

## ABBHEY MELLER

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### Relevant Experience

#### Democratic Party of Georgia, Voter Protection, Atlanta, GA

##### *Voter Protection Associate*

September 2020 – Present

- Oversee the Ballot Rescue Program’s phone and text bank outreach for the November 2020 General Election and 2021 Runoff Election. In the General Election, this effort resulted in over 20,000 challenged ballots fixed for Georgia voters. Phone bank video sessions are conducted 3 times daily, with 300 volunteers and resulting in thousands of calls per shift to Georgia voters.
- Create an infrastructure to manage over 4,000 volunteers in the General and Runoff Elections, including volunteers for phone banking, texting banking, and super-volunteers that maximize our virtual outreach to about 50,000 voters to date.
- Develop and implement a system which included a database and website to provide up-to-date information on ballot drop boxes for each of Georgia’s 159 counties, publishing over 350 entries, further promoting Vote By Mail.

##### *Voter Protection Organizer*

January 2020 – September 2020

- Managed phone and text banking program and volunteers to connect with thousands of Georgia voters to identify and resolve obstacles to voting as part of the Ballot Remediation project. In Georgia’s June primary, this led to training over 60 volunteers and Vote By Mail application curing for about 3,000 voters.
- Created reports for DPG leadership that tracked weekly phone banking metrics, including volunteers trained, calls made, and successful voter contacts and assists for Vote By Mail application problems.
- Using expertise in voting in Georgia, utilized digital tools to engage new volunteers, educate voters, and highlight work in the state.

#### Center for American Progress, Washington, D.C.

##### *Research Assistant, Democracy and Government Reform*

August 2019 – December 2019

- Conducted and supported research and analysis on academic and legislative issues, such as literature reviews, drafting talking points, columns, papers, charts, tables, and graphs as well as proofreading, fact-checking, and editing leadership reports and public media campaigns.
- Produced and distributed advocacy materials, including issue analyses, blog posts, fact sheets, campaign messages, and campaign strategies.
- Represented Legal Progress in partnerships and coalitions with national and state-level organizations. This included active participation in several working groups in the national judicial nominations coalition.

##### *Organizing Associate, Legal Progress*

January 2018 – August 2019

- Designed and implemented communications plans with state and national partners to shape the narrative around the importance of the judiciary, including the strategic use of social media using the Why Courts Matter Facebook and Twitter accounts and columns.
- Managed the 8 Why Courts Matter state partners and their courts-related educational and lobbying activities.
- Coordinated logistics for education and lobbying events, including but not limited to speaker outreach, drafting invitations for hundreds of coalition member organizations, and serving as point of contact for coalition and vendors.
- Led CAP’s involvement in the campaign to oppose the confirmation of Brett Kavanaugh to the Supreme Court, including organizing 11 total rallies at the Capitol and Supreme Court and the #StopKavanaugh social media campaign.

**The Leadership Conference on Civil and Human Rights, Washington, D.C.***Field Assistant*

October 2016 – October 2017

- Built and maintained field tracking grids and provided strategic support on priority policy campaigns and issues: judicial and executive nominations, economic security, transportation equity, census, and the Cities for CEDAW (Convention on the Elimination of all Forms of Discrimination Against Women) campaign.
- Developed rapid response plans that included action alerts to engage an average of 9,000 members and stakeholders on key issues including health care and judicial nominations.
- Coordinated meetings, conference calls, and conferences, serving as primary point of contact with over 200 coalition member organizations, and creating and maintaining organizational website and grassroots listservs.

*The Leadership Conference Education Fund Intern*

September 2016 – October 2016

- Conducted policy research for meetings and briefings on topics including health care and economic security, authored blog posts for website and compiled media clips for Criminal Justice team.

**Jewish Women's Connection of Atlanta (JWC), Atlanta Scholars Kollel, Atlanta, GA***Project Manager*

January 2016 – August 2016

- Supervised the creation and distribution of communications related content across various social media and website platforms.
- Implemented use of content management system to improve organizational accountability while acting as event planner.

**Skills*****Generation Invincible Podcast***

April 2016 – October 2016

- Hosted a public health and social justice podcast targeted towards millennials and Gen Z. Published a total of 20 episodes that averaged approximately 300 plays per episode with listeners from across the world. Topics included racism in healthcare, the anti-vaxxer movement, the opioid epidemic, and more.

Proficient in Microsoft and Google Suites; Votebuilder, LBJ, Mobilize, NGP, Hustle, ThruText

**Education and Internships****The University of Georgia, Athens, GA**

August 2011 – July 2015

Bachelor of Science in Health Promotion and Behavior

2015 Service Award in Health Promotion, Zell Miller Scholarship Recipient

**Prevent Child Abuse Athens (PCAA) and Athens Regional Midwifery Practice, Athens, GA***First Steps/Healthy Families Intern*

May 2015-July 2015

- Provided new mothers with educational materials and resource referrals on Mother-Baby Unit at Athens Regional Medical Center
- Created an integrated system to screen and register patients at ARMC Midwifery Practice for PCAA's Healthy Families program
- Compiled and tracked immunization rates for PCAA's Maternal, Infant, and Early Childhood Home Visiting (MIECHV) grant

**Hadassah Medical Center, Jerusalem, Israel***Academic Research Assistant*

September 2015 – December 2015

- Reviewed academic literature for manuscripts in progress on women's issues in several religious communities.

**OLUGBENGA O. AJILORE, Ph.D.**

Senior Economist, Center for American Progress

Affiliated Scholar, Urban Institute

Number : (b) (6)

Website: <https://www.americanprogress.org/person/ajilore-olugbenga/>

E-mail : (b) (6)

Twitter : (b) (6)

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**PROFILE**

Experienced senior-level economist with a demonstrated history of producing important analyses in both academia and at think tanks. Skilled in Public Speaking, Data Analysis, Microeconomics, Stata, and Economic Research. Strong policy professional with a PhD in Economics.

**PROFESSIONAL EXPERIENCE**

Center for American Progress

August 2018 – Present

**Senior Economist, Economic Policy**

Designed, coordinated, and conducted research and developed policy agenda for addressing rural issues. Produced numerous products highlighting problems including columns, issue briefs, opinion pieces, and reports. Produced numerous writings and commentaries on labor market issues, with a particular focus on the economic outcomes of African Americans.

Experience testifying in front of Congress on macroeconomic stabilization policy. Engaged with media in several print, television, and radio outlets on a variety of economic issues, including the labor market and criminal justice. Mentored junior staff on developing a research agenda and gaining expertise

Urban Institute

August 2017 – August 2018

**Visiting Fellow, Justice Policy Center**

Conducted research on criminal justice issues including police militarization. Consulted on research projects including campus carry laws. Provided technical expertise on a variety of projects.

**ACADEMIC EXPERIENCE**

University of Toledo

August 2003 – June 2018

**Associate Professor of Economics**

Developed a research agenda in public finance, peer effects, and policing and earned tenure. Published in academic journals in the fields of economics, social science, and public policy. Taught courses at the undergraduate and graduate level including but not limited to Principles of Microeconomics, Managerial Economics, Public Finance, Economics of Sports, Mathematical Economics. Served on several University-level committees.

**EDUCATION**Claremont Graduate University, California  
Ph.D. Economics,

January 2002

University of California, Berkeley  
AB Applied Mathematics  
AB Economics

August 1996

**SELECTED PUBLICATIONS***Rural America Agenda*

- Redefining Rural America
- Adversity and Assets: Identifying Rural Opportunities
- A Path to Rural Resilience
- Three Ways to Improve Economic Outcomes for African Americans in the Rural South
- Economic Recovery and Business Dynamism in Rural America

*Macroeconomic Policy and Labor Market Disparities*

- The Importance of Automatic Stabilizers in the Next Recession
- The United States is Not Ready for a Recession, But It Can Be
- On the Persistence of the Black-White Unemployment Gap
- The Persistent Black-White Unemployment Gap is Built Into the Labor Market

**SELECTED ACADEMIC PUBLICATIONS**

- “The National Economics Association at 50: Getting Back to Our Roots.” (2019), *The Review of Black Political Economy*, ([journal link](#))
- “Is the Rise in Police Militarization a Response to Changing Demographics?” (2018), *Journal of the Center for Policy Analysis and Research*,
- “Do #AllLivesMatter? An Evaluation of Race and Excessive Use of Force by Police” with Shane Shirey (2017), *Atlantic Economic Journal*, Volume 45(2): 201–212 ([journal link](#))
- “Mental health, Race, and Deadly Use of Force”, (2017) *Economics Bulletin*, Volume 37(1): 423-428 ([journal link](#))
- “The Militarization of Local Law Enforcement: Is Race a Factor?”(2015) *Applied Economics Letters*, Volume 22(13): 1089–1093 ([journal link](#))
- “Did the Work Opportunity Tax Credit Cause Subsidized Worker Substitution?” (2012) *Economic Development Quarterly*, Volume 26(3): 231–237 ([journal link](#))
- “The Impact of the Earned Income Tax Credit on Poverty: Analyzing the Dimensions by Race and Immigration” (2008), *The Review of Black Political Economy* Volume 35 (4): 117–127 ([journal link](#))

**CONGRESSIONAL TESTIMONY**

- Strengthening Our Fiscal Toolkit: Policy Options to Improve Economic Resiliency, Committee on the Budget, U.S. House of Representatives (October 16, 2019)

**PROFESSIONAL ASSOCIATIONS & ACTIVITIES**

**President (2018)**, *National Economic Association*.

**Member**, *American Economic Association, National Economic Association, American Society of Criminology (Division of Policing), Southern Regional Science Association,*

**Editorial Board**, *The Review of Black Political Economy*

# ALYSSA CHARNEY

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## PROFESSIONAL EXPERIENCE

**Senator Robert P. Casey, Jr. (PA)**  
*Agriculture Legislative Assistant*

**Washington, DC**  
*July 2019 – Present*

- Serve as the Senator’s senior advisor on agriculture, food, natural resources, and climate change, including his work on the Senate Agriculture Committee.
- Develop policy within the jurisdiction of the Agriculture Committee, including conservation and climate change priorities
- Oversee implementation of the Senator’s priorities included 2018 Farm Bill, including conservation program reforms, organic agriculture, nutrition, and dairy
- Coordinate with committee staff and stakeholders to develop and advance the Senator’s policy priorities
- Develop legislation and implement initiatives to enhance the Senator’s legislative profile, which includes proactively developing bipartisan staff relationships.
- Prepare and staff the Senator for relevant hearings, meetings, markups, and floor votes.
- Draft editorials, letters, talking points and speeches for press events, conferences, and meetings, and speak at events on the Senator’s behalf.
- Work closely and collaboratively with state office staff to address constituent concerns.
- Supervise a legislative correspondent who supports the policy portfolio.

**National Sustainable Agriculture Coalition (NSAC)**  
*Senior Policy Specialist*  
*Policy Specialist*

**Washington, DC**  
*May 2015 – July 2019*

- Led NSAC’s work on farm bill conservation programs and policies, including policy development, advocacy, and implementation
- Developed legislative proposals for congressional champions, including drafting legislation, direct advocacy to secure Congressional support, and public education on policy proposals
- Led agriculture appropriations and budget campaigns, including developing written testimony, securing increases for coalition priorities, developing questions and talking points for appropriators
- Led work on climate change, including development of policy positions, research, advocacy, and engagement with agriculture stakeholders
- Developed and maintained relationships with Congressional staff, USDA staff, and a wide range of agriculture and conservation stakeholders and partner organizations.
- Secured significant policy wins in the 2018 Farm Bill, including policies and provisions championed by NSAC, and led implementation efforts following farm bill passage
- Presented on federal farm policy at leading conservation and agriculture conferences, and organized and presented at Congressional briefings on conservation policy

**Tufts University**  
*Teaching Assistant, Friedman School of Nutrition Science and Policy*

**Boston, MA**  
*Jan 2015 – May 2015*

- Designed course materials and lectured on agricultural conservation for graduate policy course
- Coordinated class logistics, graded assignments, provided student guidance and assisted instructor

**New England Farmers Union**  
*Policy Fellow*

**Boston, MA**  
*Sept 2014 – May 2015*

**National Farm to School Network**  
*Policy Fellow*

**Washington, DC**  
*Feb 2015 – May 2015*

2021-DA-04729-F  
Washington, DC  
May 2014 – Feb 2015

**National Sustainable Agriculture Coalition (NSAC)**  
*Research Contractor/ Policy Fellow*

Boston, MA  
Sept 2013 – June 2014

**New Entry Sustainable Farming Project**  
*Farm Incubator Program Associate*

Red Lodge, MT  
July 2011 – Aug 2013

**FoodCorps**  
*Montana FoodCorps Service Member*

Lyons, NE  
Jan 2011 – July 2011

**Center for Rural Affairs**  
*Policy and Organizing Fellow*

## PANELS AND SPEAKING ENGAGEMENTS

**National Convening on Healthy Food Access** **October 2020**  
*Panelist, Online Grocery, Delivery, and the Future of Food Retail*

- Presented with a panel of experts on legislative efforts to expand access to healthy food

**Farm Foundation** **May 2020**  
*Panelist, Advancing Digital Agriculture and Conservation*

- Presented with a panel of experts regarding conservation implementation and policy perspectives. Discussed measuring and evaluating conservation program outcomes from a federal policy perspective.

**Soil Health Institute** **July 2019**  
*Presenter, Soil Health Institute Annual Conference*

- Presented at a plenary session to 300+ conference attendees regarding the soil health provisions included in the 2018 Farm Bill. Discussed key programs, policies, and farm bill implementation.

**Soil and Water Conservation Society (SWCS)** **August 2018**  
*Presenter, Soil and Water Conservation Society Annual Meeting*

- Presented on keynote panel on conservation provisions in ongoing farm bill negotiations. Discussed key policies and programs as relevant to soil health, water quality and climate change.

**House and Senate Agriculture Committee Briefings** **2018**  
*Panelist, Farm Bill Conservation and Soil Health Briefings*

- Spoke at and helped organized briefings and panels regarding soil health policies and programs for inclusion in the 2018 Farm Bill.

## EDUCATION

**Tufts University Friedman School of Nutrition Science & Policy** **Boston, MA**  
*Master of Science: Agriculture, Food, and the Environment* 2015

**Tufts University School of Medicine** **Boston, MA**  
*Master of Public Health* 2015

**Vassar College** **Poughkeepsie, NY**  
*Bachelors of Arts in Environmental Studies* 2010

## VOLUNTEER AND LEADERSHIP

- Biden for President, Policy Committee – Volunteer (2020)
- Clean Water for All – Policy Committee Co-chair (2017 – 2019)
- Soil Health Institute – Policy Committee (2016 – 2019)
- FoodCorps – Alumni Council (2016 – 2018)

## ROBERT F. BONNIE

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Experienced Leader • Strong Executive and Communication Skills •  
 Recognized Expert on Natural Climate Solutions, Wildfire, Conservation of Working Farms,  
 Ranches and Forests • Pioneer of Conservation Incentives and Markets • Politically Astute

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### WORK EXPERIENCE

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**Bipartisan Policy Center, Washington, DC** **Jul 2020 – present**  
**Director, Farm and Forests Carbon Solutions Initiative**

*Directed new initiative aimed at building bipartisan agenda on natural climate solutions*

- Established new initiative to develop policies that mobilize and partner with US agriculture and forestry to fight climate change and that can win bipartisan and rural support.

