Staff, House Armed Services Committee (HASC)*

WASHINGTON, DC

*January 2011 – October 2015*

- Served as chief on-the-record spokesperson for the Ranking Member
- Oversaw communications operations for HASC minority Congressional members and staff, coordinated messaging for HASC minority members and led media operations around high-profile committee hearings involving foreign policy issues, including the Iran Nuclear Deal, the war in Afghanistan, operations in Libya, counterterrorism and the defense budget
- Advised the Ranking Member and HASC minority Congressional members and staff on responding to media inquiries as well as proactively developing strategic communications plans around their legislative, defense and foreign policy initiatives
- Drafted and edited all statements, press releases, opinion pieces, quotes, talk points and website content
- Maintained website and social media operations and ensured alignment with overall communications strategy
- Traveled with Congressional and Staff Delegations to countries vital to U.S. interests

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# Michael J. Amato

## COMMUNICATIONS DIRECTOR

*Congressman Adam Smith (WA-09)*

WASHINGTON, DC

*September 2008 – January 2011*

- Developed and implemented local, statewide, and national communications strategies
- Provided strategic advice regarding communications issues and prepared Congressman Smith for media interviews
- Served as on-the-record spokesperson, wrote talk points, press releases, statements, and opinion pieces on short deadlines
- Created and coordinated mail campaigns including newsletters, pamphlets, and flyers
- Established Congressman Smith's online social media presence and managed website content

## COMMUNICATIONS CONSULTANT

*Sage Communications*

PHILADELPHIA, PA & WASHINGTON, DC

*February 2008 – August 2008*

- Coordinated strategic communications campaigns for clients including, Moms Against Illegal Guns, The Sustainability Awards, Big Brothers Big Sisters of Southeastern PA, and Independence Visitors Center
- Developed press materials and coordinated media for launch of Project Home's \$3.3 Million veterans' rehabilitation center, which resulted in coverage on the front-page of leading local newspapers and on regional radio and television news outlets

*American Rivers*

*March 2008 – August 2008*

- Supported national communications efforts for the nation's leading river advocacy organization, including development and implementation of nationwide strategy to release American Rivers' annual Most Endangered River Report
- Helped manage daily media demands, including the development and distribution of media materials designed to raise the profile of the organization

## LEGISLATIVE AIDE

*Councilman Juan F. Ramos*

PHILADELPHIA, PA

*September 2007 – January 2008*

- Supported legislative agenda of City Councilman Juan F. Ramos by attending legislative committee meetings and hearings and briefing Councilman Ramos on policy issues
- Prepared remarks given at City Council hearings and committee meetings, wrote citations and resolutions, press releases, media advisories

## ASSISTANT PRESS SECRETARY

*City of Philadelphia Office of the Mayor*

PHILADELPHIA, PA

*January 2006 – September 2007*

- Established and maintained working relationships with editors and publishers of weekly newspapers throughout Philadelphia which resulted in an increase of earned media placement
- Conceived, planned, and coordinated all aspects of numerous community-based Mayoral events

## SPEAKING ENGAGEMENTS/VOLUNTEER

- **Biden for President - Foreign Policy Working Group** (2020): Work with other foreign policy and defense experts to support the campaign by drafting and placing op-eds and Letters to the Editor in swing states and generating social media content to streamline, ensure consistency and amplify key messages. Serve on multiple policy-related subcommittees within the working group.
- **Guest Lecturer, American University** (October 2019): Taught class on the impact of social media and digital communications on politics and U.S. Government policy development
- **Guest Lecturer, Georgetown University School of Foreign Service** (April 2017): Taught class on ethics in government communications planning, strategy, and message development
- **Public Affairs Council - Crisis Communications Workshop Panel Member** (February 2017): Served on a panel focused on crisis communications tools, tactics, and strategies
- **Hillary for America** (November 2016): Supported GOTV and voter protection efforts in Pennsylvania
- **2016 Democratic National Convention** (July 2016): Coordinated media relations and strategic outreach efforts in battle ground states
- **Obama for America (2008 & 2012)**: Worked to communicate President Obama's foreign policy message and coordinated surrogate work

## EDUCATION

- Temple University, Philadelphia, PA (2005): Bachelor of Liberal Arts, Major: Sociology, Minor: Political Science
- International Education of Students (IES) Study Abroad Program, London, England (2005)

## Elizabeth "Liz" Conception Archuleta

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### **Coconino County Board of Supervisors Chairwoman & County Supervisor of District 2 Flagstaff, Arizona**

**1996 to Present**

A 4<sup>th</sup> generation resident, daughter of a Hispanic Pioneer family, and the first and only Latina to be elected to the Board of Supervisors in the history of Coconino County. Liz has dedicated her life and career to community-building and increased citizen participation in local government. Liz continues to focus her efforts on creating opportunities for multicultural communities and vulnerable populations. She is a strong voice for the Hispanic/Latino and multicultural communities locally, statewide and nationally. Her efforts of inclusion and diversity have impacted Coconino County, the State of Arizona and the nation. Liz's leadership has been recognized by community, business/industry and all levels of government. As the long-time Chairwoman of the Board of Supervisors, Liz's leadership positioned Coconino County to be a nationally recognized model for innovation, strong fiscal and budgetary management, justice reform, outstanding service delivery in rural communities, exemplary partnerships with tribal communities and diverse stakeholders. Liz has been instrumental in shaping public policy on the national level. As the Chairwoman of the National Association of Counties (NACo) Public Lands Steering Committee, she led successful reauthorization of the Secure Rural School and Community Self Determination Act (SRS) and full funding of Payment in Lieu of Taxes (PILT) for all counties. She has been active in discussions and initiatives including Economic Development, Childhood Hunger and Health, Developmental Disabilities, Water Adequacy, Immigration Reform, Forest Health, Public Lands and Broadband Access. Through 25 years of public service and expertise in government, Liz has built extensive national and international networks. She has long-standing relationships with elected officials nationally including school boards, city, county, state and tribal elected officials/leaders, members of Congress and the administration and several non-profits. Liz is a motivational and aspirational leader with a clear vision resulting in high performing organizations and team members. A focused and relentless leader, Liz successfully led Coconino County through the Schultz Forest Fire & Flooding Emergencies and Recovery from 2010-2015, the Museum Fire and Floods of 2019 and has worked tirelessly leading the county's response, public health and emergency efforts to combat the COVID-19 Pandemic from February 2020 to present.

### **Northern Arizona University (NAU) Flagstaff, Arizona**

**1987 to 2006**

- Office of the President, Founding Director of Multicultural Community Relations
- Office of Alumni Relations, Founding Director of Multicultural Alumni Relations
- Office of the President, Assistant to the Vice President for Multicultural & Diversity Initiatives & Director of Multicultural Outreach Programs.
- College of Creative & Communication Arts, Director of Multicultural Outreach Programs, Faculty & Multicultural Student Development
- Director of Special Grants & Multicultural Educational & Leadership Programs

- Program Coordinator for Multicultural Outreach Programs
- Spanish Instructor, Adjunct Faculty in the College of Language Arts

As a graduate of her hometown university, Northern Arizona University (NAU), Liz dedicated her career to create a climate of inclusion and diversity at NAU. She has nineteen years of experience in higher education administration and specifically in the development of educational support and leadership programs to increase the educational attainment of multicultural students. Liz created opportunities for the African American, Hispanic and Native American communities in Arizona and beyond to have access to NAU through the development of relationships, community building efforts, and dedicated programs. She was also responsible for the development of initiatives to support the multicultural faculty development and retention. Internally, Liz created a university climate and culture that valued inclusion, diversity and community participation. As a result, more multicultural students matriculated and graduated from NAU, multicultural faculty and staff hires were increased and multicultural alumni involvement and giving was amplified. NAU was designated a Hispanic-Serving Institution (HSI) and through Liz's efforts numerous grants were awarded the University to initiate and amplify its efforts in serving multicultural communities. As the Director of Special Grants, Liz's department received several federal and state grants to develop culturally relevant curriculum with Native American educators from the Navajo Nation and Hispanic educators throughout Arizona. Additionally, Liz developed the NAU Hispanic Mother-Daughter Program and the NAU Multicultural Student Leadership Program - two model programs recognized by Arizona Minority Education Policy Analysis Center (AMEPAC) of the AZ Commission for Postsecondary Education and recognized by the Southwest Regional Education Laboratory as effective programs to increase the post-secondary participation of Hispanic students. Furthermore, as a faculty member, Liz was the advisor to many student groups including MECHA, Hispanic Honor Society and Kappa Delta Chi. Throughout her time serving at NAU, Liz created lasting and meaningful impact that the University still recognizes today.

### **Education & Training**

BA in Speech Communications, Northern Arizona University, 1987

BA in Spanish, Northern Arizona University, 1987

Post Baccalaureate Studies in Educational Leadership, Northern Arizona University, 1990

Arizona Elected Officials in Government, Public Service, Leadership, and Policy Certificate, 1997

County Leadership Institute Graduate, Developed by the National Association of Counties, SUNY & Harvard University JFK School of Government, 2005

Certification of Completion of FEMA Emergency Management Institute Training

NALEO National Policy Institutes:

- National Policy Institute on Energy
- National Policy Institute on Economic Success for Working Families & Children
- National Policy Institute on Health
- National Policy Institute on Emergency Planning and Preparedness
- National Policy Institute on Emergency Response and Management
- National Policy Institute on Energy, Natural Resources and Climate Change
- National Policy Institute on Infrastructure
- National Policy Institute on Public Finance Management
- National Policy Institute on Higher Education Governance
- NALEO Arizona Statewide Summit on the State of Latino Education

## **National, State and Local Involvement**

### **National Involvement**

- White House Policy Leaders Group, 2015-2016
- National Association of Counties (NACo) Board of Directors, 2010, 2012-14, 2016 - Present
- NACo Public Lands Steering Committee Chair, 2006-2009; Member, 2006 - Present
- NACo Public Lands Gate Way Committee Chair 2009-2010
- NACo Rural Action Caucus Member 2012, 2016-Present
- NACo Health and Human Services Committee Member
- NACo Federal Land Payments Committee Chair 2013-2015
- NACo Ambassadors Member
- NACo Immigration Task Force Member 2008 -Present; Vice Chair, 2015-2018
- NACo County Leadership Institute Graduate, 2005
- National Association of Latino Elected & Appointed Officials (NALEO) Vice President, 2019-Present; Member of the Board of Directors, 2013-Present
- NALEO Conference Committee & Policy Institutes Chairperson, 2015-2019
- NALEO Program Committee Member, 2015-Present
- NALEO Membership Committee, 2013-2015
- National Association of Hispanic County Officials (NAHCO)– President, 2013 - 2016
- Nuestro Rio, Board Member & Member of the Colorado River Hispanic Caucus, 2012-15
- Appointed by Secretary of USDA as Chair of the Resource Advisory Council, 2009-2016
- Western Interstate Region (WIR) Board of Directors, 2015- Present
- Women of NACo (WON), Member and Current President, 2005-Present
- Testified before Congress representing NACo and Coconino County on several policy issues.
- Presented on behalf of NACo as press conferences and Congressional briefings.
- Led the national effort to reauthorize Secure Rural Schools and full funding of PILT.
- HECHO (Hispanics Enjoying Camping, Hunting & the Outdoors), Founding Board Member, 2013-2015

### **State Involvement**

- County Supervisors Association of Arizona, President 2010 & Executive Board, 2007-2011
- The Nature Conservancy Board of Trustees – Arizona, 2019 - Present
- Arizona OnBoard (Rural Internet Initiative) – Inaugural Board Member 2015
- Girl Scouts - Arizona Cactus-Pine Council – Board Member, 2014 - Present
- Governor Raul Castro Institute Advisory Council– Board Member, 2010-2015
- Coconino Plateau Water Advisory Council–Founder & Member, 2004-2012, 2020-Present
- Northern Arizona Council of Governments President and Executive Board, 2011- Present
- Northern Arizona Council of Governments Head Start Board, 2011-Present

### **Appointments by the Governor of Arizona**

- Governor’s Statewide Water Advisory Council, 2009
- Governor’s (Napolitano) Latino Advisory Council, 2005-2008
- Governor’s (Napolitano) Traffic Stop Advisory Council, 2003-2008
- Arizona Division of Developmental Disabilities Advisory Council, 2014 to 2020

### **Local Initiatives**

- Led the effort and successfully passed several local initiatives, including the Transportation Initiative & Transit Initiative, Jail Tax Initiative, and Parks & Open Space Initiative for Coconino County.
- Nutrition Backpack Program Founder – Led a Task force of community groups and non-profits to create a weekend food program for chronically hungry elementary school children.
- Championed Justice Reform and led Coconino County to be the first government entity in Arizona to “Ban the Box”.
- NAIPTA – Founding President of the Regional Transit Authority and was instrumental in establishing and expanding the transit system.
- County Diversity Councils - Established African American, Hispanic & Native American Diversity Councils in Coconino County.
- Established several neighborhood and community associations in the District to increase community participation in local government, address social inequities, health disparities, and build leadership in neighborhoods with high populations of African Americans, Hispanics & Native Americans.
- Founder of the COVID-19 Social Services Safety Net Coalition – a coalition of non-profits, government, businesses/corporate stakeholders, social service providers and philanthropic organizations/individuals convened to identify solutions to and funding to address the impacts of COVID-19 on the most vulnerable of our county/communities.

### **Local Board Involvement - Past**

- United Way of Northern Arizona Board of Directors
- Coconino County Community Action Advisory Board
- Flagstaff Chamber of Commerce
- Four Forest Restoration Stakeholder Group Member (4FRI)
- Southwest Conservation Corp – Board of Directors
- Northern Arizona University College of Education Advisory Board Member
- Commission on Excellence in Education member
- Coconino Community College President’s Advisory Council
- Sunnyside Neighborhood Association
- Flagstaff Leadership Program Graduate & Member of the Board of Directors
- Northern Arizona Healthcare Guardian Ambulance Board of Directors
- Flagstaff Symphony President & Member of the Board of Directors
- United Way of Northern Arizona Capital Campaign Chairperson & Major Donors Chair
- Flagstaff Arts Council Board of Directors
- Founder of the Northern Arizona University (NAU) Hispanic Mother-Daughter Program recognized by the Southwest Regional Education Laboratory as a model program for the educational attainment of Hispanic students.
- Founder of the Young Women’s Statewide Multicultural Leadership Program recognized by the Arizona Educational Achievement Council as model program to promote education and leadership for multicultural young women.

- Founding Member of Los Hacheros - NAU Hispanic Alumni Association.
- Founder of the Northern Arizona University African American and Native American Alumni Association.
- Flagstaff Unified School District Anti-Racism, Anti-Bias Policy Recommendations Task Force, May – Dec 2020

### **Awards**

- Athena Award – “Most Outstanding Woman in Northern Arizona” - November 1, 2001
- Valle Del Sol – Exemplary Statewide Leadership Award – September 10, 2004
- Martin Luther King, Jr. – Community Leader Award – January 2004/2006
- Arizona Latina Trailblazer Centennial Award – March 28, 2012
- Arizona Democrats – Induction into the Hall of Fame – October 8, 2010
- Emerge Arizona – Community Leader of the Year – May 28, 2015
- Diversity Leadership Alliance & Arizona Society of for Human Resource Management – Diversity Leader Award, 2016
- The National Diversity Council and the Council for Workplace Equity Top Latino Leader Award, 2018
- The Arizona Wildlife Federation Champion of Leadership - Women in Conservation Leadership Award - April 2020

### **Executive Management Experience**

- Thirty-three (33) years of successful executive management experience, leading external and public facing departments/organizations, establishing a shared vision, goals and objectives to produce results and outcomes and meet the goals of the organization.
- Experienced in leading change by encouraging new ideas, processes, innovation, and providing supportive environment to encourage different approaches to the work.
- Experienced in personnel management, performance evaluation, providing appropriate and timely feedback to encourage positive morale.
- Experience in building trust and an openness to ideas. Adaptable, flexible and able to easily identify needs, opportunities, potential linkages and partnerships to accomplish objectives.
- Results-driven and effective in managing and supervising staff teams, independent contractors, consultants and interns.
- Extensive experience in encouraging collaborations, shared leadership and decision-making.

### **Budgetary and Fiscal Management Experience**

- Coconino County, 1997 to Present - Fiscal Policy Development, Budget Oversight and Fiscal Management of a \$191,093,062 annual budget.
- Northern Arizona University, 1987 to 2006 – Managed a \$575,000 budget and ensured grant compliance as Director of Special Grants.
- Experience in managing grants and contracts and adhering to reporting requirements.

### **Management of High Performing Organizations and Organizational Culture**

- Extensive experience in managing high-performing teams, evaluation, coaching and conflict-resolution.
- Expertise in developing an organizational culture where people feel valued, appreciated,

motivated, are encouraged to be aspirational and to bring their best selves to their work.

- Recognized as an outstanding leader of workplace Diversity, Equity, Justice and Inclusion.

### **Leadership Experience**

- Twenty-five (25) years of governing body experience, county governance and leadership.
- Thirty-three (33) years of experience in governance and Executive Board leadership with local, state and national organizations, non-profits and government entities.
- Twenty-five (25) years of providing leadership in county government with 1,100 employees.
- Extensive knowledge in legislative and government processes, advocacy and public policy.
- Over thirty years of experience and expertise in building the capacity of organizations to meet the needs of multicultural and rural communities.
- Recognized nationally as a community builder and Hispanic leader.

### **Communication Skills**

- Skilled communicator and facilitator who encourages other to communicate, participate and share ideas.
- Experienced in building consensus, building alliances, coalition and strategic relationships.
- Highly effective and experienced public speaker and presenter who is able to communicate with diverse audiences, communicate complex ideas and information, and ask questions leading to understanding.
- Proficient in reading and speaking Spanish.

