

Camille Calimlim TOUTO

PROFILE

I am a policy expert in a political world, with an extensive background in Transportation, Energy, and Natural Resources policy. I am an engineer by training, allowing me to understand and translate complex issues into sound public policy. My experience has afforded me a well-rounded skill set that includes:

BICAMERAL EXPERIENCE

I have had the privilege of working as professional staff for six Congresses. I worked for both the House and Senate and understand the process and complexities of each legislative body.

EXECUTIVE BRANCH LEADERSHIP

For two and a half years, I served in the Obama Administration as part of the leadership team at the Department of the Interior. This helped me learn how to translate laws into agency action.

FELLOWSHIPS & BOARD SERVICE

I was pleased to be appointed by Governor Northam to the Commonwealth of Virginia's Board of Conservation and Recreation. I was also selected as a 2020 Wilson Center Congressional Foreign Policy Fellow, focusing on the nexus of foreign policy and natural resources management.

EDUCATION

GEORGE MASON UNIVERSITY

Master of Public Policy, (b) (6)
Alexis De Tocqueville Award (b) (6)
Outstanding Public Policy Graduate

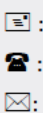
UNIVERSITY OF NEVADA, LAS VEGAS

Bachelor of Science in Engineering, (b) (6)
Civil and Environmental Engineering

UNIVERSITY OF NEVADA, LAS VEGAS

Bachelor of Arts in Communications, (b) (6)
Rhetoric and Communication Studies
Undergraduate Commencement Speaker

CONTACT



(b) (6)

EMPLOYMENT HISTORY

U.S. HOUSE TRANSPORTATION & INFRASTRUCTURE COMMITTEE

SENIOR PROFESSIONAL STAFF

JAN 2019 - PRESENT

CHAIRMAN PETER A. DEFAZIO (D-OR)

- Advise Members on policy issues relating to the U.S. Army Corps of Engineers (Corps)- the nation's leading water management agency. Provide guidance and policy recommendations to Members of Congress on legislative matters related to flood control, the Clean Water Act, and ecosystem protection.
- Lead staffer in drafting the resiliency and community affordability provisions as part of the Water Resources Development Act of 2020 (H.R. 7575), the authorizing legislation for the Corps. H.R. 7575 passed the House by voice vote and is awaiting Senate consideration.

U.S. SENATE ENERGY AND NATURAL RESOURCES COMMITTEE

DEMOCRATIC PROFESSIONAL STAFF MEMBER

SEP 2017 - JAN 2019

RANKING MEMBER MARIA CANTWELL (D-WA)

- Committee lead on Water Policy, Federal and Non-Federal Hydropower, and the Power Marketing Administrations. Primary staff for the Subcommittee on Water and Power, with jurisdiction over the Bureau of Reclamation and United States Geological Survey.
- Successfully shepherded the water provisions enacted into law as part of P.L. 116-9, which included the Yakima River Basin Act, a 30-year vision for responding to drought and change through restoration of historic salmon runs and ensuring water for agriculture and communities.

U.S. DEPARTMENT OF THE INTERIOR

DEPUTY ASSISTANT SECRETARY/ COUNSELOR

JUL 2014 - JAN 2017

- Served on the Senior Executive Leadership team and led policy and strategy for the Bureau of Reclamation, the largest water purveyor in the nation with 5,400 full time employees (FTE) and an FY 2016 budget of \$1.32 billion, and the United States Geological Survey, with 6,000 FTE and an FY 2016 budget of \$1 billion.
- Represented Interior on several high-level committees, serving as the Secretary of the Interior's designee and Chair to the Federal Geographic Data Committee; Chair and Interior's Principal to the Unconventional Oil and Gas Multi-Agency Collaboration; and Interior's Principal to the Hypoxia Taskforce.
- Led Interior's efforts on the Salton Sea, resulting in the signing of a Memorandum of Understanding between Interior and the State of California. Secured a matching \$10 million pledge from the Philanthropic groups. The MOU is the most significant progress for the Sea in 20 years, helping to secure the water supply of 30 million people in the Colorado River Basin.
- Experience in managing a diverse team to a successful deliverable, like the Open Water Data Initiative, the process of making water data accessible and interoperable. Deliverables included the Colorado River web visualization, which received 50,000 visits within the first 48 hours- and received the USGS Shoemaker Award for Best Internet Product in 2016.

U.S. HOUSE OF REPRESENTATIVES, COMMITTEE ON NATURAL RESOURCES

SENIOR POLICY ADVISOR FOR WATER & POWER

MAR 2007 - JUL 2014

- Sole minority staffer responsible for the day-to-day operations and long-term policy development for the Water and Power Subcommittee in the 112th and 113th Congress.
- Led the House development of 25 Bureau of Reclamation provisions that were enacted into law as part of P.L. 111-11, and seven Indian Water Rights Settlements as part of P.L. 111-291.
- Provided guidance and recommendations to Members of Congress on policy and legislative matters related to general water and power policy, energy-water nexus, climate change, tribal water rights settlements.

Andrew G. “Drew” Wallace

Contact: (b) (6)

PROFESSIONAL SUMMARY:

A successful public policy professional with over 20 years of experience achieving legislative success in times of divided government across a range of issues, primarily energy, environment, transportation, media/technology, commerce/consumer protection, and Senate procedure. Broad network of relationships with Congressional offices and external stakeholders. Extensive management experience as a House and Senate Legislative Director and a Senate Chief of Staff. Core skills include: executing strategies to accomplish policy goals; synthesizing complex policy with political and personal dynamics; collaborative drafting of internal and external written materials; effectively managing diverse staffs and fostering professional development.

EXPERIENCE:

Senior staff to U.S. Senator Tom Udall (D-New Mexico)

April 2009 to November 2020

Served as a trusted senior advisor for nearly 12 years, key overarching accomplishments include:

- Establishing Senator Udall as the Senate’s leading advocate on conservation/public lands, Native American issues, and campaign finance and government reform issues.
- Ensuring Senator Udall’s place as one of the Senate’s most influential members on climate change, environment, broadband/media, foreign policy, border/immigration, and Senate procedure reform.
- Hiring, managing and mentoring talented junior and senior staff in one of the most diverse and well-regarded working environments in the U.S. Senate.
- Implementing a successful legislative plan to support Senator Udall’s successful re-election in 2014.

Chief of Staff

May 2020 to December 2020

- Managing 40 staff during COVID-19, helped establish the office telework policy and COVID-19 protocols, and developed office budget and salary and staffing recommendations for the Senator.
- Primary manager of Senator’s campaign and leadership PACs, editor of Senator’s political communications, and liaison to supporters, campaigns, and the DSCC during the 2020 cycle.
- Primary point of contact with the Biden-Harris campaign, drafted materials for Sen. Udall’s numerous virtual campaign appearances at fundraising, coalition building and GOTV events.

Legislative Director

September 2012 to April 2020

- Primary advisor to the Senator on policy, managing staff of 11 to 14 people, coordinating with Senate Indian Affairs Committee staff of 7, liaison to senior Senate leadership and floor staff.
- Managed 2013-2016 successful effort to reform the Toxic Substances Control Act of 1976 (TSCA), the most significant environmental law in 20 years, involving complex issues and diverse stakeholders.
- Guided staff and edited hundreds of legislative letters along with materials for Committee hearings and markups including Appropriations, Commerce, Foreign Relations, Rules and Indian Affairs Committees.
- Served as primary policy interface with Communications team, involved in drafting and editing of nearly every speech, press release, social media post, and press comment for eight years.
- During Obama-Biden Administration, worked closely with White House and agency congressional affairs to influence rulemakings, budget priorities and legislative negotiations.

- Planned and executed Trump Administration oversight efforts re: conflicts of interest, environment, press freedom, government reform and other issues.
- Bipartisan enactment of federal IT reforms (FITARA and MGT Act) and implementation efforts with Appropriations Committee and the Trump Administration.
- Successfully included a variety of floor amendments and secured floor votes on energy/environmental issues, congressional war powers, campaign finance and other Udall priorities.

Energy/Environment Senior Policy Advisor

March 2009 to August 2012

- As Senior Policy Advisor, had primary responsibility for energy, environmental, water policy when Senator served on the Environment and Public Works Committee.
- Advanced Senator’s priorities in development of the Senate EPW climate bill and the Kerry-Lieberman climate bill in 2009-2010, including renewable energy, natural gas, public lands, and other aspects.
- Handled Udall and New Mexico priorities in reauthorizations of the Water Resources Development Act (WRDA), and surface transportation bills.

Committee Policy Coordinator

May 2008 to March 2009

House Committee on Energy and Commerce, Subcommittee on Environment and Hazardous Materials

- Developed Subcommittee hearings and drafted bills on carbon sequestration and electronics recycling.
- Experience identifying and vetting potential witnesses, conducting oversight over EPA activities.

Summer Associate/Law Clerk

May 2007 to May 2008

Wiley Rein, LLP, Public Policy Practice

- Advised clients and conducted Hill outreach for clients related to media, technology, energy, and trade.
- Drafted legal analysis memos on trade, telecommunications, media, and energy matters.

Legislative Director/Legislative Assistant

December 2002 to April 2007

Congressman Raymond E. “Gene” Green (D-TX)

- Managed six staff as the senior staffer in DC office for much of the time; handled Energy and Commerce Committee issues on Energy and Telecom Subcommittees.
- Secured provisions in 2005 and 2007 energy bills and organized Democratic offices in energy producing states to successfully negotiate unified positions with Democratic leadership.
- Enacted CAN-SPAM legislation; DTV transition; broadband policy; data privacy protection.

Legislative Assistant/Correspondent

June 2000 to December 2002

Congressman Kenneth E. “Ken” Bentsen, Jr. (D-TX)

- Handled a wide variety of issues including: energy/environment, flood control, transportation, veterans, and trade policy during the negotiation and passage of China PNTR and Fast Track trade authority.

EDUCATION:

Juris Doctor, Magna Cum Laude, Member Law Review

George Mason University School of Law, Arlington, VA

(b) (6)

Bachelors of Arts, Political Science, Minor in Environmental Studies

Kenyon College, Gambier, OH

(b) (6)

JANEA ASHANTI SCOTT

(b) (6)

Highly motivated individual with deep knowledge of state and federal government policy making, results-oriented advocacy, and exceptional decision-making skills. Seeking leadership opportunities to drive change for clean energy and climate and make measurable progress towards environmental and social justice goals.