**Duke University, Durham, NC** **Apr 2017 - present**  
**Executive in Residence, Rubenstein Fellow**

*Taught and mentored students; undertook conservation research and policy development*

- Published studies on attitudes of rural Americans on the environmental and climate change.
- Taught graduate, undergraduate environmental, climate change, forest and wildlife policy.

**US Department of Agriculture, Washington, DC** **Aug 2013 - Jan 2017**  
**Undersecretary, Natural Resources and Environment**

*Oversaw US Forest Service, Natural Resources Conservation Service, USDA climate policy*

- Executive Experience. Led combined staff of 40,000 employees, oversaw \$10 billion budget.
  - Represented USDA as Chair, Gulf Coast Restore Council; revised Comprehensive Plan.
- Climate Change. Coordinated USDA's contribution to Pres. Obama's Climate Action Plan.
  - Played key role in Administration's response to wildfire. Testified in Congress on fire budget challenges. Interviewed on *60 Minutes*, *The Diane Rehm Show*, *NBC News*.
  - Worked with Secretary to launch Climate Hubs, invest in climate smart agriculture.
- Diversity and Inclusion. With Forest Service Chief, oversaw agency response to sexual harassment. Realigned civil rights staff, invested in training, improved complaints process.
  - Oversaw effort to address African-American land loss in the South.
- Working Lands Conservation. Built partnerships with farmers, ranchers and forest owners.
  - Expanded forest restoration on National Forests; increased acres treated by 25%.
  - Implemented 2014 Farm Bill conservation programs with NRCS and Forest Service.
  - Developed innovative wildlife conservation programs, including 5 million-acre Sage Grouse Initiative, Working Lands for Wildlife, and Tongass Forest Transition Plan.

**Senior Advisor to Secretary Vilsack for Climate and Environment Apr 2009 - Jul 2013***Served as Secretary's chief aide on climate change, forestry, conservation and environment*

- Worked with Forest Service and USDA staff to rewrite 2012 Forest Planning Rule governing management of the 193 million-acre National Forest and Grasslands System.
- Negotiated 4.2 million-acre Colorado Roadless Rule with Governor John Hickenlooper.
- Established Office of Ecosystem Markets, developed \$17.5 million carbon offsets initiative.
- Developed 1 million-acre Conservation Reserve Program initiative to conserve rare habitats.

**Environmental Defense Fund, Washington, DC** 1995 - 2009**Vice President, Land Conservation and Wildlife** 2008 – 2009**Managing Director, Center for Conservation Incentives** 2003 – 2008**Environmental Economist** 1995 – 2002

- Led program of 35+ people, oversaw team on endangered species conservation & Farm Bill.
- Pioneered ecosystem service markets, including forest/agriculture carbon offsets policy, and conservation banking for endangered species. Published on forest carbon policy in *Science*.
- Worked with team to develop first Safe Harbor program for voluntary conservation of endangered species; partnered with McDonald's & Bank of America on sustainable forestry.

**EDUCATION**


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**Duke University, Nicholas School of the Environment** 1994  
 Master's in Forestry, Master's in Environmental Management

**Harvard College** 1989  
 AB, *cum laude*, American History

- Harvard men's soccer team. NCAA Final Four 1986 & 1987; Captain 1988; All-Ivy 1988.

**AWARDS**


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 Ducks Unlimited Wetlands Conservation Achievement Award 2016  
 National Association of State Foresters Outstanding Service in Forest Policy Award 2016  
 Nicholas School of the Environment Rising Star Award 2007
**BOARDS**


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 The Conservation Fund, Washington, DC 2018-present  
 Theodore Roosevelt Conservation Partnership 2018-present
**PERSONAL**


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# BRANDON CHADERTON

HUMAN RESOURCES  
OPERATIONS

Human Resource professional with adaptable skills in program design, building organizational systems, and operational excellence. With more than 10 years of experience in operations and human resources, I am adept at navigating ambiguous work situations to create positive employee experiences from ideation to realization.

## EDUCATION

### BA Political Science

Temple University | Graduated 2009

### Certificate in Political Economy

### SHRM Member

SHRM-CP  
(Anticipated Winter 2021)

## CONTACT



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Brandon Chaderton

## KEY SKILLS

EMPLOYEE EXPERIENCE

LABOR RELATIONS

PAYROLL & BENEFITS

FEDERAL CONTRACT  
COMPLIANCE

COVID-19 POLICIES &  
RESPONSE

## PROFESSIONAL EXPERIENCE

2021-BA-04729-F

### Biden for President - Pennsylvania Victory 2020 | July 2020 - Present Human Resources Director, Pennsylvania | Remote

- Build and administer systems for hiring, off-boarding, performance improvement, and personnel roster count for a 400 person staff
- Support a blended remote and in-person program to ensure safety and a positive employee experience
- Conduct HR investigations and advise campaign directors on personnel decisions
- Represent the Pennsylvania Democratic Party on IBEW Joint-Labor-Management Board
- Liaise with IBEW 777 business managers on all matters including pay, hours, severance, and disciplinary action
- Develop and supervise campaign's COVID-19 policy in accordance with CDC and FFCRA guidelines
- Lead for COVID-19 Response Team
- Coordinate multi-faceted HR trainings involving workplace harassment, IT security, and implicit bias
- Direct all facets of shutdown for coordinated campaign in Pennsylvania

### Organizing Together 2020 | March 2020 - July 2020 Human Resources Director, Pennsylvania | Remote

- Developed remote human resource programming focusing on hiring life cycle, employee experience, and team culture during COVID-19 pandemic
- Managed talent development and hiring process to increase Pennsylvania staff by 91%
- Created on-boarding systems, in coordination with National Headquarters, to ensure exemplary orientation of team expectations and culture
- Created and facilitate an original project, The Betterment Lab: a library of resources focused on employee experience in the areas of Remote Work, Workplace Culture, Professional Development, Mindfulness, Belonging, and Optimism
- Led in-state Labor Relations during Union formation of Organizers

### Pete Buttigieg Presidential Campaign | July 2019 - March 2020 National Deputy Human Resources Director | South Bend, IN

- Developed a national human resources and benefits program for more than 600 personnel
- Collaborated with the Talent Director to grow staff by 93%, more than 400 people, across 11 states, focusing on diverse, inclusive hiring
- Enforced policy, conduct investigations, and assist in creating a sustainable campaign culture
- Implemented new guidelines for Union staff based on ratified IBEW Collective Bargaining Agreement
- Collaborated with People Team to create Employee Resource Groups for all staff nationwide

### Precision Strategies | Senior Associate | Nov. 2017 - July 2019 | Washington, DC

- Administrated \$6m semi-monthly payroll for 60-person staff across 7 states
- Reconciled monthly expense reports, receipts for client invoicing, accounts receivable
- Oversaw human resources and benefits administration including medical, dental, and vision insurances, PFL compliance, and 401(k) retirement plans
- Enforced federal and New York State governments contractor compliance including VEVRAA, EEO, candidate tracking, internal staff memoranda, and reporting
- Coordinated securing, and continued maintenance of, New York State Women Business Enterprise and Women Business Enterprise National Council (WBENC) certifications

### Fundraising Consultant | April 2017 - Nov. 2017 | Philadelphia, PA

- Crafted multi-quarter primary budgets for two suburban Philadelphia congressional campaigns with \$1m raise targets
- Developed over 20 fundraising events for candidates across seven major US cities

### Pennsylvania Victory 2016/Clinton Presidential Campaign | July 2016 - Jan. 2017 Deputy Operations Director | Philadelphia, PA

- Directed human resources, on-boarding, off-boarding, payroll, and benefits for 500 employees
- Executed semi-monthly payroll totaling in excess of \$8m through end of campaign

### Shapiro for Pennsylvania | Oct. 2015 - June 2016

#### Deputy Finance Director | Philadelphia, PA

- Served as chief finance and compliance officer for a \$3.2m budget through the PA primary
- Supported raising \$2.1m during primary
- Created a \$4m general election budget

### Pennsylvania House Democratic Campaign Committee | June 2014 - Oct. 2015 Director of Member Services | Harrisburg, PA

- Presided over Executive Director functions with HDCC Chairman during 7-month-long replacement search
- Administered and tracked \$4m HDCC budget including contributions, disbursements, reimbursements, bank accounts, money transfers, and 45-person payroll
- Liaison and fundraising consultant to the 92-member State House Democratic Caucus

### AmeriCorps | City Year, Inc. | Program Manager | July 2009 - June 2014

National education-based non-profit, operating under AmeriCorps, designed to bring together a diverse group of 17-24 year olds for a year of full-time service, tutoring and mentoring at-risk inner-city youth

- Promoted from Senior Corps Member to Content Coordinator to Program Manager over five years

# Mickeala Y. Carter

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## PROFESSIONAL EXPERIENCE

### **Director of Communications and External Affairs**, House Agriculture Committee | January 2021– Present

- Provide key communications, outreach, and messaging guidance to Committee Chairman, Subcommittee Chairs and Member offices on issues related to agriculture, food, rural America, and other issues within Committee jurisdiction
- Plan and execute media strategy for newly appointed Committee Chair, deliberately incorporating opportunities to increase Committee visibility throughout the press, social media, and the Committee constituency
- Collaborate with other Committees, House Leadership, and Caucuses to promote shared interests and priorities
- Work alongside Subcommittee Staff Directors to intentionally select and vet hearing witnesses, roundtable guests, and event speakers
- Oversee work product of and provide creative direction to Committee Press Secretary and Digital Director

### **Outreach Coordinator**, House Agriculture Committee | March 2019 – January 2020

- Strategically incorporated Committee Member priorities into external outreach and engagement opportunities, having led to an increased awareness of Committee accomplishments
- Successfully implemented structure of holding quarterly, or as needed, meetings between stakeholders and the Chairman, Subcommittee Chairs, and/or Committee staff
- Cultivated and maintained strong relationships with key stakeholders and advocates within the agriculture, food, and rural communities
- Designed and produced content for an external weekly newsletter to provide Committee updates and Member highlights to 150+ organizations
- Created event memos and staffed Committee Chairman at speaking engagements
- Represented the Committee as a guest, panelist, and/or spokesperson at meetings, conferences, and relevant events

### **Communications Director & Senior Legislative Assistant**, Congressman Filemon Vela (TX-34) January 2017 - February 2019

- Supervised team of three staffers and all Member communication operations, including, but not limited to crafting and approving press statements, newsletters, talking points, op-eds, and social media posts; corresponding with news and media outlets to coordinate Member interviews; managing member website
- Served as the primary advisor on agriculture issues for Vice Ranking Member of House Agriculture Committee and acted as the liaison during the 2018 Farm Bill between the Member, a Farm Bill conference committee member, and Committee staff
- Initiated communications plan that led to a 120% increase in Member's social media presence and a rise in national media appearances
- Led rapid communications response for Member in wake of 2018 family separation crisis, prompting national media attention and visits to South Texas by House Leadership, the Congressional Hispanic Caucus, and other interested Members

### **Legislative Assistant**, Congressman Filemon Vela (TX-34) | January 2015 - December 2016

- Advised Member on vote recommendations and legislative actions related to portfolio of assigned policy issues, including agriculture, education, science and space, energy, environment, natural resources, telecommunications, and Veterans
- Drafted memos, appropriations letters, talking points, letters of support, and legislative correspondence
- Coordinated multiple highly attended forums, round tables, and meetings to amplify Member's legislative priorities
- Developed bipartisan professional and personal relationships with government and private sector professionals

### **Staff & Press Assistant**, Congressman Filemon Vela (TX-34) | December 2013 - December 2014

- Managed daily assignments, work schedules, and conducted interviews and reviews for three to ten interns per semester
- Collaborated with Communications Director to write weekly newsletters and social media posts
- Monitored assigned legislative issues including postal services, science and technology, and environment

### **Agriculture and Natural Resources Policy Intern**, Congressman Filemon Vela (TX-34) | August 2013 - December 2013

- Managed front office duties, including answering phone calls, welcoming visitors, and leading U.S. Capitol tours
- Researched legislative issues, responded to legislative correspondence and shadowed the Agriculture legislative assistant during 2014 Farm Bill negotiations and Conference Committee meetings

**PROFESSIONAL DEVELOPMENT**

Congressional Staff Academy 2020 Leadership and Management Series | *Completion Certificate* | *Fall 2020*  
GAO Principles of Appropriations Law | *Course Completion* | *Fall 2019*  
NALEO Educational Fund Staff Up Congress Senior Management Academy | *Participant* | *Spring 2019*  
Wilson Center Foreign Policy Fellowship Program | *Fellow* | *Spring 2018*

**CIVIC ENGAGEMENT**

59<sup>th</sup> Presidential Inauguration | *Volunteer* | *January 2021*  
Joe Biden for President | *Voter Protection National Hotline Volunteer* | *Fall 2020*  
Candace Valenzuela for Congress | *Phone Bank Volunteer* | *Fall 2020*  
Beto for Texas | *Office Manager & Block Walk Captain Volunteer* | *Fall 2018*  
Florida Democratic Party | *Outreach Volunteer* | *Fall 2014 & Fall 2016*

**COMMUNITY INVOLVEMENT**

Texas State Society | *Congressional Liaison* | *2016– Present*  
Everybody Wins! DC | *Reading Mentor* | *2015– Present*  
Congressional Black Associates | *Member* | *2020– Present*

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**EDUCATION**

Bachelor of Science in Agricultural Leadership and Development, Minor in Communications  
*Texas A&M University* | *2013*

**SKILLS**

- Press & Communications
- Legislative Affairs
- Public Speaking
- Public Engagement
- Outreach
- Intergovernmental Affairs
- Staff Management
- Website Management
- Social Media Management
- Fireside | IQ

# David Grahn

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## Experience

### Director, Office of Regulatory Policy, Farm Credit Administration

September 2019-Present

- Responsible for developing and issuing policy and guidance regarding the regulation of the Farm Credit System.
- Developed emergency guidance to assist the Farm Credit System operate and provide relief to borrowers in response to the COVID-19 pandemic.
- Worked with the Farm Service Agency on a lenders summit that brought beginning farmers and ranchers together with the Farm Service Agency and agricultural lenders, including the Farm Credit System, to discuss ways agricultural lenders could work more effectively with the Farm Service Agency in financing these producers.
- Work directly with the FCA Board members regarding the development of FCA policy.
- Manage an office of 18 members and its budget.

### Associate General Counsel, Farm Credit Administration

January 2018-September 2019

- Responsible for legal advice to the Board of Directors and senior staff of the Farm Credit Administration.
- Worked with the House and Senate Agriculture Committees to include FCA amendments in the 2018 Farm Bill.
- Developed FCA's relationship with the Native American Agriculture Fund.
- Led FCA's response team for GAO's requests regarding their studies on Native American and Socially Disadvantaged Farmers' and Ranchers' credit opportunities.
- Participated in a number of FCA regulatory and policy workgroups, including those covering the Investment Rule, Capital Rule, YBS ANPRM, and the response to the Banks' request for reforms of capital requirements.
- Participated in OGC budget and operating plan development and other OGC management activities.

### Associate General Counsel, Food Assistance, International and Rural Division, USDA

February 2012-January 2018

- Responsible for legal advice provided to four of the eight Mission Areas at USDA: Rural Development, Farm and Conservation Programs, International Trade and Assistance Programs, and Nutrition Programs, the largest legal portfolio at OGC.
- Regularly advised the Office of the Secretary and sub-Cabinet, and Agency Administrators of USDA as well as officials at the Office of Management and Budget on legal issues within the Division's jurisdiction, including the interpretation of law and regulations, rulemaking procedures, and on appropriations and ethics matters.
- Provided technical assistance to the House and Senate Committees on Agriculture and to the House and Senate Committees on Appropriations.
- Managed a division of 32 members: 3 SES including myself, 25 Staff Attorneys, 3 Secretaries, and 1 Paralegal.