# Steffanie Bezruki

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## Professional Experience

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### Office of Congresswoman Abby Finkenauer (D-IA 1)

Legislative Director

Washington, DC

May 2019 – January 2021

#### *Responsibilities*

- Managed a team of four legislative staff, ensuring the quality and timeliness of all legislative work products and responsibilities, including but not limited to legislative proposals and drafts, background memos, issue briefs, and vote recommendations.
- Evaluated overall accomplishment of the legislative staff, reviewed individual employee performance, and reorganized team structure as needed to improve operational efficiency and advance staff professional development.
- Monitored and ensured legislative staff compliance with the House of Representatives' code of conduct and ethics rules as well as internal employment policies.
- Provided advice, analysis, and recommendations regarding all legislative action in the House of Representatives as well as state and national policy issues.
- Briefed, prepared, and staffed the Congresswoman for media interviews, meetings with stakeholders and constituents, and engagement with other government officials.
- Managed a policy portfolio including agriculture, rural development, trade, labor, disaster response, and tax: serving as the internal subject matter expert on these issues and preparing all related work products, including legislative text, talking points, and background memos.

#### *Accomplishments*

- Drove the Congresswoman's policy agenda and developed strategy and messaging for legislative initiatives, including the introduction of 25 bipartisan bills and passage of six bills in the U.S. House of Representatives.
- Steered the Congresswoman's work as Chair of the Small Business Committee's Rural Development, Agriculture, Trade, and Entrepreneurship Subcommittee, planning seven hearings on issues impacting rural communities, including access to affordable farmland, child care deserts, and COVID-19 economic recovery.
- Oversaw efforts to advance seven key policy and oversight priorities through the Transportation & Infrastructure Committee, including increasing investment in rural infrastructure, expanding markets for biofuels, and strengthening worker protections.
- Improved the timeliness of member briefing materials by establishing daily deadlines, standardizing the review and approval process, and delineating staff tasks and responsibilities on a weekly basis.

### Office of Congresswoman Cheri Bustos (D-IL 17)

Senior Policy Advisor

Washington, DC

December 2018 – May 2019

#### *Responsibilities*

- Analyzed testimony, drafted hearing questions, and prepared the Congresswoman for hearings and mark-ups in the House Appropriations Committee and served as staff lead for her work on the Committee's Labor, Health and Human Services, Education, and Related Agencies Subcommittee.
- Deputized the Legislative Director: Responsible for the management of four staff and legislative operations in their absence.
- Worked closely with the Communications Director to prepare and provide input on press releases, statements, and communications plans for significant legislative action or accomplishments.
- Managed a policy portfolio including health care, agriculture, economic development, small business, and housing: Serving as the internal subject matter expert on these issues and preparing related work products, including legislative text, talking points, and background memos.
- Completed quarterly assessments of progress toward long-term goals and assisted in the development of strategic planning tools.

*Accomplishments*

- Determined, drafted, and secured eight district priorities through appropriations legislation, including funding increases for key programs and committee report language as part of the Labor, Health and Human Services, Education, and Related Agencies Appropriations Act for Fiscal Year 2020 and the Agriculture, Rural Development, Food and Drug Administration, and Related Agencies Appropriations Act for Fiscal Year 2020.

**Brendan Kelly for Southern Illinois**

Deputy Campaign Manager

Belleville, IL

*August 2018 - November 2018**Responsibilities*

- Assisted in the management of a \$3.9 million budget for a top-tier congressional race and fifteen staff across three departments.
- Directly supervised the campaign's research team and implemented protocols for candidate tracking.
- Managed the candidate's schedule and determined the priority of all meetings and events, tracking the candidate's responsibilities, engagements, and transportation day-to-day, as well as holding weekly planning meetings to develop a monthly calendar with the input of campaign senior staff.
- Managed logistics for candidate events, visits, and travel, including detailed staffing plans, often coordinating closely with other candidates' campaigns, campaign surrogates, and their staff.

*Accomplishments*

- Built and executed media events across 12 counties and two media markets as well as prepared the candidate for televised debates.

**Office of Congresswoman Cheri Bustos (D-IL 17)**

Legislative Assistant

Washington, DC

*October 2015 - December 2018**Responsibilities*

- Managed a policy portfolio including health care, agriculture, economic development, small business, housing, and the judiciary: serving as the internal subject matter expert on these issues and preparing all related work products, including legislative text, talking points, and background memos.
- Led an internal taskforce of five staff focused on economic development and manufacturing, overseeing and coordinating district events, stakeholder relationship management, and legislative projects.
- Managed the Congresswoman's legislative fellow, overseeing the quality and timeliness of their work, determining his workload, and providing on-the-job training.
- Analyzed testimony, drafted hearing questions, and prepared the Congresswoman for hearings and mark-ups in the House Agriculture Committee.

*Accomplishments*

- Delivered a \$4 million forgivable loan to replace lead service lines after the discovery of high lead levels in the water of Galesburg, Illinois—an unprecedented use of the State Drinking Water Revolving Fund.
- Oversaw the opening of AUSP Thomson, successfully tracking and advancing an \$800 million federal investment to activate the prison and delivering on +300 jobs for Northwestern Illinois.
- Drafted the Congresswoman's signature bipartisan, bicameral legislation to address workplace sexual harassment and discrimination, which earned the support of the attorney general in every state and US territory and led corporate outreach efforts that resulted in seven major technology companies changing their policies.
- Successfully advanced the Congresswoman's rural development provisions in the 2018 Farm Bill, including reforms to broadband and telemedicine programs, establishment of the United States Department of Agriculture (USDA) Rural Health Liaison, and opportunities for new and beginning farmers.
- Developed and executed a series of Small Business Assistance Workshop for Minority Business Owners focused on helping underrepresented entrepreneurs access capital to start or grow their business.
- Organized two district-wide policy conferences focused on Illinois manufacturing and economic growth, drawing over one hundred attendees from Illinois and Iowa.

**Office of Congresswoman Cheri Bustos (D-IL 17)**

Washington, DC

Legislative Correspondent

*Responsibilities*

- Wrote and reviewed responses to constituent inquiries related to national policy and legislative action to ensure accuracy and consistency with the Congresswoman's record and policy positions.
- Managed the Congresswoman's constituent correspondence program, reviewing and determining the appropriate reply for all incoming constituent messages, assigning drafting responsibilities to staff, and setting deadlines for completion.
- Trained thirteen interns and staff to draft responses to constituent inquiries, including best practices on research and writing style, and managed all incoming and outgoing correspondence.

*Accomplishments*

- Ensured a three-week response time on all replies to constituent inquiries.
- Developed a new training program for office staff and interns to improve replies' consistency and improve the efficiency of the review and approval of outgoing mail.
- Ran member's oversight of the Department of Veterans Affairs in the wake of the 2014 scandal involving VA wait times, tracking wait times at local facilities, moderating check-ins with directors, and pushing for modifications of the VA Choice Program.
- Led an internal team focused on issues impacting Illinois veterans, which involved management of the constituent Veterans Advisory Council and working closely with communications and district staff to execute outreach efforts and develop messaging.

**Office of Congresswoman Cheri Bustos (D-IL 17)**

Staff Assistant

Washington, DC  
April 2014 - December 2014

*Responsibilities*

- Managed four interns per academic semester and oversaw the recruitment and hiring of all internship candidates.
- Oversaw daily administrative operations, including coordinating Capitol tours and answering telephones.
- Served as assistant to the Scheduler, helping manage the Congresswoman's calendar and coordinate travel logistics as needed.
- Wrote responses to constituent inquiries and performed research for legislative, outreach, and casework staff.

*Accomplishments*

- Charged with improving the efficiency of processes for internal communication and project management, developing a new system to collect, track, and disseminating constituent and stakeholder requests for follow-up across the entirety of the operation.

**Booz Allen Hamilton**

Civil Health Market Consultant

Washington, DC  
September 2012 - April 2014

*Responsibilities*

- Executed the virtual training of over 20,000 Department of Veterans Affairs (VA) employees at 56 regional offices as well as 10 stakeholder groups, collaborating with agency program analysts to develop and deliver each training session.
- Contributed to the development of strategic planning briefs and initiatives, engaging stakeholder entities both internal and external to the VA, to ensure sustained integration of a new paperless disability claims system.
- Developed instructional guides, presentation materials, and training exercises, as well as managed the creation of fictitious disability claims for training purposes.

*Accomplishments*

- Trained and supervised six staff in the development of +600 training exercises and created a standard operating procedure for training case development, improving efficiency and increasing the number of cases developed per hour.
- Developed and instituted new practices to improve the speed and accuracy of communication to agency leadership on the outcomes of recent training sessions and weekly planning calls.

**Children’s Hospital Association**

Public Policy Intern

Alexandria, VA

May 2012- September 2012

*Responsibilities*

- Performed legislative and political research to create association fact sheets, internal briefs, statistical resources, and talking points for organization leadership relevant to Medicaid, CHGME, CHIP, and the ACA.
- Managed social media content, virtually engaging a network of over 700 activists and stakeholders to gain national support for Capitol Hill Advocacy Days and the organization’s childhood obesity agenda.
- Assisted in the planning of the organization’s 2012 legislative conference for more than 200 member hospitals and patient advocates, organizing and coordinating visits on Capitol Hill with lawmakers and their staff.

**Education**

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**University of Illinois at Urbana-Champaign**

Bachelor of Science in Community Health: Hospital Administration & Planning

August 2012

## Sara Bleich, PhD

(b) (6)

### PROFESSIONAL SUMMARY

National and internationally recognized expert on prevention of diet-related conditions and addressing food insecurity, particularly among high risk groups, with more than 20 years of experience conducting policy-relevant research. Experience leading large and diverse teams. Frequently sought after for public-speaking and thought leadership, including briefings with reporters and members of Congress. Proven commitment to public service in federal government. Actively engaged in training the next generation of scholars and professionals in health policy and health services research through course instruction, academic advising, and mentorship.

### ACADEMIC EXPERIENCE

<b>Harvard Chan School of Public Health</b> , Cambridge, MA <i>Professor of Public Health Policy</i>	2016-present
<b>Johns Hopkins Bloomberg School of Public Health</b> , Baltimore MD <i>Associate Professor, Health Policy and Management</i>	2013-2015
<i>Assistant Professor, Health Policy and Management</i>	2007-2012
<ul style="list-style-type: none"> <li>• Manage federal and foundation grants totaling more than \$3 million annually</li> <li>• Build and direct large multi-disciplinary, multi-institution research teams with more than 50 people</li> <li>• Provide some of the first empirical evidence on major public policies (e.g., beverage taxes)</li> <li>• Conduct research that has been adopted by health departments in New York City, NY, Philadelphia, PA, Lincoln, NE, and Minneapolis, MN, reaching more than 15 million individuals</li> <li>• Create and teach new courses for masters' and doctoral level students and advise doctoral dissertations</li> </ul>	

### FEDERAL PUBLIC SERVICE

<b>U.S. Department of Agriculture</b> , Washington DC <i>White House Fellow &amp; Senior Policy Advisor for Food, Nutrition and Consumer Services</i>	2015-2016
<ul style="list-style-type: none"> <li>• Advised Under Secretary Kevin Concanon on TOPICS, which included weekly briefings and drafting remarks, correspondence, and talking points</li> <li>• Synthesized federal childhood obesity prevention activities across more than 7 departments and 20 agencies</li> <li>• Assembled legacy documents and transition team materials, cataloging USDA progress and potential in nutrition policy</li> </ul>	

### ELECTED & APPOINTED POSITIONS

<b>Harvard Kennedy School</b> , Member of the Faculty	2020-present
<b>Radcliffe Institute for Advanced Study</b> , Faculty Director of Social Science	2020-present
<b>Harvard PhD Program in Health Policy</b> , Co-Chair of Political Analysis Track	2020-present
<b>Harvard Chan School of Public Health</b> , Elected member of Faculty Senate	2020-present
<b>National Academies of Sciences, Engineering, and Medicine's Roundtable on Obesity Solutions</b> , Elected Member	2019-present

### RECOGNITION

Frank Conference: Top Prize in Public Interest Communication 2015 ■ Outstanding Instructor and Course, 2015, 2016 ■ Shiriki Kumanyika Diversity and Disparities Leadership Award 2017 ■ American Evaluation Association's Outstanding Evaluation Award 2018 ■ *Obesity's* Best Manuscript and Top Cited Article 2019

### PUBLICATIONS

More than 150 peer-reviewed publications (see complete list at [www.researchgate.net](http://www.researchgate.net)) and more than 20 Op-Eds, policy briefs, and perspectives (see recent examples in *Washington Post* and *New England Journal of Medicine*)

### EDUCATION

<b>Harvard University</b> , Cambridge MA PhD, Health Policy	2007
<b>Columbia University</b> , New York NY BA, Psychology	2000

## MARGARET P. CAMPBELL

(b) (6)

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## EDUCATION

**HARVARD LAW SCHOOL**, Cambridge, MA  
J.D., December 2014

**THE UNIVERSITY OF PENNSYLVANIA**, Philadelphia, PA  
Bachelor of Arts *Summa cum Laude* in Political Science; International Relations Minor, May 2007  
Study Abroad (all courses entirely in French)  
**LA SORBONNE**, Paris, France Spring 2006  
**INSTITUTE DES ETUDES POLITIQUES**, Paris, France Spring 2006  
**COLUMBIA UNIVERSITY IN PARIS**, Paris, France Fall 2005

## EXPERIENCE

**Campbell & Levine**, Pittsburgh, PA June 2017 – 2018  
*Associate*. Defended asbestos trusts against state law subrogation claims on constitutional grounds of equal protection, substantive due process, and procedural due process. Monitored trust compliance with disbursement guidelines.

**Perkins Coie**, San Francisco, CA May 2016 – January 2017  
*Associate, Data Security and Privacy Litigation*. Defended major tech companies responding to private, government, and foreign subpoenas and requests for user data. Counseled clients about litigation risks surrounding internet-of-things technology. Prepared defenses for clients under investigation by the FTC for data breaches.

**United States Attorney's Office, National Security Section**, Washington, D.C. Summer 2014  
*Summer Law Clerk*. Conducted legal research and wrote memos analyzing various national security-related prosecution efforts, reviewed and assembled evidence in preparation for cases, researched questions related to the federal rules of evidence, accompanied Assistant United States Attorneys to court to assist at trials.

**East Bay Community Law Center**, Berkeley, CA Summer 2013  
*Clerk in Welfare Advocacy & Policy Division*. Represented victims of domestic violence in welfare benefits hearings and conducted case management to assist clients in finding jobs, education, and housing; researched and wrote memos analyzing California state law related to public benefits and the state budget process.

**The Women's Center & Shelter of Greater Pittsburgh, Legal Division**, Pittsburgh, PA  
*Intern in Civil Law Project*. Conducted legal research and drafted legal briefs in support of civil law cases of victims of domestic violence. Summer 2012  
*Intern in Legal Advocacy Division*. Assisted victims of domestic abuse in filing Protection from Abuse Orders; accompanied victims to court; worked with local police to train recruits on domestic violence awareness. Summer 2006

**The White House, Office of the Vice President**, Washington, D.C. January 2009 - May 2011  
*Special Assistant to Dr. Jill Biden*. Responsible for staffing Dr. Biden; compiled briefing books and a weekly staff update; drafted remarks for speaking engagements; wrote briefing materials; composed Dr. Biden's correspondence; conducted advance work and walk-throughs with the Secret Service for public events; managed volunteers for events at the Vice President's Residence; supervised office intern.  
*Director of the Gift Office of the Vice President*. Responsible for cataloging, appraising, and acknowledging receipt of all gifts for the Vice President and Dr. Biden; worked with the Department of State to select gifts for foreign leaders.

**The Obama-Biden Presidential Transition Project**, Washington, D.C. November 2008 - January 2009  
*Assistant to the Chief of Staff, Office of the Vice President-elect*. Managed office expenses, budget, personnel, and human resources issues. Worked closely with the COO to select personnel for the Office of the Vice President.

**The Senate Judiciary Committee, Office of Senator Joseph R. Biden Jr.**, Washington, D.C. July - November 2008  
*Policy Assistant*. Assisted counsel in drafting of legislation and conducted legislative research relating to child predators on the internet, drug trafficking, fugitive information databases, and closure of the Guantanamo Bay detention camp.

**The Office of United States Senator Robert P. Casey Jr.**, Washington, D.C. October 2007 - July 2008  
*Staff Assistant/Tour Coordinator*. Attended Democratic Steering Committee meetings; wrote memos for the Chief of Staff.

**The Office of United States Senator Joseph R. Biden Jr.**, Washington, D.C. July 2007 - October 2007  
*Intern in Legislative Office*. Conducted research on legislative issues for staff; drafted constituent correspondence.

Terry J. Cosby

(b) (6)

Day/Evening Phone: (b) (6)

Email: (b) (6)

## **OBJECTIVE**

As an effective leader and persuasive communicator, I have the strong ability to inspire and motivate my professional colleagues, partners and other government officials to achieve a common goal while serving the public. Each position I've held has equipped and challenged me to become the visionary and driven public servant professional that I am today; preparing me to effectively serve as the next Chief of Natural Resources Conservation Service.

## **PROFILE**

With more than 40 years of agriculture experience and 25+ years of conservation leadership executive experience, I am often the first choice of Natural Resources Conservation Service (NRCS) officials to provide leadership and guidance on initiatives that directly impact agency policies. As a conservationist and proven leader, I was selected to serve in five acting executive positions within the NRCS. I have extensive experience providing leadership and direction to a range of complex conservation issues, human resources, and budget needs. I have extensive work with Land Grant Universities, non-governmental organizations (NGOs), commodity groups, livestock industry, special emphasis groups, federal and state agencies, and partners in analyzing, developing strategies, and carrying out statewide natural resource conservation needs. Continually provides leadership in the development of policies and procedures for NRCS in the state of Ohio and the nation.

## **PROFESSIONAL EXPERIENCE**

### ***State Conservationist-Ohio***

***USDA Natural Resources Conservation Service. State Office***  
200 North High Street, Room 522, Columbus, Ohio 43215

***March 2005 - Present***

Starting Grade: GS-457-15

### ***Responsibilities:***

- Provide overall leadership including quality management, establishing state policy, standards, and procedures, and directing all phases of a complete soil, water, and resource conservation program including implementation of the conservation titles of the Food Security Act and Farm Bill.
- Manage the implementation of a quality control system including program and functional inspections and reviews to evaluate effectiveness of program planning, work accomplished and determining adherence to policy standards.
- Directs an administrative program that includes a comprehensive personnel management program, financial planning and management, equipment and property management, construction contracting, procurement and supply, space management, records management, and communications.
- Established guidelines for strategic planning resulting in immediate and long-range objectives, timetables and plans of operation to best utilize all available resources and facilities.
- Served as a consultant and advisor to the Chief, Associate Chief, and Regional Conservationists in developing and improving service-wide policies and procedures.