RELEVANT PROFESSIONAL EXPERIENCE

Vice Chair and Commissioner. California Energy Commission (Sacramento, CA). April 2013 to present. *Appointed by Governor Edmund G. Brown Jr. in February 2013. Reappointed by Governor Brown in January 2016. Designated Vice Chair by Governor Gavin Newsom in February 2019. Confirmed by the California State Senate.*

- Provide leadership, strategic vision, and policy direction for multiple Energy Commission initiatives and programs. Make measurable progress on achieving State goals and carrying out the Energy Commission's mission to lead the State to a 100% clean energy standard.
2019 to present: Establish AB841 program to transform energy use at California's schools. Guide the Energy Commission's clean energy research portfolio of approximately \$200 million annually, includes developing a strategic action plan to secure funding renewal of an essential research program. The research portfolio includes the Electric Program Investment Charge, PIER Natural Gas, and the Food Production Investment Program.
2013 to 2019: Steer the Clean Transportation Program that invests up to \$100M per year in grants for alternative fuels, low- and no-carbon vehicles, and infrastructure for zero emission vehicles.
- Led the 2019 Integrated Energy Policy Report (IEPR) and the 2014 IEPR Update. The IEPR is a multi-stakeholder, statewide assessment of California's energy system and policies, and provides recommendations for future energy planning, policies, and legislation.
- Represent the Energy Commission in western regional energy and transmission planning. Elected to serve as Chair of the Western Interconnection Regional Advisory Body (WIRAB) from February 2017 to February 2020, transitioned to Vice Chair February 2020 to present. Member Western Interstate Energy Board (WIEB).
- Oversee and conduct environmental reviews, "siting cases", for thermal energy generation plants.
- Engage with the public adviser to broaden the Commission's public outreach to reflect the diversity of the people of California. Spearhead the CEC-CPUC joint Disadvantaged Community Advisory Group.
- Manage a team of 3-6 direct reports while providing direction to a team of 50-100 staff.
- Cultivate strategic partners and stakeholders to carry out State priorities and represent California's perspective in key forums, including:
 - Creation of the CEC-California Ports Collaborative and engagement with the U.S. Navy.
 - Service as the Chair of the Plug In Vehicle Collaborative; public policy board member at Veloz, board member of UC Davis Institute of Transportation Studies; board member of the California Fuel Cell Partnership; member of the U.S. Department of Energy's Hydrogen and Fuel Cell Technology Advisory Committee; steering committee for Bay Area Air Quality Management District's Technology Implementation Office.

Deputy Counselor for Renewable Energy. U.S. Department of the Interior, Office of the Secretary (Washington D.C.). April 2009 to March 2013. *Promoted from Special Assistant to the Counselor in July 2011.*

- Implemented the Secretary's priorities at Interior. Accomplishments include playing a leadership role in: achieving the Administration's goal of approving 10,000 MW of renewable energy on public lands, establishing a landscape-level plan for solar energy through the Western Solar Energy Plan, and creating a renewable energy program at Interior.

- Managed a "Strike Team" of decision makers to identify, troubleshoot, and resolve challenges associated with large-scale renewable energy proposals on public lands.
- Worked across the agencies that make up Interior (Bureau of Land Management, Fish and Wildlife Service, National Park Service, Bureau of Indian Affairs, etc.) to facilitate communication and the actions needed to successfully shepherd renewable energy projects to decision points.
- Built and maintained partnerships with States; local agencies; industry; environmental and other stakeholders to advance Interior's priorities.
- Prepared briefings for a Cabinet-level Secretary in a fast-paced and high stakes environment.

Senior Attorney. Environmental Defense Fund (New York, NY and Los Angeles, CA). September 2000 to April 2009. *Promoted from Staff Attorney in July 2008.*

- Analyzed and evaluated U.S. Environmental Protection Agency and local air agencies' clean air proposals with a sharp focus on progress in reducing diesel emissions, greenhouse gas emissions and other airborne contaminants, like ozone and particulate pollution.
- Prepared detailed legal and policy comments in response to clean air proposals.
- Interpreted key court decisions relating to clean air and global climate change.
- Developed reports and whitepapers to influence decision makers and engage in public education and outreach.
- Maintained strong relationships with traditional environmental and public health allies.
- Negotiated and engaged with environmental, public health, business, and industry allies to achieve critical clean air gains and secure results for human health and the environment.
- Crafted strategic plans, including assisting development staff in fundraising efforts.
- Asked to return to the New York office from February 2008 to April 2008 to assist with congestion pricing lobbying campaign.

AWARDS

September 2018: Drive Electric Individual Award from Plug In America for contributing significantly to the electric vehicle movement.

May 2016: Clean Air Champions Award from the Coalition for Clean Air for leadership in government.

June 2011: Clean Power Champions Award from the Center for Energy Efficiency and Renewable Technologies for unprecedented collaboration between the Federal and State Governments in permitting renewable energy.

June 2006: Environmental Defense Fund Staff Award for Outstanding Achievement.

EDUCATION

University of Colorado, Boulder, *Juris Doctor*, (b) (6)
Stanford University, *Master of Sciences* and *Bachelor of Sciences*, (b) (6) 6—Earth Systems Major

BAR MEMBERSHIP

New York, member since 2001; in good standing, inactive status
Colorado, member since 2000; in good standing, inactive status

Kate Kelly

(b) (6)

Experience

CENTER FOR AMERICAN PROGRESS

Washington, D.C.

Public Lands Director

March 2017 – present

- Develop policy proposals to further a progressive vision for energy and environment - from overhauling the federal energy program to more ambitious and equitable land, water and wildlife protections
- Direct team of 6 people on rapid response, analysis, narrative-setting, and coalition-building - helping to define the Trump administration as the most anti-nature presidency in history
- Publish reports, columns, and op-eds on energy and environment issues; regularly quoted in national and local media outlets, including the *Washington Post*, *Reuters*, and *Politico*; testified before Congress
- Manage \$1 million annual budget and grant reports; maintain funder relationships

U.S. DEPARTMENT OF THE INTERIOR, Office of the Secretary

Washington, D.C.

Senior Advisor to the Secretary

Feb. 2015 – Jan. 2017

- Part of small team directing overall strategy for the department, including policy and messaging on energy, public land management, and Indian affairs
- Conceived of, composed, and executed rollout of major policy speeches on the department's energy reforms and the next 100 years of conservation to mark the National Park Service's Centennial year
- Lead communications strategist on keystone policies, including the landmark greater sage-grouse conservation effort and the comprehensive review of the federal coal program

Communications Director

May 2012 – Feb. 2015

- Led an office of 15 people, including a nationally recognized digital team, for two Interior Secretaries
- Coordinated conservation and energy policy messaging for the Obama administration across Interior's nine bureaus with vastly different missions, such as the Bureau of Land Management, U.S. Fish and Wildlife Service, and Bureau of Indian Affairs
- Managed crisis communications for several high-profile events, including the 2013 government shutdown, the Cliven Bundy conflict, and an outbreak of Hantavirus at Yosemite National Park

Deputy Communications Director/Speechwriter

July 2010 – May 2012

- Served as main speechwriter for the Secretary of the Interior
- Managed rollouts for major announcements, including the department's nascent renewable energy program

UNITED STATES SENATE, Office of Arlen Specter

Washington, D.C.

Press Secretary

Sept. 2007 – July 2010

Deputy Press Secretary

Sept. 2006 – 2007

- Directed media and public relations for a senior member of the U.S. Senate
- Navigated Sen. Specter's media relations during major national events, including his party switch and votes on healthcare and the Recovery Act
- Built relationships with national and local reporters; coordinated press interviews, press conferences and public events; wrote press releases and opinion pieces

Assistant to the Chief of Staff

Sept. 2005 – 2006

- Team player in high-pressure environment

Education

WASHINGTON UNIVERSITY IN ST. LOUIS

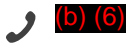
Bachelor of Arts

Major: Political Science; Minor: Writing

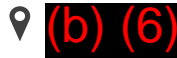
St. Louis, MO

(b) (6)

MAGGIE THOMPSON



in [linkedin.com/in/margretthompson](https://www.linkedin.com/in/margretthompson)



PROFILE

Leader with over 13 years of experience in electoral politics, non-profit advocacy, and public service. Experience in organizational development and management rooted in lessons learned from years of community organizing work. Inclusive and empowering management style with a focus on training and coaching individuals to make an organization's team greater than the sum of its parts.

SKILLS

Team building
Inclusive Management
Coalition Building
Non-profit leadership
Board management
Fundraising

EDUCATION

BACHELOR OF ARTS
cum laude
Economics
Classical Archaeology

Macalester College
Saint Paul, MN
(b) (6)

BOARDS & HONORS

Education Task Force Member
Biden-Sanders Unity Task Force
Summer, 2020

Executive Committee member
National Advisory Board
College Promise Campaign
2015-2018

Doug Riley Scholarship for
Academic Excellence
2005-07

Lane Scholarship for
Excellence in Economics
2005-07

Recommended Fulbright
Scholar
2007

LANGUAGES

Intermediate German
Ancient Greek
Basic Modern Greek
Beginning Spanish

PROFESSIONAL EXPERIENCE

NORTH CAROLINA CHIEF OF STAFF & STATE ADVISOR *Biden For President | Raleigh, NC | March, 2020 – present*

- Built and managed a diverse team of almost 300 staff located across the state
- Directed a program with a budget of approximately \$7 million spent statewide on personnel and get out the vote efforts.
- Implemented and developed strategies for staff to run excellent program while staying safe during a pandemic through the use of virtual work and contactless campaign hubs
- Oversaw the North Carolina Coordinated Campaign as the liaison from the Biden-Harris team, oversaw political, organizing and communications programs to benefit the full ticket of candidates

NORTH CAROLINA STATE DIRECTOR *Elizabeth Warren for America | Raleigh, NC | July, 2019 – March, 2020*

- Developed a political and organizing strategy to build a large-scale voter contact program to secure critical endorsements and partnerships to advance Senator Warren's bid for the presidency.
- Built and managed a diverse team of over 70 staff located across the state
- Directed a program with a budget of nearly \$2 million spent statewide on personnel and get out the vote efforts

EXECUTIVE DIRECTOR *Generation Progress at the Center For American Progress | Washington, DC | 2015–2019*

Led America's premiere progressive youth organization, dedicated to engaging and empowering America's largest and most diverse generation.

- Raised and managed a budget of over \$1.3 million and a staff of ten
- Appeared or placed team members in an average of 200 stories yearly in major news outlets including *The Washington Post*, *The Atlantic*, *USA Today*, and *The New York Times*
- Grew digital impact to reach an email list of over 400,000 and a story bank of over 30,000 individuals

FOUNDER, CAMPAIGN MANAGER *Higher Ed, Not Debt | Washington, DC | 2014 – 15*

Launched and managed a national campaign of over 100 non-profit partners including labor, community organizations, business groups and think tanks to collectively work to address the student debt crisis

- Shifted the national narrative on student debt through a robust digital and organizing effort
- Developed and implemented original policy solutions to address debt at the state and local level, including the first efforts to refinance student loans and the the Student Loan Bill of Rights

REGIONAL PROGRAM DIRECTOR *Common Purpose Project | Washington, DC | 2011 – 13*

- Wrote and implemented a successful national campaign plan to end tax cuts for the wealthiest
- Hired and supervised 26 staff in 6 states, averaging 83 press clips per week in 18 targeted districts

SPECIAL ASSISTANT FOR LAND & WATER QUALITY *White House Council on Environmental Quality | Washington, DC | 2010 – 11*

- Supported the Associate Director and assisted in the management of 20 staff, responsible for tracking team progress on White House priorities
- Facilitated inter-agency policy conversations to launch of "America's Great Outdoors," a joint effort by the Department of the Interior, Army Corps of Engineers and Environmental Protection Agency
- Assisted team policy work on the Great Lakes, including meeting with and coordinating high-level conversations with stakeholders

SPECIAL ASSISTANT TO THE DIRECTOR *U.S. Citizenship and Immigration Services, Department of Homeland Security | Washington, DC | 2009-2010*

Political appointee tasked with coordinating the priorities of USCIS Director to Department heads regarding Refugee and Asylee policy in an 18,000-person agency

- Coordinated Director's office response to the Haitian earthquake and the establishment of Temporary Protected Status for Haitians

ADDITIONAL EXPERIENCE

REGIONAL FIELD DIRECTOR & ORGANIZER *Obama for America | 2007 –2008*

Served in six states, managing up to 18 staff, establishing multiple field offices, coordinated volunteers. In Saint Paul, MN achieved the highest voter contact rate statewide.