### Associate General Counsel, Rural Development, USDA

November 2002-January 2012

- Responsible for legal advice provided to the Rural Development Mission Area, Farm Loan Programs of the Farm Service Agency, and the Federal Crop Insurance Corporation-Risk Management Agency.
- Regularly advised the Office of the Secretary and sub-Cabinet, Agency Administrators of USDA and officials at the Office of Management and Budget on legal issues within the Division's jurisdiction, including on the interpretation of law and regulations, rulemaking procedures, and on appropriations and ethics matters.
- Provided technical assistance to the House and Senate Committees on Agriculture and regularly to the House and Senate Committees on Appropriations.
- Managed two divisions with a total of 15 members: 2 SES including myself, 10 Staff Attorneys, 2 Secretaries, and 1 Clerk.

### Assistant General Counsel, Legislative Division, USDA

May 1996 -October 2002

- Legislative Counsel for USDA. Provided technical drafting assistance to USDA, the Office of Management and Budget and Congressional staffs, and coordinated USDA's position on legislation.
- Provided technical drafting assistance on the Agricultural Research, Extension, and Education Reform Act of 1998, the Agricultural Risk Protection Act of 2000, and the Farm Security and Rural Investment Act of 2002, as well as on each of the USDA appropriations acts during this period.
- Managed a division with a total of 3 members: 1 GS manager including myself, 1 Staff Attorney, and 1 Secretary.

Counsel to the Senate Agriculture Committee  
Confidential Assistant to the Administrator,  
Agricultural Stabilization and Conservation Service/Farm Service Agency  
Associate, Arent/Fox Law Firm, Washington, DC  
Staff Attorney, Office of the General Counsel, USDA

May 1995 -April 1996

May 1992 -April 1995

March 1991 -April 1992

September 1986 -February 1991

## Education

Juris Doctorate, University of Minnesota Law School May 1986

Bachelor of Arts, Carleton College, Northfield, Minnesota June 1982

## Eyang Garrison

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### EXPERIENCE

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**Office of Congresswoman Marcia L. Fudge, Washington, D.C.**

**April 2019 – Present**

*Deputy Chief of Staff & Legislative Director*

- Responsible for oversight of the legislative team.
- Serve as the primary personal office staff person for the Member on issues before the House Agriculture Committee, including the Subcommittee on Nutrition, Oversight, and Department Operations where she serves as Chair.
- Serve as primary staff person on issues related to k-12 education, budget and appropriations.
- Advise the Chief of Staff and the Member on legislative activities and coordinate the development of policy positions and legislative priorities.
- Meet regularly with constituent groups and work alongside the District Director to outreach activities.
- Write and review legislative memos, talking points, and fact sheets.
- Participate in the hiring of legislative staff alongside the Chief of Staff and the Member.
- Responsible for oversight of the District and Washington offices in the absence of the Chief of Staff.

**USDA Food and Nutrition Service (FNS), Alexandria, V.A.**

**August 2017 – April 2019**

*SNAP Program Analyst*

- Researched SNAP legislative and regulatory history to respond to sensitive and complex inquiries from regional offices, state agencies, SNAP clients, stakeholders, and the public.
- Drafted formal responses to state agency requests for waivers of SNAP regulations.
- Drafted policy memorandums, guidance, and briefing papers for state agencies and regional offices, internal briefing papers, and drafted responses to inquiries from SNAP clients.
- Served as co-lead on a multi-state project focused on improving State agency-issued client notices.
- Provided comments and recommendations on proposed policy guidance and other resources.
- Served as a lead on issues related to child support cooperation and client notices, as well as served as a member of the Disaster SNAP team.
- Provided input on administrative and legislative proposals and developed policy recommendations.

**USDA Office of Congressional Relations, Washington, D.C.**

**March 2016 – August 2017**

*Acting Legislative Analyst (Detail)*

- Provided technical assistance and support to congressional offices on issues related to federal nutrition programs administered by the Food, Nutrition and Consumer Services (FNCS) mission area.
- Tracked congressional actions related to the federal nutrition programs.
- Provided strategic advice and guidance to leadership regarding congressional engagement strategies.
- Notified relevant Congressional offices on FNCS-issued policy changes, press releases, and guidance.
- Served as an advisor to mission area leadership on congressional matters.
- Provided daily updates to the Assistant Secretary for Congressional Relations on pending congressional and FNCS actions related to nutrition.
- At the request of the Obama Administration, served during the early months of the transition.

**USDA, Food and Nutrition Service (FNS), Alexandria, V.A.**

**December 2014 – March 2016**

*Child Nutrition Program Analyst*

- Used quantitative analysis methods to analyze data related to the child nutrition programs.
- Served as lead data analyst for the Child Nutrition Operational Support Branch on the ongoing analysis of school district level data related to the Community Eligibility Provision (CEP).
- Supported policy staff in the drafting of CEP related regulations, handbooks, and other resources.
- Served as liaison for internal and external program research and evaluation projects, assessed implications of research findings and developed Agency responses.

- Responded to data-related inquiries from Congress, State agencies, regional offices, and the public.
- Presented alongside policy staff at conferences and meetings on issues related to CEP.

**Food Research and Action Center (FRAC), Washington, D.C.** **January 2012 – December 2014**  
*Child Nutrition Policy Analyst*

- Worked in targeted high-poverty States, school districts, and schools in collaboration with national and local anti-hunger organizations to increase the number of children participating school meals.
- Built support for school breakfast programs among national anti-hunger and education groups.
- Supported FRAC staff in the development of annual school breakfast reports.
- Tracked school breakfast participation data to identify target school districts for outreach.
- Represented FRAC at National conferences, forums, press events, school board meetings, and community meetings, to raise the profile of alternative breakfast models among high-poverty schools.
- Provided policy recommendations for inclusion in FRAC’s annual legislative priorities.

**Office of Congresswoman Gwen Moore, Washington, D.C.** **February 2007 – January 2012**  
*Legislative Assistant*

- Advised the Member on issues related to the Federal budget, agriculture, welfare, labor, and trade.
- Focused mainly on the Member’s anti-hunger/poverty priorities.
- Drafted legislation, floor speeches, talking points, letters, and advised the Member on key votes.
- Raised the Member’s profile on anti-hunger related issues among local interest groups.
- Served as the primary staffer for the Member’s work on the House Budget Committee.

**Office of Congresswoman Diane Watson, Washington, D.C.** **August 2006 – February 2007**  
*Staff Assistant/Legislative Correspondent*

- Managed constituent mail and email system and drafted response letters.
- Handled various office tasks including front office management and the supervision of interns.
- Worked with legislative staff to draft memos and talking points on a wide range of issues.

## **EDUCATION**

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**The University of Oklahoma, Norman, OK** **Spring 2006**  
*Bachelor of Arts, Political Science*

## **AWARDS & MEMBERSHIPS**

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**USDA FNCS Leadership Institute** **November 2016**  
**USDA Abraham Lincoln Honor Award** **October 2015**  
**Friend of WIC Award, National WIC Association** **March 2012**  
**Make-A-Wish® Mid-Atlantic Community Leadership Council Member**

## CURRICULUM VITA

Dewayne Lydell Goldmon, Ph.D.

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### EDUCATION:

**Ph.D. in Agronomy, minor in Agricultural Education, August 1991, Iowa State University.** Major curriculum included courses in crop production and management, plant physiology and metabolism, and statistics. Minor curriculum included courses in leadership development, teaching, extension, and administration. **Dissertation topic:** Relay Intercropping Soybean into Winter Wheat: Genetic and Environmental Factors.

**M.S. in Agronomy, August 1987, University of Arkansas - Fayetteville.** Broad agronomic curriculum including statistics, weed control, physiology, and pathology with plant breeding as the area of specialization. **Thesis topic:** The Influence of Scion and Rootstock on Growth Characteristics and Nodulation of Soybean.

**B.S. in Agronomy, May 1985, University of Arkansas - Fayetteville.** Broad agronomic curriculum with a minor in agricultural business including courses in economics, law, marketing, and management.

### EXPERIENCE:

**February 2020 to Present – Executive Director; National Black Growers Council (NBGC).** Chief Executive Officer of NBGC, responsible for all duties related to the non-profit organization achieving its mission of improving the efficiency, productivity, and sustainability of Black, row-crop farmers. Reporting to the Board of Directors, primary responsibilities include keeping the organization abreast of significant developments and trends in agriculture, developing policy and advocating for needed change, maintenance of official records and documents, fiscal management (\$300k annual budget), personnel management, and maintaining relationships with all classes of membership (regular, sustaining, and supporting).

**April 2015 to December 2019 – Outreach Lead; Bayer Crop Sciences (after Monsanto acquisition in August 2018).** Worked on Human Resources (HR) team to increase talent pool for the company, strengthen employee retention, and improve relations with key stakeholders. Worked with internal and external groups to identify and train talent, including coordination of some novel programs for high school, college, and graduate students. Served as primary contact for and advisor to the National Black Growers Council (NBGC), focusing on creation and implementation of mutually beneficial programs and initiatives. Also worked

**Dewayne L. Goldmon, Vita, pg.2**

with several land-grant universities to strengthen company relationships, develop student talent, and on technical product positioning. Worked with United States Department of Agriculture (USDA) agencies to increase access for diverse growers and facilitate adoption of company technologies.

**October 2009 to March 2015 – *Director of Stakeholder Relations; Monsanto.*** Worked on customer advocacy and improving company relationships with industry, USDA, and elected officials. Served as primary contact with the NBGC, community based organizations, and several other agencies. Also worked with Federal and State Government Affairs colleagues on various freedom-to-operate issues, with HR on recruiting and university relations, and with various business units on technical product positioning.

**April 2009 to October 2009 – *Technology Development Rep; Monsanto.*** Conducted field research needed for development of new seed and chemical products in central Arkansas. Research focused on pest control and variety/hybrid performance in cotton, corn, and soybeans. Coordinated Cotton States trial work and seed production required to maintain and grow cotton seed sales through licensees. Continued work with HR and grower outreach groups.

**July 2004 to March 2009 – *Product Development and Marketing Manager; Monsanto Cotton States.*** Responsible for evaluation and advancement of potential new cotton varieties containing Monsanto's biotech traits. Characterized and coordinated licensee training on characteristics and attributes of advanced material. Managed regulated, pre-commercial products and was able to facilitate adequate product testing while properly segregating regulated materials. Through management of germplasm development, field trials, and seed production, grew the licensees' cotton seed market share from 0 to 10% in the U.S. in three years. Working with the manufacturing group, was responsible for forecasting, seed production, quality control, and inventory management. Also served as primary technical contact for licensees on product inquiries. Worked with vegetable product development group to expand company's testing network to 1890 land-grant institutions. Continued to work with selected universities and HR department on identifying and training diverse talent. Successfully managed an interdepartmental annual budget that increased from \$300k to over \$750k while serving in this position.

**January 2003 to June 2004 – *Technical Development Manager; Monsanto.*** Conducted field research needed for development of new seed and chemical products. Coordinated demonstration and research trials needed for sales support in Louisiana. Common crops included corn, cotton, grain sorghum, rice, and soybean with emphases on economic, agronomic, and entomological factors. Successfully tested second generation biotechnology traits in cotton and corn pest control. Worked with pre-commercial, regulated materials and facilitated proper

**Dewayne L. Goldmon, Vita, pg. 3**

shipping, cultivation, maintenance, and destruction of regulated plant materials. Tested and characterized potential germplasm for corn, cotton, grain sorghum, and soybean. Developed technical product positioning publications for use by the sales teams.

**January 2000 to December 2002 - *Agronomic Research Manager; Monsanto.***

Conducted field research needed for development of new agricultural products in southern Arkansas and Louisiana. Coordinated similar research with academic cooperators, contract researchers, and other influential scientists in the region. Worked on all major crops grown in the area, including corn, cotton, grain sorghum, rice, and soybean.

**April 1997 to Present – *Owner/Operator; Dell-Cam Farm, Inc.*** Started a row-crop farm operation that produces agronomic crops (corn, cotton, grain sorghum, rice, and soybeans) in southeast Arkansas. Responsible for all aspects of crop production and marketing of acreage that increased from 500 to over 1400 acres. Secured resources and managed an annual budget that increased from \$120k to \$850k. Farm used as a platform to promote technology adoption and USDA program usage.

**January 1997 to December 1999 - *Market Development Representative; Monsanto, Ag Sector.*** Coordinated field research and technical marketing for soybeans in the southern U.S. Majority of effort was spent on the development and management of Roundup Ready soybeans while serving as the technical manager for soybeans in 17 southern states. Major initiatives included developing and maintaining relationships with academic cooperators, seed partners, and technical product development reps. Responsible for forecasting, budgeting (annual budget increased from \$400k to \$800k), and arranging delivery for all materials needed to conduct research and demonstration trials, including regulated seed and crop protection products for company, contract, and university trials. Responsible for all aspects of field research and development, including designing, executing, analyzing, and summarizing research protocols. Using trial data, rewrote the product label, which resulted in improved performance and a reduction in product complaints, all while significantly increasing market share. Managed trial work with precommercial, regulated rice products that led to a product label being drafted, all without a single incident of contamination with commercial rice. Worked with HR on diversity initiatives, resulting in improved relationships with 1890 land-grant universities and diverse student participation in job opportunities.

**January 1995 to December 1996 - *Product Development Representative, Monsanto, Ceregen Division.*** Conducted field research needed for development of new agricultural products and provided technical support to marketing teams on new and existing products. Was also responsible for establishing and

**Dewayne L. Goldmon, Vita, pg. 4**

maintaining support from academic cooperators and other key influencers. Strong emphasis was placed on developing cotton and soybean products derived from biotechnology efforts. Worked with HR personnel on establishing and maintaining a diverse workforce within Monsanto.

**July 1991 to December 1994 - *Field Research Agriculturist, American Cyanamid, Agricultural Research Division (ARD)*.** Established a new research territory covering western Arkansas and Oklahoma. Responsibilities included conducting field research trials on potential compounds, securing and maintaining support with appropriate university and contract researchers, as well as technical support of sales and marketing counterparts. Secured resources and managed all aspects of constructing a new greenhouse and headhouse for developing and screening herbicide tolerant germplasm. Mutated soybean germplasm in an off-season laboratory, then shipped progeny to new territory for production. Established a greenhouse screening program for soybean, and later cotton, and developed a line of soybeans with enhanced tolerance to selected herbicide products. In cooperation with HR personnel, participated in recruiting programs at selected colleges and universities and established relationships with new institutions. Significantly increased minority student participation in Cyanamid intern programs.

**August 1987 to June 1991 - *Administrative/Research Assistant, Iowa State University College of Agriculture and Agronomy Department*.** Coordinator of the Minority Development in Agriculture program for the College where duties included recruitment and retention of minority students. Increased minority student enrollment in the College by over 75%. Responsible for planning and conducting dissertation research in Agronomy. Research involved evaluating the performance of diverse soybean varieties in a relay intercropping system with winter wheat. Radiation interception and soil moisture usage in this system were assessed. Also instructed a lab section in Grain and Forage Crop Production.