- Serves on various committees, study groups, task forces, etc. as assigned by the Chief and Secretary of Agriculture.

***Deputy State Conservationist-Idaho***  
***USDA Natural Resources Conservation Service, State Office***  
 9173 West Barnes Drive, Suite C, Boise, Idaho 83709

***March 2003 - March 2005***  
 GS-457-14

*Responsibilities:*

- Managed day-to-day state operations which included all programs, budget and activities.
- Conducted weekly staff meetings to discuss state issues and assigned tasks to staff to mitigate and resolve concerns.
- Integrated Accountability Systems coordinator which included the Performance Results System (PRS) and Total Cost Accounting System (TCAS).
- With my guidance, staff accurately were reporting progress to PRS and documenting major accomplishments.
- Led the effort to develop the State's Strategic Plan and Accountability Business Plan; plans emphasized high priority resource problems while delivering services that were fair and equitable.

***Assistant State Conservationist Programs/Operations-Missouri***  
***USDA-Natural Resources Conservation Service, State Office***  
 Parkade Center, Suite 250  
 601 Business Loop, Columbia, Missouri 65203

***October 2001 - March 2003***  
 GS-457-13

*Responsibilities:*

- Provided leadership to all NRCS programs including the Wetlands Reserve Program (WRP), Environmental Quality Incentives Program (EQIP), and Wildlife Habitat Incentives Program (WHIP). In 2001, 85 contracts (8,000 acres) were developed obligating \$455,374 under WHIP; 489 contracts (76,000 acres) were developed obligating \$3.8 million under EQIP, and 18 contracts (2,661 acres) were developed obligating \$3.7 million under WRP.
- As Operations Manager, provided leadership in the management of the third largest operation in the country with a budget ranging from \$41 to \$45 million per year and involved up to 425 employees. Ensured that service policies were adhered to by providing direction on budget formulation, budget and staff year allocation, and monitoring of budget implementation to achieve fund accountability and desired program accomplishments.

***Assistant State Conservationist Field Operations-Missouri***  
***USDA-Natural Resources Conservation Service, Area Office***  
 1911 Boggs Creek Road, Jefferson City, Missouri 65101

***November 1995 - October 2001***  
 GS-457-13

*Responsibilities:*

- Directed a diverse Natural Resources Program that included Conservation Operations (CO-01), Small Watershed Program (PL-566), Soil Survey (CO-O2), and Resource Conservation and Development Program (RC&D).
- Supervised 11 District Conservationists who covered 23 counties and 11 area staff members.
- Provided leadership on all personnel issues within my area, which included staffing, selection of personnel, promotions, and recruitment.
- Served on the leadership team that developed the state budget and played a key role in deciding where precious dollars were dedicated. Provided leadership in quality assurance, reviewed all field office plans and ensured all resources were addressed.

**Area Resource Conservationist-Iowa**  
**USDA Soil Conservation Service**  
 693 Federal Building, Des Moines, Iowa

**July 1992 - November 1995**  
 GS-457-12

*Responsibilities:*

- Assisted and advised the Area Conservationist (AC) of total resource needs, solutions, and technology needed in Area 4 in Southwest Iowa. These duties were carried out in an area of 15 counties with 16 field offices.
- Provided continual guidance and assisted field offices in the interpretation of both the 1985 and 1990 Farm Bills.
- Managed development and implementation of Conservation Compliance Plans in the area with 3.1 million acres of Highly Erodible Land (HEL).
- Supervised the Conservation Reserve Program (CRP) in an area with 415,000 acres in CRP.
- Provided instruction on Sodbuster, Swampbuster Provisions, and Wetlands Reserve Program (WRP).
- Supervised two soil conservationists and WAEs.

**District Conservationist-Iowa**  
**USDA Soil Conservation Service**  
 693 Federal Building, Des Moines, Iowa

**May 1987 - July 1992**  
 GS-457-11

*Responsibilities:*

- Managed soil and water conservation activities for more than 265,000 acres of total land; 50,000 acres, pasture and hay land; 165,000 acres, cropland; 26,000 acres, woodland; 19,000 acres, federal land; and 6,000 acres, wildlife land. As outlined by the 1985 Farm Bill-Food Security Act, approximately 30,000 acres of cropland were highly erodible. Ninety-five percent of all HEL in the county had a compliance plan.
- Selected to participate in a three-month Scientific International Exchange program with Denmark. Studied and worked on conservation practices with the Danish government.
- Supervised one administrative assistant, two technicians, one state emergency employee, and several volunteers.
- Developed aggressive conservation programs in the district that increased terrace installation from 3,700 feet to 24,000 feet, a 649 percent increase.

**Soil Conservationist-Iowa**  
**USDA Soil Conservation Service**  
 693 Federal Building, Des Moines, Iowa

**January 1983 - May 1987**  
 GS-457-7/9

*Responsibilities:*

- Participated in the overall management of field office operations; provided technical assistance to landowners and operators in planning and applying soil conservation measures.

**Student Trainee**  
**USDA Soil Conservation Service**  
**693 Federal Building**  
**Des Moines Ia.**

**May 1979 - January 1983**  
 GS-457-2/7

**EDUCATION**

*Alcorn State University*  
1000 Alcorn Avenue, Lorman, Mississippi 39096

*Graduated May 1982*  
*Bachelor of Agriculture Education*

*Charleston High School*  
Charleston, Mississippi

*Graduated May 1979*

**AWARDS AND RECONGITIONS**

2020 Nominated for Agriculture Hall of Fame, Alcorn State University  
2020 USDA NRCS Dean  
2019 Society of American Forestry Award, Ohio Chapter  
2019 National Civil Rights Diversity Award, NRCS  
2019 Annual Quail Forever Award, Pheasants Forever  
2017 Conservation Partner for Habitat Improvement, National Wildlife Turkey Federation  
2016 and 2015 National Earth Team Service Award (Chief's Cup), NRCS  
2013 Pearly S. Reed Excellence Award - Lifetime Achievement Award for National  
Organization for Professional Black NRCS Employees Award  
2010 National Leadership Development Program Coach, NRCS  
Civil Rights and Diversity Policy Planning  
Farm Bill Implementation Planning

**AFFILIATIONS**

(b) (6)  
(b) (6)

Alcorn State University Alumni Association, Member  
National Organization of Professional Black NRCS Employees, Member and Past President

**REFERENCES**

(b) (6)

**GENERAL**

Country of Citizenship: United States  
Highest federal grade obtained: GS-15

# Stacy Dean

[REDACTED]

[REDACTED]

(b) (6) (cell) • (b) (6) (home) • e-mail: (b) (6)

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Nationally recognized federal nutrition program and human services operations expert with more than 20 years in the government and non-profit sectors. Executive leader and manager at a nationally renowned research and policy institute. Proven ability to lead complex legislative and regulatory initiatives in high-pressure environments. Experienced public speaker, including testifying before Congress.

## EXPERIENCE

**Center on Budget and Policy Priorities**  
**Vice President, Food Assistance Policy**

**1997 to Present**  
**2000 to Present**

Lead the Food Assistance Division for this nationally renowned non-profit, non-partisan research and analysis organization.

### **Policy, Program Operations, and Strategy**

- Determine the Center's policy and strategic objectives for the major federal food assistance programs and other cross-program efforts related to service delivery and technology. Strategy includes moving policy through the regulatory, budgetary, and legislative processes. Deep knowledge of each of these processes and how they interact with USDA programs.
- Design and lead analysis and research to inform the public policy debate about key programmatic issues and their impact on low-income families and individuals.
- Provide extensive technical assistance to Congress, White House, USDA, and state officials, including working on a bi-partisan and bi-cameral basis with Congress over four farm bills. This includes drafting legislation, conducting confidential analysis, providing talking points and other communications materials.
- Use deep operational knowledge and expertise of federal nutrition and human services programs to share best practices, support peer to peer exchange, and spur advocacy campaigns that would improve access to benefits and services.

### **External Relations and Partnership**

- Forge effective partnerships with policymakers and non-profit organizations at the national, state, and local levels.
- Manage strategic efforts that involve hundreds of national and local organizations. Have overseen large campaigns designed to inform federal policy making, including farm bills. Such efforts include: regranting to state based anti-hunger organizations, developing strategic communications materials, setting legislative strategy, and engaging new partners all with the goal of protecting and improving federal nutrition programs.

- Consult with states on how to implement federal programs with increased efficiency and to reach more beneficiaries. This includes providing counsel to executive leadership of state agencies, creating peer learning opportunities, reviewing materials, providing strategic and technical advice on the operation of federal nutrition programs.

## **Communications**

- Work with media as an expert resource and to initiate positive coverage of the federal food assistance programs and their participants. Routinely quoted as an expert in federal nutrition programs in national outlets such as the New York Times, Washington Post and CNN.
- Routinely represent CBPP at public forums as a plenary and workshop session speaker ranging from detailed training to agenda setting speeches.
- Develop and direct content generation to help inform the public on the status of federal nutrition programs, including content with significant reach such as over 1 million views. Also includes a range of content from detailed analysis, chartbooks and informational materials, short infographics, videos, shareable content for social media.

## **Development**

- Lead funding raising for food assistance policy work and support organizational fundraising efforts.
- Manage relationships with key foundations and lead fundraising and grants management for food assistance team.

## **Management**

- Grew a small 3-person analyst team to a 10-person research, analysis, operations, and campaigns team. Expanded our mission, secured funding, and built out additional capacity through consultants. Also manage several cross-team initiatives that require supervision of additional staff work.
- Direct our team's race equity initiative and training.
- Develop and execute a \$2 million team budget, including management of grant funds from multiple sources. Created tracking and reporting tools when organizational tracking fell short of need.

## **Executive Leadership**

- Member of the Executive Management Committee, advising the Center's President on organizational management, health, and policy. Duties include:
- Serving as a member of the Center's management team for: 1. leading collective bargaining agreement negotiations and contract implementation, 2. Implementing the contract, 3. Leading CBPP's early COVID response team, and 4. Leading readiness efforts for the Center's CEO leadership transition.
- Oversee contracts with a diverse set of consultants and organizations ranging from \$10,000 to \$400,000.

**Atlantic Fellow in Public Policy  
London, England**

**1999-2000**

Awarded this 8-month highly competitive British government fellowship program. Worked in the Prime Minister's Social Exclusion Unit comparing the United Kingdom and the United States tax-based employment incentive programs.

**Office of Management and Budget, Executive Office of the President  
Program Analyst, Human Resources Division**

**1992-1997**

Reviewed, analyzed, and made recommendations on policy proposals for President's Cabinet, White House staff, and OMB officials. Monitored legislative and Congressional action, including Budget Reconciliation Acts, and assessed the budgetary and programmatic effects on Administration policies. Guided, coordinated, and formulated the execution of the President's Budget for fiscal years 1993 through 1998. Lead policy review for all regulatory and administrative actions for programs in my area of responsibility. Areas of responsibility included a wide range of health and human services programs, Social Security Administration programs, and federal nutrition programs. Won numerous agency and division annual performance awards. Was selected for and attended Senior Executive Service management training in Denver, Colorado. Started as a GS-9 and was promoted every year through to a GS-14. Served as Acting Branch Chief during supervisor's vacation while a GS-13.

**Phillips Associates Architects, P.C.**

**1987-1989**

Project Manager for this architecture firm in Ann Arbor, Michigan. Oversaw contracts, proposal bids, and construction projects.

**EDUCATION**

**University of Michigan, Institute of Public Policy Studies**

Master of Public Policy, May 1992

**University of Michigan Ann Arbor**

Bachelor of Arts, May 1988. Graduated cum laude.

**RELATED EXPERIENCE**

**Co-Author:** Links of the Supplemental Nutrition Assistance Program with Food Insecurity, Poverty, and Health: Evidence and Potential, American Journal of Public Health, November 2019

**Board of Directors,** Alluma (previously Social Interest Solutions) a non-profit technology firm, 2011 to 2020.

**Board of Directors**, One Degree, a non-profit digital platform to local community services (while merging with Alluma), 2020

**Affordable Care Act Health Information Technology Standards Committee**, 2010-2011

**Director of Technical Assistance to State Human Service Agencies**, Work Support Strategies Initiative, 2009 to 2015

**Co-Author, "Blueprint to End Hunger"** 2002 and 2008, Roadmap for how the food assistance programs can end hunger in America

**Member National Advisory Committee, Food and Fitness Initiative**, 2006 to 2008  
Kellogg Foundation

**Volunteer:** Food and Friends, 2018 to present, (b) (6)

## Laura Maehara Driscoll

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### Work Experience

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|--|---|
| <p><b>U.S. Congressman Antonio Delgado (NY-19)</b><br/>         Legislative Director<br/>         Senior Legislative Assistant</p>   | <p>Washington, DC<br/>         August 2020–March 2021<br/>         January 2019–August 2020</p> |
| <ul style="list-style-type: none"> <li>• Manage the legislative agenda and three-person team for an active Member of Congress serving on House Agriculture, Transportation and Infrastructure, and Small Business Committees.</li> <li>• Responsible for legislative portfolio including telecommunication, transportation, infrastructure, agriculture, economic development, energy, health, trade, tax, labor, immigration, and small business issues.</li> <li>• Led legislative strategy for passing nine bills into law, and the introduction of 46 bills, 20 of which passed the House in the 116<sup>th</sup> Congress and achieved a \$2 million increase in Lyme disease spending in the FY20 Labor-HHS appropriations bill.</li> <li>• Prepare and staff the Congressman for hearings and legislative markups in the House Transportation and Infrastructure Committee and House Small Business Committee by researching, writing memos, and drafting talking points and questions for witnesses; prepare vote recommendations, including motions to recommit, for a first-term, frontline Member of Congress.</li> <li>• Engage stakeholders, constituents, local leaders, and other government agencies on district priorities, including a Field Hearing with FCC Commissioner Starks and Access to Capital events throughout the District.</li> <li>• Analyze policy and advise the Congressman through written and verbal recommendations and quickly communicate the impact of policy provisions to the District; prepare the Congressman for over 50 townhalls in his first term.</li> <li>• Monitor relevant issues by regularly meeting with state, local, and national stakeholders to discuss pressing policy matters and develop legislative strategies to address them.</li> <li>• Produce, edit, and approve talking points, op-eds, outreach materials, constituent response, and speeches.</li> </ul> |   |
| <p><b>U.S. Senator Kirsten Gillibrand (NY)</b><br/>         Legislative Aide and Grants Director<br/>         Legislative Correspondent and Grants Director</p>  | <p>Washington, DC<br/>         August 2017–January 2019<br/>         April 2016–August 2017</p> |
| <ul style="list-style-type: none"> <li>• Advised the Senator on labor, transportation, telecommunication, technology, infrastructure, small business, economic development, appropriations, budget, maritime, Army Corps of Engineers, national service, and postal issues.</li> <li>• Prepared memos and questions for hearings and meetings in the Environment and Public Works Committee.</li> <li>• Collaborated with policy and state staffers to implement economic development goals and maintain stakeholder relationships with business executives, interest groups, and elected officials.</li> <li>• Oversaw the FY17-FY19 appropriations cycles and hundreds of amendments for the budget reconciliation process.</li> <li>• Connected stakeholders with federal resources, updated 29 federal funding guidebooks, and composed over 1,500 letters of support for New York municipalities and organizations applying for grant funding.</li> </ul>   |   |
| <p><b>U.S. Congresswoman Judy Chu (CA-27)</b><br/>         Staff Assistant</p>   | <p>Washington, DC<br/>         September 2014– March 2016</p>                                   |
| <ul style="list-style-type: none"> <li>• Composed constituent letters on environmental, telecommunications, and civil rights issues using Internet Quorum.</li> <li>• Oversaw front office operations; supervised interns in executing daily office tasks and assisting the legislative team.</li> </ul>   |   |
| <p><b>U.S. Congresswoman Linda Sanchez (CA-38)</b><br/>         Intern</p>   | <p>Washington, D.C.<br/>         January 2014– September 2014</p>                               |
| <ul style="list-style-type: none"> <li>• Drafted constituent mail, social media posts, and personal correspondence for the Member of Congress.</li> <li>• Scheduled constituent tours at various Washington, D.C. landmarks and led tours of the Capitol building.</li> </ul>  |   |

### Education

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- |   |  |
|---|--|
| <p><b>American University Washington College of Law</b><br/>         Juris Doctor, Expected</p> | <p>Washington, DC<br/>         August 2020–May 2024</p>  |
| <p><b>University of Southern California</b><br/>         B.A. International Relations</p>       | <p>Los Angeles, CA<br/>         August 2009–May 2014</p> |

## MARIBEL DURAN

(b) (6)

Senior Executive with 20 years of demonstrated success in organizational effectiveness, diversity, equity, and inclusion strategy, leading teams and executing visions for government and non-profit sectors. Inclusive leader who builds authentic relationships, humanizes operations, and focuses deeply on the continuous improvement of all aspects of a mission-driven organization.

**THE ASPEN INSTITUTE****Chief of Staff, Leadership Division****Managing Director, Equity and Inclusion****WASHINGTON, D.C.****July 2019-Present**

Oversee the administrative, management, and financial functions for a Division with approximately 60 employees and a \$25M budget; leads its people and culture efforts; and ensures operational and individual alignment and execution to strategic priorities. The Division is comprised of the [Aspen Global Leadership Network](#), the [Youth Leadership Programs](#), [Executive Leadership Seminars](#), [Weave: the Social Fabric Project](#), the Office of Curriculum and Moderators and the Office of Operations and Strategic Initiatives. As Managing Director, advance the Institute's commitment to be an anti-racist organization through its practices, policies, culture and people efforts.