COMMUNITY ORGANIZER & TRAINER | *Wellstone Action; Chris Coleman for Mayor, Steve Simon for State Senate; Toni Carter for County Commissioner 2005 –2007*

MORGAN GRAY

(b) (6)

PROFESSIONAL EXPERIENCE

Office of U.S. Senator Edward J. Markey, Washington, D.C.

Legislative Director, September 2018 – present

Senior Policy Advisor, July 2013 – September 2018

- Manage Senator's legislative staff of 20+ to formulate strategy, oversee written materials and conceive and execute legislative priorities across all issue areas, including working with other Senate LDs and leadership staff on strategy and Senate Floor procedure
- Utilize extensive Senate and House expertise and deep policy background to enact numerous initiatives
- Conceived, drafted, and negotiated the Green New Deal
- As Senior Policy Advisor, led Senator's work on energy and environmental issues and managed a four-person staff

House Natural Resources Committee, Ranking Member Edward J. Markey, Washington, D.C.

Senior Policy Advisor, January 2011 – July 2013

- Led all efforts on energy and climate policy as the top staffer on the Energy and Mineral Resources Subcommittee
- Oversaw all strategy and direction of more than half of the full committee hearings and nearly one-third of all hearings held by the Natural Resources Committee under Ranking Member Markey
- Worked closely with Democratic leadership and directed Committee Members to craft and coordinate amendments and messaging while managing nearly one-quarter of all bills brought out of the Committee
- Operated on a bipartisan basis to write, and enact into law, legislation reforming the national helium policy, which was vital to high-tech manufacturing, medical industries and scientific research

House Select Committee on Global Warming, Ranking Member Edward J. Markey, Washington, D.C.

Professional Staff Member, March 2007 – January 2011

- Conceived hearing concept and design, oversaw hearing proceedings, secured and prepared witnesses, drafted statements and questions for the Chairman, briefed and assisted committee Members and their staff and drove message strategy for one-third of all Select Committee hearings
- Led Chairman Markey's oversight of the BP Deepwater Horizon oil spill and legislative response, including securing the release of live video of the spill and pressing for the creation of an independent commission
- Developed and implemented Chairman's legislative initiatives in the Natural Resources and Energy and Commerce Committees, including key components of the Waxman-Markey bill and the 2007 energy bill.

Office of U.S. Representative Edward J. Markey, Washington, D.C.

Legislative Assistant and Floor Monitor, August 2005 – March 2007

- Generated legislative strategy and built winning coalitions, crafted amendment language and bill text and wrote Floor and committee statements as Legislative Assistant
- researched and analyzed all legislation considered by the House of Representatives; succinctly and quickly summarized key issues and made vote recommendations to the Congressman as Floor Monitor

The Markey Campaign Committee, Washington, D.C.

National Finance Director, November 2004 – August 2005

Deputy Political Director, June 2003 – November 2004

- Raised more than \$3 million over two years for Rep. Markey's campaign.
- Surpassed the campaign's previous fundraising record for one cycle by more than \$1 million while recording the three best individual fundraising quarters in the campaign's history

EDUCATION

Georgetown University McDonough School of Business, Washington, D.C.

Candidate for Master of Business Administration, (b) (6)

Pomona College, Claremont, CA

Bachelor of Arts, Politics, (b) (6)

Melissa Schwartz

(b) (6)

CAREER HIGHLIGHTS

2021 Presidential Inaugural Committee (PIC)

December 2020-present

Director, Office of the First Lady

- Coordinate Dr. Jill Biden's participation in first in-person/virtual hybrid inauguration in U.S. history.
- Serve as First Lady's representative in strategy, planning, and execution meetings for inaugural activities including MLK Day of Service, swearing-in ceremony, evening programming, and other key moments.
- Manage PIC team and act as liaison to Dr. Biden's transition team.

Biden for President

August 2020-December 2020

Senior Advisor to Dr. Jill Biden

- Member of Dr. Biden's leadership team, overseeing speechwriter, press secretary, and digital director.
- Provided strategic counsel on communications, media relations, rapid response, and event coordination.
- Worked with battleground state teams to create a cadence of in-person and virtual campaign events.
- Developed strategic communications plans and coordinated opportunities across the campaign.

The Bromwich Group

April 2012-present

Chief Operating Officer

- Manage portfolio of private and publicly held companies; local, federal, and international governmental entities and initiatives; nonprofit organizations; and individuals at risk of reputational harm.
- Provide public affairs services for clients, developing comprehensive strategic communications plans, messaging and materials, and directing media relations for large-scale and ongoing initiatives and events.
- Create crisis management and communications strategies, provide tactical advice, and serve as spokesperson for clients dealing with regulatory, congressional, and media investigations.
- Conduct media/presentation trainings for groups ranging from 5 to 100+, C-suite executives, political candidates and elected officials, Executive Branch leaders, and individuals embarking on major media tours. In addition, facilitate workshops to share best practices for staffing and preparing spokespeople.

Key Accomplishments

- Developed and implemented media strategies to complement client legal matters, most notably for former FBI Deputy Director Andrew McCabe and former Deputy Assistant Attorney General Jason Weinstein.
- Managed rapid response for Dr. Christine Blasey Ford during Brett Kavanaugh's confirmation process.
- Led multi-year national public affairs campaign to end the rape kit backlog. Facilitated public affairs strategy that led to creation of multimillion-dollar federal grant program and state legislative reforms.
- Facilitated multi-year federal outreach effort with events, earned, and paid media across Indian Country.
- Directed communications (media relations, digital engagement, paid media, and polling) strategies for coalitions in support of issues including protecting the Arctic National Wildlife Refuge, ending gender-based violence, conserving public lands and waters, and facilitating a just transition for coal communities.

U.S. Department of the Interior

July 2010-April 2012

Communications Advisor to Secretary of the Interior Ken Salazar (October 2011-April 2012)

Deputy Chief of Staff/ Communications Director, Bureau of Ocean Energy Management, Regulation & Enforcement (July 2010-September 2011)

- Recruited to manage crisis communications following the *Deepwater Horizon* oil spill, offshore drilling moratorium, and agency reorganization into three bureaus (formerly the Minerals Management Service).
- Worked closely with White House and Departments of the Interior, Homeland Security, and Commerce to coordinate and provide rapid response on post-spill reforms, regulations, and investigations.

- Created and implemented communications strategies to restore confidence in the offshore regulator while rehabilitating morale in the wake of significant media, congressional, and public criticism.
- Managed coordination of public forums, media tours, editorial board meetings, and stakeholder meetings.
- At BOEMRE, supervised 20+ members of the Congressional and Public Affairs teams. Also played a lead role in navigating management challenges related to dividing 1,000+ employees into three new agencies.
- Following the reorganization of the bureaus, advised Secretary of the Interior and served as department's on-the-record spokesperson for offshore oil, gas, and renewable energy issues.
- Advised new bureau leadership on internal and external message development and branding strategies, training for media opportunities, and engagement with federal, state, local, and tribal officials.

U.S. Department of Justice

May 2009-July 2010

Senior Public Affairs Officer

- Provided strategic counsel as advisor to Associate Attorney General Tom Perrelli (3rd ranking agency official), serving as primary point of contact on press inquiries, communications strategy, and events.
- Served as agency on-the-record spokesperson with a portfolio including high-profile judicial (circuit and district court) and political nominee confirmations, U.S. Attorney nominees, and budget/appropriations.
- Coordinated communications activities as primary public affairs liaison to the 94 U.S. Attorneys' offices, providing guidance on media-related matters and facilitating ongoing development opportunities, including media training for U.S. Attorneys and a bi-annual training conference for press officers.
- Managed public affairs for agency-wide priorities including the 15th anniversary of the *Violence Against Women Act*, tribal justice initiative, and task forces on Healthcare Fraud and Puerto Rico's legal status.

Office of U.S. Senator Barbara Mikulski

May 2005-September 2008

Communications Director (March 2006-September 2008)

Press Secretary (May 2005-March 2006)

- Served as chief spokesperson, media strategist, and advisor to senior woman in U.S. Senate.
- Staffed Senator at events, including news conferences and interviews, statewide media tours, and rallies.
- Wrote speeches, talking points, press releases, op-eds, letters to the editor, fact sheets, and web content.
- Coordinated major media opportunities for the "Women of the Senate," including appearances on *Good Morning America* and *Larry King Live*, as well as large-scale press events and tours.
- Supervised press office staff including press secretary, deputy press secretary, press assistant, and interns.

TEACHING EXPERIENCE *(full academic CV available upon request)*

Johns Hopkins University, Krieger School of Arts and Science Spring 2013-Fall 2014, Fall 2019-present

- Adjunct professor for graduate level course: *Becoming a Press Officer*

University of Washington, Communication Leadership graduate program Summer 2016-Fall 2020

- Senior Affiliate Instructor for graduate level course: *Crisis Communication*

University of Washington, Daniel J. Evans School of Public Policy and Governance Winter & Fall 2020

- Guest lecturer for Executive Master of Public Administration program

University of California Washington Center

Fall 2014

- Adjunct professor for undergraduate course: *Becoming an Effective Strategic Communicator*

EDUCATION

- **Johns Hopkins University:** M.A., Political Communication
- **University of California, Berkeley:** B.A., American Studies (*summa cum laude*)

(b) (6)

Robert T. Anderson

University of Washington School of Law
Seattle, Washington

(b) (6)
boba@uw.edu

(b) (6)

EXPERIENCE & MAJOR PROFESSIONAL ACTIVITIES

Law Professor

Harvard Law School, Oneida Nation Visiting Professor of Law, 2009-2020; annual visitor appointment to teach one term per year.

Visiting Professor of Law, Spring 2020, University of Colorado School of Law, Boulder, CO.

Professor of Law, Emeritus, University of Washington School of Law.

Professor of Law, and Director, Native American Law Center, University of Washington School of Law, 2000-2020.