**January 1986 to August 1987 - *Graduate Assistant, University of Arkansas Agronomy Department*.** Planned and conducted research required for completion of thesis where diverse soybean genotypes were reciprocally grafted to determine shoot and root influence on selected traits. Assisted with state soybean breeding program, which involved assisting other soybean breeding researchers with various projects. Voluntarily recruited students for the department.

**June 1985 to August 1985 - *County Extension Agent Intern, Arkansas Cooperative Extension Service*.** Assisted with various experiments involving crop production practices and pesticide rates. Advised area farmers on agronomic and other crop production practices and helped them evaluate and adopt new recommendations. Instructed and supervised 4-H members.

**Dewayne L. Goldmon, Vita, pg. 5**

**September 1982 to December 1985 - Hourly worker, University of Arkansas Agronomy Department.** Assisted with crossing, evaluating, selecting, and harvesting wheat and soybeans in the plant breeding programs. Work involved both greenhouse and field work.

**ACTIVITIES AND AWARDS (*Offices/awards/positions held*):**

Iowa State University College of Agriculture and Life Sciences (*George Washington Carver Distinguished Service Award, 2020*)  
 AR Farm Family of the Year (*Jefferson County and SE District Winner, 2019*)  
 University of AR for Medical Sciences Foundation Board member (2013-present, *Advocacy Committee*)  
 USDA Advisory Committee for Minority Farmers (2011 - present)  
 National Black Agricultural Alliance (2010-2012, *Chairman*)  
 University of AR Alumni Association (*Board of Directors 2010-2013; Black Alumni Society Board of Directors 2004-2006, Scholarship Committee 1993-1994*)  
 AR 4-H Foundation Board of Directors (2008-2010)  
 Monsanto Company Technology Development Division (*Pledge Award 2008; Above & Beyond Award 2005*)  
 AR Association for Hearing Impaired Children Board of Directors (1997-2000)  
 American Peanut Research and Education Society (1993-1994)  
 American Society of Agronomy (ASA), Crop Science Society of America; 1986-2009 (*Committee on Minority Concerns member, 1988-1995*)  
 AR Crop Protection Association (1991-2010)  
 AR Valley Habitat for Humanity Board of Directors (1993-1995)  
 Entomological Society of America (1992-2009)  
 Gamma Sigma Delta Fraternity (1989-present)  
 Minorities in Agriculture, Natural Resources, and Related Sciences (1989-present): (*Advisory Board 2010-2018; Professional Membership Committee chair, 1994 - 1995; Graduate Student Representative, 1990-1991; Winner, Graduate Student Research presentation, 1991*).  
 Omega Psi Phi Fraternity (1982 to present): (*Gamma Eta chapter Secretary, President, Undergraduate State Representative, Brother of the Year, 1984*).  
 Outstanding Young Men of America (1988)  
 University of AR Agronomy Department (*Outstanding MS Student 1986-1987*)  
 USDA Natural Resources Conservation Service (*AR State Technical Committee, 2003-present; Jefferson County Conservation District Board Member, 1998-2004*.)  
 University of AR Agronomy Graduate Student Association (1985 to 1987) (*Secretary-treasurer, 1987*)  
 Weed Science Society of America, Southern Weed Science Society (1991-2009)  
 Who's Who Among Students in American Colleges and Universities (1985)

**PUBLICATIONS:**

Goldmon, D.L. and D. K. Whigham (1991). Relay Intercropping Soybean into Winter Wheat: Genetic and Environmental Factors. Agronomy Abstracts and Iowa State University Ph.D. Dissertation.  
 Goldmon, D.L and C.E. Caviness (1987). Influence of Scion and Rootstock on Growth Characteristics and Nodulation of Soybean. Southern Branch of ASA and University of Arkansas M.S. Thesis.

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## WORK EXPERIENCE

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### North Carolina Democratic Party Coordinated Campaign

Northeastern North Carolina

*Regional Organizing Director*

July 2020 – November 2020

- Managed a team of six full-time Organizers to engage, recruit, and empower volunteers to successfully organize eleven counties in Northeastern North Carolina, resulting in a 15% increase in Democratic turnout.
- Coached my Organizers, five of whom had no political organizing experience, to develop their organizing skills. Focused on hard ask skills, persuasion, and tactics for engaging voters during the pandemic. Resulted in the completion of over 1,400 action shifts and 350,000 voter contact attempts.
- Led my team to consistently hit 100% of their goals across the board, significantly over-performing historical cycles in the region.
- Created a pop-up canvassing program in the 6 days before Election Day in rural North Carolina resulting in the knocking of over 1,100 doors.
- Developed a volunteer-led system to deliver paper call lists to volunteers in rural North Carolina without reliable internet access, later adopted by state leadership.

### Joe Biden for President

Charleston, South Carolina – Jacksonville, Florida

*Field Organizer*

August 2019 – July 2020

- Recruited and managed over 100 regular volunteers and over 20 Fellows & Team Leaders to carry out voter contact, persuasion, and mobilization, culminating in the largest Democratic turnout in South Carolina history.
- Developed a culture of inclusion, collaboration, and enthusiasm for volunteers to stay engaged with the campaign over months.
- Consistently ranked the highest performing Organizer in the state, regularly exceeding 100% of goal.
- Organized both in person and virtually in Duval County, FL (March 2020-July 2020), contributing to the winning of Duval County in both the primary and general election.

### U.S. Congressman Matt Cartwright (PA-08)

Washington, DC

*Legislative & Press Intern*

March 2019 – July 2019

- Communicated and engaged with constituents via phone and in person.
- Drafted press releases, short speeches, and Op-Ed's for the Congressman as well as collected press clips.
- Wrote constituent response letters to enhance interaction between the Congressman and his constituents.

### Foreign Policy Association

New York, New York

*Associate Producer*

July 2018 - December 2018

- Produced an entire episode of *Great Decisions* on the State Department in the age of Trump to air on PBS which included supervising editors, designing content, writing narration, and selecting footage.
- Assisted in creating content and selecting footage for other episodes in the series including the Middle East, the US-Mexico relationship, nuclear proliferation, and the US-China relationship.
- Guest lectured at University of North Carolina Chapel Hill on the State Department in the modern political age.

### Philadelphia Mayor's Office: Office of Grants

Philadelphia, Pennsylvania

*Mayor's Intern*

May 2016 – August 2016

- Co-Wrote a policy white paper to increase access of adult education resources; later adopted by city council.
- Wrote grants for the city, including the submission of a \$25,000 proposal to Lincoln Financial Group.
- Connected with local organizations to increase access to state and federal aid opportunities.

## EDUCATION

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### Vanderbilt University

Nashville, Tennessee

Bachelor of Arts: Public Policy Studies; Concentration in International Policy

June 2018

- Vanderbilt University High School Model UN Program
- Club Squash team
- ¡AMIGOS! Hispanic Community Outreach Program

### Volunteer Experience

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*Ayuda* – Translated legal documents from English to Spanish for immigrants applying for citizenship.*Global Brigades Nicaragua* – Supported the creation of a community bank and provided business consultation and translation in rural Nicaragua.

# JUSTO ROBLES

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## Deputy Coalitions Director

Aug. – Nov. 2020 | Georgia

*Biden for President / Democratic Party of Georgia*

- Managed a constituency outreach team to build winning statewide coalitions for Biden for President with Latinx, labor, progressive, and arts leaders in emerging battleground state with 16 electoral votes and two highly competitive US Senate races.
- Led partnerships with businesses, community leaders, elected officials, and key groups including the Latinos con Biden Leadership Committee, local progressive organizations such as 159 Georgia Together, and labor unions including SEIU and IUPAT.
- Successfully mobilized strategic coalitions to reach new and infrequent voters through press conferences, issue-based events, volunteer recruitment, direct voter contact, and earned media opportunities.

## Deputy Director & Chief of Staff

Jul. 2017 – Aug. 2020 | Sacramento, CA

*Energy Independence Now*

- Managed the day-to-day for a top nonprofit dedicated to advocating, messaging, and researching the economic and environmental impacts of zero-emissions transportation infrastructure.
- Led communication campaigns aimed at informing the public, stakeholders, and policymakers, through press engagements, policy briefings, social media, and public events - in close coordination with our most prominent supporters: Leonardo DiCaprio Foundation, Global Green, Honda, Toyota, USC Schwarzenegger Institute, etc.
- Directed nonprofit operations to include, budget management, media/public relations, public policy research, grant writing and reporting, fundraising and board development, and human resources.
- Oversaw and contributed to the publication of two reports on zero emission transportation and the clean energy economy: *Electrifying Clean Vehicle Incentives*, May 2019; *Renewable Hydrogen Roadmap*, May 2018
- Oversaw an annual budget of over \$500,000 along with managing consultants and negotiating contracts ranging from \$10,000 to \$100,000.

## Deputy Digital Outreach Director

Dec. 2019 – Mar. 2020 | Sacramento, CA

*Mike Bloomberg 2020*

- Managed design and content team in California for the innovative digital outreach program that mobilized 2,500 active online supporters, created over 150 pieces of digital content, and engaged voters in targeted districts with over 100,000 genuine actions in groundbreaking short time.

## Director of Private Sector Engagement – Schedule C

Mar. 2016 – Jan. 2017 | Washington, DC

*Office of Transformational Innovation, U.S. Department of the Air Force*

- Developed and executed innovative outreach efforts to advanced technology companies across the nation (e.g. clean tech, cybersecurity, health care IT, aerospace, robotics, etc.) with the goal of improving sector access to federal acquisition funding.
- Designed and executed high-level regional industry events to engage vital non-defense business communities in Washington, DC, Boston and San Francisco, enabling better collaboration and learning between USAF and a broad array of external partners.
- Collaborated with over 100 government and private sector entities to identify and engage new projects, trade events, and other opportunities for USAF to advance their diversified outreach to energy and advanced technology companies.
- Received the Department of the Air Force Award for Exemplary Civilian Service.

## Travel Operations, Advance Lead – Schedule C

Jul. 2013 – Mar. 2016 | Washington, DC

*Office of the Secretary of Defense, U.S. Department of Defense (DoD)*

- Responsible for project managing 26 international and 21 domestic events, travel operations, and public engagement for Secretary of Defense in a fast-paced, no-fail environment.
- Negotiated logistics with representatives of foreign nations, local U.S. Embassy staff, conveners of multi-national events like the World Economic Forum and key stakeholders including academic institutions, business groups and celebrities.
- Briefed and staffed the Secretary, senior leadership, and VIPs around the clock from their arrival to departure, troubleshooting any problems that might arise in the high-pressure environment.
- Received the Secretary of Defense Medal for Outstanding Public Service.

**White House - Defense Fellow, Department of Defense – Schedule C** Aug. 2009 – Jul. 2013 | **Washington, DC**  
*Special Assistant to the Chief of Staff*

- Worked closely with the White House National Security Staff to coordinate the DoD's participation in senior level meetings, including drafting briefing materials and tracking tasks and outcomes throughout the DoD. Coordinated public engagement opportunities for senior leadership.

- Awarded the Secretary of Defense Medal for Exceptional Public Service.

*Office of Legislative Affairs, Office of the Secretary of Defense (OSD)*

- Developed, coordinated, and implemented strategic legislative campaigns to advance the policy objectives of the DoD and the White House. Managed relationships with key bipartisan Congressional staff and drafted official correspondence.

*Strategic Communications Planning (OSD Public Affairs), Special Assistant*

- Drafted and coordinated internal communications and public affairs guidance to Departmental agencies.
- Led long-range public affairs planning and strategic communication efforts on issues pertaining to U.S. military operations and the defense strategy for Europe, Russia, Africa, and NATO.

*Office of the Deputy Assistant Secretary of the Navy for Energy (Department of the Navy), Special Assistant*

- Wrote speeches and press statements highlighting the Navy's work in energy innovation, resource development, and reduced energy consumption.

**Correspondence Analyst**

Apr. – Jul. 2009 | **Washington, DC**

*Department of Homeland Security*

- Coordinated communication between Secretary Janet Napolitano and other government entities. Duties include drafting, editing, and coordinating responses between Departments on behalf of the Secretary. Assisted the White House Liaison team in researching, vetting, and advising the development of advisory committees.

**Battleground State Deputy Political Director**

Jun. – Nov. 2008 | **Denver, CO**

*Obama for America – Presidential Campaign (General Election)*

- Implemented the political strategy of the national campaign for a vital swing state through the management and development of relationships with key elected officials and prominent leaders in Colorado, winning the swing state for the first time since 1992 with 53.6%.

**Primary States Regional Political Director**

Apr. 2007 – Mar. 2008 | **Chicago, IL**

*Obama for America - Presidential Campaign (Primaries)*

- Mobilized diverse community (e.g. Latinos, youth, etc.) vital primary voters in key states including Iowa, Nevada, New Mexico, and Texas; directed outreach with non-profit organizations, labor unions, elected leaders and other local political leaders. Held several positions as the primaries progressed through the early states: Nevada Youth Vote Director, New Mexico Latino Vote Coordinator, and West Texas Political Director.

**OTHER EXPERIENCE**

- Regional GOTV Director; Arizona Democratic Party – Phoenix, AZ (October - November 2016)
- Intergovernmental Affairs; Democratic National Convention Committee – Philadelphia, PA (July 2016)
- Fundraising Associate; Senator Michael Bennet National Committee – Washington, DC (Spring 2009)
- Campaign Manager; Norma Torres for Assembly, District 61 – Pomona, CA (Spring 2008)
- Podium Operations; Democratic National Convention Committee – Boston, MA (July 2004)

**EDUCATION | CERTIFICATIONS**

Bachelor of Arts – International Relations and Political Science

*San Francisco State University*

HBX CORE (Credential of Readiness) Certificate

Coursework in Business Analytics, Economics for Managers, and Financial Accounting

*HBX | Harvard Business School*

Top Secret Security Clearance (2010-2016)

## KATE WATERS

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**Re-election Campaign of Senator Mark Warner****Feb.-Nov. 2020****Communications Director**

- Led a team of four across three departments in executing a cohesive press, digital, and paid communications plan to re-elect Senator Mark Warner and suppress his opponent's ability to gain significant name recognition.
- Prepared the candidate for all public campaign appearances including debates and interviews, helping him hone a message that resonated with voters and articulated his priorities and legislative accomplishments.
- Worked with the advertising, digital, print mail, and polling consultants to create and strategically deploy over \$7 million in digital, print, and broadcast advertisements.

**Kamala Harris for the People****Jan.-Nov. 2019****Traveling Press Secretary**

- Traveled full time with the candidate to prepare her for all public events, interviews, and press conferences. Helped her craft a core message and strategically respond to difficult questions and breaking news. Utilized access to the candidate to capture dynamic interactions with voters and behind-the-scenes moments for social media.
- As a senior spokeswoman, fielded in-person questions from the media daily and developed relationships with national, embedded, and local reporters in every state where we traveled.
- Managed the candidate's press time and flow of news on the road. Advised the senior leadership and four state-based leadership teams to develop a functional system of operations for events and travel.

**U.S. Senator Kamala Harris****Nov. 2018-Jan. 2019****Digital Director & Deputy Press Secretary****Feb. 2017-Sep. 2018**

- As an on-the-record spokeswoman, maintained relationships with the Capitol Hill and California press corps to successfully roll out key legislation and raise the Senator's national profile.
- Developed and implemented the Senate social media strategy, executing digital organizing campaigns and leveraging viral moments, which garnered more than 1 million new followers within my first year.
- Advocated for, created, and executed the women's media strategy resulting in prime coverage in *Vogue*, *Elle*, *Bustle*, *Glamour*, *Essence* and other major women's publications within the senator's first year.