- Serve as advisor to EVP of the Leadership Division and President of the Institute on matters related to strategy, talent development, staff retention, equity and inclusion, policies, practices and remarks.
- Spearheaded change management process and restructuring efforts that resulted in 20 programs coming together to form the Leadership Division.
- Launched first-ever goal-setting process for programs that sought to align with annual budget cycle.
- Conducted first-ever compensation equity review for 60 employees resulting in new job descriptions, onboarding process, salary and title adjustments.
- Led the creation of Division values, operating compact, communities of practice, and annual staff retreats which resulted in the strengthening of culture and relationships across staff.
- Leading recruitment efforts for senior executives overseeing the Finance Leaders Fellowship and the Aspen Global Leadership Network.
- Designed annual learning agenda and professional development offerings for staff tied to direct feedback, talent development, and retention goals.
- Co-lead the Task Force on Equity and Inclusion to develop recommendations to the Senior Executive Team and Board matters of diversity, equity, inclusion and belonging.
- Revamped the Diversity, Equity, and Inclusion Council resulting in year-round learning opportunities for staff, equity resource hub, the creation of a new senior role (VP for People and Culture), increased collaboration across programs, and the launch of the Women of Color and Men of Color affinity groups.
- Appointed by the Board and President to serve on the Institute's Standards and Policy Committee as well as the Policy; Risk; Crisis Management; and Administration Leadership Management Teams.

**Assistant Director, Strategy and Operations, Education and Society****February 2017 – June 2019**

Directly responsible for the operations, financial, grants management, knowledge management, people and culture, and diversity, inclusion, and equity (DEI) portfolios. Designed and implemented first-ever operational and individual goals aligned to multi-year strategic plan.

- Managed annual \$5 million program budget; redesigned contract, grant and budget processes significantly reducing turnaround processing, reporting, and payment for 40+ contracts and 400 RFPs annually.
- Optimized onboarding process to include technical, social, and emotional learning elements, and 30-and 90-day goals resulting in the holistic integration of new employees, fellows and interns.
- Supervised three staff members responsible for designing and executing 15+ events annually.
- Introduced annual program learning agenda anchored in text-based discussions, and adult-learning frameworks to staff's professional development goals.
- Curated and designed DEI strategy at the individual and organizational levels to strengthen program's health and performance, as well as service to external stakeholders.
- Increased employee engagement through established staff meetings and annual staff retreats that prioritized tracking strategic goals, cultivation of relationships, transparency and addressing problems of practice, and build community across program, and with the National Commission on Social, Emotional, and Academic Development. Serve as mentor for junior staff within program and across Institute.

DURAN 2

- Lead program's knowledge management design and process for increased quantitative and qualitative impact and evidence data on convenings and publications. Led annual external stakeholder survey process. Both efforts inform and strengthen our continuous improvement of *what* and *how* we do it.
- Serve as an advisor to Institute programs on DEI-related matters, provide thought partnership on operations, management, mentorship, Latinx issues, finance, HR-related functions and best practices on collaboration.

## U.S. DEPARTMENT OF EDUCATION

WASHINGTON, D.C.

### *Chief of Staff, Office of Elementary and Secondary Education*

May 2016 – January 2017

Advised the Senior Advisor delegated the duties of Assistant Secretary and managed the Immediate Office tasked with formulating and implementing policy, directing and coordinating the administration of programs for elementary and secondary education. Supervised nine direct reports tasked with various Pre-K-12 policy portfolios, while overseeing operations and communications in accordance with the department's strategic plan. Served as interim Deputy Assistant Secretary for Management and Budget.

- Coordinated across ten program offices and responsible for the \$30 million budget resulting in financial assistance to States, local educational agencies and tribes to assist with education reform efforts and improving the achievement of preschool, elementary, and secondary school students.
- Increased 240+ employee outreach and engagement through internal communications, professional development, and increased opportunities for collaboration.
- Led the Organizational Performance Review resulting in an "Outstanding" rating for the office's efforts towards meeting its strategic objectives, including the implementation of the *Every Student Succeeds Act*.
- Oversaw management of the presidential transition requiring coordination between career and political staff, records archiving, and policy recommendations for new Administration's 100-day plan.

### *Chief of Staff, White House Initiative on Educational Excellence for Hispanics*

2013 – 2016

Advised the Obama Administration's outreach, engagement, policy and programmatic efforts, and strategic initiatives focused on increasing the educational attainment and life outcomes of the nation's Hispanic students. Portfolio included STEM, family engagement, early learning, college access, and girls and women education.

- Executed a national "Call to Action" resulting in the cultivation of over \$335 million in public and private sector investments advancing P-20 education for Hispanic students.
- Created the Federal Interagency Working Group on Educational Excellence for Hispanics comprised of 30 senior White House and Federal agency officials successfully improving cross-agency collaboration and increasing targeted investments and technical assistance for Hispanic students and families.
- Launched the first Hispanic Federal Agency Education Data Collection, online catalog, and "Federal Agencies Investing in Hispanic Education" report featuring over 330 distinct efforts supporting the educational attainment and workforce participation for Hispanics.
- Restructured internship program, effectively recruiting and mentoring over 60 undergraduate, graduate, and postgraduate students, including Deferred Action Childhood Arrivals and first-generation students.
- Served as strategic communications lead for all internal and external efforts, managed digital platforms and campaigns, developed issue factsheets, policy and research briefs, and monthly newsletters, resulting in national press coverage and exposure to over 100,000 stakeholders across the nation.

### *Special Assistant to the Secretary, Office of the Secretary*

2009 – 2013

Managed daily activities and prioritized policy, operational, programmatic, scheduling, and budget matters for Cabinet member responsible for leading 4,000 employees tasked with implementing the Obama Administration's key education priorities and administering grants and investments, including \$100 billion through the historic American Recovery and Reinvestment Act and the Race to the Top grant program.

- Served as front-line liaison to a diverse set of international and domestic stakeholders helping establish collaboration focused on increasing student academic achievement through policy, practice and research.
- Developed briefing materials for all meetings, events, and public engagement activities that served as templates for staff at the agency throughout the Administration.
- Reviewed all written communications, including press releases, official statements, correspondence, announcements, and daily briefing book prior to the Secretary's use and approval.

DURAN 3

**CHICAGO PUBLIC SCHOOLS****CHICAGO, IL****Executive Assistant, Office of the Chief Executive Officer****2005 - 2009**

Managed day-to-day activities for the Chief Executive Officer of the third largest urban school district in the nation, serving over 430,000 students in over 600 schools. Developed administrative systems and retooled communications processes for maximum efficiency and increased collaboration and transparency.

- Facilitated the transition and Senate-confirmation process for U.S. Secretary of Education nominee;
- Designed and implemented standard operating procedures for processing stakeholder requests and an enhanced archiving system that bolstered accountability and customer satisfaction.
- Managed email accounts focused on engagement with families, students, and community members.

**EDUCATION****SOUTHERN NEW HAMPSHIRE UNIVERSITY****MANCHESTER, NH****B.A. English Language & Literature, Magna cum laude, Dean's List**

- Member, The National Society of Leadership and Success, College of Online and Continuing Education

**LEADERSHIP ACTIVITIES AND RECOGNITION**

- Diversity, Equity, Inclusion and Belonging Advisor, Representative Democracy, Democracy Fund, 2020
- New America and the Diversity in National Security Network's 2020 Latino National Security and Foreign Policy Next Generation Leader
- Leader, Center for American Progress US-Mexico Leadership Initiative, 2020
- Refugee education, Southern New Hampshire University Learning Trip to Rwanda, South Africa, Malawi, 2019
- Co-Chair, Diversity, Equity, and Inclusion Council, The Aspen Institute, 2018
- International Career Advancement Program Fellow, Josef Korbel School of International Studies, University of Denver, 2018
- Board of Directors, Institute for Educational Leadership, 2018
- Ricardo Salinas Foundation Scholarship Committee Member, The Aspen Institute Latinos and Society, 2018
- Honoree, 40 Under 40, Leadership Center for Excellence, 2017
- Board Trustee, Southern New Hampshire University, 2017 (*appointed Secretary of the Board, 2018*)
- Honorary Degree in Education, Southern New Hampshire University, 2017
- Commencement Speaker, Southern New Hampshire University (*Class of 9K Graduates*) 2017
- "Rewriting Your Own Narrative," Speaker, TEDx Amoskeag Millyard, 2016
- Member, White House Council on Women and Girls Federal Agency Taskforce, 2015-2017
- Recipient, Hispanic Heritage Foundation Education Award, 2015
- Member and Mentor, Hispanic Employee Council, U.S. Department of Education, 2009-2017

**PUBLICATIONS AND PRESENTATIONS:**

- [Building a Diverse and Inclusive Workplace Begins with an Equity-Centered Job Description](#), 2020
- Speaker, Champions of Diversity and Inclusion, HispanicPro 2020
- Speaker, Resnick Aspen Action Forum, The Aspen Institute 2020
- Moderator, "Reimagining Civic Learning From an Equity Lens," IEL Education Policy Fellowship Program's 55<sup>th</sup> Washington Policy Seminar, 2019
- Panelist, Generation Hope: Advancing Education for Teen Parents, 2018 and 2019
- Girls Leadership Conference Keynote Speaker, Arlington Public Schools, 2016
- "Federal Agencies Moving Hispanics Forward," U.S. Department of Education Official Blog, 2015
- "Latinas in the U.S., 2015," (Concept and Editor), White House Initiative on Educational Excellence for Hispanics
- "National Domestic Violence Awareness Month: A Story About Survival Through Education," U.S. Department of Education Official Blog, 2015
- "How the White House is Helping Latinos Achieve Higher Levels of Education," Logra Tu Dream Podcast, 2015
- "Bright Spots: Educational Excellence in Action," U.S. Department of Education Official Blog, 2014
- Thought Partner, Advisor, Panelist, speaker, and facilitator at various national engagements sponsored by the White House, NALGO Educational Fund, LULAC, Child Trends, New America Foundation, NAEYC, Broward County Public Schools, the Institute of Educational Leadership, Century Foundation, Doorways for Women and Families, Relay Graduate School of Education, and others.

## Marcus D. Graham

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## Experience

### United States Department of Agriculture, Farm Service Agency (FSA)/Farm Production & Conservation Business Center (FPAC)

Washington, DC

#### Legislative Director (Office of External Affairs)

January 2018- May 2019

- Managed legislative duties/tasks/inquiries specific related to Farm Service Agency (FSA), Natural Resource Conservation Service (NRCS), and Risk Management Agency (RMA)
- Created and issued weekly Legislative Affairs report to FSA, NRCS, RMA agency administrators and senior leadership.
- Prepared and coordinated FSA, NRCS, RMA Capitol Hill briefings and Congressional hearings for all major implementation of programs, policy changes, and related Capitol Hill bills/legislation.
- Reported biweekly to USDA's Assistant Secretary Office of External Affairs on upcoming political and legislative issues possibly impacting FSA, NRCS, and RMA.

### United States Department of Agriculture, Farm Service Agency (FSA)

Washington, DC

#### Assistant to the Director (Office of External Affairs)

April 2014- January 2018

- Assisted Director in all Farm Service Agency External Affairs
- Developed and coordinates Capitol Hill briefings on major implementation of programs and policy changes
- Led and oversaw major policy in legislative affairs to Congress and USDA's Office of Congressional Relations
- Directed the process of expediting of congressional responses, reports, and field and state office notices and guidelines
- Responded and provided advice, policy methods and insight to Congress and congressional staffs
- Developed mock hearings, testimonies, briefings for Agency's Administrator and senior leadership

### Office of Personnel Management

Washington, DC

#### President Management Council Fellow (interagency detail)

September 2013 –March 2014

- Served as Lead for President Management Council Expansion Program to government regional offices
- Served as Administrator on the Senior Executive Service's Qualification Review Board (QRB)
- Led and directed the development and training of Senior Executive Service's training mobile applications.
- Developed presentation and data for OPM Senior Executive Service Performance Management and Federal government agency-wide Employee Viewpoint Survey
- Oversaw and presented Senior Executive Service Performance Management quarterly scorecards to Senior Leadership
- Developed and coordinated briefings for Federal Chief Human Capital Officers (CHCO) and Chief Learning Officers (CLO) council meetings.

### United States Department of Agriculture, Farm Service Agency (FSA)

Washington, DC

#### Senior Policy Advisor to the Administrator/Associate Administrator

September 2010-Present

- Advised Administrator and Associate Administrator on FSA policies for all FSA Deputy Administrator areas
- Served as FSA Lead for USDA's Cultural Transformation for Diversity, Inclusion, and Accessibility working group, Strike Force, Veteran's Affairs, Tribal Relations Affairs, and Administrative Services Project
- Prepared and organized FSA's national/state goals and creation of FSA's response plans in these areas
- Provided leadership and direction to these areas and collaboratively worked other USDA and federal government agencies on state, regional, and national issues
- Reviewed and summarized FSA Civil Rights and administrative high-level class action lawsuits, cases, and settlements. Works collaboratively with USDA's Assistant Secretary of Civil Rights Office
- Counseled small farm groups, Community Based Organizations (CBOs), and socially disadvantaged farmers and ranchers on high complex, controversial issues

## Marcus D. Graham

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- Prepared and coordinated reports, guidance, strategic planning for FSA's Farm Bill Implementation, 2014-2015 President's Budget, 2014 Sequestration Plan, 2014 Furlough, 2014 Voluntary Early Retirement Authority (VERA), 2014 Voluntary Separation Incentive Payments (VSIP) and other high level administrative plans.

### United States Department of Agriculture, Farm Service Agency (FSA)

Washington, DC

#### Assistant to the Deputy Administrator of Farm Programs (detail)

October 2012- December 2012

- Assisted Deputy Administrator of Farm Programs and staff with administrative Farm Bill and farm program issues
- Prepared and coordinated inter-agency and inter-division structures including alignment of a 1010 package
- Lead on Strategic Planning and Cultural Transformation projects and related program issues
- Lead for the Farm Service Agency on USDA Secretary's Strike Force initiative
- Developed farm program relief case centralized tracking system for all states' incoming requests.

### U.S. Senate Committee on Agriculture, Nutrition, and Forestry

Washington, DC

#### Legislation Staff- Senator Stabenow (detail)

July 2011- June 2012

- Drafted legislation and policies for farm commodities, farm credit, and crop insurance for 2012 Senate Farm Bill
- Drafted memos and legislative reports for United States Senator Stabenow
- Advised Agricultural Committee staff on disaster programs and emergency loans
- Organized Senate agricultural hearings/testimonials; Prepared data for USDA agency appropriations/authorizations
- Lead on Ag Committee Civil Rights issues, GAO review meetings, rural farm coalition groups; commodity associations.

### United States Department of Agriculture, Farm Service Agency (FSA)

Washington, DC

#### Senior Loan Specialist

November 2003- September 2010

- Developed national guaranteed loan servicing policies and regulations
- Examined guaranteed loan servicing issues (subordinations, partial releases, exception requests, bankruptcies, and guaranteed loss claims)
- Drafted response letters to congressional letters concerning guaranteed loan servicing issues and ongoing litigations
- Guided commercial bank lenders in developing lender's loan credit management systems
- Analyzed servicing review worksheets for commercial bank lender reviews.

#### PR Senior Liaison Officer

March 2010-September 2010

- Developed strategies to advertise Puerto Rico inventory properties
- Computed and audited monthly tracking system for Puerto Rico's loan portfolio, foreclosures, and inventory properties
- Served as Puerto Rico's national direct communication lead; Corresponded to Puerto Rico state/county offices.

#### Farm Loan Program Risk Assessment Reviewer in Charge

November 2007- September 2010

- Served as Loan Servicing & Property Management Division (LSPMD) lead for National Office Farm Loan Program Risk Assessment (FLPRA) review team
- Managed risk assessment review team; coordinated county visits and interviews with employees
- Scheduled and coordinated entrance and exit conferences with FSA's State Executive Director (SED), Farm Loan Chief (FLC), State and County Office personnel
- Developed final report and recommendations for states' mitigation plans.

#### National Farm Service Agency Inventory Property Lead Coordinator/Public Website Consultant

December 2005- September 2010

- Reduced Farm Loan Program inventory property case load by 40% from 127 properties (Dec' 05) to 78 properties (Sept.' 10)
- Analyzed acquired incoming properties after foreclosure and inventory public sales
- Counseled and educated general public on FSA information and inventory property.

Marcus D. Graham

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Small Business Administration (Disaster Assistant Unit)

Fort Worth, TX

Mortgage/Property Loan Officer (detail)

March 2006- May 2006

- Processed over 150 disaster recovery homeowner and business loans for Hurricanes Katrina, Wilma, and Rita victims
- Forecasted applicants' feasibility and eligibility; administered entire loan process from origination to closing
- Retrieved and recorded disaster victims' personal information for claim process.

United States Department of Agriculture, Farm Service Agency

Somerville, TN

Loan Officer

November 2000- November 2003

- Processed 30+ direct and guaranteed loans annually; Created feasible business operating plans for applicants with various commodities
- Serviced loan accounts; Recorded UCCs; Conducted lien searches
- Inspected farms, farm-related chattel, and real estate; appraised farm equipment
- Conducted commercial bank lender meetings and loan reviews
- Counseled applicants, farmers, and ranchers on FSA's feasibility/eligibility requirements and farm loan information.

Education

Tennessee State University

Nashville, TN

Master of Science in Agricultural Science/Business, August 1998 – August 2000

Bachelor of Science in Agricultural Science, August 1993 – December 1997

Executive Leadership Program graduate, USDA Graduate School, August 2003

Washington, DC

Skills

Microsoft: Word, Excel, Outlook, Money, Publisher, PowerPoint  
 Public speaking (USDA Toastmasters/ VP of Public Relations), 2010-2011  
 Senate Agricultural congressional memos and briefings, 2011-2012  
 Executive training and development courses, 2013-2014  
 Administrator of SES Qualifications Review Board (QRB), 2013-2014

References

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Andrew J. Green



### Experience

#### **CENTER FOR AMERICAN PROGRESS / ACTION FUND**

##### **Senior Fellow, Economic Policy**

2021-present

- *Policy thought leadership* on financial regulation, trade, antitrust, rural, budget, and the middle class.
- *Lead a broad coalition* on climate and financial regulation, and spearhead CAP engagement on environmental social and governance (ESG) disclosure, trade, antitrust, and rural America. Partner with consumer groups, civil rights organizations, unions, farmer groups, environmental organizations, anti-poverty groups, foreign policy groups.