Courses taught: American Indian Law, Water Law, Natural Resources Law, Property Law, Public Land Law, and Wildlife Law.

Commission on Indian Trust Administration and Reform, 2011 to 2013

Appointed by Secretary of the Interior Ken Salazar to five-member review Commission. Produced final report and recommendations for administrative reform efforts.

President-Elect Obama's Transition Team, September 2008 to January 2009

Co-lead for *Interior Department Agency Review* — (co-lead of team selected to engage in pre-election and post-election analysis of Department of the Interior and to present the new Administration with options regarding all policy and budget matters affecting Interior and its constituents).

Federal Government Service, March 1995 to December 2000

Counselor to the Secretary of the Interior (1997-2000)
Department of the Interior
Washington, D.C. 20240

Associate Solicitor for Indian Affairs (1995-1997)
Department of the Interior
Washington, D.C. 20240

(Both appointments by Secretary of the Interior, Bruce Babbitt)

Native American Rights Fund, August 1983 to March 1995

Senior Staff Attorney
Native American Rights Fund
Boulder, CO and Anchorage, AK
1506 Broadway
Boulder, CO 80302

EDUCATION, BAR MEMBERSHIPS

J.D. Cum Laude
University of Minnesota Law School
229 19th Avenue South
Minneapolis, Minnesota 55455

B.A. Summa Cum Laude
Bemidji State University
Bemidji, Minnesota 56601

Licensed to practice in Washington, Minnesota, Colorado, Alaska, District of Columbia, United States Supreme Court, Eighth, Ninth, Tenth and District of Columbia Circuit Courts of Appeal and Federal District Court for the District of Alaska and Western District of Washington.

TRIBAL CITIZENSHIP

Bois Forte Band of the Minnesota Chippewa Tribe

BOARDS and JUDICIAL APPOINTMENTS

Chief Justice, Court of Appeals, Pokagon Band of Potawatomi Indians

Justice, Bois Forte Band Court of Appeals

Legal Foundation of Washington, Member, Board of Trustees (2002), Treasurer (2003), Vice President (2004), President (2005) (appointed by Washington Supreme Court)

PUBLICATIONS

Books & Book Chapters

Anderson, Krakoff, & Berger, AMERICAN INDIAN LAW: CASES AND COMMENTARY, 4TH ED. (West 2020).

Anderson, Berger, Krakoff and Frickey, AMERICAN INDIAN LAW: CASES AND COMMENTARY, 3RD ED. (West 2015).

COHEN'S HANDBOOK OF FEDERAL INDIAN LAW (LexisNexis 2012) (Co-author and member of Executive Editorial Board).

COHEN'S HANDBOOK OF FEDERAL INDIAN LAW—2019 SUPPLEMENT (LexisNexis 2019) (Co-author and member of Executive Editorial Board).

COHEN'S HANDBOOK OF FEDERAL INDIAN LAW—2017 SUPPLEMENT (LexisNexis 2017) (Co-author and member of Executive Editorial Board).

COHEN'S HANDBOOK OF FEDERAL INDIAN LAW—2015 SUPPLEMENT (LexisNexis 2015) (Co-author and member of Executive Editorial Board).

INDIAN LAW STORIES, Book Chapter, *Aboriginal Title in the Canadian Legal System: Delgamuukw v. British Columbia*, (Foundation Press 2011).

Anderson, Berger, Frickey and Krakoff, AMERICAN INDIAN LAW: CASES AND COMMENTARY, 2ND ED. (West 2010).

Anderson, Berger, Frickey and Krakoff, AMERICAN INDIAN LAW: CASES AND COMMENTARY (ThompsonWest 2008).

THE POWER OF PROMISES: PERSPECTIVES ON PACIFIC NORTHWEST INDIAN TREATIES, Book Chapter, *Treaty Substitutes in the Modern Era* (UW Press 2008).

COHEN'S HANDBOOK OF FEDERAL INDIAN LAW (LexisNexis 2005) (Co-author and member of Executive Editorial Board).

SUPPLEMENTS TO COHEN'S HANDBOOK OF FEDERAL INDIAN LAW (LexisNexis 2007 & 2009) (Co-author and member of Executive Editorial Board).

Articles

Robert T. Anderson, *The Katie John Litigation: A Continuing Search for Alaska Native Fishing Rights After ANCSA*, 51 Ariz. St. L.J. 845 (2019).

Indigenous Rights to Water & Environmental Protection, 53 Harv. C.R.-C.L. L. Rev. 337 (2018).

Protecting Offshore Areas from Oil and Gas Leasing: Presidential Authority Under the Outer Continental Shelf Lands Act and the Antiquities Act, 44 Ecology L.Q. 727 (2018).

Philip Womble, Debra Perrone, Scott Jasechko, Rebecca L. Nelson, Leon F. Szeptycki, Robert T. Anderson & Steven M. Gorelick, *Indigenous Communities, Groundwater Opportunities: A U.S. Court Decision Unlocks Vast Potential to Improve Sustainable Freshwater Management*, 361 Science 453 (2018).

Sovereignty and Subsistence: Native Self-Government and Rights to Hunt, Fish, and Gather After ANCSA, 33 Alaska L. Rev. 187 (2016).

Federal Treaty and Trust Obligations, and Ocean Acidification, 6 WASH. J. ENVTL. LAW & POL'Y 474 (2016).

Water Rights, Water Quality, and Regulatory Jurisdiction in Indian Country, 34 STAN. ENVTL. L. J. 195 (2015).

Negotiating Jurisdiction: Retroceding State Authority Over Indian Country Granted by Public Law 280, 87 WASH. L. REV. 915 (2012).

Indian Water Rights, Practical Reasoning and Negotiated Settlements, 98 CAL. L. REV. 1133 (2010).

Alaska Native Rights, Statehood and Unfinished Business, 43 TULSA L. REV. 17 (2007).

Indian Water Rights and the Federal Trust Responsibility, 46 NAT. RESOURCES J. 399 (2006).

Indian Water Rights: Litigation and Settlements, 42 TULSA L. REV. 23 (2006).

The New Realism: The Next Generation of Scholarship in Federal Indian Law, 32 AM. IND. L. REV. 1, 130-36 (2007-08) (transcript of speech).

Criminal Jurisdiction, Tribal Courts and Public Defenders, 13 KAN. J.L. & PUB. POL'Y 139 (2003).

Book Review of AMERICAN INDIANS AND STATE LAW: SOVEREIGNTY, RACE AND CITIZENSHIP, 1790-1880, 84 NEW MEXICO HISTORICAL REVIEW 450 (2009).

Book Review of TRIBAL WATER RIGHTS: ESSAYS IN CONTEMPORARY LAW, POLICY, AND ECONOMICS, 31 AMERICAN INDIAN CULTURE AND RESEARCH JOURNAL No. 1 (UCLA 2007).

Book Review of ALASKA NATIVES AND AMERICAN LAWS, 18 ALASKA L. REV. 317 (2001).

Reports

REPORT OF THE COMMISSION ON INDIAN TRUST ADMINISTRATION AND REFORM, Department of the Interior, Final Report, Approved by the Commission, December 10, 2013 (Primary Author and Editor). <http://www.interior.gov/cobell/commission/index.cfm>

List of Speeches and Formal Presentations Available Upon Request

END

(b) (6)

EXPERIENCE

DEMOCRACY FORWARD FOUNDATION, WASHINGTON, DC

March 2018 – present

Managing Senior Counsel

Develop and prosecute affirmative environmental litigation at organization founded in 2017 to provide *pro bono* legal services in lawsuits against the federal executive, with a focus on highlighting corruption and responding to novel violations of law.

- **Government ethics and transparency:** Successfully challenged the Department of Interior's compliance with the Federal Advisory Committee Act when chartering advisory bodies related to fossil fuel extraction and international trophy hunting, including by obtaining a permanent injunction against dozens of policy recommendations for increased oil and gas development on public lands. *See, e.g., W. Org. of Res. Councils v. Bernhardt*, 412 F. Supp. 3d 1227 (D. Mont. 2019). Persuaded agency Inspectors General and scientific integrity bodies to investigate potential conflicts of interest and other alleged wrongdoing. Robust FOIA practice, including participation in related rulemaking.
- **Strategic litigation:** Work with conservation community to craft lawsuits addressing unorthodox violations of the APA and other federal laws. Representative examples include:
 - Challenge to the Department of Justice's rule forbidding supplemental environmental projects when the agency settles civil enforcement actions under statutes administered by the EPA. *Conservation Law Found. v. Barr*, 20-cv-11827 (D. Mass.).
 - Challenge to the Department of the Interior's rule trimming protections for barrier islands and associated habitat under the Coastal Barrier Resources Act. *Nat'l Audubon Soc'y v. Bernhardt*, 20-cv-05065 (S.D.N.Y.).
 - Challenge to the Department of the Interior's unwritten policy deregulating the type of blowout preventers responsible for the Deepwater Horizon disaster. *Healthy Gulf v. Bernhardt*, 1:19-cv-02894 (D.D.C.).
- **Challenges to complex rulemaking:** Sole counsel to Union of Concerned Scientists in coalition challenges to EPA and NHTSA's rollback of federal emissions and fuel economy standards for light duty vehicles, and to the agencies' revocation of California's waiver to set state standards. Extensive experience working with experts to present technical arguments during rulemaking and litigation.
- **Case management:** Consult with junior attorneys during development and maintenance of non-environmental litigation, including cases implicating veteran's affairs, immigration, vacancies, and LGBTQ rights. Work with communications team to craft press releases and national and local media coverage, including by providing radio and print interviews.

UNITED STATES DEPARTMENT OF JUSTICE, WASHINGTON, DC

Sept. 2012 – March 2018

Trial Attorney | Environment and Natural Resources Division

Counsel for the United States and its agencies and officers in cases implicating environmental, constitutional, and administrative law, with particular expertise in federally protected wildlife and challenges to federal infrastructure.

- **Federal programs:** Participated in over 75 individual cases, typically as sole counsel, arising under statutes including the APA, BGEPA, CWA, ESA, FIFRA, FPA, MSA, MBTA, NEPA, and NFMA. Advised clients through all stages of litigation, including pre-litigation compliance, emergency relief, pleadings, discovery and record disputes, dispositive motions, remand and other remedies, negotiations and settlement, evidentiary hearings, and appeal. Argued over 20 motions in both district courts and the D.C. Circuit. Notable matters include:

- Advised the Department of the Interior in its decision allowing state-recognized Indian Tribes access to eagle feathers for religious purposes following *Burwell v. Hobby Lobby Stores*, 134 S. Ct. 2751 (2014). See *McAllen Grace Brethren Church v. Jewell*, 7:07-cv-0060 (S.D. Tex.).
 - Oral argument in *Ctr. for Biological Diversity v. EPA*, 861 F.3d 174 (D.C. Cir. 2017), considering jurisdictional and substantive interplay of the ESA and FIFRA.
 - Cross-examination of five witnesses, including three surprise witnesses, when successfully defending a motion for emergency relief related to wild horse gathers in Nevada. *Kohleriter v. Jewell*, No. 3:13-CV-00495-MMD, 2013 WL 5718963 (D. Nev. Oct. 18, 2013).
- **Renewable energy:** Represented agencies in litigation challenging federal permits for wind and hydropower projects. Coordinated response among five defendant agencies in suits against the Federal Columbia River Power System and other Pacific Northwest hydroelectric facilities. Defended market-based mechanisms for conservation, including cap-and-trade systems.
 - **Civil enforcement:** Investigated and prepared actions under the ESA and other statutes.
 - **Recognition:** Division Award for Overall Outstanding Performance, 2015 & 2017. Attorney General's Honors Program.