**Abby Finkenauer for Congress****Sep. 2018-Nov. 2018****Communications Director**

- Executed a paid and earned communications strategy that defeated a two-term incumbent and elected the second youngest woman ever to Congress, one of two of the first Congresswomen ever elected from Iowa. Prepared the candidate for all major public events, general election debates and many of her first national television appearances.
- Served as a surrogate and the sole spokeswoman for the candidate. Gave print and local television interviews to further the candidate's message. Attended fundraisers and political events on her behalf.
- Advised on hiring, policy roll outs, and major political decisions in a personal capacity after the candidate took office.

**Hillary for America****April 2015-Feb. 2016**

**Iowa Press Secretary, State Communications Director (West Virginia, Idaho, Nebraska), Press Assistant (Iowa Caucus)** • As an on the record spokeswoman for the campaign, gave print and on-camera interviews on behalf of the candidate.

- Managed press assistant, interns, out-of-state volunteers. Coached over 100 organizing staffers through their first interviews with local weekly and regional daily papers, helping them connect with volunteers and voters in their communities. Led message trainings for organizers.
- Staffed interviews and planned earned media events for the candidate and surrogates. Served as primary author of all in-state media materials.

**U.S. Senator Tom Harkin****June 2013-Jan. 2015 Education****Press Assistant (Washington, DC)**

**James Madison University, Bachelor of Arts in History with Distinction, *magna cum laude*, May 2013**

# Katherine (Katie) Zenk

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<b>POLICY EXPERIENCE</b>	<p><b>Committee Economist and Livestock and Foreign Agriculture Subcommittee Staff Director</b> Jan. 2019 - Present  <i>U.S. House of Representatives Committee on Agriculture, Washington, DC</i></p> <ul style="list-style-type: none"> <li>• Manage all activities and policy related to the Subcommittee including drafting and reviewing legislation and communications as well as planning hearings, Member and staff education, briefings, and field events</li> <li>• Oversee policy strategy related to dairy, livestock, poultry, aquaculture, cell cultured protein, meat and poultry inspection, animal health, animal welfare, Federal Milk Marketing Orders, foreign agricultural assistance, trade promotion, and food loss and waste prevention</li> <li>• Liaise with other Committees, Federal agencies, and relevant stakeholders on related issues including immigration, taxes, transportation, worker safety, animal feed, animal pharmaceuticals, animal biotechnology, border inspection, and international food assistance</li> <li>• Represent the Committee in discussions with embassies, staff-level briefings for the House Advisory Group on Negotiations and in Free Trade Agreement negotiation text consultations</li> <li>• Coordinate economic policy analysis and forecasted program costs across all full Committee jurisdiction with the Congressional Budget Office, University Policy Research Centers, and the USDA Office of the Chief Economist</li> <li>• Staffed an international bipartisan Congressional Delegation of nine Members to Brazil, Argentina, and Honduras focused on agriculture and national security in April 2019</li> <li>• Active Top Secret Clearance</li> </ul> <p><b>Professional Staff</b> Feb. 2018 – Jan. 2019  <i>U.S. House of Representatives Committee on Agriculture, Washington, DC</i></p> <ul style="list-style-type: none"> <li>• Led staff negotiations for House Democrats on 2018 Farm Bill issues related to dairy, livestock, poultry, and food waste, resulting in the creation of Dairy Margin Coverage; National Animal Disease Prevention and Response Program; National Animal Vaccine and Veterinary Countermeasures Bank; Food Loss and Waste Reduction Liaison; and other provisions</li> </ul> <p><b>Government Relations Manager</b> Mar. 2016 – Feb. 2018  <i>Land O'Lakes, Inc., Washington, DC</i></p> <ul style="list-style-type: none"> <li>• Developed grassroots advocacy strategy for the Fortune 200 farmer-owned cooperative, including fly-ins, legislative campaigns, site tours, elected farmer leader engagement, and outreach to young farmers</li> <li>• Advocated before Congress and Federal agencies on issues facing farmers-owners including farm programs, dairy, crop insurance, food labeling, biotechnology, trade, tax, conservation, international development and food assistance, immigration, crop protection products, Capper-Volstead, and nutrition programs</li> <li>• Managed policy coordination with national associations including the U.S. Global Leadership Coalition, National Milk Producers Federation, International Dairy Foods Association, National Council of Farmer Cooperatives, American Seed Trade Association, Agriculture Retailers Association, National Grain and Feed Association, CropLife America, American Feed Ingredient Association, Grocery Manufacturers Association (now Consumer Brands Association), Snack Foods Association (now SNAC), and School Nutrition Association</li> </ul> <p><b>Government Relations Specialist</b> May 2012 – Mar. 2016  <i>Land O'Lakes, Inc., Washington, DC</i></p> <ul style="list-style-type: none"> <li>• Drafted policy briefs and advocated on behalf of farmer-members, board of directors, and senior management staff related to the 2014 Farm Bill; Border Security, Economic Opportunity, and Immigration Modernization Act; Global Food Security Act; Pesticide Registration Improvement Extension Act; and other legislation and regulatory implementation</li> </ul>
<b>EDUCATION</b>	<p><b>MS-MBA in Food and Agribusiness Management Dual Degree Program</b></p> <ul style="list-style-type: none"> <li>• <b>Master of Science, Agricultural Economics</b>, Purdue University, West Lafayette, Ind. Aug. 2018</li> <li>• <b>Master of Business Administration</b>, Indiana University, Bloomington, Ind. Nov. 2018</li> </ul> <p><i>Capstone Title: Evaluating the Margin Protection Program and Future Options for the Dairy Safety Net</i></p> <p><i>International Experience: Strategic Food and Agribusiness Management: Ribeirão Preto, Brazil</i> May 2018</p> <p><b>Bachelor of Science, Applied Economics</b>, University of Minnesota, St. Paul, Minn. May 2012  <i>Emphasis: Trade and Development, Minor: Mass Communications</i></p> <p><i>International Experience: Arab Media in the Time of Revolution: Doha, Qatar</i> Dec. 2011</p> <p><i>Study of Chinese Agriculture: Beijing, Xi'an, Shanghai, China</i> Jan. 2009</p>

## ANNE KNAPKE

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### PROFESSIONAL EXPERIENCE

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#### **THE BILL & MELINDA GATES FOUNDATION** • Washington, D.C.

*Senior Program Officer, Private Sector Partnerships, Nutrition*

*Nov. 2019 – present*

- Manage \$13 million+ in investments focused on new private sector innovations to increase affordability and accessibility of fortified, nutritious food products to vulnerable consumers in low-income countries
- Oversaw successful launch of first market test in partnership with private sector company in Nigeria, managing project team of 10
- Led private sector team strategy refresh process including a comprehensive portfolio & resourcing review

*Senior Program Officer, Global Policy and Advocacy, U.S. Government Relations*

*Aug. 2018 – Nov. 2019*

- Managed investments with grantee organizations focused on increasing and strengthening political support on issues that align with the foundation's priorities in the areas of education, economic mobility, and global health and development
- Advised foundation leadership on pertinent policy and political developments
- Developed new partnerships with U.S. agriculture groups to increase the prominence of global food security issues among a broader set of decisionmakers

#### **UNITED STATES SENATE, OFFICE OF U.S. SENATOR AMY KLOBUCHAR** • Washington, D.C.

*Legislative Director*

*Jul. 2016 – Aug. 2018*

- Chief policy advisor for senior U.S. Senator and member of Senate Democratic Leadership
- Managed legislative operation: directly supervised team of 14, led development of legislative strategy, responsible for delivering legislative wins, maintained key constituent and stakeholder group relationships, managed constituent mail process, responsible for policy position messaging, managed personnel budget for legislative team
- Shepherded the passage and signing of the most bills of any Senate office in the 115<sup>th</sup> Congress
- Instituted new processes with DC policy team and in-state outreach team to increase communication, collaboration and coordination on delivering against the Senator's policy priorities

*Deputy Legislative Director*

*Oct. 2015 – Jul. 2016*

*Legislative Assistant for Agriculture, Energy & Environment*

*Jul. 2015 – Jul. 2016*

- Provided legislative counsel and political advice on agriculture, energy and environmental issues
- Drafted and shepherded passage of multiple bills within issue portfolio
- Managed the Senator's priorities during negotiations on farm bill reauthorization, food labeling legislation and comprehensive energy legislation, including managing relationships with diverse stakeholder groups

#### **FEEDING AMERICA** • Chicago, Illinois

*Advisor, Network Engagement*

*Aug. 2014 – Jun. 2015*

- Served as lead consultant on development & implementation of a theory of change strategy among a network of 20 food banks focused on a collective impact approach to improve community outcomes
- Developed behavior change communication materials to drive change management within the organization

#### **FUNDACION ALTERNATIVAS** • La Paz, Bolivia

*Consultant*

*Apr. 2014 – Oct. 2014*

- Advised organization on policy, communications and outreach strategies that ultimately produced the first municipal food & livelihoods policy signed into law in the region
- Wrote and published comprehensive report on building urban food policy

#### **THAI RESTORATION COMMUNITY DEVELOPMENT FOUNDATION** • Khon Kaen, Thailand

*Graduate Fellow (University of Chicago Pozen Human Rights Program)*

*Jun. 2013 – Sept. 2013*

- Managed a comprehensive community asset mapping project for a nonprofit organization working to combat sex trafficking in the Isaan region of Thailand

**CARE USA • Chicago, Illinois***Consultant**Dec. 2012 – Jul. 2013*

- Conducted strategy review for the food and agriculture corporate engagement team, including conducting and collating 40+ stakeholder interviews
- Advised process for re-scoping purpose statement and value proposition for strategic partnerships

**EZRA MULTI-SERVICE CENTER • Chicago, Illinois***Housing Counselor (social work field placement for MA graduate work)**Sep. 2012 – Jun. 2013*

- Case manager for 28 clients facing a multitude of challenges including access to housing, healthcare, childcare and job opportunities
- Worked with clients to negotiate and secure affordable housing and other supportive services
- Engaged in community organizing efforts on urban development and social justice issues

**NATIONAL FFA ORGANIZATION • Indianapolis, Indiana***Student Leadership Development Trainer**2010 – 2015 (intermittently)*

- Wrote diversity and inclusion curriculum for student leaders of youth educational organization
- Facilitated 20 leadership development retreats for student leadership teams focused on personal growth, strengths-based leadership, strategic thinking and communication skills
- Facilitated leadership development workshops for 200-500 high school students annually
- Mentored six new team members on facilitation techniques

**CARGILL • Washington, D.C. and Minneapolis, Minnesota***International Business and Policy Associate**May 2009 – Jul. 2012*

- Advised global businesses on relevant policy and regulation developments and trends in emerging markets
- Built advocacy strategies for business policy priorities and managed relationships with relevant agency officials, U.S. Congress, foreign dignitaries, business organizations and the NGO community (responsible for covering approximately 30% of global business footprint, including businesses in the United States, Asia-Pacific region, Russia, Ukraine and southern Africa)
- Worked with business teams to build profile and leadership on food security and sustainability issues, including establishment of the Business Council to End Global Hunger
- Managed and developed a global communications platform (“TradeWorks”) aimed at elevating the importance of trade issues to global food security

*Civic Engagement Coordinator**Mar. 2007 – May 2009*

- Created and administered global employee grassroots advocacy program, developed educational tools and positioning statements on global trade and agriculture issues, and organized a cross-functional, company-wide advisory team

**EDUCATION****THE UNIVERSITY OF CHICAGO • Chicago, Illinois**

- Master of Public Policy, Harris School of Public Policy *2012 – 2015*
- Master of Arts, School of Social Service Administration *2012 – 2015*

**THE OHIO STATE UNIVERSITY • Columbus, Ohio**

- Bachelor of Arts, Political Science and International Relations *2001 – 2005*

**LEADERSHIP AND OTHER RELEVANT EXPERIENCE**

- Center for Policy Entrepreneurship Student Advisory Board, Harris School of Public Policy *2013 – 2015*
- Graduate Teaching Assistant, Policy & Political Persuasion Practicum, University of Chicago *2013 – 2015*
- China Institute Fellow, School of Social Service Administration, University of Chicago *2014*
- National Vice President, National FFA Organization *2003 – 2004*

## Kumar Chandran, MS, MPH

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### Experienced Food Policy Professional

- 10+ years of experience as a public health and food policy professional at the state and federal levels
- Skilled in policy analysis and translating research to policy
- Strong, effective writer and communicator able to relay complex information in a variety of formats
- Self-motivated worker who thrives individually and in collaboration with groups and with external stakeholders

### PROFESSIONAL EXPERIENCE

#### Policy Director

**FoodCorps**, Washington, DC

March 2017 – present

- Oversee and lead all activities related to developing and executing FoodCorps' policy agenda, including policy platform development, advocacy strategy, and communications approach
- Represent FoodCorps before relevant coalitions, agencies, stakeholders, and policymakers
- Develop FoodCorps' advocacy strategy in coordination with communications and other teams

#### Chief of Staff, Food, Nutrition, and Consumer Services

**US Department of Agriculture**, Washington, DC

September 2014 – January 2017

- Advised Undersecretary and USDA leadership on key federal nutrition policies impacting millions of Americans, including SNAP (food stamp) policy, school nutrition standards, and the Dietary Guidelines for Americans
- Implemented Administration priorities related to food assistance and nutrition, including First Lady Obama's *Let's Move!* initiative on childhood obesity
- Coordinated and influenced regulations, policies, and communications related to USDA's food and nutrition policy, comprising a budget of over \$100 billion and programs that serve ~1 in 4 Americans
- Developed and maintained relationships with relevant private, Federal, non-profit, and Congressional partners and stakeholders

#### Senior Manager, Center for Best Practices

November 2011 – September 2014

**Share Our Strength**, Washington, DC

- Analyzed and synthesized research, and tracked policies and practices at the federal, state, and local levels that increased access to food and nutrition programs for low-income children
- Drafted and developed policy memos, issue briefs, case studies, and presentations to communicate best practices and policies to a variety of audiences, including policymakers, advocates, and the public
- Oversaw research projects and evaluation of program strategies to inform the organization's priorities
- Provided technical assistance and consulting on policy formulation and program operations to public and private partners working on child nutrition
- Collaborated with state and local partners to collect and analyze programmatic data
- Assessed progress towards annual goals, developed corrective action when necessary, and communicated successes
- Represented organization at conferences, briefings, and coalition meetings
- Planned a national conference for 70+ high-level state officials on childhood hunger policies to implement at the state level
- Prepared written and oral testimony for advocacy at state and local hearings

## Kumar Chandran, MS, MPH

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### **Nutrition Policy Associate**

May 2007 – October 2011

#### **California Food Policy Advocates, Oakland, CA**

- Developed, analyzed, and advanced policies for improvements to state, federal, and local policies impacting the health and nutrition of millions of low-income Californians
- Researched and wrote reports, issue briefs, and fact sheets on policies and programs affecting nutrition and food security
- Prepared electronic advocacy newsletter with updates on relevant policy developments, news, and research, reaching over 1000 members across California and the country
- Led successful policy campaign to pass legislation establishing first-ever nutrition standards for licensed child care facilities in California
- Organized annual lobby days in Sacramento in collaboration from other advocacy groups

### **RELATED PROFESSIONAL ACTIVITIES**

- Co-chaired policy subcommittee for “Healthy Kids, Healthy Future”, a national collaboration focusing on obesity prevention in early childhood
- Member of the planning committee for the 2012 “Weight of the Nation” conference, organized by the Centers for Disease Control and Prevention
- Presented on food, nutrition, and obesity policy at national, state, and local conferences and meetings

### **EDUCATION**

#### **Master of Science, Food Policy and Applied Nutrition**

**Tufts University, Friedman School of Nutrition Science and Policy, Boston, MA** December 2006

- Specialization in food policy and economics
- Coursework included food/nutrition policy, public policy analysis, economics, data analysis/statistics

#### **Master of Public Health**

**Tufts University School of Medicine, Boston, MA** December 2006

- Specialization in health policy
- Coursework included evaluation, epidemiology, health behavior and communication, environmental and occupational health, health economics and law, and budgeting and management

#### **Bachelor of Arts, Political Economy of Industrial Societies**

**University of California, Berkeley, Berkeley, CA** May 2001

- Coursework included microeconomics, macroeconomics, political economy, environmental health, ethnic studies, race and poverty

## Katharine W. Ferguson

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### EXPERIENCE

#### THE BIDEN-HARRIS TRANSITION TEAM

*Appointments Team, Deputy Lead, USDA*

*September 2020 – January 2021*

- Lead staff member charged with building the Day One team for the U.S. Department of Agriculture.