##### **Managing Director of Economic Policy**

2015-2020

- *Served as deputy director of CAP and CAPAF's 20-person economic policy team*; providing strategic leadership, vision, and staff mentorship; support executive officers; managed budgets, grant reporting, and internal coordination across CAP/Action Fund.
- *Managed policy development, legislative and regulatory engagement, and public communications strategies on full range of economic policy*: U.S. and international economy; financial markets and corporate governance; international trade; antitrust; taxes and budgets; labor markets, labor rights, and workforce training; monetary policy; agricultural policy; housing; and more. Conducted own research and writing as well.
- *Led coalition advocacy campaigns*, including CAP's response to 2017 GOP tax bill.
- *Regularly testify, advise Congress, and appear in the media* including CNN, Bloomberg News, Fox Business News, C-SPAN, Wall Street Journal, etc., and speak at conferences.
- *Exemplary writing* (full list at <https://www.americanprogress.org/person/green-andy/>):
  - Financial Markets and Regulators are Still in the Dark on Climate Change
  - Corporate Long-Termism, Transparency, and the Public Interest
  - Corporate Governance and Workers
  - A Fair Deal for Farmers
  - Adieu to Laissez-Fair Globalization (Democracy Journal)
  - Washington and Brussels Need a New "Special Relationship" (Wash. Monthly)
  - Trump's Trade Deal and The Road Not Taken
  - Economic Stewardship in Times of Crisis
  - How Congress Can Help Small Businesses Weather the Coronavirus Pandemic
  - Raising Wages and Rebuilding Wealth: A Roadmap for Middle Class Economic Security

#### **U.S. SECURITIES AND EXCHANGE COMMISSION**

##### **Counsel to Commissioner Kara Stein**

2014-15

- *Senior policy advisor to Commissioner Stein on matters before the Commission*, including: Dodd-Frank rulemakings on swaps, risk retention, and the Volcker Rule;

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JOBS Act rulemakings on small business access to capital; corporate disclosure; asset management; accounting; bond markets; international coordination; and enforcement.

- **Represented the commissioner internally and externally:** negotiated rulemakings and enforcement matters; drafted speeches; worked on agency budget, diversity matters, and international coordination.

## U.S. SENATE

**Senate Banking Committee: Staff Director, Subcomm. on Economic Policy** 2013-14

- Coordinated hearings for Subcomm. Chair Jeff Merkley on oversight of the Office of Financial Research, declining U.S. middle class, manufacturing, virtual currency.

**Office of Sen. Jeff Merkley (D-OR): Counsel** 2009-14

- **Developed economic policy and political strategy**, represented the office with business and governmental leaders, drafted bills, speeches, and op-eds, conducted legislative and regulatory negotiations, prepared for hearings, interviewed nominees, worked with media and press, spoke on panels in DC and in state. **Handled Banking and Budget committees; Appropriations subcommittees; Congressional-Executive Commission on China; and tax, trade, and judicial nominations.**
- Representative projects:
  - **Led Senate advocacy for the Volcker Rule in Dodd-Frank Act.** Developed policy, drafted text, negotiated, executed advocacy strategy.
  - **Managed bipartisan, responsible crowdfunding title** in the JOBS Act.
  - **Helped secure Small Business Lending Fund** in 2010 small business law.
  - **Handled annual Budget Resolution.** Staffed Senator on various debt ceiling and budget showdowns, including sequestration, “Fiscal Cliff,” and 2013 shutdown.
  - **Developed legislation to include labor and environment in U.S. trade remedies.**
  - **Developed legislation to limit abusive online payday lending**, working with technology firms, tribes, financial firms, and consumer groups.
  - **Handled Johnson-Crapo housing finance reform legislation in 2014.**
  - Staffed Federal regulatory nominees.

**FRIED, FRANK, HARRIS, SHRIVER & JACOBSON LLP**

Hong Kong

**Associate, Corporate and Capital Markets**

2007-09

- Drafted and negotiated documentation in English and Chinese for cross-border U.S. securities offerings, acquisitions, and investments, including cross-border IPOs.
- Represented major Wall Street financial services firms and corporations on doing business in China, including U.S. compliance matters.
- Drafted and edited the firm’s first guide to foreign investment in China.

**SOOCHOW UNIVERSITY, KENNETH WANG SCHOOL OF LAW**

Suzhou, China

**Visiting Scholar and Lecturer**

Fall 2006

- Taught U.S. constitutional law and professional responsibility law.
- Authored article on expansion of legal rights in China, *Tort Reform with Chinese Characteristics*, for San Diego Int’l. Law J., available [here](#).

**Education**

**UNIVERSITY OF CALIFORNIA, HASTINGS COLLEGE OF THE LAW** San Fran., CA  
J.D., cum laude, Order of the Coif 2006  
Symposium Editor, Hastings International and Comparative Law Review

**HARVARD UNIVERSITY** Cambridge, MA  
A.M. Regional Studies-East Asia 2003  
Focus on Chinese intellectual history and political economy.  
A.B. Government, magna cum laude 1999  
Honors Thesis: *The Organization of the Clinton White House*

**NANJING UNIVERSITY** Nanjing, China  
Hopkins-Nanjing Center for Chinese and American Studies 2000-01  
Harvard-Yenching Fellow 1999-2000

**Additional Background**

**Membership:** California State Bar (inactive)

**Languages:** Mandarin Chinese (fluent), French (basic)

**Political service:**

- Biden-Harris Transition: Treasury Department Agency Review Team, Federal Reserve-Banking-Securities Agency Review Team
- Biden-Harris Policy Volunteer
- Television surrogate for Clinton-Kaine
- Television surrogate for Obama-Biden; Vice Chair, Democrats Abroad Hong Kong (2007-08)
- Board member, Raoul Wallenberg Jewish Democratic Club, San Francisco (2004-06)

**Community service:**

- UC Hastings Alumni Board of Governors (2020-present)
- Board of Directors, Junior State of America Foundation (2015-2020)
- San Francisco Transit Authority Citizens Advisory Committee to Geary Bus Rapid Transit Study (2004-2006)

**Awards and Recognition:** National Law Journal's [Hill List](#) 2012 (inaugural list)

**EXECUTIVE SUMMARY:** Senior management experience in Federal Government and non-profit. Diverse experiences include politics, policy, civic engagement, operations, finance, organizing and personnel management and development. Seeking opportunities that combine leadership and direct engagement. Media experience in radio, television and print. Fluent in Spanish.

## EXPERIENCE

### **Chispa Arizona, a program of the League of Conservation Voters**

*Deputy Director, April 2020 -Present, Advocacy Director April 2018-2020*

- Lead policy advocacy for state and local issues on environment and democracy access
- Management of communications, civic engagement and coalitions and trainings teams
- Oversee Chispa AZ PAC, endorsement procedures and statewide independent expenditure
- Coordinate organization's engagement with stakeholders, elected officials and influencers
- Provide training for Chispa AZ members and staff on organization's top policy issues

### **National Association of Latino Elected and Appointed Officials (NALEO) Educational Fund**

*Director, Arizona Office, March 2017-April 2018*

- Establish state office for national organization
- Create initiative focused on education policy, from birth to college and career readiness, with goal to address educational achievement gap of Latino students in Arizona
- Coordinate organization's engagement with policymakers and education stakeholders
- Develop strategy for leadership academy, includes drafting curriculum for professional development trainings for policymakers

### **Farm Service Agency, U.S. Department of Agriculture**

*Arizona State Executive Director, November 2014-January 2017*

- Management of national program implementation in the state, required understanding of agricultural and rural community needs and Secretary of Agriculture's goals
- Oversee statewide Human Resources, includes development and implementation of employee engagement initiative
- Oversee and implement communications and outreach to agricultural community and expansion of constituencies for the agency
- Assist in the development, coordination, and implementation of department of operations and management programs, policies and plans within the State

## **AARP**

*Business and Integration Manager, September 2011- November 2014*

- Management of \$21 Million Budget for Multicultural Markets and Engagement department
- Provide expertise on integration implementation support for Multicultural work
- Draft policy recommendations for Executive leadership, e.g. immigration
- Draft department contracts and facilitate procurement process from inception to completion and disbursement
- Coordinate departmental operation needs, create and implement operations procedures for new department, and support inter-audience budgetary and marketing needs
- Lead Hispanic audience efforts focused in Southwest communities of California and Arizona

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**NALEO Educational Fund***Director, Washington D.C. Office, September 2009-August 2011*

- Coordinate organization's advocacy with Congress, White House, and federal agencies
- Maintain and build relationships with organizations that have similar priorities
- Assist in the organization of national conferences for members, including presentations on political topics for elected officials to advance legislation.
- Represent the organization's policy and civic engagement positions in English and Spanish to national and local media

**Office of Raúl M. Grijalva U.S. House of Representatives, Arizona***Chief of Staff, November 2006-August 2009*

- Senior advisor to the Congressman on local, state, federal, and international issues
- Manage operations and human resources for offices in D.C., Tucson, and Yuma
- Direct, manage and oversee strategy, policy development, budget, media outreach
- Serve as liaison for Congressman to advocacy groups, constituents, congressional leadership, and state and local elected and appointed officials
- Represent Congressman in caucuses including Hispanic, Progressive, Pro-Choice, Asian American, Mental Health, and Universal Health Care Caucus
- Development and strategy of immigration and border infrastructure legislation and maintain full legislative portfolio

*Deputy Chief of Staff, January 2005-November 2006*

- Manage comprehensive legislative portfolio, including health, women, LGBTQ, minority, immigration, border infrastructure, civil rights, Medicare, and Social Security
- Create outreach strategies inclusive of constituent correspondence, columns, articles, speeches, talking points, press releases, and congressional records
- Develop strategy and implement communication and dissemination plans with media and direct constituent outreach
- Maintain office coordination and staff oversight in support of chief of staff

*District Aide, January 2003-December 2004*

- Establish office start up protocols, initial procedures for casework, develop liaison relationship with federal agencies, and assist in creating constituent inquiry policies
- Create and maintain community outreach portfolio of two communities in the district, civil rights and diversity, elderly, education, Medicare, Social Security, and intergovernmental
- Organize meetings and events and prepare respective talking points and speeches
- Maintain casework in issues including social security, immigration, housing, and military

**Tucson Latina Action***Executive Director, May 2002-October 2002*

- Oversee grassroots organization targeted toward Latina empowerment in Tucson
- Identify and establish office and manage staff and volunteers
- Create media and outreach plan to engage more than 300 local organizations focused on Latina participation in the political and democratic process, and health care access
- Develop and implement voter registration campaign for new Hispanic elderly voters

**EDUCATION***University of Arizona; Tucson, Arizona 1996-2001 Bachelor of Arts in Mexican American Studies and Spanish*

# Lianna Havel

## COMMUNICATION AND PUBLIC RELATIONS SPECIALIST

### Contact Information:

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### Education:

THE GEORGE WASHINGTON UNIVERSITY  
CLASS OF 2014  
Graduated Cum Laude  
Bachelor of Arts, Major in Political  
Communication, Minor in Film

UNIVERSITY OF SOUTHERN CALIFORNIA  
ANNENBERG SCHOOL  
CLASS OF 2019  
Outstanding Strategic PR Scholar  
M.A. in Strategic Public Relations

### Additional Experience

- Fellow, Organizing for America
- Asst. Screenwriter, David Aaron Cohen
- United States Senate Head Floor Page
- Clinton Global Initiative
- Page, OH House of Representatives

### Areas of Expertise

- Social Media Strategy
- Speechwriting
- Campaign Blogging
- Web Content Creation
- Copyediting
- Video Production and Photo Editing
- Research
- Microsoft Office Suite
- Final Draft

## Work Experience

### LEAD FIELD ORGANIZER

Biden for President/Ohio Democratic Party, 2019-Present

- Coordinated and trained volunteer teams of up to 300 people.
- Developed coalition support with diverse communities.
- Led regional communications meetings during virtual campaign phase.
- Consistently surpassed state metrics, often hitting up 600% of goals.

### COMMUNICATIONS CONSULTANT

Bonnie Michael for Worthington City Council, 2019

- Directed six-person communication team for re-election bid.
- Built up advocacy resources for publicity efforts.

### PRODUCER, DIRECTOR, EDITOR

"2020: Messaging in the Modern Era," 2017-2019

- Conducted over 30 interviews with high-ranking party and media officials about presidential messaging in the 2020 cycle.
- Interviewees include 9 sitting members of Congress, a Pulitzer Prize winning journalist and members of 3 presidential administrations.
- Received university honors for contributions to the field of PR.

### SCHOLAR

Fulbright Commission, 2016-2017

- Modernized Czech school's English program for 400 students.
- Managed cultural exchange programs designed to facilitate communication between Czech and American students.

### SCIENCE AND ENGINEERING K-4 EDUCATOR

Teach for America, 2014-2016

- Designed and implemented district-wide elementary curriculum in the New Orleans, Louisiana KIPP Network.
- Pioneered a research-based behavioral rehabilitation program.

### PRESS INTERN

Senator Sherrod Brown, 2012-2013

- Crafted social media output and updated the press on the Senator's policy work.
- Wrote speech drafts, press releases, blog posts and newsletters alongside communication director.

### SPEECHWRITER

Columbus City Council, Eileen Paley, 2012

- Penned speeches delivered to community groups, memorial services and national conferences.
- Served as youngest speechwriter.
- Augmented office communication protocols.

**Matt Herrick**

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Mobile: (b) (6)

E-mail: (b) (6)

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I am passionate about using creative approaches to advocacy, communications and public affairs to elevate organizations focused on improving food systems, enhancing nutrition and strengthening trade and development. I've created campaigns to generate positive action on some of the biggest global health, food security and humanitarian issues of our time; led rebranding and repositioning for several global organizations; and reshaped communications strategies and channels for public, private and non-profit organizations alike with a steadfast focus on data and analytics. Former Presidential Appointee and current executive with 20 years of experience building and leading teams in global food and agriculture, trade and development, and humanitarian assistance. A believer in digital storytelling and a champion of those who do it well. Builder of strategies that leverage purposeful partnerships and advocacy to secure policy and financing wins. Expert in executive positioning and communications. Longevity as spokesperson who effectively manages reputational risk and safeguards brand value. Mentor/coach manager who encourages development and leadership.

### **Education**

1999, B.A., English, College of the Holy Cross, Worcester, MA, Cum Laude, Leonard J. McCarthy Memorial graduate  
2003, M.A., Journalism, Syracuse University, Newhouse School, Syracuse, NY, Magna Cum Laude  
2007, Coursework in Economics, Graduate School, Washington, DC

### **Professional History**

#### **The International Dairy Foods Association, Washington, DC**

*Senior Vice President, Public Affairs & Communications (April 2019 – Present)*

In this role for IDFA, I lead high-level communications strategy for the nation's largest dairy trade association composed of dairy cooperatives and processors, suppliers and service providers, and manage a team of internal communications professionals and external consultants focused on communicating and advocating for the dairy industry's priorities in federal and state regulations and laws, and global standard-setting bodies. Moreover, I provide counsel to industry executives (major food companies and retailers) on strategy, risk and building/maintain a social license to operate. I've led a complete rebranding of IDFA including its corporate logo and collateral; oversaw a website and digital channel redesign; and introduced new programming, virtual content and revenue-generating events. As internal strategist for the association, I've led a strategic visioning and repositioning program, including forging new strategic partnerships with McKinsey, a CME market analysis firm, and Morning Consult. I serve as the organization's chief spokesperson and manage media relations, digital content and storytelling, stakeholder engagement, issue management, and public affairs. I've led advocacy strategies that have secured significant wins for dairy in the Dietary Guidelines for Americans process; Congressional appropriations; and new programming at the U.S. Department of Agriculture, including the Farmers to Families Food Box program. I cocreated the association's first Sustainability Initiative to promote the sustainability efforts of IDFA members and more effectively engage in advocacy. I developed and lead the IDFA Making a Difference membership recruitment and retention strategy that retained multiple, annual dues paying members; introduced new marketing and digital advertising tools to expand event registration and revenue; and introduced a new interview series (Dairy Innovator Dialogues) and a podcast series (The Dairy Download). IDFA membership grew during the coronavirus pandemic due in part to my team's distribution of timely, accurate information and resources for food companies.

#### **The Rockefeller Foundation, New York, NY**

*Managing Director, Communications (December 2017–April 2019)*

In this role, I led media relations, digital communications, messaging and speechwriting, external programming, and advocacy-related grantmaking for one of the world's most respected philanthropies, where I managed an internal team of eight professionals, all external content and channels, events, reputation and brand. Additionally, I served as senior advisor and counselor to the foundation president on media, events, strategic partnerships, and programming. I rebuilt the foundation's in-house communications team with new systems and personnel skilled in media relations, digital storytelling,

and advocacy. I led a new communications strategy with focus on digital campaigning and storytelling across multiple platforms; grew the Foundation's digital audience by 120%; increased e-mail acquisition by 22,000; secured a partnership with Facebook to broadcast events, partnered with the New York Times to develop events focused on economic development, and aligned the foundation with Pushkin Industries to create the #Solvable podcast series. As media relations lead, I placed multiple profile stories in top-tier media, including the Financial Times, Wall Street Journal, and Washington Post on issues ranging from improving food systems to access to electricity. My team led a refresh of brand assets, including updated target audiences and new core messaging, and completed a stakeholder-wide process to overhaul the foundation's vision and values. For the foundation president, I secured high-profile speaking roles at the Milken Global Conference (with Michael Milken), Axios (Mike Allen's Makers, Shakers and Innovators), a keynote at Social Capital Markets (SOCAP), and others. Finally, I created a significant grant to the Miami Herald for reporting on the U.S. government's response in Puerto Rico to Hurricane Maria, which received multiple reporting awards.