GEORGETOWN UNIVERSITY LAW CENTER, WASHINGTON, DC Sept. 2015 – Nov. 2017
Adjunct Professor of Law | United States Legal Research, Analysis, and Writing

PEKING UNIVERSITY, SHENZHEN, PEOPLE'S REPUBLIC OF CHINA Sept. 2010 – June 2011
C.V. Starr Lecturer in Law | School of Transnational Law

- Developed and taught J.D. curriculum at first foreign law school to seek ABA accreditation.

CLERKSHIP

The Hon. Mary Ellen Coster Williams Sept. 2011 – Aug. 2012
 United States Court of Federal Claims

EDUCATION

COLUMBIA UNIVERSITY SCHOOL OF LAW J.D. received (b) (6)
Columbia Journal of Environmental Law, Administrative Editor
Human Rights Law Review: A Jailhouse Lawyer's Manual, Articles Editor
 Honors: Harlan Fiske Stone Scholar
 Alfred S. Forsyth Prize in Environmental Law
 Alexander Hamilton Fellow

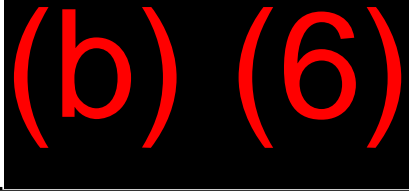
UNIVERSITY OF MICHIGAN, ANN ARBOR B.A. received (b) (6)
 Film Studies and Political Science, with high distinction.

ADDITIONAL INFORMATION

BAR LICENSES: New York, District of Columbia (admitted in D.C. Circuit & D.D.C.).

INTERESTS: (b) (6)

Ann Marie Bledsoe Downes



Education:

Arizona State University
Wayne State College

Law
Social Sciences Education

J.D. (b) (6)
B.A.E. [redacted]

Employment:

Sandra Day O'Connor College of Law Arizona State University – Professor of Practice and Director of Indian Gaming and Tribal Self-Governance Programs

August 2019 – Present

- Development of programming and curriculum for newly established Indian Gaming and Tribal Self-Governance Programs
- Recruitment and retention of students including MLS, LL.M., and J.D. students
- Oversee conference planning related to subject matter areas
- Manage program budgets
- Coordinate partnerships with tribal governments and tribal organizations
- Teach a minimum of 6 credit hours in the Indian Gaming & Tribal Self-Governance or Indian Legal Program curriculum
- Organize and seek guidance from Advisory Committees related to all programs in the Indian Legal Program

Ho-Chunk, Inc. – Executive Vice President, Community Impact and Engagement

May 2017 – Present

- Corporate officer (Secretary) responsible for management and governance of the parent corporation and multiple subsidiaries with a total of over 1,200 employees and an annual budget of over 350 million dollars
- Establish and lead the Community Impact and Engagement division at Ho-Chunk, Inc.
- Assist with annual planning efforts for the corporation
- Serve on the executive team, help manage assets of the company, and set short and long-term goals and objectives for the company
- Coordinate and implement community-wide events and initiatives with the purpose of positively impacting the Winnebago community and providing information to Winnebago tribal members
- Create new programs and initiatives that are responsive to tribal member needs with a focus on the five priority areas of the Winnebago Tribe of Nebraska; Education, Youth, Housing, Jobs, and Elders
- Company liaison to the Winnebago Tribe of Nebraska Tribal Council
- Chair and member of corporate committees, including but not limited to, compliance, employee engagement, and legal and legislative

- Oversee corporate programs centered on education, scholarships and internships, and workforce development

Department of Interior, Office of the Assistant Secretary – Indian Affairs - Deputy Assistant Secretary for Policy and Economic Development

August 2014 – January 2016

- Assisted with advising the Secretary of the Interior on Indian Affairs policy issues, communicating policy to and oversight of the programs within the Office of the Assistant Secretary of Indian Affairs (AS-IA), the Bureau of Indian Affairs and the Bureau of Indian Education
- Assisted the Assistant Secretary with tribal consultations, supported the Assistant Secretary as the Department official for intra- and interdepartmental coordination and liaison within the Executive Branch on Indian matters
- Provided direct management over the Office of Indian Energy and Economic Development and the Office of Self-Governance
- Lead the effort to implement Executive Order 13647 establishing the White House Council on Native American Affairs
- Served as the Department of Interior lead on President Obama’s 2014 and 2015 White House Tribal Nations Conferences.
- Provided oversight and management to the Bureau of Indian Affairs Tribal Climate Resilience Program including the approximately 10-million-dollar Tribal Climate Resilience grant program
- Represented the Department and AS-IA at conferences, tribal advisory meetings, and other national and international forums including the United Nations

Department of Interior, Bureau of Indian Education – Acting Director

March 2016 – November 2016

- Responsible for the management and oversight of 183 elementary, secondary, residential, and peripheral dormitories across 23 states. One hundred thirty schools are tribally controlled under P.L. 93-638 Indian Self-Determination Contracts or P.L. 100-297 Tribally Controlled Grants. Fifty-three schools are operated by BIE. The BIE also oversees two post-secondary schools: Haskell Indian Nations University and Southwestern Indian Polytechnic Institute.
- Served as the lead on the implementation of the Secretarial Order 3334 and the Blueprint for Reform which proposed a comprehensive reform of the BIE system.
- Provided oversight and direction for the successful execution of an annual budget of approximately nine hundred million dollars.

Sandra Day O’Connor College of Law, Indian Legal Program (ILP) - Interim Executive Director

December 2013 – August 2014

- Lead all recruitment and retention efforts of law students interested in the ILP
- Administer financial aid for students affiliated with the ILP and manage the Indian Law Certificate and curriculum requirements
- Complete grant applications and provide research and support on grants including grant reports

2 Ann Marie Bledsoe Downes

- Develop and implement ILP budget
- Coordinate all conference and symposia on topics related to Indian Law
- Evaluate all ILP staff including hiring and termination
- Develop long and short-term goals for the ILP guaranteeing those goals strategically aligned with overall goals of University
- Serve as the liaison between the ILP and faculty, advisors, administrators and staff from both the university and external agencies including tribal governments

Little Priest Tribal College – Interim President

May 2013 – July 2013

- Responsible for day-to-day administration of the College
- Implement all Board of Trustee’s policies
- Coordinate construction of new classroom building
- Assist in the search for a permanent President for the institution

Sandra Day O’Connor College of Law, Indian Legal Program (ILP) – Faculty Associate

October 2012 – May 2014

- Co-teach courses in Federal Advocacy for the Tribal Client and Contemporary Issues in Tribal Economic Development as part of the “Traveling Classroom” in the Indian Legal Program
- Presenter and instructor for trainings conducted by the ILP and the American Indian Policy Institute at ASU. Topics taught include Fundamentals of Federal Indian Policy, Basics of Civil and Criminal Jurisdiction in Indian Country, Tribal Economic Development and Fundamentals of Tribal Sovereignty

National Native American Bar Association (NNABA) - Executive Director

October 2012 – March 2013

- Coordinated the development, implementation, and evaluation of programs and services that support the mission including website development and maintenance, membership list, dues collection, social media, development of membership benefits
- Organized Board meetings, NNABA annual meeting and establish meeting agendas
- Developed annual budget, and make financial decisions consistent with the budget as approved by the Board
- Lead all fundraising efforts and coordinate the Board’s involvement in fundraising as well as supervise the implementation of fundraising plans and policies approved by the Board
- Provided regular, timely internal financial statements to the Board of directors that compare performance to budget and to the previous year or other benchmark
- Conducted multiyear financial analysis, review trends, and engage the Board in discussions about financial stability and sustainability, including the development of adequate operating reserves
- Built positive relationships with partner organizations policymakers, media, and legal community
- Represented the organization by participating in key associations and organizations, serving on committees and advisory groups, and speaking in public settings

Sandra Day O'Connor College of Law, Indian Legal Program (ILP) - Interim Executive Director

October 2011 – October 2012

- Led all recruitment and retention efforts of law students interested in the Indian Legal Program
- Administered financial aid for students affiliated with the ILP and managed the Indian Law Certificate and curriculum requirements
- Completed grant applications, provided research and support on grants and grant reports
- Developed and implemented ILP budget
- Coordinated all conference and symposia on topics related to Indian Law
- Evaluated all ILP staff including hiring and termination
- Developed long and short-term goals for the ILP guaranteeing those goals strategically aligned with overall goals of University
- Served as the liaison between the ILP and faculty, advisors, administrators and staff from both the university and external agencies including tribal governments

Sandra Day O'Connor College of Law - Director of Graduate and Academic Programs, Indian Legal Program

August 2005 – May 2010

- Responsible for the implementation of the LL.M. in Tribal Policy Law, and Government curriculum and the Masters of Legal Studies with an emphasis in Indian Law curriculum
- Led all recruitment and retention of students enrolled in both degree programs
- Secured funding to provide scholarships to students in both programs
- Coordinated implementation of the Indian Law Certificate program
- Co-Instructor with Professor Robert Clinton for Advanced Legal Writing and Research in Indian Law course
- Identified and secured grant funding for implementation of ILP goals and objectives
- Assisted in the creation of a new Tribal Economic Development program

State of Arizona, Governor Janet Napolitano - Policy Advisor for Tribal Affairs

September 2003 – September 2004

- Served as the liaison between the Governor's office and the Tribal Nations of Arizona
- Provided updates on tribal-state relations to the Governor, Chiefs of Staff, Cabinet and other Policy Advisors
- Coordinated and scheduled visits by Governor to and with Tribes of Arizona
- Development of talking points, speeches and materials for press releases relative to visits with Tribes
- Organized and led quarterly "tribal summits" between Governor Napolitano and tribal leadership on a wide array of issues of concern identified by tribal leadership
- Established regular, consistent and ongoing communication with tribal leadership on issues related to tribal-state relations
- Created a coalition of tribal policy advisors from State of Arizona agencies and coordinated regular meetings to encourage communication and collaboration

Little Priest Tribal College – President

June 2000 – September 2003

- Responsible for day-to-day administration of the College
- Implemented all Board of Trustee's policies
- Prepared and administered College's annual budget
- Led all public relations efforts and served as spokesperson for the College
- Maintained all certifications and activities related to accreditation from the Higher Learning Commission including completion of a Self-Study and successful accreditation review resulting in ten years of continued accreditation
- Created and implemented an endowment for the College
- Developed and administered programs to carry out the mission and goals of the College