#### THE ASPEN INSTITUTE, COMMUNITY STRATEGIES GROUP

Denver, CO & Washington, DC

*Associate Director*

*August 2018 – Present (currently on leave)*

- Lead strategist and project director for *Thrive Rural: Connecting Rural Development, Health and Opportunity* a new multi-year, multi-million dollar initiative focused on the convergence of racial, geographic and economic inequity and creating the community conditions essential to advance opportunity, health and equity with a focus on low-income communities and communities of color.
- Strategic partner to the Robert Wood Johnson Foundation; involved in strategy and deployment of their rural investment portfolio, for example, jointly developing and managing funding opportunities.
- Develop and manage strategic partnerships with a wide range of national, regional, state and local organizations ranging from national organizations to regional funders and regional civic-sector intermediaries e.g. community development financial institutions and community foundations
- Write, speak, and present with frequency on the connections between on economics, history, development, health and equity with the aim of advancing bold, new policy ideas and more inclusive narratives that reflect the full diversity of communities and Native nations in the rural U.S.
- Provide facilitation, peer-learning and policy expertise and run decision making processes for a range of public-sector and public-interest organizations. Sample clients include: Wisconsin Economic Development Corporation, Center for Heirs Property and Preservation, Kansas Health Foundation.

#### *Independent Consultant*

*June 2017 – July 2018*

- Served as interim director of public policy for a statewide non-profit focused on hunger; crafted a successful application for \$2 million in USDA Food and Nutrition Service SNAP outreach funds.
- Developed and implemented a rural outreach strategy for Colorado's Attorney General, Phil Weiser
- Jump-started implementation of a federal grant prompting 21-counties across western Colorado are coordinating and committed to screening 100,000 Medicaid patients for social needs.
- Supported electoral candidates with policy platform development (TX) and rural outreach (CO).
- Involved in launch of a new political advocacy organization focused on anti-trust and monopoly.

#### THE WHITE HOUSE, DOMESTIC POLICY COUNCIL

Washington, DC

*Special Assistant to the President (SAP) and Chief of Staff to the DPC*

*March 2016 – January 2017*

- Responsible for day-to-day management of the Domestic Policy Council (DPC) staff of fifty, providing strategic guidance and support to ensure timely completion of high-quality work.
- Wrote, edited, reviewed, and provided input on Presidential policy memos regarding domestic affairs.
- Coordinated the federal government's response to unexpected events, such as the Flint water crisis.
- Built consensus and resolved conflicts between staff and federal agencies with competing views, particularly on topics related to food, nutrition, agriculture, rural affairs, and economic development.

#### *Senior Policy Advisor for Urban Affairs, Justice, and Opportunity*

*May 2015 – March 2016*

- Served as lead policy expert on food and nutrition within the Domestic Policy Council, working closely with the Office of the First Lady, *Let's Move!* and the White House Council on Rural Affairs.

- Organized a high-profile event linking child hunger to long-term outcomes and prompting advocates to create a media campaign designed to change public attitudes toward federal food assistance.
- Brought order to a multi-agency economic development effort focused on creating long-term partnerships between the federal government and local leaders in twenty-two communities.

#### U.S. DEPARTMENT OF AGRICULTURE

*Chief of Staff for Rural Development*

Washington, DC

*July 2013 – June 2015*

- Responsible for day-to-day management of field-based organization of 5,000 staff, 47 state components, and 400 offices; helped increase employees' rating of the agency by ten points.
- Led annual budget formulation process, oversaw execution of the agency's \$700 million operating budget and worked with staff to improve oversight of the agency's \$216 billion loan portfolio.
- Served as the Secretary of Agriculture's Senior Policy Advisor for Rural Development, providing timely memos, policy briefs, and strategic advice in addition to input on speeches and public events.
- Directed an additional \$2.5 billion to high-poverty, rural census tracts in only three years without new funding or authorities via an internal initiative incentivizing investment in high-poverty places.
- Led implementation of the 2014 farm bill, crafting some 10 regulations (e.g. rural broadband, renewable energy, and healthy food financing) with a multi-disciplinary team.

#### U.S. SENATOR SHERROD BROWN - OHIO

*Rural Policy Director*

Washington, DC

*July 2011 – May 2013*

- Collaborated with state-based field staff translating priorities, concerns, and ideas of rural Ohioans into policy proposals and funding priorities on a range of topics ranging from broadband to trade.
- Crafted legislation that served as the foundation for three titles of the 2014 farm bill topics including a bi-partisan farm program reform, local and regional food systems, and rural economic development.
- Partnered with advocates to effectively defend essential federal nutrition and safety net programs including the Supplemental Nutrition Assistance Program (SNAP) and school meals.

#### U.S. SENATOR MICHAEL BENNET - COLORADO

*Legislative Assistant*

Washington, DC

*March 2009 – June 2011*

- Developed policy positions and legislative proposals via memos, speeches, letters, and briefs on topics including agriculture, conservation, rural economic development, nutrition, and public health.
- Crafted legislation reducing paperwork required to serve free meals to all kids in high-need schools; included in the Healthy, Hunger-Free Kids Act of 2010, affecting more than 30 million children.
- Represented the Senator at community meetings in rural Colorado, conveying his stance on a broad range of issues and engaging with constituents to align the Senator's agenda with local priorities.

#### OHIO FOR OBAMA

*Deputy Rural Vote Director*

Columbus, OH

*August 2008 – November 2008*

- Tailored national policy proposals and messaging to resonate with rural Ohio voters
- Crafted and executed an aggressive rural outreach and communications strategy.
- Built a "Farm Team" of rural community leaders across Ohio willing to volunteer their time
- Created and executed an earned media campaign via "Barns for Obama" barn painting events

#### SENATE COMMITTEE ON AGRICULTURE, NUTRITION AND FORESTRY &

U.S. SENATOR TOM HARKIN - IOWA

*Professional Staff, promoted from Executive Assistant*

Washington, DC

*August 2007 – February 2009*

- Instrumental member of team developing policy and the political strategy behind the 2008 farm bill.
- Gained a first-hand understanding of the legislative process and history of current farm policies.

- Provided day-to-day executive support to the Staff Director, including ensuring memos, briefings, and speeches for the Ag Committee Chair were of high-quality, relevant, and timely.
- Built relationships, collaborated, and negotiated with people and organizations involved in food, agriculture, conservation and nutrition in the public, private, and non-profit sectors.

U.S. SENATOR BEN NELSON - NEBRASKA

Washington, DC

Staff Assistant

April 2006 – July 2007

- Professionally staffed the Senator’s front office interacting with constituents and giving capitol tours.
- Learned the basics of the legislative process and insight into the inner workings of Congress.

## **EDUCATION**

MAXWELL SCHOOL OF CITIZENSHIP AND PUBLIC AFFAIRS, SYRACUSE UNIVERSITY, Syracuse, NY

Executive Master of Public Administration

Certificate of Advanced Study in Conflict and Collaboration

TUFTS UNIVERSITY, Medford, MA

Bachelor of Arts in International Relations, *Summa Cum Laude*

MOSCOW INTERNATIONAL UNIVERSITY, Moscow, Russia

Russian Language and Culture

Emerging Leaders, Harvard Kennedy School Executive Education, Cambridge, MA, Fall 2014

Results Based Leadership Training, Annie E. Casey Foundation, Washington, DC, Fall 2015

Key Leaders Training, Metro Industrial Areas Foundation, Washington, DC, May 2017

Lean Six Sigma Blackbelt Training & Certification, Denver PEAK Academy, Denver, CO August 2018

## **PUBLICATIONS, REPORTS, ARTICLES, EVENTS**

Nancy F Krebs, Jamie L Westcott, Donna J Rodden, Katharine W Ferguson, Leland V Miller, K Michael Hambidge., “Exchangeable zinc pool size at birth is smaller in small-for-gestational-age than in appropriate-for-gestational-age preterm infants.” *The American Journal of Clinical Nutrition*, Volume 84, Issue 6, December 2006, Pages 1340–1343, <https://doi.org/10.1093/ajcn/84.6.1340>

Event Lead. *A Conversation on Child Hunger in America*. The White House. January 27, 2016.

<https://obamawhitehouse.archives.gov/the-press-office/2016/01/27/fact-sheet-obama-administration-announces-major-investments-preventing>

Lead Editor. *Big Data: A Report on Algorithmic Systems, Opportunity and Civil Rights*. The White House. May 2016

[https://obamawhitehouse.archives.gov/sites/default/files/microsites/ostp/2016\\_0504\\_data\\_discrimination.pdf](https://obamawhitehouse.archives.gov/sites/default/files/microsites/ostp/2016_0504_data_discrimination.pdf)

Project Coordinator. *Improving Tribal Consultation and Tribal Involvement in Federal Infrastructure Decisions*.

U.S. Department of Justice, U.S. Department of Defense, U.S. Department of Interior. January 2017.

<https://www.bia.gov/sites/bia.gov/files/assets/as-ia/pdf/idc2-060030.pdf>

*Using Active Management to Improve Efficiency and Drive Investments to High-Need Communities*. The White House Domestic Policy Council Blog. January 4, 2017.

<https://obamawhitehouse.archives.gov/blog/2017/01/04/using-active-management-and-data-driven-tools-improve-efficiency-and-drive>

*Celebrating Eight Years of Progress Towards a Healthier America.* The White House Domestic Policy Council Blog. January 12, 2017. <https://obamawhitehouse.archives.gov/blog/2017/01/12/celebrating-eight-years-progress>

*Want Big Changes in Rural Policy? Start Working Now.* The Aspen Institute Website. March 2019. <https://www.aspeninstitute.org/blog-posts/want-big-changes-in-rural-policy-start-working-now/>

*Introducing Thrive Rural: Connecting Rural Development, Health and Opportunity.* The Aspen Institute Website. February 2020. <https://www.aspeninstitute.org/blog-posts/introducing-thrive-rural/>

*Redesign Required: Reimagining Rural Policy in the COVID-19 Era.* The Aspen Institute Website (cross posted with the Brookings Institution). April 2020. <https://www.aspeninstitute.org/blog-posts/reimagining-federal-rural-policy/>

*Redesign Required: Four Ideas for Reimagining Federal Rural Policy in the COVID-19 Era* (cross posted with the Brookings Institution). June 2020. <https://www.aspeninstitute.org/blog-posts/redesign-required-four-ideas-for-reimagining-federal-rural-policy-in-the-covid-19-era/>

Mae C Wu

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**Employment****Natural Resources Defense Council, Washington, D.C***Senior Director, Health and Food Division* 2019 – present*Deputy Director, Health and Food Division* 2018 – 2019

People and Communities Program

I lead the Health and Food Division, consisting of 25 scientists, attorneys, policy professionals, campaigners, and advocates. My division consists of four teams working to protect public health from toxic chemicals in drinking water and in consumer products and to transform our food systems to be healthier and more equitable, sustainable, and resilient. I am responsible for prioritizing the projects and resources that the teams use to advance our mission. I am co-developing our institutional climate strategy for agriculture and food systems, breaking down silos within the organization to bring a holistic approach to our advocacy. I am managing the reorganization of my teams to better implement our strategies and accomplish our goals in the institutional climate strategy.

I currently have 4 direct reports; I have had up to 12 direct reports in the past. I hired two Directors and a program assistant and participated in the hiring of dozens of other staff. I am responsible for directly managing the performance and career growth of three Directors and one scientist. I informally mentor other women of color at the institution. I am also responsible for managing conflicts between members of my team and other parts of the organization.

I currently oversee and manage a budget of \$5.5M. We had a \$7.2M budget last year. I fundraise through proposal development, donor meetings and presentations, and report backs around my teams' issue areas in close collaboration with the Development Team. The revenue generally covers 30% to 50% of our budget.

Because of both my broad portfolio and my advocacy around water shutoff moratoria at the start of the COVID pandemic, I was appointed to the team responsible for reviewing and approving all institutional COVID-related public communications (hundreds of letters, blogposts, petitions) when the pandemic began.

Together with other senior leadership, I am developing our program's equity affirmation vision and overseeing the implementation of these goals in my division.

*Senior Attorney, Health and Environment Program* 2014 - 2018*Program Attorney, Health and Environment Program* 2006 - 2014**Selected Projects**

For more than 14 years, I have led campaigns, worked in collaboration with partners, and used a diverse set of tactics to advance policies to protect vulnerable populations from regulated and unregulated drinking water

## Mae C Wu

contaminants, antibiotic resistant bacteria from the overuse of antibiotics in livestock, toxic chemicals in consumer products, and exposure to the most dangerous pesticides. From administrative advocacy and public campaigning, from litigation to lobbying, and by working in partnership with communities and building coalitions, I have successfully passed policies that improve public health.

I led a diverse coalition of healthcare professionals, environmental advocates, organic farmers, and sustainable restaurants to launch a campaign and pass antibiotics legislation in the Maryland General Assembly. The act, signed in 2017 and strengthened in 2019, created the strongest protections in the U.S. from the overuse of antibiotics in livestock to help combat the spread of antibiotic resistant bacteria.

Over the past 14 years, I have negotiated and advocated with pesticide manufacturers and farmworker groups to successfully pass three pieces of federal legislation on pesticide registration fees. These fees are paid by industry and used, in part, to support the Environmental Protection Agency's pesticide registration review process and to fund grants to support farmworker protection.

I co-led, with a scientist, an eight-year campaign to eliminate the use of triclosan, a toxic chemical used in antibacterial soap. I began with corporate and media outreach, pivoted to administrative advocacy before the Food and Drug Administration, and eventually succeeded through litigation. Now, this toxic chemical is not allowed in hand soaps, protecting millions of consumers across the country.

Institutionally, I was chosen by staff to represent the DC office when the institution embarked on a major assessment and overhaul of our compensation system. For three years, I was responsible for running the summer legal internship program and managing the assignments for our legal interns.

**Howard University School of Law**, Washington, D.C.      2014 – present  
*Adjunct Professor*

**Sher Leff LLP**, San Francisco, CA      2003 – 2004  
*Associate*

Litigated on behalf of municipalities against polluters on drinking water contamination.