### **Story Partners Public Affairs, Washington, DC**

*Senior Vice President (November 2016–December 2017)*

For this boutique public affairs firm, I founded the agency's first practice committed to advising and positioning leading food, agriculture and nutrition companies with public affairs services including digital advocacy, coalition building, media relations, reputation management, executive counsel, and thought leadership programming. I was a significant driver of new business, retaining top-notch clients that grew the agency's annual revenue by 20%, including Cargill, Food Marketing Institute, Foundation for Food and Agriculture Research, Pew Charitable Trusts, National Farmers Union, American Farmland Trust, Organic Trade Association, American Feed Industry Association, and Transurban (my only non-food/ag client). For the FFAR Foundation, I built an advocacy strategy, coalition of more than 80 organizations, and directed a team of outside lobbyists and foundation staff that successfully secured operating authorization and \$200 million (\$40 million per year for five years) in Congressionally appropriated funding in the 2018 Farm Bill. For the Food Marketing Institute, I developed the Unified Voice initiative to better inform the association and its stakeholders of emerging issues in food, agriculture and the consumer goods sector. I wrote and successfully secured a grant and matching funding from a private partner to launch the effort, and retained Dr. Jayson Lusk, Ph.D., food and agricultural economist at Purdue University, to initiate research. Concurrently, I served as counselor to the association's president and CEO on CSR issues. Additionally, I was retained by transportation company Transurban to serve as interim vice president of communications during a leadership transition, where I managed a team of six communications and government relations professionals. For Transurban, I created and launched a new, \$1 million community outreach and public service program that used broadcast TV, radio and digital advertising to educate the public on the dangers of distracted driving. I retained Washington Nationals star Ryan Zimmerman as spokesperson and oversaw all video and advertising production work with him.

### **U.S. Department of Agriculture, Office of the Secretary, Washington, DC**

*Director of Communications (March 2015–November 2016) (Presidential appointee)*

*Deputy Director of Communications (January– March 2015) (Presidential appointee)*

During my eight-year career at USDA, I rose from a GS-11 public affairs specialist who entered as a civil servant in an agency, to the Department's highest-ranking communications official. In my final role as chief communications officer and advisor to the Agriculture Secretary, I was responsible for coordinating the Department's media relations, public affairs, branding, events, crisis and risk communications, and Administration-wide announcements in coordination with the White House. I oversaw a high-functioning team of 70 press officers, speechwriters, digital communicators, writers and editors, brand managers, designers, photographers, and videographers in Washington. Across the country, I coordinated Department and individual Agency strategy for more than 1,500 public affairs officers. In the final two years of the Obama Administration, I shifted the Department's focus toward nimble, digital storytelling and social engagement. I led a procurement process and oversaw the redesign of the USDA website and agency subsites, as well as the transition to a new content management platform. I managed and oversaw the Office of Communications, including vendor contracts with multiple agencies and consultants. I developed the USDA Results campaign, a two-year public affairs effort to communicate the Department's results during the Obama administration to specific U.S. constituencies for the purpose of forming tighter relationships, including rural Americans and businesses, farm owners and operators, conservationists, nutrition organizations and professionals, major food exporters, civil rights advocates and organizations, members of Congress and Governors. These efforts grew engagement across all USDA digital channels by 23% from January 2015 to January 2017. I led creation of the Department's first comprehensive system for digital audience analysis and engagement as well as media analytics. I spoke on the record to hundreds of journalists; placed high-value stories in online, print and

broadcast media; wrote and placed op-ed articles; and wrote speeches for the Secretary and Subcabinet officials.

### **U.S. Agency for International Development, Washington, DC**

*Press Director and Spokesperson (January 2014–January 2015) (Presidential appointee)*

During this time, which coincided with the outbreak of Ebola in West Africa, I served as a key spokesperson for the State Department and White House on humanitarian matters related to the U.S. government's response to Ebola. I worked closely with NSC staff to put the public's focus on public health and development successes in West Africa. For USAID, I served as the primary spokesperson and senior advisor to Administrator Dr. Rajiv Shah and senior leadership. I managed the agency's press and public affairs staff in Washington as well as in USAID Missions around the world. Managing a team of 13, I designed and implemented a comprehensive, results-oriented media relations and communications strategy to achieve policy and legislative objectives on food security, disaster and humanitarian response, democracy and governance, and more. I led all external communications on passage of the Global Food Security Act, which was signed into law, and the launch of the U.S. Global Development Lab and introduction of its director, Ann Mei Chang. I coordinated major international trips, press conferences, events, and media availabilities. With two colleagues, I co-developed and launched the Let Girls Learn initiative for the White House in response to Boko Haram kidnappings in Nigeria. I secured Alecia Keys as the main spokesperson. Due to the campaign's success, it was adopted by First Lady Michelle Obama as a key initiative to raise global awareness about the need to educate girls to improve socioeconomic conditions in developing nations. The effort has since become the Global Girls Alliance at the Obama Foundation, led by the former First Lady.

### **Oxfam America, Boston, MA**

*Director, Media and Public Relations (January 2013–January 2014)*

With Oxfam, I developed the organization's first Board-approved media and public relations strategy, instituted systems to enhance internal/external communications and raise Oxfam America's share of voice by 10% against competitor NGOs. With Board approval, I integrated the press and digital media teams and co-created new priorities, budgeting and planning processes. I led a team of eight U.S.-based media and communications professionals and coordinated Oxfam's media and celebrity ambassador work in 90 countries. I served as chief advisor to president and CEO Ray Offenheiser. During my tenure, I spearheaded development of new organizational branding including a new logo, tagline and messaging for the organization. While much of the planning had been done before my arrival, I launched and led the external strategy for the hugely successful Behind the Brands campaign, which held food companies accountable for deficiencies in their corporate social responsibility plans (or lack thereof) and supply chains, using a mix of strategic partnerships, aggressive earned media, paid digital promotion, online advocacy and progress reporting (score card), grassroots advocacy in urban centers, and media-grabbing stunts. I developed the organization's first media and communications Play Book with relevant materials, content suggestions and messaging. To raise funding and awareness about the growing humanitarian crisis in Syria, I coordinated a trip for Oxfam's president to visit refugees on the border of Jordan and Syria, which generated significant media attention and financial contributions. In 2013, I led the redesign of the Oxfam Unwrapped global cause marketing campaign, which outperformed all previous campaigns in acquisitions and dollars raised.

### **U.S. Department of Agriculture, Office of the Secretary, Washington, DC**

*Press Secretary, Senior Communications Coordinator (October 2011–January 2013)*

As department press secretary, I served as media advisor to the Agriculture Secretary and spokesperson on issues of international affairs, global food security, trade, research and economics, farm programs, crop insurance, biotechnology, budget, legislation, and interagency collaboration. I helped to oversee media relations and public affairs functions in 17 USDA agencies and offices and managed a five-person team within the Office of the Press Secretary. I drafted and/or reviewed all press materials, high-value editorial and digital content including op-eds, editorial board memos, briefing memos, talking points, statements, press releases, speeches, social posts, and scripts. I coordinated all announcements, regulatory actions, and Department news with major U.S. food and agricultural groups and associations. During this time, I worked closely with the White House communications staff, Office of the Public Liaison, and Office of Management and Budget to ensure all key Administration objectives were rolled out smoothly. As the U.S. economy recovered from the Great Recession, I developed a plan with messaging based on new research by the USDA Chief Economist's Office to promote U.S. agricultural production and exports as the economy's "silver lining", a message that was picked up and repeated dozens of times by media and influencers. Amid a global food price crisis, I planned and implemented the U.S. government's delegation to the G20 Meeting of Agriculture Ministers in Paris, a high-stakes diplomatic mission to deescalate criticism by the European Union and Sub-Saharan African nations of U.S. agricultural policy.

**U.S. Department of Agriculture, Foreign Agricultural Service, Washington, DC***Speechwriter and Spokesperson (March 2007–February 2011)*

For the Foreign Agricultural Service, I served as chief speechwriter and lead spokesperson on complex issues related to key economic forecasts, trade agreements and disputes, international development, and commerce. I designed and evaluated public affairs strategies and efforts to achieve U.S. government objectives in commerce, trade, development and international food security, including negotiation and signing of trade deals with South Korea, Panama, Peru, Caribbean nations, and others. In addition, I led public affairs campaigns that defended U.S. food aid and trade assistance from Congressional budget cuts. I created the USDA's communications strategy for agricultural development efforts in Afghanistan, in consultation with State Department and White House partners, where I deployed a "phone home" tactic to connect USDA technical experts working in Afghanistan with their hometown U.S. media, with the purpose of building support for their important work among American citizens. These individuals were often mid-level technical experts who hailed from various USDA offices across the United States, and with their help, I placed dozens of positive stories about the U.S. government's agricultural development efforts in Afghanistan. Separately, I planned and executed the Agriculture Secretary's trip to Kabul, Afghanistan, as well as the Afghan Minister of Agriculture's visit to the United States, all of which generated positive earned media focused on U.S.-Afghan collaboration.

**Journalist***Reporter, Asheville, NC (January 2006–March 2007)*

As a reporter for the Asheville Citizen Times and affiliated regional publications, I reported on issues related to community development, entertainment, natural resources and the environment, and local history. I wrote on daily deadline as well as for weekly and monthly publications, offering spot news coverage as well as feature stories.

*Reporter for Naples Daily News, Naples, FL (September 2005-January 2006)*

As a general assignment reporter, I covered city and county government, law enforcement, and community development.

**Part-Time Journalism***Syracuse, NY (August 2002–June 2003)*

While I attended graduate school, I served on staff as a feature writer for the Syracuse Post-Standard as well as the Utica Observer-Dispatch and reported for multiple regional publications including the Syracuse New Times.

**Chemonics International Washington, DC***Communications Specialist (August 2003–August 2005)*

This was a time of significant change and growth for Chemonics, and leadership extended an opportunity to me to rethink and reshape its communications. I founded the company's Project Communications Office to bring on-the-ground storytelling and photography from projects around the world to feed into the company's marketing and new business materials. I hired, trained and supervised the first core team of Project Communications professionals. Additionally, I founded the company's first Corporate Communications Office, where I was responsible for drafting speeches and guidance for the executive team, monitoring media coverage, responding to major media inquiries, and developing corporate communications and internal communications messages and materials. I also traveled and worked extensively in developing countries, serving as communications lead for several high-profile agricultural development projects in Afghanistan, Uganda, the Philippines, and Peru, where I evaluated and cataloged project progress, developed outreach strategies targeting stakeholders, and planned media tours and events to promote U.S. development successes. I was a key member of the company's project proposal teams, serving as lead writer and editor on technical proposals focused on agriculture and market development; our team won more than \$500 million in USAID contracts during this time.

**Alimed Inc., Dedham, MA***Assistant Editor, Marketing (July 2000 – June 2002)*

For this medical product manufacturer and marketer, I served as an editor and writer for four sales catalogs.

**MIA D. MAYBERRY, J.D.**

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**BAR ADMISSION**

Illinois, 2014; Iowa, 2015

**EXPERIENCE****United States Senator Amy Klobuchar (D-MN)**

Director of Outreach

Washington, DC  
April 2020 - Present

- Manage outreach operation and key relationships with external organizations and groups
- Create and implement strategies to build new relationships between Senator Klobuchar and external organizations and individuals
- Conduct outreach to organizations to coordinate Senator Klobuchar giving live remarks or providing a pre-recorded video of remarks for various events
- Draft decision memoranda and relevant organization background information for Senator Klobuchar's events and remarks
- Train Senate colleagues on outreach strategies and procedures in the time of COVID-19 for effective outreach to organizations, groups and constituents
- Manage prospective appointment recommendations to The Biden Administration

**Klobuchar for Minnesota**Washington, DC  
April 2020 - Present

- During the 2020 Democratic National Convention, managed logistics, drafted briefing materials, and coordinated with Democratic state party officials, DNC staffers, and President-Elect Biden staffers to ensure the success of Senator Klobuchar giving remarks at state delegation meetings
- Draft briefing materials for principal events

**Amy for America**

Deputy National Political Director; Regional Delegate Director

Minneapolis, MN  
January 2020 - March 2020

- Managed multiple states, including obtaining endorsements, engaging in political outreach, and cultivating strong relationships with elected officials and community leaders
- Managed political department consisting of African American and Latino Outreach Directors, and Political Organizers
- Staffed principal, elected officials and surrogates at various events
- Assisted in the implementation of political strategies and objectives, and provided strategic political recommendations to reach the goals of the campaign
- Drafted and reviewed briefs for principal and surrogate events

**Kamala Harris, For the People**

Iowa Deputy Political Director

Des Moines, IA  
November 2019 - December 2019

- Facilitated political strategies and created short-term and long-term political priorities
- Managed African American outreach statewide in Iowa
- Facilitated objectives and strategies for the African American Steering Committee
- Managed successful engagement with key elected officials, endorsers, supporters, and citizens

**Pappas O'Connor, P.C.**

Associate Attorney

Rock Island, IL  
September 2015 – October 2019

- Focus in civil defense and employment law litigation

**2016 Democratic National Convention**, Illinois Hillary Clinton Delegate; Convention Whip  
**Rock Island County Board**, Former Vice Chairwoman and Supervisor, Rock Island, IL

**EDUCATION**

**Valparaiso University School of Law**  
 Juris Doctor. Moot Court Society

Valparaiso, IN  
2014

**Northeastern University**  
 Bachelor of Science in Criminal Justice

Boston, MA  
2011

## VALERIE MCMAKIN

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**RECENT EXPERIENCE**

<b>Office of U.S. Senator Jon Tester</b> Washington D.C.	Current Employment
<i>Legislative Assistant</i>	2020
<ul style="list-style-type: none"> <li>• Provide direct support to the Senator on all issues related to transportation, trade, agriculture, nutrition, and postal policy. Includes authoring legislation, engaging with federal agencies, executing appropriations priorities, and managing stakeholder relationships.</li> <li>• Specific examples of work include: <ul style="list-style-type: none"> <li>○ Speaking at a national conference to garner support for the Senator's legislation.</li> <li>○ Preparing testimony for the International Trade Commission.</li> <li>○ Staffing the Senator at major Senate hearings, such as those regarding the Boeing MAX and COVID-19.</li> <li>○ Provide rapid response to all relevant policy issues within Montana, such as nutrition emergencies, removal of USPS boxes, elimination of Amtrak service, and weather-related agricultural disasters.</li> </ul> </li> </ul>	
<i>Legislative Aide</i>	2019-2020
<ul style="list-style-type: none"> <li>• Drafted legislation, prepared letters to federal agencies, managed appropriations requests, wrote legislative memos for the Senator, and cultivated relationships with stakeholders. Primary lead on trade and agriculture policy.</li> </ul>	
<i>Legislative Correspondent</i>	2019
<ul style="list-style-type: none"> <li>• Researched policy, answered constituent correspondence, and supported primary legislative lead for health care, education, commerce and transportation portfolios.</li> </ul>	
<i>Assistant to the Chief of Staff and Legislative Director</i>	2018
<ul style="list-style-type: none"> <li>• Helped schedule meetings, travel, briefings, and votes for Senator. Schedules are planned in 15 minute increments requiring attention to detail, ability to multitask, and adaptability under pressure.</li> <li>• Coordinated schedules of Chief of Staff and Legislative Director, including extended national travel during a fast-paced election cycle. Kept senior staff on-schedule 24/7, including during travel periods and work weekends.</li> <li>• Served as gatekeeper for Senator, CoS and LD. Point of contact for entire staff to connect with senior staff.</li> </ul>	
<i>Staff Assistant</i>	2017
<ul style="list-style-type: none"> <li>• Managed interns, staffed the front office, coordinated constituent breakfast.</li> </ul>	
<i>Legislative Intern</i>	2016

**RESEARCH**

<b>The Carter Center</b> Atlanta, Georgia	2017
<i>Democracy Program Intern:</i> Monitored elections in Myanmar, Nepal and Angola. Developed budget proposals, drafted political climate memos, and developed data analysis tools. Produced final report on international election integrity.	
<b>Sarah College of Higher Tibetan Studies</b> Dharamsala, India	2016
<i>Researcher:</i> Spent six months in Tibetan-exile community researching democratic integrity of 2016 Prime Minister election for the Tibetan Government in Exile; conducted 34 interviews, including Prime Minister, Speaker of the House and Election Commissioner. Produced final report concluding that the current election system does not comply with international democratic standards and should be reformed.	

**OUTREACH**

<b>Community Crisis Services</b> Washington, D.C.	2019
<i>Hotline Specialist:</i> Answered and counseled calls weekly for the National Suicide Prevention Hotline, the Trevor Project Hotline, and Maryland 211. Provided homeless services, protective services, and domestic violence assistance.	
<b>Arthur M. Blank Family Foundation</b> Atlanta, Georgia	2016
<i>Administrative Staff:</i> Provided administrative support to leadership program for at-risk Atlanta youth, American Explorers (80 youth participants, 1 other staff member). Organized programming including CPR certification, swimming lessons, Outward Bound expedition, speaker series, service projects, college tours, internship guidance, and individual mentoring.	

**EDUCATION**

<b>Emory University</b> , Atlanta, GA	2017
<i>Bachelors of Arts in Political Science and Ethics</i>	

## Karama C. Neal, PhD MA

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### PROFESSIONAL EXPERIENCE

#### Nonprofit partners of Southern Bancorp

President at Southern Bancorp Capital Partners, dba Southern Bancorp Community Partners. (Jul 2018 – Present; Little Rock, AR) The community development loan fund promotes economic mobility in rural Arkansas and Mississippi through development lending, asset building services, and public policy and advocacy. SBCP has a \$2.6 million budget with \$35 million in assets including a \$16 million loan fund.

Chief Operating Officer at SBCP (Dec 2014 – Jul 2018; Little Rock, AR) Managed operations for the rural-focused US Treasury certified community development financial institution. Developed a tax time saving initiative - <https://tinyurl.com/taxtimesavings>.

Director at SBCP (Jan 2012 – Dec 2014; Little Rock, AR). Director of asset building and public policy, with a focus on savings and other vehicles - <https://tinyurl.com/SBCP-CSAs>.

Director at Southern Good Faith Fund; merged into Southern Bancorp Capital Partners in 2011. (Jun 2011 – Dec 2011; Little Rock, AR).

Interim Director at SGFF (Oct 2009 – Jun 2011; Little Rock, AR).

Senior Grant Writer at SBCP (Jan 2009 - Oct 2009; Little Rock, AR). Senior Grant Writer. Wrote grant proposals for private, corporate, state, and federal funding resulting in \$878,317 in awards.

#### Neal Firm

Principal (March 2019 – present). Founder of the management consulting firm focused on strategy development, program evaluation, and impact assessment for mission-driven corporations, nonprofits, and other organizations.