Hoopa Valley Tribe – Commissioner, Hoopa Valley Tribal Gaming Commission

December 1996 – April 1998

- Held the at-large community position as established by Hoopa Valley Tribal Code
- Reviewed employment applications of applicants for employment at the Hoopa Valley Tribe's Lucky Bear Casino to determine whether applicants may be licensed for employment pursuant to Tribal and Federal law
- Reviewed Casino policies and procedures to guarantee they were effective, efficient and in accordance with applicable Tribal and Federal law

Community Activities:

Ho-Chunk, Inc Board of Directors – Director, 2008 – 2014

Little Priest Tribal College Board of Trustees – Member, 2012 –2014

White House Initiative on Tribal Colleges and Universities Advisory Board – Member, 2002-2005

Institute of American Indian Arts Board of Trustees – Trustee, 2017 – Present

Winnebago Comprehensive Healthcare System Board of Directors – Secretary, May 2018-Present

American Indian Graduate Center Board of Directors – Member, February 2019 – Present

Tribal Affiliation

Winnebago Tribe of Nebraska

Bar Admissions

California

TYLER A. CHERRY

(b) (6)

Professional Experience

JOE BIDEN-ARIZONA DEMOCRATIC PARTY COORDINATED CAMPAIGN Phoenix AZ (remote/virtual)

Director of Rapid Response and Spokesperson, August 2020 - November 2020

- Managed and implemented in-state communications plans in coordination with the Biden campaign DNC and AZ Democratic Party including rapid response message development long-term media strategy surrogate booking and TV and radio appearances as on-the-record spokesperson
- Generated over 100 media hits advancing Biden campaign's weekly messaging goals in online and print newspapers local TV and radio and constituency outlets through press calls reporter pitching TV and radio booking op-eds and LTEs and press releases and statements
- Staffed and prepared elected officials and national surrogates for over two dozen media opportunities via message development and media training

JOE BIDEN FOR PRESIDENT, Washington D.C.

External Communications Consultant July 2019 - August 2020

- Assisted *Biden for President's* communications research and policy teams with various projects including drafting press statements on behalf of Vice President Biden researching and fact-checking official policy plans and fact sheets and managing community engagement policy questionnaires process
- Helped senior Biden advisor with primary debate preparation including drafting and reviewing policy-based answers and opening/closing statements for Vice President Biden
- Coordinated messaging strategy for campaign's direct mail program in key primary states

SKDKNICKERBOCKER Washington D.C.

Director, Public Affairs - January 2020 - August 2020

Senior Associate, Public Affairs - January 2019 - December 2019

Associate, Public Affairs November 2017 - December 2018

- Crafted and executed strategic communications plans for over 35 political/campaign corporate non-profit advocacy and legal clients including earned paid and digital media strategy crisis communications litigation strategy media training and debate prep message development and event coordination
- Cultivated relationships and regularly corresponded with national state/local and trade/industry reporters and served as on-the-record spokesperson for media opportunities related to client needs and goals
- Drafted hundreds of communications documents including op-eds tough Q&A strategy memos talking points press releases media advisories and editorial board memos to support strategic communications plans
- As Director managed several (1-5) Senior Associates Associates and interns on a dozen client teams of varying sizes including delegating assignments providing regular feedback and participating in performance reviews
- Generated two new business leads drafted several new business proposals and won one new business client

MEDIA MATTERS FOR AMERICA Washington D.C.

Campaigns Associate March 2017 - November 2017

- Developed rapid-response and long-term campaign plans to promote media accountability in coordination with national advocacy partners including advertising boycott and misinformation accountability campaigns
- Created and curated all digital assets to support online organizing initiatives including email blasts petitions social media advertisements paid print advertisements and website content

Researcher September 2015 - March 2017

- Conducted in-depth research on a variety of media policy and political issues in a rapid response environment after identifying and synthesizing emerging media trends and misinformation in the news cycle
- Authored nearly 200 pieces of high-impact error-free content – including comprehensive blog posts fact-checks and other narrative-building content – that was cited by and influenced narratives in the national press and among Members of Congress

Education

UNIVERSITY OF CALIFORNIA, LOS ANGELES (UCLA), (b) (6)

Bachelor of Arts Degree - Political Science Major Civic Engagement and Gender Studies Double Minor

College Honors Latin Honors *cum laude* Dean's Honor List

Other Experience and Activities

- Intern Center for American Progress June 2014 - January 2015 Washington D.C.
- Intern Congressman Henry Waxman December 2012 - June 2013 Los Angeles CA
- Intern CA State Senator Fran Pavley July 2012 - December 2012 Los Angeles CA

Laura Daniel Davis



EXPERIENCE

National Wildlife Federation (NWF)

Washington, D.C.

Chief of Policy and Advocacy (*February 2018 – present*)

Advance national priority work to recover America's wildlife, address climate change, ensure clean water, and conserve and protect public and private lands. Develop and oversee policy and programs and direct advocacy strategies for energy, infrastructure, water development, and conservation legislation and administrative action. Ground NWF's policy and advocacy in equity and justice principles and in partnership with state affiliates, impacted communities, and other core allies. Manage and integrate coordinated and strategic efforts of government affairs, communications, field and advocacy teams nationwide.

Heritage Outdoors Project of the Resources Legacy Fund

Washington, D.C.

Executive Director (*October 2014 – January 2018*)

Developed strategies and managed work plans of grantees with a focus on supporting the conservation and protection of America's public lands and public lands laws. Directed strategic communications and activities that highlighted the economic, cultural, recreational, and heritage values of public lands. Managed fundraising, strategy, budget and staff for the Project.

U.S. Department of the Interior

Washington, D.C.

Chief of Staff (*February 2011 – May 2014*)

Deputy Chief of Staff (*November 2010 – February 2011*)

Associate Deputy Secretary (*January 2009 – November 2010*)

Chief of Staff to the Deputy Secretary (*April 1999 – January 2001*)

Congressional Affairs associate director (*March 1998 – April 1999*)

Director of Scheduling and Advance (*February 1994 – January 1997*)

Deputy Director of Scheduling (*June 1993 – February 1994*)

Worked with the Secretary and senior management team to implement Administration priorities including protection and conservation of public lands and wildlife, ensuring responsible development of public lands energy resources, strengthening the government to government relationship with American Indian tribes, and increasing water conservation opportunities and programs in the arid West. Managed senior political and career staff; prioritized and directed legislative initiatives, communications strategy, outreach to stakeholders, and internal operations. Coordinated Departmental activities in numerous areas including analysis of potential national monument designations, efforts relating to the permanent reauthorization and funding of the Land and Water Conservation Fund and other key conservation programs, and large-scale ecosystem restoration.

Led team transitioning from Secretary Salazar to Secretary Jewell in 2013 including confirmation preparation, coordination with White House confirmation team, and all Departmental briefings.

Representative Mark Udall

Washington, D.C.

Deputy Chief of Staff (*April 2007 – January 2009*)

Managed Washington, D.C. office, directing legislative, press and political activities and staff of eight. Provided strategic guidance on full range of domestic, national security and international issues. Areas of focus included oversight and implementation of policy and initiatives on energy and climate change, public lands protection, Farm Bill conservation programs and online safety for children. Served as D.C. liaison for Udall for Colorado Senate campaign, DSCC and national media team.

Latham & Watkins, LLP

Washington, D.C.

Policy Specialist & Business Development Manager (*March 2001 – March 2007*)

Provided guidance to business and non-governmental organizations concerning federal land and conservation programs and policies, energy and climate change policy, and the federal budget and appropriations process. Organized and directed efforts of the firm's Global Climate change initiative and business development activities of the Global Environment, Land and Resources Department.

America's Conservation Political Action Committee (ACPAC)

Washington, D.C.

Board Member, Interim Executive Director (*February 2015 – January 2017*)

Developed and directed fundraising and work plan in concert with Board and Secretary Ken Salazar. With the Board and Selection Committee, identified and endorsed Congressional candidates who support protecting public lands, wildlife and cultural resources.

Democratic Governors' Association

Washington, D.C.

Deputy Executive Director (*January 1997 – March 1998*)

Assessed political landscape in key states and advised DGA Chair Governor Howard Dean and Executive Director. Planned and directed gubernatorial candidate recruiting program of the DGA Chair; traveled with the Chair. Served as liaison with White House and Congress.

Presidential Inaugural Committee (PIC)

Washington, D.C.

Staff Assistant (*November 1992 – June 1993*)

North Carolina Alliance for Conservation Action

Charlotte, NC

Canvasser (*January 1991 – May 1991*)

EDUCATION

Bachelor of Arts (b) (6), *cum laude*

Wake Forest University, Winston-Salem, NC

JENNIFER VAN DER HEIDE ESCOBAR, Esq.

(b) (6)

PROFESSIONAL SUMMARY

Highly effective leader, legislative strategist, and legal and political advocate with over twenty-five years of federal, state and local experience. Results-oriented, dynamic manager with demonstrated ability to maximize diverse talent. Proven success in building diverse coalitions for policy and political campaigns, developing legislative strategy, and managing communications outreach to effectively influence public opinion. Broad policy knowledge and quick, analytical skills. Extensive involvement and mentorship in minority and women's leadership development. Positive, creative and collaborative team-builder focused on successful, meaningful outcomes in fast-paced, high-stakes environment

PROFESSIONAL EXPERIENCE

Representative Deb Haaland (NM-01), US House of Representatives

Washington, DC

Chief of Staff

January 2019 to present

- Crafted, promoted and executed results-oriented, comprehensive strategy to deliver on legislative priorities and provide excellent constituent services, in collaboration with New Mexico, Tribal and national stakeholders, successfully advancing policy priorities, in and outside of member's committee jurisdiction (House Armed Services and House Natural Resources Committee).
- Effectively managed over 20 staff and \$1.4 million budget for member GovTrack ranked as the "Top Leader" of the freshman class; introduced the 2nd most bills in the freshman class while attracting the most bipartisan cosponsors. Had four bills signed into law and components of several others were enacted.
- Led effective strategy for member to win elections for Freshman Representative to Steering and Policy, Co-Chair of Congressional Native American Caucus; Vice Chair of Democratic Women's Caucus; Congressional Progressive Caucus Deputy Whip; Regional Whip; Chair of the National Parks, Forests and Public Lands Subcommittee; Vice Chair of the House Natural Resources Committee; and for a waiver onto the House Oversight and Government Reform Committee.
- Set-up office for one of the first two Native American members of Congress. Hit the ground running on Day 1 with full staff, fellows and interns.

Deb Haaland for Congress (NM-01)

Washington DC and Albuquerque, NM

Senior Advisor

August 2017 - November 2018

Provided strategic guidance on all aspects of campaign in competitive six-way primary, and then in general election. Led outreach to Members of Congress, Tribal Nations, and all national stakeholder groups. Drafted legislative questionnaires, speeches and website content. Assisted with debate prep.