**Cooley LLP**, San Francisco, CA      2001 – 2003  
*Litigation Associate*

## Mae C Wu

<b>Education</b>	<b>University of Cambridge</b> , Cambridge, UK MPhil, Environmental Policy	2006
	<b>Duke University School of Law</b> , Durham, NC Juris Doctorate	2001
	<b>Rice University</b> , Houston, TX B.A. in Chemical Engineering	1997
<b>Selected Service</b>	Member, EPA Total Coliform Rule/Distribution System Federal Advisory Committee	2007 – 2008
	Member, EPA/USDA Pesticide Program Dialogue Committee Registration Review workgroup and the PRIA Process Improvement workgroup	
	Member, EPA National Drinking Water Advisory Council	2012 - 2014
	Member, EPA/USDA Pesticide Program Dialogue Committee	2013 - 2015
<b>Selected Testimony and Briefings</b>	Testimony Before the U.S. Senate Committee on Environment and Public Works Subcommittee on Transportation Safety, Infrastructure Security, and Water Quality at a Hearing Entitled: Quality and Environmental Impacts of Bottled Water. September 10, 2008.	
	Testimony Before the Council of The District of Columbia Committee on Government Operations and The Environment and Committee on Public Works and Transportation at a Joint Public Hearing on Water Quality in The District of Columbia. February 10, 2009	
	Testimony Before the Council of The District of Columbia Committee on Health at a Public Hearing on B18-239 Unused Pharmaceutical Safe Disposal Act of 2009. June 25, 2009.	
	Congressional Briefing on Pharmaceuticals in the Water: Concerns and Responses. September 14, 2010.	
	Congressional Briefing on pesticides and Clean Water Act permits. November 2013.	
	Congressional Briefing on Antibiotic Resistance. January 2016	
	Testimony before the Maryland General Assembly, Senate Education, Health, and Environmental Affairs Committee and the House Environment and Transportation Committee on Antimicrobials in Agriculture, March 2016.	
	Testimony Before the House Committee on Energy and Commerce, Subcommittee on Environment and The Economy and Subcommittee on Health, Hearing Entitled “Flint Water Crisis: Impacts and Lessons Learned,” April, 2016	
Testimony before the Maryland General Assembly, Senate Education, Health, and Environmental Affairs Committee and the House Environment and		

## Mae C Wu

Transportation Committee on Antimicrobials in Agriculture, February 2017.

Testimony before the Maryland General Assembly, Senate Education, Health, and Environmental Affairs Committee and the House Environment and Transportation Committee on Antimicrobials in Agriculture, February 2019.

Testimony before the House Committee on Energy and Commerce, Subcommittee on Environment and Climate Change Hearing Entitled “EPA'S Lead and Copper Proposal: Falling Short of Protecting Public Health” February 2020.

Testimony before the House Committee on Energy and Commerce, Subcommittee on Environment and Climate Change Hearing Entitled “There’s Something in the Water: Reforming our Nation’s Drinking Water Standards” July 2020.

### Selected Speaker Events

American Bar Association Water Law Conference, Frontiers of Science. San Diego, CA, 2010.

Association of Drinking Water Administrators Annual Conference, Partner’s Perspectives and Priorities. Alexandria, VA. 2010.

National Association of Clean Water Agencies webinar on triclosan regulation. 2014.

American Bar Association Science and Environmental Law Conference, Washington, DC, Sept. 2014

Chesapeake Foodshed Network, Webinar on Impacts of Antibiotic Overuse and What We Can do to Affect Change, Oct. 2015

Duke University Environmental Health Scholar Program Fall Forum: The Food and Drug Administration’s Process for Regulating the Use of Antibiotics and Antimicrobials in Food Animal Production, October 2016

Health and Environment Funders Network, Bridging the Field: How NGOs are Building Power for Clean Water, November 2016.

Rachel Carson Network, Rachel Carson Council 75th Anniversary Celebration, Environmental Justice/Factory Farm, November 2016.

Interfaith Partners for the Chesapeake, Legislative Priorities webinar, January 2017.

17th National Conference and Global Forum On Science, Policy, And The Environment: Integrating Environment And Health, Hogs, Health, and Humanity: Civic Engagement Around Public Health, Environmental Justice, and the Food System, January 2017.

National Cancer Prevention Day, February 2017.

National Cancer Prevention Day 2018: Policy not Politics, February 2018.

## Mae C Wu

2019 Per- and Polyfluoroalkyl Substances: Second National Conference, February 2019.

National Cancer Prevention Workshop: Highlighting Less Cancer's Efforts to Bring Solutions to Cancer Prevention, February 2019.

National Academy of Sciences. Quality Water from Every Tap: A workshop of the Environmental Health Matters Initiative, November 2019.

### Selected Publications

Sass JB, Wu M. Budget cuts to the U.S. EPA will reduce government data on pollutants, and increase reliance on industry data. *Int J Occup Environ Health*. 2007 Apr-Jun;13(2):244-6.

*Asleep at the switch: How EPA is ignoring atrazine contamination in surface and drinking water in the Central United States*. An NRDC Issues Paper by Mae Wu, Mayra Quirindongo, Jennifer Sass, Andrew Wetzler. August, 2009

*Atrazine: Poisoning the Well – Atrazine continues to contaminate surface water and drinking water in the United States*. An NRDC Issues Paper by Mae Wu, Mayra Quirindongo, Jennifer Sass, Andrew Wetzler. April 2010

*US Pesticide Regulation: Weaknesses, Loopholes, and Flaws Undermine Farmworker Health*. Article written by Jennifer Sass and Mae Wu for Physicians for Social Responsibility. August 2011.

*Superficial Safeguards: Most Pesticides Are Approved by Flawed EPA Process*. An NRDC Issue Paper by Jennifer Sass and Mae Wu. March 2013.

*A Key Antibacterial Soap Ingredient Must Go*. An Article by Mae Wu and Maricel Maffini for Scientific American. March 2014.

*Threats On Tap: Widespread Violations Highlight Need For Investment In Water Infrastructure And Protections*. Kristi Pullen Fedinick, Mae Wu, Mekela Panditharatne, and Erik Olson. May 2017.

**Meryl Harrell**

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**SKILLS:**

- Leader with experience in organizational transformation and effective management, including leading a small non-profit organization working on public lands stewardship through the COVID-19 pandemic;
- Expert on public lands management, natural resource stewardship, outdoor recreation, and other natural resource issues;
- Experienced team builder, creative problem solver and active listener, with a love of building partnerships and finding solutions that meet multiple needs;
- Passionate advocate for equitable access, inclusion, and connecting people of all backgrounds to the outdoors.

**PROFESSIONAL EXPERIENCE:**

**Southern Appalachian Wilderness Stewards (SAWS), Asheville, NC**

*April 2019-present*

*Executive Director:* Serving as Executive Director for the Southern Appalachian Wilderness Stewards (SAWS), a conservation non-profit that does stewardship work on 10 national forests in eight states, including Tennessee, North Carolina, South Carolina, West Virginia, Virginia, Kentucky, Arkansas and Georgia. SAWS creates jobs in conservation for the next generation of stewards, delivers skills-based training for agency and other partners, engages thousands of visitors to public lands each year, works to support equity in the outdoors, and helps to make sure that trails are safe and accessible. Previously served on the SAWS Board of Directors from 2017-2019.

Recent work has included active management and rapid response to the COVID-19 pandemic, including overhauling our projected field season and budget, navigating the CARES Act, supporting staff morale, and working with the Forest Service to reopen trails and address safety hazards. Work has also included leading strong engagement on the issues of justice, equity, diversity and inclusion, acknowledging and working to change inequity in the outdoors, especially for Black, Indigenous and people of color. Work generally includes managing a talented team of wilderness and stewardship professionals, including both a year-round and seasonal staff; coordinating with federal land managers; developing and managing budget and cash flow; managing partnerships and relationships; fundraising; strategic planning; board engagement; and more.

**Meryl Harrell LLC, Atlanta, GA**

*February 2017-present*

*Principal Consultant:* Founder and principal of Meryl Harrell LLC, a consulting practice that provides strategic and policy advice to non-profit organizations, foundations, the outdoor recreation industry, and state and federal government agencies working to conserve America's public and private working lands.

Projects have helped clients to spur economic growth in rural communities, especially around the outdoor recreation economy; support public land management policies and planning; engage in Farm Bill reauthorization and implementation; invest in place-based conservation; improve opportunities for outdoor recreation; create equitable access to jobs in conservation; and address challenges including the increasing threat of wildfire. Projects have also focused on training and capacity building for government, academic, non-profit, foundation grantees, and public audiences.

Clients have included the U.S. Forest Service, the Environmental Protection Agency, REI, the Outdoor Industry Association, the Outdoor Recreation Roundtable, Montana's Office of Outdoor Recreation, Rural Voices for Conservation Coalition, Salmon Valley Stewardship, the Heart of the Rockies Initiative, the Wilburforce Foundation, the Turner Foundation, The Nature Conservancy, Defenders of Wildlife, the Theodore Roosevelt Conservation Partnership, and the Southern Appalachian Wilderness Stewards.

**United States Department of Agriculture (USDA), Washington D.C.**

2009-2017

*Senior Advisor to the Under Secretary, Natural Resources and Environment*

May 2015- January 2017

*Chief of Staff to the Under Secretary, Natural Resources and Environment*

June 2013- May 2015

*Special Assistant to the Under Secretary, Natural Resources and Environment*

March 2009-2013

Served for eight years in the Office of the Under Secretary for Natural Resources and Environment (NRE) at the U.S. Department of Agriculture (USDA). NRE was the mission area responsible for managing the U.S. Forest Service (Forest Service) and the Natural Resources Conservation Service (NRCS).

In my policy roles, my work included:

- Creating jobs in conservation by leading an interagency team to establish the 21<sup>st</sup> Century Conservation Service Corps (21CSC). The 21CSC, which is still in operation and was supported by the bipartisan 21CSC Act which passed in 2019, is a public-private partnership to provide job opportunities in the outdoors to youth and veterans. It supported more than 10,000 job opportunities with the Forest Service alone by the end of the Obama Administration. I was also the lead staff for NRE working to help manage the Forest Service's Job Corps Program.
- Leading efforts to connect rural economic development and outdoor recreation, including co-leading a team with USDA Rural Development (RD) to develop an MOU and an interagency toolkit for RD and Forest Service staff. Also led efforts to modernize the permitting process to make it easier for outdoor recreation businesses to take people onto public lands.
- Land management planning, including leading the process to develop a new land management planning rule to guide management of 193 million acres of national forests and grasslands. I was one of the lead authors of the rule, and was involved in its implementation.
- Equity, diversity and inclusion, including creating and co-leading a team to address unconscious bias in recruitment, hiring, retention, and program delivery within the Forest Service, writing a requirement for involving underserved communities into the land management planning rule, and supporting the development of a Presidential Memorandum on promoting public lands diversity and inclusion.
- Private land conservation, including leading NRE's team implementing the 2014 Farm Bill, working closely with NRCS and the Forest Service to coordinate development of related programs and regulations.
- Natural resource management, including working on climate change by developing the first Climate Change Scorecard, launching a USDA interagency team to better protect water and watershed resources, working to increase the pace and scale of ecological restoration, monitoring fire response and working towards a solution to the Forest Service's fire funding problem, and working on place-based conservation issues, including on the Tongass National Forest in Alaska.

As Chief of Staff, responsibilities included: overseeing the \$1.5 million NRE office budget and reimbursable agreements; coordinating the FY 2015-2016 agency budget requests for the Forest Service and NRCS; developing and delivering a strategic and regulatory agenda; managing the office of 15 personnel, including 3 direct reports; creating a positive office culture and inclusive work environment; managing internal and external communications, including press releases and congressional testimony; and representing the Department in meetings with stakeholders, partners and other agencies.

**Barack Obama's Presidential Campaign, Madison, WI.***August-November 2008*

*Wisconsin Political Outreach Director:* Served as senior staff member responsible for outreach to key constituencies, including sportsmen, conservation groups, women, and rural constituencies. Responsible for communications, relationship building, event development and outreach to members of the public. Directly supervised and managed volunteers and interns, and organized and ran a Get-Out-The-Vote (GOTV) office with more than 40 team members and hundreds of volunteers. Also contributed to policy development as a member of the National Energy and Environment Policy Team starting in 2007, and served on the EPA Transition Team from November 2008-January 2009.

**Latham & Watkins, LLP**, Washington, D.C.

2007

*Summer Associate:* Provided legal analysis on a range of issues, primarily for the firm's Environment, Land & Resources Department. Also conducted research on international forestry and deforestation.

**The Wilderness Society (TWS)**, Washington, D.C.

2003-2004

*Public Lands Associate:* Served as a policy associate and advocate on public land management, stewardship and energy issues. Responsibilities included analyzing agency programs, commenting on land management plans, conducting research, coordinating with coalition partners, conducting public outreach, and interacting with congressional staff. Also worked at TWS in 2001 as a summer intern, focused on land management plans, oil and gas leasing on public lands, and public land rights-of-way.

#### PROFESSIONAL AWARDS AND SERVICE:

- With the Southern Appalachian Wilderness Stewards (SAWS) team, received the Bob Marshall Group Award for Wilderness Stewardship and the inaugural Wilderness Stewardship Organization of the Year award from the National Wilderness Stewardship Alliance and the Society for Wilderness Stewardship (2020);
- Recognized by the Rural Voices for Conservation Coalition for contributions to public lands management that support rural economic opportunities (2016);
- Received with my team the first Outdoor Access Leadership Award from the Coalition for Outdoor Access, for work to improve outdoor experiences and access to public lands (2016);
- Received with my team the Forest Service Chief's Award for work to develop the 2012 National Forest System Land Management Planning Rule (2012);
- Received The Corps Network Federal Champion Award, for work on the 21<sup>st</sup> Century Conservation Service Corps (21CSC) public-private partnership to employ youth and veterans on public lands (2011).

#### EDUCATION:

**Yale Law School:** J.D., 2008.

**Princeton University:** A.B., 2003, *magna cum laude*, Geosciences; Environmental Studies Certificate.

#### INTERESTS:

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Active alum of the Teton Science Schools and class secretary for my law school class. (b) (6)

# Sanah P. Baig

Mobile: (b) (6) | Email: (b) (6) | LinkedIn: <https://www.linkedin.com/in/sanah-baig/>

## PROFESSIONAL EXPERIENCE

### The Good Food Institute (GFI) | Washington, D.C. (remote)

Chief of Staff

*June 2019 – Present*

Acting Director of Communications

*July – November 2020*

Special Advisor to the Executive Director

*July 2018 – June 2019*

- As one of 7 members of startup global nonprofit's (100+ global staff/\$14M+ annual budget) executive leadership team: work closely with the Executive Director to make decisions related to the formulation and execution of global strategy; organizational structure, culture, and health; and the cultivation of mission-aligned partners and donors.
- Supervise a team of 3 and provide day-to-day management support to the executive leadership team.
- Oversee GFI's long-term and annual strategic planning processes and quarterly impact evaluation using the OKR framework, ensuring the integration of quantitative and qualitative metrics.
- Implemented a decision-making process using the RAPID model, enabling greater input, clarity, and speed.
- Serve as the decision-maker on new cross-team projects and ensure resources are allocated accordingly.
- Support special initiatives: advancing DEI internally and across programs; developing core collateral for funders; consulting the Policy team on federal advocacy strategy; drafting GFI's compensation policy.
- Represent GFI at employee and stakeholder sessions, including: hosting all-staff meetings, leading discussions with foreign and domestic officials, and speaking at public events.
- As Acting Director of Communications: Supervised a team of 10. Restructured department into three new interdependent teams: creative, thought leadership, and strategic operations. Formed a project management unit to streamline cross-org coordination and rollout of major public-facing initiatives and events.