#### Heirs of Arkansas

Principal (Nov 2013 – present, Little Rock, AR). Founded the statewide grassroots organization promoting passage of the Uniform Partition of Heirs Property Act to protect family property rights. The legislation was passed with no dissent in 2015 and I continue to provide support for property owners nationwide. This work was the subject of my TEDx talk and received the 2020 Advancing Equity Award from the Clinton School of Public Service and contributed to my receipt of the Women's Foundation of Arkansas Civic Engagement Award. <http://heirsofarkansas.wordpress.com/>

#### Emory University

Adjunct Assistant Professor of Biology (Jun 2007 - Dec 2008; Atlanta, GA). Taught graduate level research ethics.

Senior Program Associate (Jan 2005 - Dec 2008; Atlanta, GA) Managed program to broaden participation in the sciences.

#### Garbrook Knowledge Resources

Curator (Mar 2007 - Nov 2008; Beverly, MA) Collected and curated primary source materials for the Advanced Biofuels Resource database.

#### Loyola University Chicago

Visiting Lecturer (Jan 2006 - May 2006; Chicago, IL) Taught in the graduate-level Genetics and Bioethics course

#### Incyte Corporation (and acquisitions)

Editor (Jul 2002 - Jan 2005; Beverly, MA) Edited curated databases of mammalian genetic research

Assistant Editor (Mar 2000 - Jun 2002; Beverly, MA) Edited curated databases of mammalian genetic research

Scientific curator (Feb 2000; Beverly, MA) Collected and curated primary source materials for the G Protein Coupled Receptor Targeted Database from Proteome, Inc.

## Arkansas School for Mathematics and Science

Chemistry teacher (Jun 1993 - Jun 1994; Hot Springs, AR) General, organic, and biological chemistry teacher.

## EDUCATION

University of Oxford, Oxford, UK (2013) Impact Investing Programme, Executive Education, Said Business School.

Loyola University Chicago, Chicago, IL. (2005) MA in Bioethics and Health Policy.

Emory University, Atlanta, GA. (2000) PhD in Genetics and Molecular Biology.

Cold Spring Harbor Laboratory, Cold Spring Harbor, NY. (Summer 1996) Studied advanced Drosophila genetics.

Swarthmore College, Swarthmore, PA. (1993) BA in Biology. Oak Leaf Award for senior excellent in leadership, scholarship, and service

Little Rock Central High School, Little Rock, AR. (1989) Diploma. Graduated *cum laude*.

## SELECTED AWARDS

Brownie Ledbetter Civic Engagement Award, (2020) Women's Foundation of Arkansas

Advancing Equity Award (2020), Clinton School of Public Service. Awarded for leading the successful grassroots effort to pass the Uniform Partition of Heirs Property Act in Arkansas

TEDx MarkhamSt (2015) Speaker at the inaugural TED event. <https://tinyurl.com/NealTEDx>

## CURRENT BOARD SERVICE

Arkansas Access to Justice Commission, (2015-present, Chair 2018-2020) AATJ promotes access to civil legal aid. Appointed by the Arkansas Bar Association.

Little Rock Branch of the Federal Reserve Bank of St. Louis, Member of the Board of Directors

Mary Reynolds Babcock Foundation, Vice Chair of the Board of Trustees for the foundation committed to moving people and places out of poverty in the southern US.

## SELECTED PUBLICATIONS

Neal, KC (2019) Heirs Property: Issues and Opportunities. *Arkansas Journal of Social Change and Public Service* Vol 8. <https://ualr.edu/socialchange/welcome/publications/volume-8/>

Neal, KC (2019) Preserving Family Farms in Arkansas. *Arkansas Democrat Gazette*. <https://www.arkansasonline.com/news/2019/aug/04/preserving-family-farms-in-arkansas-201/>

Neal, KC, J. Ginocchio, and M Maupin (2019) Tax Time Savings: Opportunities and Strategies for Policy and Practice. [https://southernpartners.org/wp-content/uploads/2019/07/sbcp\\_tax-time-savings\\_final.pdf](https://southernpartners.org/wp-content/uploads/2019/07/sbcp_tax-time-savings_final.pdf)

Neal, KC (2015) Heir Property and Economic Mobility: Tools for Policy and Practice. *State of the South Blog*. <http://stateofthesouth.org/2015/04/08/heir-property-and-economic-mobility-tools-for-policy-and-practice/>

Neal, KC, Maupin M, Edwards T, et al. (2012) College Savings Accounts: Multiple Paths to a Brighter Future. [http://southernpartners.org/assets/sbcp\\_caseyChildSavings\\_final\\_screenVersion\\_20120328.pdf](http://southernpartners.org/assets/sbcp_caseyChildSavings_final_screenVersion_20120328.pdf)

Neal, KC. (2014) *So What Can I Do?* A Tenth Anniversary Celebration of Service. E-book based on the public service blog promoting ethics in action. <http://sowhatcanido.blogspot.com/>

Neal, KC. (2008) Use and Misuse of "Race" in Biomedical Research. *Online Journal of Health Ethics*. 1(1).

Neal, KC. A Pannuti, ER Smith, JC Lucchesi. (2000) A new member of the MYST family of histone acetyltransferases with high sequence similarity to Drosophila MOF. *Biochimica et Biophysica Acta* 1490(1): 170.

Benes, H., DW Spivey, J Miles, K Neal, RG Edmondson. (1990) Fat body specific expression of the Drosophila *Lsp-2* gene. *SAAS Bulletin of Biochemistry and Biotechnology* 3: 129.

**LYNN OVERMANN****(b) (6)****(b) (6)****(b) (6)****OPPORTUNITY INSIGHTS at HARVARD UNIVERSITY Senior Data Strategist, January 2020 - present**

Develop and execute the organization's first-ever strategy to build data partnerships with state and local governments, non-profit organizations, and the private sector to expand economist Raj Chetty's pioneering research harnessing big data to improve upward mobility in America. Implementing an iterative data acquisition strategy which focuses on understudied data sets that may drive racial disparities and intergenerational poverty, seeking to identify replicable pathways to mobility with a particular focus on criminal justice, early childhood programs, K-12 education, and workforce development. Help develop and launch Opportunity Insights Economic Tracker, leveraging private sector data on the economy and education to help policymakers track the impact and recovery from COVID-19 using real-time, granular data. Co-chair the Community Engagement working group to identify opportunities to center issues of diversity and racial and social justice in the institute's data and research.

**MARKLE FOUNDATION Senior Consultant, February 2020 - present**

Working with Markle Foundation Senior Advisor Denis McDonough, oversee a Gates Foundation funded project focused on unlocking government data to support the upward mobility of students and workers. Responsible for developing and executing a strategy to engage a diverse range of data experts and to identify high-leverage data use-cases, create a data equity framework, and generate a strategic road map to improve the sharing of federal and state data for policymakers, researchers, and the public.

**OPEN LATTICE Board Member, April 2020 - present**

Provide strategic guidance and feedback to an innovative technology startup that provides a secure, scalable cloud-based data platform that empowers civil servants, researchers, and policy-makers to work together on society's toughest challenges, including homelessness, mass incarceration, and other key societal welfare issues.

**ARNOLD VENTURES Vice President of Criminal Justice & Head of DC Office, January 2017- December 2019**

Led the foundation's efforts to leverage data and technology to improve policing in the United States, including the creation and execution of a series of new strategies focused on reducing low level arrests. Worked closely with a large network of local and state governments who are focused on combining data across health, social service, and criminal justice systems to identify people who would be more effectively served by community-based services, and divert them from jail. Worked closely with technology companies to identify opportunities to deliver responsive, flexible products to improve local government decision making, while maintaining legal and regulatory compliance. Co-led foundation's Data Systems Strategy, creating a comprehensive analysis to guide our philanthropic investments in data and technology systems. Led work examining issues of privacy, civil liberties and data ethics around government use of individual level data. Led a team of staff overseeing projects to support the overall policing strategy, develop and manage a multi-million-dollar portfolio of grants. Represented the foundation at external speaking engagements and in the media. As Head of DC Office, worked across foundation teams to improve collaboration, provide feedback to leadership, mentor junior staff, and help create innovative opportunities for career advancement across the organization.

**WHITE HOUSE OFFICE OF SCIENCE AND TECHNOLOGY POLICY Senior Advisor to the U.S. Chief Technology Officer, July 2015 – January 2017**

Built a bipartisan national criminal justice reform effort, the [Data Driven Justice initiative](#), partnering with more than 140 local and state jurisdictions who publicly committed to using cross system data to reduce the number of people with mental illness and substance use issues who enter, and stay, in local jails. Built a range of partnerships across private sector technology companies, universities, and non profit organizations to support innovation in the Data Driven Justice communities. Managed a multi disciplinary team of technologists, lawyers and policy experts across White House teams and federal agencies. Provided frequent briefings to senior White House leadership and developed and launched national communications and legislative outreach strategies. Frequent speaking engagements at external and internal events, provided press interviews across a variety of outlets, participated in expert panels.

**U.S. DEPARTMENT OF COMMERCE Deputy Chief Data Officer, November 2014 – June 2015**

Help stand up and launch Commerce's Office of the Chief Data Officer, building a cross agency team focused on creating strategies to leverage the department's significant data assets and improve data quality and timeliness. Helped create, and served on the Commerce Data Advisory Council, comprised of leading private sector data experts. Worked across Commerce's twelve bureaus to coordinate data dissemination strategies, expand user engagement, and bring private sector innovation into federal government.

**WHITE HOUSE OFFICE OF SCIENCE AND TECHNOLOGY POLICY Senior Advisor to the U.S. Chief Technology Officer, September 2013 – November, 2014**

Led the Administration's efforts to leverage technology to combat human trafficking by partnering with the Defense Advanced Research Projects Agency to develop a tool to identify patterns of trafficking in the deep and dark web. Worked closely with state, local and federal law enforcement agencies to develop new approaches to better share criminal intelligence on multi-jurisdictional human trafficking rings. Helped lead the Administration's Open Government initiatives, including efforts to promote and expand civic engagement efforts.

**OFFICE OF THE VICE PRESIDENT, The White House, Policy Specialist, May 2012 – April 2013**

Led efforts by the Office of the Vice President in a White House initiative to combat human trafficking, working with technology companies, anti-trafficking advocates, the Office of the Director of National Intelligence, and law enforcement agencies to create public-private collaborations to address online trafficking. Worked closely with the White House Advisor on Violence Against Women, Senate and House staff to advocate for the successful reauthorization of the Violence Against Women Act. Worked with National Security staff, Council on Women and Girls, and the Domestic Policy Council on efforts to combat sexual assault in the military.

**WHITE HOUSE STRONG CITIES, STRONG COMMUNITIES INITIATIVE Senior Criminal Justice Advisor to the Mayor of New Orleans, March 2011 – May 2012**

Provided expert policy advice to the Mayor of New Orleans and his senior leadership, including the Police Superintendent, U.S. Attorney, City Council and other system stakeholders on criminal justice reform and poverty-reduction initiatives, including homicide reduction, reentry, and community outreach and engagement. Created a partnership with the Department of Justice's National Institute of Justice to completely eliminate New Orleans

back log of untested rape kits Testified before the City Council as an expert witness

**U.S. DEPARTMENT OF JUSTICE, Washington, DC, May 2009 - March 2011**

**Deputy Counselor, Access to Justice Initiative**

Helped establish and launch DOJ's Access to Justice Initiative, focused on improving access to counsel in criminal and civil legal matters. Worked with DOJ leadership to expand access to counsel for people affected by the BP Oil Spill, and met and communicated regularly with national foundations and philanthropies on criminal and civil legal services issues. Helped hire and supervise the Initiative staff, managed office budget, and determined staff policy assignments.

**Senior Policy Advisor to the Assistant Attorney General, Office of Justice Programs**

Worked closely with House and Senate Judiciary Committee staff on DOJ legislative priorities including reauthorization of legislation aimed at preventing wrongful convictions, improving access to DNA testing, juvenile justice reform, indigent defense reform, and death penalty issues.

**KUBILIUN & ASSOCIATES, P.A., Miami, FL Partner, October 2004 – April 2009**

Led all aspects of the firm's federal and state civil rights claims, targeting systemic police brutality, false arrest, prison conditions, and other constitutional violations. Coordinated communications strategy for civil rights cases, including multiple appearances on local television and print interviews with newspapers.

**OFFICE OF THE PUBLIC DEFENDER, MIAMI DADE COUNTY, Miami, FL Assistant Public Defender, June 1999 – September, 2004.**

Represented indigent criminal defendants from arraignment through trial. Conducted over twenty jury trials and represented hundreds of clients, many charged with murder and other life felonies. Filed numerous motions to suppress evidence, suppress statements, and motions to dismiss.

**NEW YORK UNIVERSITY SCHOOL OF LAW, Juris Doctorate, 1999,**

Root Tilden Kern Public Interest Scholarship recipient

**BRYN MAWR COLLEGE, Bachelor of Arts in Political Science and History with honors, 1996, magna cum laude, recognized for outstanding scholarship in American History.**

**MARISSA L. PERRY**

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**PROFESSIONAL EXPERIENCE****Communications Director, Montana Governor Steve Bullock**

May 2019-present

- **Roles:** chief speechwriter and spokesperson; senior staff and advisor; Governor's Office communications team supervisor and manager of agency public information officers.
- **Day-to-day responsibilities:**
- Overseeing all executive branch communications, including subject matter ranging from health care to economic development, education, the budget, public lands and the environment, Native American affairs, and the COVID-19 pandemic response;
- Supervising a four-person communications team in daily state and national press communications; drafting advisories and press releases; executing press events; developing and managing social media content;
- Managing thirteen cabinet-level public information officers; coordinating messaging; assisting with press releases, press events, and media responses;
- Providing advice and leadership in responding to the unprecedented COVID-19 pandemic; advising on public health measures; developing crisis communication plans; executing routine press conferences to inform the press corps and the public, including drafting remarks, coordinating policy, and preparing the Governor and state public health experts to answer questions;
- Preparing the Governor for national and state TV appearances and print and radio interviews, including modifying technologies and systems to accommodate pandemic restrictions.

**Advisor, Steve Bullock U.S. Senate Campaign and U.S. Presidential Campaign**

May 2019-November 2020

- Served as an advisor in volunteer capacity on the candidate's record of accomplishments and messaging; assisted with media responses, policy development, and debate and media interview preparations.

**Press Secretary, Montana Governor Steve Bullock**

December 2016-May 2019

- Developed media strategies for the state's biannual legislative session to advance executive branch legislative priorities, including Medicaid expansion, a balanced budget, and infrastructure investments;
- Drafted the Governor's State of the State speech and other key remarks and talking points;
- Executed press events; drafted written press materials including press releases, fact sheets, video scripts, website content, and social media content; coordinated responses to members of the press;
- Assisted constituent services in drafting public-facing content;
- Lead in managing the Lieutenant Governor's official communications including drafting speeches, writing press releases, coordinating media interviews, and managing social media.

**Deputy Communications Director, Montana Democratic Party**

August 2016-November 2016

- Composed press releases and other communication materials for Governor's Office candidates;
- Coordinated digital and external communications for gubernatorial candidate, including creating content such as videos and graphics and managing several social media platforms;
- Coordinated Lieutenant Governor candidate communications including drafting stump speeches and coordinating press events.

**Public Information Officer and Policy Advisor, Governor's Office of Community Service**

August 2013-August 2016

- Managed marketing, media, and public relations strategies; composed press releases, newsletters, social media, fliers, brochures, and other documents for activities of the office and on behalf of National Service programs in Montana;
- Served as a policy advisor to Governor and First Lady Bullock in their efforts to alleviate childhood hunger in Montana; developed and implemented statewide Breakfast After the Bell grants; organized key press events; wrote the First Lady's remarks.

**Legislative Aide, Montana House of Representatives**

December 2012-May 2013

- Conducted research, wrote op-eds, organized press conferences and related materials, coordinated policy and communications strategy, and managed social media content for Democratic leadership and 39 legislators in the Montana House of Representatives.

**Field Organizer, Montana Democratic Party**

August 2012-November 2012

- Facilitated and recruited for nightly phone banks, weekly canvasses, and fundraising events;
- Oversaw campus volunteer recruitment and paid intern program of university students.