Hoopa Valley Tribe

Washington, DC

Director, Washington Office

June 2017 - December 2018

On-Reservation Tribal Attorney, Hoopa, CA

Spring 1997 - Fall 1998

Lead congressional strategy and outreach on a diverse set of federal policy priorities including water and fishing rights, economic development, law enforcement and tribal sovereignty for a small, economically challenged tribe. Interfaced with federal agencies to ensure full respect of tribal trust responsibility. Drafted letters, attended meetings and arranged tribal visits. Participated in national tribal Self-Governance meetings.

The Faith and Politics Institute

Washington, DC

Chief Program and Public Affairs Officer

March – May 2017

Led strategic development of an historic, bipartisan American Experience pilgrimage to California focusing on the immigrant, civil rights, cultural and faith experiences of the Asian American community. Developed comprehensive and creative program, led outreach to Members of Congress and Asian American community, academic, faith and political leaders. Drafted content for the three-day 150 participant pilgrimage with dozens of Members of Congress, civil rights luminaries, business leaders and security personnel. Three-month contract position.

Representative Keith Ellison for Democratic National Committee Chair

Washington, DC

Senior Advisor

January – February 2017

Managed Congressional outreach and whip operations, drafted constituency plans and letters, lobbied voting delegates, and managed regional boiler room operations in competitive national election.

Representative Michael Honda (D-Silicon Valley), U.S. House of Representatives

Washington, DC

Chief of Staff

January 2001 - January 2017

Strategy and Leadership

- Served as lead counsel and strategist to senior member of the Appropriations Committee, Ranking Member of Commerce, Justice and Science Subcommittee; former member of Science and Technology, Transportation, and Budget Committees, the Labor, Health, Human Services and Education Appropriations Subcommittee, and Vice Chair of the Congressional Progressive Caucus.
- Represented member at high-level meetings and built critical relationships for member, nationally and in Silicon Valley. Led external engagement with a variety of public policy stakeholders.
- Led strategy and navigated member to 'exclusive' committee assignment and Caucus leadership positions.
- Worked closely with civil rights, labor and other national stakeholders to move progressive agenda. Institutionalized the Congressional Asian Pacific American Caucus by revising bylaws, creating staff positions, and promoting legislative agenda during Rep. Honda's chairmanship (2004-2011).
- Developed strategic and impactful coalitions with the California delegation, the Congressional Asian, Hispanic and Black Caucuses, and the Equality Caucus.

Legislative Expertise

- Crafted, promoted and executed results-oriented, comprehensive strategy to deliver on legislative priorities and provide excellent constituent services, in collaboration with Silicon Valley and national stakeholders; including finding ways to advance policy priorities, in and outside of member's committee jurisdiction.
- Managed strategy to secure over \$1.3 billion in federal funding for the district, and to bring the US Patent and Trademark Office to Silicon Valley, working with local community, labor, business leaders and universities.
- Directed appropriation to create the Equity and Excellence in Education Commission, bringing together top national experts to author transformative recommendations, including the first federal call for universal pre-K.
- Coordinated decade-long effort to secure \$900 million to extend Bart Area Rapid Transit into Silicon Valley.
- Worked with local law enforcement, the FBI and Justice Department to secure \$130 million increase to clear backlog of DNA rape kits and promote the adoption of new Rapid DNA technology.
- Led FY17 bipartisan effort to increase Native American crime victim funding by over \$130 million.
- Managed member's creation and chairmanship of the bipartisan Foreign Direct Investment Caucus, Congressional Anti-Bully Caucus, bipartisan Hepatitis Caucus, Ethiopia Caucus and the Transgender Task Force.

Management

- Managed diverse staff of 25 and budget of \$1.4 million to support operations of Washington, DC, and Silicon Valley offices. Recruited over 40 professional education and science and tech fellows.
- Designed and oversaw complex constituent communications programs with unprecedented volume of mail.
- Inspired and guided premier online communications strategy, including multilingual ethnic messaging; robust, innovative social media program; and creation and development of best website in Congress

ADDITIONAL POLITICAL EXPERIENCE

Campaign Manager, Mike Honda for Congress in 2000 (a top national Red to Blue battleground race). Managed staff of 15+, \$2.5 million budget, and hundreds of volunteers. Cultivated diverse stakeholder relationships with elected, progressive, business and community leaders. Helped develop all message, field, fundraising and media strategies. Won by over 12 points. Managed re-election campaigns in 2002-2012.

Political Director, Democratic National Committee Vice-Chair Honda. Designed and supported member's surrogate travel program to over 35 states to increase voter engagement and elect Democrats. Fostered key party relationships for member. Developed and executed decade-long effort to increase political participation and representation by Asian Americans, New Americans and other under-represented communities. Advocated for innovative, diversity programs at the DNC, DCCC and DNCC (2003-2012).

CA campaigns: CA Assembly Field Director; County Democratic Coordinated Campaign Manager; City Council Field Director; County Supervisor Manager.

Voter Protection Attorney, Volunteer – Democratic Presidential campaigns (2004, 2008, 2012 and 2016).

LEGAL EXPERIENCE

Practicing attorney for nearly five years as Tribal Counsel (**California Indian Legal Services** and **Hoopa Valley Tribe**), in private boutique practice (**Greenberg & Simon**), and criminal defense (**Law Offices of Louis Katz**). Wrote motions, pleadings and appellate briefs; managed discovery process; took depositions and witness statements; appeared in federal, state and tribal courts; drafted tribal ordinances, regulations and contracts; and lobbied federal government on water and fishing rights. Practice areas included employment discrimination, criminal defense, tort claims, property rights, tribal gaming, business and contract law, environmental and cultural resource preservation, and Indian Child Welfare Act.

EDUCATION

University of California, Hastings College of the Law

San Francisco, CA

Juris Doctor with Public Interest Law Certification; Dean’s Scholar; Newhouse Scholar
Member, California State Bar

Tufts University

Medford, MA

Bachelor of Arts in International Relations; focus on the status of women in developing countries

OTHER LEADERSHIP

- Advisory Board Member, Bossed Up, women’s workplace empowerment initiative (2016 - 2018)
- Fellow, Congressional European Parliamentary Initiative, focused on refugee and security issues (2016)
- Senior Fellow, Stennis Center for Bipartisan Public Service Leadership (2015)
- Fellow, Women’s Executive Leadership Program (2015)
- Bipartisan CODEL Participant: Ethiopia, Israel, Haiti, Nicaragua, Colombia, China, Germany and Belgium
- Featured Speaker, PLEN, Preparing Women to Lead (2008, 2009, 2019) and #CareerCrush Q&A (2016)

(b) (6)

Education

Yale School of Forestry and Environmental Studies

- *Master of Environmental Management*, dual degree with Vermont Law School

(b) (6)

New Haven, CT

Vermont Law School

- *Juris Doctor*, dual degree with Yale School of Forestry and Environmental Studies
- *Member of the Minnesota State Bar*

(b) (6)

South Royalton, VT

Dartmouth College

- *Bachelor of Arts in Environmental Studies, Public Policy Minor*

(b) (6)

Hanover, NH

Environmental Studies Foreign Study Program

Studied and observed the environmental, political, social, and economic consequences of human-environment interactions in southern Africa through homestays and field research.

(b) (6)

South Africa, Namibia, Swaziland

French Language Study Abroad

Developed intermediate French language proficiency and knowledge of French culture and history through University classes, field trips, and homestays.

(b) (6)

Lyon, France

Work Experience

Earthjustice, *Legislative Counsel*

- Managed a team of eight and co-wrote Biden-Harris transition memos for the White House, Department of the Interior, Bureau of Ocean Energy Management, Bureau of Safety and Environmental Enforcement, and Bureau of Land Management.
- Advanced over 30 pieces of legislation to mitigate climate impacts from federal fossil fuel development on public lands and waters and protect areas of high cultural and ecological value.
- Drafted comments for rulemaking processes to regulate climate and environmental externalities from fossil fuel production, and onshore and offshore fossil fuel leasing.
- Fostered diverse partnerships with Black, Indigenous, and People of Color-led organizations to advance the organization's strategic commitment to justice and equity.
- Established and facilitated a coalition of national, regional, and local organizations to reform onshore oil and gas leasing laws and regulations.

May 2017-present

Washington, D.C.

Friends of the Earth, *Climate Campaigner*

- Developed a national campaign to stop leasing for fossil fuel exploration and development on public lands and waters through writing press statements, blogs, and legal memoranda, forming a coalition, and legislative lobbying.

July 2014-April 2017

Washington, D.C.

Environmental Campaigns and Policymaking, *Teaching Fellow*

- Assisted the instruction and coordination of 13 classes and 3 workshops to teach students the process and skills of successful environmental campaigns and policymaking.

January 2014-May 2014

New Haven, CT

International Union for the Conservation of Nature (IUCN), *Intern*

- Authored a series of papers to inform a potential international agreement for the preservation and sustainability of marine biodiversity in areas beyond national jurisdiction.
- Developed a research proposal for a human rights-based framework to local climate change adaptation through incorporation of Indigenous traditional knowledge.

September 2013-December 2013

Bonn, Germany

Environmental Law Alliance Worldwide, *Legal Intern*

- Researched and wrote legal memos related to wetland development, mining projects, environmental impact assessments, pollution, and climate change on behalf of lawyers who represent vulnerable communities in foreign countries.

June 2013-August 2013

Eugene, OR

Yale Center for Environmental Law & Policy, *Research Assistant*

- Contributed to the Environmental Performance Index project through research and writing about how countries, institutions, and businesses develop and use sustainability indicators and indices to improve their environmental performance.

September 2012-June 2013

New Haven, CT

Dartmouth College, *Sustainability Programs Specialist*

- Assisted the Sustainability Manager to develop and implement an emissions reduction strategy based on sustainability performance indicators.

August 2009-June 2010

Hanover, NH

- Managed student interns and advised student sustainability projects

Research Experience

Yale University Environmental Protection Clinic

- Compiled a lexicon of environmental justice terms to assist agency compliance with the National Environmental Policy Act (Client: U.S. EPA Office of Environmental Justice)
- Proposed and wrote a nomination for protection of the central Arctic Ocean through the World Heritage Convention (Client: Natural Resources Defense Council)

January 2014-May 2014 &
January 2013-May 2013
New Haven, CT

United Nations Department of Economic and Social Affairs, *Externship*

- Reviewed and summarized existing literature on financing for sustainable development to develop a searchable database for the use of scholars and practitioners.

November 2012-May 2013
New Haven, CT and New York

Yale School of Forestry and Environmental Studies, *Independent Research*

- Interviewed environmental scientists, lawyers, activists, and community members in Anchorage and Kivalina about legal, political, social, and cultural adaptation responses to climate change among indigenous communities.

October 20-28, 2012
Anchorage and Kivalina, AK

Dartmouth College:

Presidential Scholarship Research

Developed website material for Islands First, a non-governmental organization dedicated to capacity building, networking, and strategic planning for small island states.