### Biden-Harris Transition Team | Washington, D.C. (remote)

Member, USDA Agency Review Team (ART)

*November 2020 – January 2021*

Volunteer Interviewer, Appointments Team

*December 2020 – January 2021*

- Took a two month leave of absence to serve on the USDA ART, which included writing strategy memos for the incoming administration, conducting stakeholder meetings, and serving as the personnel liaison to the Agency.
- Interviewed potential USDA political appointees, ranging from junior to the most senior roles.

### National Association of Counties (NACo) | Washington, D.C.

Program Director for Community Resilience and Economic Development

*December 2016 – July 2018*

- Directed a team of program managers to build a \$2M+ portfolio of grants and sponsorships supporting community, economic, and workforce development innovations as well as climate and disaster resiliency within the 3,069 U.S. county governments, with a focus on rural counties. Examples:
  - Managed a \$500K, 3-year grant from the U.S. Economic Development Administration (EDA) to support historically coal-reliant communities across 4 western states in their efforts to diversify their economies in the face of industry downturn.
  - Managed a \$600K, 5-year sub-grant from the U.S. Department of Energy (DOE) to support the SolSmart Initiative, which recognizes and incentivizes local governments that reduce administrative barriers to solar deployment.
  - Secured and launched a \$650k, 3-year climate resilience grant from the National Oceanic Atmospheric Administration (NOAA) to support coastal Gulf county-based teams prepare, plan, and recover from extreme weather events.

### United States Department of Agriculture | Washington, D.C.

Advisor to the Secretary for Special Projects

*May – December 2016*

Office of the Secretary (Presidential Appointee)

- Served as one of 5 principal advisors to U.S. Secretary of Agriculture. Wrote briefing memos and participated in policy and stakeholder meetings for the Secretary related to: Rural Development's \$200+ billion loan & grant portfolio; interagency Place-Based Investment Initiatives (*e.g. StrikeForce, Promise Zones*); and White House Rural Council initiatives.
- Co-managed USDA's and the Secretary's role as co-leader of White House interagency effort to combat the U.S. opioid misuse epidemic: organized 3 statewide forums attended by 1000+ community leaders, including 3

Governors & 4 Senators; strategized the announcement of \$30M+ in grants and loans to improve rural telemedicine and build treatment centers; and spearheaded development of pilot program providing transitional housing for recovering users in rural areas.

- Coordinated across all 17 USDA agencies to create a resource guide for leaders looking for summer employment opportunities for rural youth, and created a public-facing toolkit of all available USDA resources applicable to tribal entities, colleges, and citizens.

Special Advisor, Rural Opportunity Investment (ROI) Initiative  
Rural Development (Presidential Appointee)

September 2015 – May 2016

- Supported a team of 6 to execute two White House Rural Council conferences: *Spurring Economic Development through Investment in the Delta* (Memphis, January 2016) and *Investing for Impact in the Rural Economy* (White House, May 2016) attended by 500+ combined participants and resulting in at least two new conditionally-licensed Rural Business Investment Companies (funds) pledging to make \$200M+ in equity investments in food and agriculture businesses.
- Co-led a team of 4 to launch a first-of-its-kind “Diversity and Inclusion in Agriculture Consortium”: a USDA-convened group of 45 industry, academic, NGO and legislative bodies uniting to build a robust BIPOC talent pipeline to fill the growing supply gap in professional agriculture jobs.
- Worked across 3 different agencies to help develop and launch USDA’s Food LINC initiative, which leveraged \$1M in USDA funds with \$2M in philanthropic capital to better link rural producers with new urban consumers to promote more robust local and regional food systems across 10+ U.S. markets.
- Collaborated with President Obama’s *Build America Initiative* team to institutionalize private partnerships and \$10B+ investment efforts within USDA Rural Development’s existing structure.

Acting Deputy White House Liaison  
Office of the Secretary (Presidential Appointee)

May – September 2015

- Stepped in to liaise with White House Presidential Personnel Office to recruit/interview dozens of applicants.
- Worked with USDA leadership to promote and onboard 25+ political appointees in less than five months.
- Managed vetting and appointment process for over 500 nominees to USDA’s 203 Boards & Committees.
- Executed two professional development programs to support career growth of USDA’s 220+ appointees.

Confidential Assistant to the Under Secretary  
Marketing and Regulatory Programs (Presidential Appointee)

August 2013 – September 2015

- Coordinated principal’s diplomatic travel to 8 countries; staffed 30+ domestic and international trips and public stakeholder meetings; coordinated amplification of funding announcements totaling more than \$300M.
- Coordinated publication of 25+ animal and plant trade regulations with the White House & USTR.
- Partnered with U.S. Dept. of Health and Human Services to develop a toolkit for New Americans/Refugees to access available government programs, grants, and resources to enable a smooth transition into farming and agriculture careers.

Staff Assistant to the White House Liaison  
Office of the Secretary (Schedule A Appointee)

June 2011 – August 2013

- Vetted thousands of nominees to USDA’s Boards & Committees and worked with the Department’s Committee Management Officer to ensure federal compliance and reporting standards met annually.
- Crafted candidate biographies and candidate slates for vacant political positions; served as a training coordinator for 220 political appointees across the U.S.; and helped organize special appointee events at the White House.

Office Automation Clerk  
Agriculture Research Service, Extramural Agreements Division (Internship in Beltsville, MD)

May – August 2008

National Labor Relations Board | Washington, D.C.

Office Automation Clerk/Executive Assistant  
Office of the Director of Administration (Full-time during school breaks)

May 2009– August 2010

Northern Virginia Community College | Woodbridge, VA

Tutoring Center, Woodbridge Campus  
Math and Writing Tutor

August 2007 – May 2008

## EDUCATION & LANGUAGES

B.A. in Foreign Affairs and Psychology (double major)  
University of Virginia | Charlottesville, VA

Urdu: Intermediate Spoken | Spanish: Basic Written and Spoken | Arabic: Basic Written (relearning)

## **VOLUNTEERING & BACKGROUND**

- Since June 2020, serve as a mentor through the WANBAM global network for women, transgender, and non-binary people interested in Effective Altruism.
- Since 2015, volunteer at the DC Central Kitchen and Capital Area Food Bank to prepare meals and pack non-perishable food items (paused during pandemic).
- Since 2007, volunteered on more than eight local, gubernatorial, congressional and Presidential campaigns in Virginia, Nevada, Pennsylvania, and Washington, D.C.
- Served as: lead organizer for USDA's Annual Iftar Dinner from 2011-2016; member of USDA's 2014 Farm Bill Implementation Task Force; and member of the Deputy Secretary's "Women in Ag" working group.

# TIEN T. NGUYEN

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## PROFESSIONAL EXPERIENCE

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### PRESIDENTIAL INAUGURATION COMMITTEE

Washington, DC

*Events and Ceremonies Staff*

January – January 2021

- Assisted in the planning and execution of the official inauguration ceremonies at the U.S. Capitol in collaboration with the Joint Congressional Committee on Inaugural Ceremonies

### BIDEN-HARRIS TRANSITION

National

*Advance Lead*

November 2020 – January 2021

- Served as the primary RON advance for Vice President-Elect Kamala Harris and Second Gentleman-Designate Doug Emhoff

### BIDEN FOR PRESIDENT

National

*National Advance Lead & Studio Producer for the Running Mate's Spouse*

August 2020 – November 2020

- Production lead for Doug Emhoff's virtual events, interviews, and direct-to-camera recordings
- Produced and executed principal and surrogate virtual events over Zoom for broadcast and live stream across virtual and social platforms
- Site lead for principal campaign events including car rallies, voter registration launches, and canvas kick-offs

### MIKE BLOOMBERG 2020

New York, New York

*National Trip Director, Eastern Region*

December 2019 – March 2020

- Directed nearly 40 candidate trips, over 60 surrogate trips, and three bus tours across 25 states, serving as the intermediary between campaign leadership and state teams to advise candidate travel and surrogate allocation based on data analytics, state polling, political objectives, and messaging strategy
- Led the digital engineering team to develop a national SMS text platform to capture voter data at events, resulting in an 80% increase in voter data capture
- Developed interdepartmental systems and processes—including implementing a reporting structure—for the successful scheduling and execution of trips

### KAMALA HARRIS FOR THE PEOPLE

National

*National Advance Lead*

April – December 2019

- Produced messaging events from concept development to execution across the country
- Trained all new advance staff and managed teams of up to 20
- Coordinated all logistics for candidate trips including securing venues and negotiating contracts with vendors

### GIUFFRIDA ASSOCIATES

Washington, DC

*Client Services Manager*

July 2017 – April 2019

- Account lead on two aerospace association accounts and supported several government conference contracts
- Led, advised, and implemented restructuring of client revenue streams and increased annual revenue by 68%
- Organized monthly speaker series for clients as well as fundraisers and annual galas

### HILLARY FOR AMERICA

National

*Advance Site Lead*

July 2016 – November 2016

- Produced messaging events, rallies, interviews, and meetings for candidates and campaign surrogates nationwide
- Coordinated and negotiated with Secret Service, local officials, venues, and vendors to build and execute events
- Worked with the press team to manage media logistics and managed crowd logistics for thousands of attendees

### WOMEN IN PROGRAMMATIC

Singapore

*Co-Founder*

November 2014 – July 2016

- Co-founded this professional network to create a forum for women within the programmatic advertising industry to share knowledge and empower one another through hosting events and workshops

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**PROFESSIONAL EXPERIENCE CONTINUED**


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**EYEOTA****Singapore & Ho Chi Minh City, Vietnam***Global Marketing Communications Manager*

June 2015 – November 2015

- Managed the development, creation, and delivery of sales and marketing materials across 5 markets including the United Kingdom, United States, Germany, Australia, and Singapore
- Advised overall global marketing strategy and execution through effectively leveraging marketing channels including e-mail, web, social media, PR, and blog
- Directed a PR agency out of London to garner international media coverage as well as build and sustain relationships with industry media outlets
- Collaborated with cross-functional teams across different markets – from sales to data operations to product development to strategy – to produce effective localized sales collateral and promotion campaigns

**MEDIAQUARK****Ho Chi Minh City, Vietnam***Client & Marketing Manager*

September 2014 – June 2015

- Built a marketing team of 5 to develop and amplify regional marketing activities across digital, PR, events, product marketing, and brand management
- Led development and implementation of regional marketing strategy and tactics using OKRs
- Collaborated with the product development team and designers to define the brand story and customer journey
- Managed client relationships and served as point of contact for clients and partners during integrations
- Coordinated attendance and sponsorship of international conferences and events

**MATTERHORN COMMUNICATIONS****Ho Chi Minh City, Vietnam***Account Manager*

May 2013 – August 2014

- Lead account manager for HP, Maersk Group, and Eli Lilly; supported other clients such as DHL, Qualcomm, and JW Marriott
- Developed, localized, and executed strategic communications and public relations plans for the Vietnam market
- Negotiated project and retainer budgets with clients and ensured that projects were executed within the budget
- Project managed and executed product launches, press conferences, and other events which included coordinating with multiple vendors, local press, and client representatives

**EXECUTIVE OFFICE OF THE PRESIDENT, THE WHITE HOUSE****Washington, DC***Advance Associate*

May 2009 – January 2013

- Organized international diplomatic visits and domestic speaking engagements for the Vice President and First Lady of the United States on a trip-by-trip basis
- Negotiated with foreign governments, US Secret Service, local law enforcement, and staff regarding all principle movements and safety concerns

**OBAMA FOR AMERICA****National***Advance Associate — Press and Site Advance*

September 2008 – November 2008

- Coordinated press and managed logistics for events with campaign principals nationwide, including Barack Obama, Michelle Obama, Joe Biden, and surrogates such as Jay-Z
- Produced camera shots for media coverage of events—including live television coverage—and for interviews
- Served as campaign liaison to local and national media outlets on press logistics and created media advisories

**DEMOCRATIC NATIONAL CONVENTION COMMITTEE****Denver, CO***Press Operations Assistant — Public Affairs Department*

May 2008 – September 2008

- Supported the Director of Press Operations in managing logistics for 13 media-support/liason operations
- Managed the personnel needs of those operations; recruited and coordinated over 530 volunteers to staff them
- Managed logistics and schedule for DNCC press briefing rooms; arranged briefings with high profile speakers

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**EDUCATION AND LANGUAGES**


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**COLORADO COLLEGE (Class of 2008)****Colorado Springs, CO**

- *Bachelor of Arts, Major:* International Political Economy, *Minor:* Asian Studies

**LANGUAGES:** Native English and heritage Vietnamese speaker; basic proficiency in Spanish

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**PROFESSIONAL EXPERIENCE**

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**Biden for President | Field Organizer**

*IA, SC, FL, GA*

*Organizing Department*

*Nov 2019 – Nov 2020*

- Recruited and managed over 40 volunteers to organize their precincts for the Iowa Caucus, resulting in a Biden win in Clay County
- Facilitated virtual events with volunteers and local party leaders on a range of topics (e.g. Build Back Better plan, climate change, Latinx outreach) and with surrogates (e.g. New Mexico electeds Michelle Lujan Grisham and Deb Haaland)
- Managed the largest team of 155 volunteers that contacted the highest number of voters in the Tampa Bay, FL area, helping flip Pinellas County blue for the first time since 2012
- Cured rejected voter ballots in central Georgia

**Biden for President | Policy Fellow**

*Philadelphia, PA*

*Policy Department*

*Aug 2019 – Oct 2019*

- Conducted policy and legislative background research for the Policy Director and Deputy Policy Director in preparation of Vice President Biden’s policy briefings
  - Compared policy stances between Democratic presidential candidates
  - Compiled and assessed public health data on the Affordable Care Act
  - Compiled economic data on the impact of the Trade Adjustment Assistance Community College and Career Training (TAACCCT) as well as Transportation Investment Generating Economic Recovery (TIGER) grant programs under the Obama-Biden Administration

**Biden for President | Intern**

*Philadelphia, PA*

*Communications & Operations Departments*

*July 2019 – Aug 2019*

- Conducted media research for Dr. Jill Biden’s Communications Director and developed pool report, national and state interview trackers
- Coordinated equipment installments to early state offices in IA, NH, SC, and NV

**U.S. House of Representatives | Intern**

*Washington, D.C.*

*Office of Congresswoman Doris Matsui (CA-6)*

*June 2018 – Aug 2018*

- Managed constituent contact database (IQ), drafted constituent letters, direct contact with constituents on the phone and in-person, drafted multiple memos per week

**EDUCATION**

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**University of California, Berkeley College of Letters and Sciences**

*Berkeley, CA*

*Aug 2015 – May 2019*

Bachelor of Arts, Political Science and Government

*Activities:* Men’s Varsity Cross County and Track & Field (2015-2019), Team Captain (2019), and Pac 12 All-Academic Honors

**OTHER EXPERIENCE**

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**House Sacramento**

*Sacramento, CA*

*Volunteer*

*July 2020 - Present*

- Attend city Housing Element meetings in the Sacramento metropolitan area to voice the need for cities to accommodate more housing (e.g. pursuing infill intensification, missing middle zoning, ADU policy, by-right development) during RHNA Cycle 6 (2021-2020)
- Drafted scripts for California constituents to call CA legislators to encourage them to vote yes on pro-housing measures (e.g. SB 1120, SB 902)

**ADDITIONAL SKILLS**

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- Limited working Spanish
- Experience with Lexis Nexis and R programming language
- Proficient in VAN, Slack, and Mobilize