**EDUCATION**

The University of Montana, Missoula, Montana, May 2011

**BA in Political Science**, Minors in History and French, Graduated with High Honors**PROFESSIONAL RECOGNITIONS AND AWARDS****Communications and Constituent Services Team Award**; Governor's Award for Excellence in Performance, 2020**President of the Big Sky Democrats (Young Democrats of Montana)**; 2014-2016**Chair of the Interagency Committee for Change by Women**; 2016**Public Relations Director for the Helena Young Professionals**; 2013-2015**Volunteer with the Mon Youth Education Center and Burma Volunteer Program**; Mae Sot, Thailand, 2012**Outstanding Delegation**; National Model United Nations, 2011

**Kim Peyser****(b) (6)****(b) (6)****(b) (6)**

*Operations executive experienced in building and leading teams to track against critical short-term milestones while maintaining an eye towards a long-term strategic plan and organizational culture.*

**U.S. DEPARTMENT OF COMMERCE January 2021- present*****Deputy Chief of Staff to the Secretary for Operations***

- Manage a team of 15 in the Office of the Secretary to ensure effective and efficient operations in the immediate Office of the Secretary
- Liaise with all key components of the mission enabling functions of the Department including HR, Budget, Facilities, Security and General Counsel on behalf of the Secretary
- Oversee hiring of political appointees and the Office of White House Liaison

**BIDEN PRESIDENTIAL TRANSITION TEAM October 2020- January 2021*****Personnel Lead; Department of Commerce and U.S. Small Business Administration***

- Developed hiring strategy for, interviewed and extended offers to 73 qualified appointees to join the Biden Administration in two Agencies

**ACRONYM March 2019- October 2020*****Chief of Staff******Chief Operating Officer***

- Grew the team from 15 to 75 in 1 year
- Built all needed HR and Operations policies and infrastructure to facilitate rapid growth of team
- Managed internal communications strategies in response to the COVID 19 pandemic

**WHEN WE ALL VOTE July 2018- February 2019*****Chief Operating Officer***

- Grew the team from 8 to 45 in 6 months
- Managed a team of 26 people and a budget of \$5MN to increase voter registration numbers through: 2000 nationwide grassroots events, large scale events in 10 states with high profile surrogates including Michelle Obama and social media amplification
- Lead a team of staff and volunteers in directly contacting more than 3.6 MN voters

**STANTON PARK ADVISORY, LLC, August 2017- February 2019*****Founder/Principal***

- Advised organizations on strategic planning, operations, internal communications, mission-critical events and political strategy
- Supported clients including congressional campaigns, nonprofits and private sector companies

**U.S. DEPARTMENT OF COMMERCE, May 2015 – January 2017*****Chief of Staff and Senior Advisor to the CFO/Assistant Secretary for Administration (CFO/ASA)******TS-SCI Clearance***

- Managed multiple projects across the 500-person CFO/ASA organization and drove them towards timely completion
- Advised the CFO/ASA and the immediate Office of Secretary Pritzker on all components of policy implementation including: budget implications, human resources needs, congressional approvals and communications (both internal and external)

- Tracked progress and successfully achieved milestones on mission-critical projects across 12 distinct bureaus for reporting to Secretary Pritzker
- Provided input on political implications of operational decisions, including management of the Department's \$9B budget

**U.S. SMALL BUSINESS ADMINISTRATION (SBA), October 2013 - May 2015**

***Senior Advisor and Special Advisor to the Associate Administrator; Office of Investment and Innovation (OII)***

- Launched and implemented all aspects, including messaging, of the SBA's \$2.5M Growth Accelerator Fund: a nationwide competition for accelerators and incubators competing for \$50,000 prizes
- Formalized strategy for outreach to women and the Hispanic/Latino community to increase inclusion in the SBIC and SBIR programs
- Organized a task force to evaluate impact investing programs across the country to determine reach into minority communities for reporting to the Administrator of the SBA
- Planned and executed a series of roundtable events hosted by women-led Small Business Investment Companies for sharing of best practices and amplification in local press

**CLIMATE ACTION CAMPAIGN, June 2013 - October 2013**

***Senior Advisor for Business Outreach***

- Garnered support from the business community for President Obama's Climate Action Plan
- Engaged business leader participants for earned-media events in targeted states around the country

**NEW LEADERS FOR NEW SCHOOLS, July 2010 - June 2011**

***Outreach Coordinator***

- Planned professional development and networking events designed to create a collaborative network for DC Public School Principals to share best practices
- Instituted new strategy for regular feedback/support for DC Public School Principals

**U.S. SMALL BUSINESS ADMINISTRATION (SBA),**

***Deputy White House Liaison***

***Confidential Assistant to Administrator Karen Mills (Cabinet Secretary)***

- Planned details of open press events with White House officials and the SBA Administrator
- Implemented ACA outreach plan for small business stakeholders and trade organizations
- Interviewed candidates and managed on-boarding process for all political appointees
- Planned Administrator's participation in small business roundtables nationwide
- Coordinated all aspects of the Administrator's Senate confirmation process

**PRESIDENTIAL TRANSITION TEAM, November 2008 - January 2009**

**OBAMA FOR AMERICA, FALLS CHURCH, VA OFFICE, Fall 2008**

**DEMOCRATIC NATIONAL CONVENTION COMMITTEE, Summer 2008**

**NORWOOD SCHOOL, 2005 - 2008**

**EDUCATION**

**Colgate University, 2005; Bachelors of the Arts | Georgetown University, 2013; MPP**

# MONICA ARMSTER RAINGE

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## EXECUTIVE PROFILE

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Agricultural lawyer, mediator and farm advocate with over **25** years of leadership experiences which focus on securing and implementing effective and equitable farm programs and policies. Visionary leader with full and practical knowledge of USDA and its programs, and a deep commitment to ensuring racial justice for all farmers and ranchers. Expertise in the strategic development and management of high quality outreach and technical assistance programs that support regional land retention and advocacy initiatives. Seasoned diversity and equity thought leader and national organizer working across broad-based grassroots organizations and rural coalitions which focus on building a movement for long-term policy change and a more diverse farm and food system.

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## CORE COMPETENCIES

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- U.S. Agriculture
- USDA Programs
- Minority Farmers and Ranchers
- Program Development
- Strategic Leadership
- Customer Service
- Innovative Problem Solving
- Strategic Partnerships
- Cross Cultural Communication
- Diversity and Equity
- Mediation/ Conflict Resolution
- Diverse Stakeholder Engagement
- USDA Administrative Appeals
- Federal Rulemaking
- People Leadership
- Persuasive Communication
- Results Oriented
- Adaptive & Influential
- Consensus Building/ Team Spirit
- Public Speaking
- Civil Litigation

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## LEADERSHIP EXPERIENCE

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**Federation of Southern Cooperatives/ Land Assistance Fund**  
*Director of Land Retention and Advocacy*

# MONICA ARMSTER RAINGE

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Tallahassee, Florida / East Point, Georgia  
12/16- Present

## LAND RETENTION

- Develop and manage high impact technical assistance and educational programs for black farmers and landowners across Georgia, Alabama, Mississippi, Louisiana, Florida, South Carolina, and Texas to decelerate black land loss and resolve heirs' property issues.
- Direct Regional Heirs' Property and Mediation Center as a USDA Outreach Service Center in collaboration with the Office of the Assistant Secretary of Civil Rights

## ADVOCACY & POLICY DEVELOPMENT

- Policy Advisor to the Socially Disadvantaged Farmers and Ranchers Policy Center at Alcorn State University
- Lead congressional advocacy and engagement on major federal legislation
- Provide policy briefings to members of the Congressional Black Caucus
- Monitor state and federal legislation, federal rulemaking and regulatory developments to determine impact to organization's membership
- Develop and advocate for agricultural policy recommendations to advance equity and inclusion in the Farm Bill.
- Work with congressional members to provide policy analysis of proposed legislation

## MEDIATION

# MONICA ARMSTER RAINGE

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- Lead the delivery of USDA Certified Mediation Services in Georgia, Louisiana and Mississippi to resolve disputes between USDA and its customers.

## NATIONAL COALITION BUILDING AND LEADERSHIP

- Lead national organizing and advocacy work across broad-based grassroots organizations and rural coalitions including the National Family Farm Coalition and Rural Coalition
- Frequent Keynote Speaker and Panelist at National Agricultural Conferences

## **Federation of Southern Cooperatives/ Land Assistance Fund**

### *Florida State Coordinator*

Tallahassee, Florida

10/11- 12/16

- Developed and advocated for agricultural policy recommendations for the Farm Bill
- Managed land retention projects among limited resource farmers and rural landowners
- Led educational programs and provided direct assistance to farmers and landowners
- Developed asset building strategies for low income rural communities in Florida

## **The Florida Bar**

### *Bar Counsel (Part-time/ Contract)*

Tallahassee, Florida

12/04 – 2/17

- Investigated and prosecuted complaints of the unlicensed practice of law
- Managed and provided legal counsel to regional Unlicensed Practice of Law Committees

# MONICA ARMSTER RAINGE

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## Keiser University

*Legal Studies and Business Instructor (Part-time/ Contract)*

Tallahassee, Florida

11/00 – 5/14

- Responsible for teaching and developing legal studies curriculum and assessment tools.
- Member of SACS Accreditation Team

## Monica G. Armster Rainge, Attorney and Counselor at Law

*Solo Practitioner*

Tallahassee, Florida

10/00 - 12/04

- Represented individuals and businesses in administrative and civil matters; conducted legal research; drafted pleadings, motions, and discovery.

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## EDUCATION

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UNIVERSITY OF ARKANSAS (1999) Fayetteville, Arkansas

*Master of Laws in Agricultural Law*

UNIVERSITY OF FLORIDA (1998) Gainesville, Florida

*Juris Doctor*

FLORIDA A&M UNIVERSITY (1995) Tallahassee, Florida

*Bachelor of Science, summa cum laude, in Agricultural Business*

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## BAR MEMBERSHIP

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Member, The Florida Bar (Admitted in 2000)

# MONICA ARMSTER RAINGE

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## PROFESSIONAL MEMBERSHIPS/ APPOINTMENTS

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Farmers' Legal Action Group, Board Member  
National Family Farm Coalition, Executive Committee (Treasurer)  
Southern Rural Development Center, Board Member  
Inaugural Chair, Florida Agricultural and Mechanical University Brooksville Agricultural and Environmental Research Station (BAERS) Advisory Committee (2016)  
National Appointment to the Ethics and Professional Responsibility Committee of the National Bar Association (2012- 2015)  
Institute For Women's Policy Research, Status of Women in the U.S. South Advisory Committee

**Edward L. Shimkus****(b) (6)****(b) (6)****(b) (6)****PROFESSIONAL EXPERIENCE****Legislative Director, Congressman Sander M. Levin (MI-09), Washington, DC** May 2016-Jan. 2019

- Managed a four- to five-person legislative team for the former ranking member of the Ways and Means Committee while providing strategic direction for advancing policy goals and advising on an issue portfolio including tax policy, transportation and infrastructure, and environment issues
- Collaborated with Senate staff and outside coalitions to reintroduce the Carried Interest Fairness Act and the Stop Corporate Inversions Act, and coordinated refiling of additional measures in the tax policy space
- Responsible for preparing all materials for use during the four-day markup of the Tax Cuts and Job Act including developing amendments and talking points on carried interest, passthrough entities, the estate tax, and the plug-in electric vehicle tax credit, drafting statements, and compiling supplemental materials
- Led annual, bipartisan efforts on Member-driven priority to secure funding for the Great Lakes Restoration Initiative in FY 2019 appropriations legislation and to advocate the GLRI's inclusion in the FY 2020 Budget
- Partnered with district staff and local stakeholders to advocate Members' support and obtain a \$98 million Department of Transportation INFRA grant towards a \$185 million project to modernize local infrastructure
- Responsible for approving all memoranda for cosponsor and cosignature opportunities, action items, and policy proposals for chief of staff and Member review
- Developed and maintained strong relationships with Ways and Means Committee staff, congressional staff for Members of Congress serving on the committee, and various outside stakeholders

**Manager, Presidential Communications,  
The George Washington University, Washington, DC**

Sept. 2015-May 2016

- Managed team of two to produce daily briefing documents for the university president containing background information, logistics, and supplemental materials on scheduled meetings, events, and activities on and off campus
- Identified and closed gaps in content by conducting research and consulting with appropriate university offices and provide approval on all completed materials and finalized briefing book
- Composed talking and conversation points for use with diverse university constituencies and visiting dignitaries at events, meetings, and in various venues

**Legislative Director, Congressman Timothy H. Bishop (NY-01), Washington, DC** Dec. 2012-Jan. 2015

- Served as a senior policy advisor managing policy issues that included the Transportation & Infrastructure Committee, health care, federal budget, fisheries, agriculture, seniors' issues, and social issues
- Supervised a legislative staff of four and student interns to execute the Member's legislative and policy priorities by encouraging teamwork, efficiency, productivity, collegiality, and accountability
- Utilized knowledge of legislative and committee processes to assist staff with bill and amendment development and identification of opportunities to advance policy goals and generate media interest
- Supported the Member's work as ranking member of the Subcommittee on Water Resources and Environment by coordinating with the subcommittee staff to address water and coastal infrastructure issues
- Partnered with subcommittee staff to achieve policy goals in the bipartisan Water Resources Reform and Development Act addressing small harbor maintenance and the Clean Water State Revolving Fund
- Successfully secured funding for the National Estuary Program, Brookhaven National Laboratory, and the Department of Energy's Office of Science through bipartisan collaboration and advocacy
- Responsible for agriculture policy, especially areas important to Long Island farming including specialty crops, water quality and conservation-related issues, wineries, and tourism, while also conducting outreach with Long Island-based and statewide agriculture organizations
- Served as acting chief of staff with responsibility for policy and political decisions during chief of staff's absence

**Legislative Assistant, Congressman Timothy H. Bishop (NY-01), Washington, DC** Aug. 2008-Dec. 2012

- Tracked legislation in a diverse policy portfolio, conducted research, drafted legislation and amendments, produced briefings and memoranda on policy issues, and represented the Member in constituent and advocacy group meetings
- Worked with Long Island and New York stakeholders to focus Member's health policy efforts on district-important issues including graduate medical education, hospital and workforce issues, federal health research funding, the sustainable growth rate, DMEPOS competitive bidding, and access to care
- Served as point person for Member's work on the House Budget Committee, including leading analysis of annual budget submissions and preparation for hearings and budget resolution markup
- Coordinated with stakeholders to advocate for changes to commercial summer flounder quota disparities, permit recreational striped bass fishing in the Block Island Sound Transit Zone, and successfully persuaded the Department of Commerce to include New York in its 2012 New England Groundfish disaster declaration
- Fostered an atmosphere for substantive policy discussion as the staff liaison for the Member's work as Democratic Budget Group co-chairman by working with two colleagues to arrange weekly meetings with policy experts from think tanks, advocacy organizations, and the administration attended by approximately 10-15 Members and 30 staff
- Composed floor statements for one-minute speeches, floor debate on legislation, and Motions to Recommit

**Staff Assistant, Congressman Timothy H. Bishop (NY-01), Washington, DC** Jan. 2007-Aug. 2008

- Served as primary contact for Washington, DC office scheduling matters, maintained Member's calendar, arranged travel between the district and Washington, DC, and managed tasks for the Member
- Provided high-quality constituent service by guiding tours of the U.S. Capitol, facilitating requests for visits to the White House and other landmarks, and promptly processing requests for flags flown over the U.S. Capitol

**Field Assistant, Tim Bishop for Congress, Selden, NY** September 2006-November 2006

- Developed campaign social media plan to engage college students by maintaining candidate profile and communicating information about volunteer opportunities, absentee voting, higher education issues, and other campaign news to a burgeoning campaign Facebook group
- Successfully recruited high school volunteers for voter contact and GOTV efforts by reaching out to government classes and visiting classrooms
- Coordinated phone bank operation on the East End of Long Island by aiding with volunteer recruitment, assisting with phone bank setup, training of volunteers, and providing phone bank materials

**Finance Assistant, MCB Consulting, Inc., Coram, NY** July 2006-Sept. 2006, Nov. 2006-Dec. 2006

- Staffed call time and aided clients by organizing call book, retrieving donors' call sheets, and executing follow-up
- Maintained contact with donors on behalf of principal and clients, facilitated donor and client requests, executed mailings and invitation follow-up, tracked event responses, and assisted with event organization and post-event follow-up
- Accompanied clients to fundraising events while serving as a liaison between attendees and the finance office

**EDUCATION**

American University, Washington, DC

Bachelor of Arts, Journalism and Political Science, *cum laude*

May 2006

**THARUN VEMULAPALLI**

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**WORK EXPERIENCE****Virginia Coordinated Campaign***Regional Field Director***Richmond, VA***August 2020 - November 2020*

- Interviewed, hired, trained, and directly managed 8 organizers to virtually build a volunteer network for the Virginia Coordinated Campaign in the Greater Richmond Area
- Executed an unprecedented virtual organizing plan that resulted in 5,870 volunteer shifts completed, 1,656 unique volunteers, 40 volunteer leaders, and hundreds of thousands of direct voter contact attempts to garner votes for Democrats up and down the ballot
- Developed training materials and resources, led daily check-ins, and held weekly team meetings that allowed my organizers to create new recruitment strategies that resulted in being one of the state's top regions for volunteer shifts completed, number of unique volunteers, and number of volunteer leaders
- Oversaw the largest virtual staging location in Virginia during Get Out the Vote (GOTV) and pioneered new GOTV methods that yielded 1,931 completed shifts and insured victory for Vice President Biden, flipped Chesterfield County blue for the first time in 72 years, and generated a field margin of 8,000 votes for Rep. Abigail Spanberger
- Coordinated with the Coalitions and Political Departments to conduct statewide AAPI-centered-phonebanks and surrogate phonebanks throughout Greater Richmond

**Organizing Together 2020***Regional Organizing Director***Erie, PA***March 2020 - June 2020*

- Virtually managed a team of 10 organizers who were completely virtual due to the pandemic; led the organizers in making 110,000+ voter contact attempts and in guiding 2,000 voters through the vote by mail process
- Coached organizers through building a team of nearly 70 active volunteers and generating 210+ completed virtual volunteer shifts in rural, conservative Western Pennsylvania
- Led the most productive statewide phone banking operation (52,000+ calls) and one of the top-performing regions for volunteer shifts completed, 1-on-1s completed, and volunteer retention rate
- Planned and coordinated virtual phone banks, ThruTalk trainings, online organizing meetings, and GOTV events to adapt to difficult circumstances and run a full field program during a pandemic

**Nevada State Democratic Party***Field Organizer***Reno, NV***January 2020 - March 2020*

- Recruited and trained a diverse team of 200+ volunteers to oversee 191 precincts across rural Nevada and to ensure that the historic Early Vote and Caucus Day processes ran smoothly
- Organized across 10 counties in rural Northern Nevada and made the second most (4,000+) voter contact attempts statewide
- Coordinated with county party chairs to manage a caucus process that increased turnout by 25% and brought in thousands of new caucus-goers

**Kamala Harris For the People***Field Organizer***Florence, SC***September 2019 - December 2019*

- Produced 53,000+ voter contact attempts and recruited a team of 25+ volunteers in rural South Carolina
- Developed 7 volunteer leaders and trained all of my volunteers to complete 50+ phonebank and canvass shifts
- Ranked in the top 5 organizers (out of 30+) for calls made, volunteer shifts completed, 1:1s completed, and total volunteer leaders
- Oversaw a field office from which I launched weekly campaign events and met with community leaders

**Office of U.S. Senator Tammy Duckworth***Casework Intern***Chicago, IL***June 2018 - August 2018*

- Served as a liaison for office staff and determined how the office could be of service to constituents
- Streamlined meetings for office staff by formulating detailed memos on individuals and organizations associated with the Senator
- Reduced a backlog of 300+ cases that had built up in the system by calling constituents to see if their issue was resolved

**EDUCATION AND SKILLS****Bowdoin College**, Brunswick, ME

May 2019

Bachelor of Arts, Government &amp; Legal Studies and Environmental Studies Coordinate Major

**Skills & Languages:** Proficient in Spanish, conversational in Arabic, NGP VAN, Mobilize America, ThruText, ThruTalk, G Suite