January 2008-June 2008
Hanover, NH

Rockefeller Center Policy Research Shop

Created a sustainability plan to reduce greenhouse gas emissions and energy use; improve waste management and transportation policies; and encourage citizen involvement for Hanover, NH.

January 2008-June 2008
Hanover, NH

Leadership and Volunteer Service

The Climate Institute's Center for Environmental Leadership Training (CELT) *Steering Committee Member & Liaison*

- Advise and coordinate activities between CELT, Vermont Law School, and Yale School of Forestry & Environmental Studies to develop educational, interactive games related to climate change, public health, and energy problem-solving.

September 2009-August 2012
Hanover, NH & New Haven, CT

Grenada Delegation, *Volunteer Assistant*

- Attended meetings, wrote issue briefs, and consulted with the Grenada delegation at the 18th Conference of the Parties to the U.N. Framework Convention on Climate Change.

November 27-December 2, 2012
Doha, Qatar

United Nations Permanent Mission for the Republic of Palau, *Volunteer Assistant*

- Assisted the Palau Ambassador through research, writing, and weekly meetings in a campaign for an Advisory Opinion from the International Court of Justice on State responsibility for transboundary harm from greenhouse gas emissions.

September 2012-December 2012
New York and New Haven, CT

The Big Green Bus, *Education and Logistics coordinator*

- Traveled through 25 states in 10 weeks on a retrofitted coach bus powered by waste vegetable oil to educate the public about resource conservation, recycling, energy efficiency, sustainable food choices, and sustainable living.
- Designed the education program and materials for an environmental 501(c)3.

September 2008-August 2009
Hanover, NH

Writing Experience

Peer Reviewed Publications:

- Marissa Knodel. *Conceptualizing Climate Justice in Kivalina*. 37 SEATTLE U. L. REV. (forthcoming June 2014).
- Marissa Knodel. 2013. *Wet Feet Marching: Climate Justice and Sustainable Development for Climate Displaced Nations in the South Pacific*. The VERMONT JOURNAL OF ENVTL LAW, Vol. 14.

Electronic Publications:

- Knodel, M. 2013. *Integrating Climate Change Adaptation and Coastal Zone Management in the U.S. Virgin Islands*. Island Resources Foundation. Available at <http://irf.org/wordpress/?cat=10>

Presentations

- Panelist. "Environmental Justice and Indigenous Rights." National Environmental Justice Conference and Training Program. Washington D.C. March 26-28, 2014.

- Panelist. "Climate Change and How to Respond." Arctic Encounters Symposium. Seattle University School of Law, Seattle, WA, February 7-8, 2014.
- Press conference. *What Must the Durban Platform Do?* U.N. Framework Convention on Climate Change COP 18, Doha, Qatar, Nov. 29, 2012.

Awards and Recognitions

- (b) (6)
- Dartmouth College, The Donella Meadows Prize for Promoting Sustainability, 2009.

Interests

(b) (6)

Shantha Ready Alonso

(b) (6)

Citizenship: (b) (6) * Veterans' Preference: (b) (6) * Highest GS Grade: (b) (6) Security Clearance: (b) (6) Desired Location: (b) (6)

Desired Role: Special Advisor to the Secretary of the Interior (Director of External and Intergovernmental Affairs)

Objective: Advance the Biden-Harris Administration agenda for the US Department of the Interior by engaging external and intergovernmental stakeholders.

Executive Competencies:

I am a relational, high-integrity, innovative, flexible, resilient, strategic, entrepreneurial leader with strong written and oral communication skills. I am eager to employ my skills in coalition-building, problem-solving, leveraging diversity, developing teams, public policy analysis, digital organizing, and group facilitation. I am proficient in written and oral Spanish, and I am a certified mediator.

Education: Master of Social Work, (b) (6), Brown School of Social Work, Washington University in St. Louis
Master of Arts in Pastoral Studies, (b) (6) Eden Theological Seminary
Bachelor of Arts, (b) (6) University of Notre Dame, Psychology and English majors
Study Abroad, (b) (6), Pontificia Universidad Católica de Chile

Employment:

Creation Justice Ministries

110 Maryland Ave. NE #203 Washington, DC 20002

Executive Director

June 2015 - present

40 hours per week

Duties: Lead a national faith-based organization whose mission is to educate, equip, and mobilize dozens of member Christian denominations on climate and conservation issues.

Achievements:

- More than doubled the budget and tripled the staff in five years
 - Started in June 2015 with approximately \$40,000 in assets for the organization and a \$140,000 annual budget. Finished December 2020 with approximately \$400,000 in assets for the organization and a projected \$420,000 budget for 2021.
 - Secured relationships with more than a dozen foundations and funding partners, such as the: Packard Foundation ocean protection partnership (three-year grant of \$75,000/year), Hewlett Foundation conservation equity partnership (one-year grant of \$100,000), InFaith Foundation safe water partnership (four-year grant of 40,000/year). Other examples include dozens of mini-grants by coalition partner organizations on one-year or shorter grant cycles, which have required significant attention to detail due to frequent application and reporting requirements.

- I started as the only staff. I hired and now supervise a staff of four, as well as two volunteers.
- Re-energized member participation
 - Boosted number of denominations participating in Creation Justice Ministries by one-third
 - Grew the grassroots donor program from 19 people contributing a total of \$2,000 per year in 2015 to over 200 individual donors contributing more than \$21,000 in 2019.
 - Convened bi-annual full board meetings, handling board materials, facilitation coordination among executive committee members, and meeting logistics
- Provided Public Policy Leadership
 - Regularly crafted and released policy statements, religious leader sign-on letters, and press releases about timely policy developments on issues such as Bears Ears National Monument, the Arctic National Wildlife Refuge, and methane pollution regulations.
 - Was responsible for representing membership on Capitol Hill, with Administration, and with coalition partners.
 - Facilitated Congressional education by organizing of Congressional briefings on Creation Justice Ministries' priorities, facilitating religious leader meetings with members of Congress and the Administration, and preparing religious leaders to testify at hearings. Examples include:
 - Prepared Presbyterian Church (USA) Stated Clerk Rev. Dr. J. Herbert Nelson to give [testimony](#) before the US Senate Environment and Public Works Committee Hearing "Examining the Role of Environmental Policies on Access to Energy and Economic Opportunity" (April 13, 2016)
 - Prepared President of the Baptist Educational and Missionary Convention of South Carolina Rev. Dr. James Blassingame to [speak](#) at a forum hosted by the US House Natural Resources Committee Democrats: "The Health, Environmental and Economic Risks of the Republican Campaign to Repeal the Bureau of Land Management's Methane Waste Rule" (February 1, 2017)
 - Organized and moderated Next 100 Coalition Congressional briefing on the importance of upholding recently designated national monument. The briefing was sponsored and attended by Colorado Senator Michael Bennett. (June 7, 2017)
 - Panelist, "Addressing Cost of Methane Waste and Future Policy Actions" Congressional [briefing](#) hosted by Taxpayers for Common Sense (October 24, 2016)
- Provided Program Leadership
 - Drafted and promoted the annual Earth Day Sunday resource booklet on a theme relevant to current socio-political context. Download and paper distribution counts from 2015-2020 have ranged from 1,500 to 5,000. Some who download it go on to share the content with their respective religious congregations by photocopying the bulletin insert, and using content for sermons or Sunday School, expanding the estimated program reach to 20,000-30,000 people.
 - Produced six eco-justice workshops at the annual Ecumenical Advocacy Days, a conference co-sponsored by more than 40 faith-based organizations, serving approximately 800-1,000 people (every April, 2015-2019, and I played a significant role in quickly adapting planned conference content to one large virtual COVID-relief advocacy training in 2020.)
 - Maintained an active digital organizing e-community of more than 30,000 email contacts, 5,000 Facebook followers,
 - Numerous speaking engagements, both virtual and in-person. In 2020, I averaged three to four engagements per month. Examples of speaking engagements in recent years include:

- Moderated virtual “Faith and Coastal Climate Resilience Summit” featuring House Environmental Justice Task Force Co-Chair Rep. Don McEachin and House Select Committee on the Climate Crisis Chairwoman Rep. Kathy Castor. (August 2020, attended and viewed by approximately 1,000 people, hosted by Creation Justice Ministries)
 - Delivered training: “The Doctrine of Discovery, and how it impacts the modern conservation movement” (February 2020, Green Group Diversity Cohort of approximately 200 people, hosted by Resource Impact)
 - Panel presentation: “Faith and Environmental Justice” (September 2019, Women in Environmental Leadership Convening of approximately 100 women conservation leaders from across the United States, hosted by the Smithsonian Anacostia Museum)
 - Resident Educator, Delivered one week of eco-justice education and reflection content for retreatants at Star Island Retreat Center in New Hampshire (one week in Summer 2018)
 - Delivered “Faith and Climate Reflections” at American Climate Leadership Summit (Summer 2018 and 2019, Convening of higher education, health, state and local government, and faith-based stakeholders who work on climate issues, audience of approximately 700-1,000 people, hosted by EcoAmerica)
- Developed strong coalitions and strategic alliances
 - Co-Founded and continue to serve on the Steering Committee of the [Next 100 Coalition](#), which formed on the occasion of the 100-year anniversary of the National Park Service, and convenes more than 50 organizations to provide policy vision, networking opportunities, and communications capacity on matters of diversity, equity, and inclusion on public lands. [This coalition was instrumental in advising the Obama Administration in crafting the Presidential Memorandum issued in January 2017: *Promoting Diversity and Inclusion in Our National Parks, National Forests, and Other Public Lands and Waters*.
 - Co-chaired the [Energy and Ecology Working Group of the Washington Interreligious Staff Community](#), which convenes more than a dozen faith-based organizations twice monthly to coordinate public policy advocacy strategy. (2015-2019)
 - Member of the [US Climate Action Network Future Vision Committee](#), which was tasked with researching and presenting to US Climate Action Network as a whole what pathways exist for the Network to reach its objective of meeting or exceeding the goals of the Paris Climate Agreement (2018). This group laid the groundwork for another group in which I had an editing role: the committee that drafted the [Vision for Equitable Climate Action](#); I also am a member of the [Justice, Equity, Diversity, and Inclusion \(JEDI\) Committee](#) to advance equity issues in the climate movement.
 - Founding member of the [People, Climate, and Public Lands Coalition](#), which will launch in January 2021 and make public its “Climate Plan for Public Lands.”
- Awards, Honors, and Advisory Roles during Creation Justice Ministries Executive Director role
 - [J. Irwin Miller Award for Excellence in Ecumenical Leadership](#) conferred annually to one lay Christian leader by the National Council of Churches USA, 2020 ([acceptance speech](#))
 - (b) (6)
 - [Grist 50 Fixer](#) Honored by *Grist* magazine as one of 50 environmental “fixers” to watch, 2018
 - Delegate for Creation Justice Ministries to the inter-religious, inter-disciplinary symposium hosted by the Ecumenical Patriarchate of Constantinople in 2018: “Toward a Green Attica: Preserving the Planet and Protecting Its People” in Athens, Greece

- (b) (6)

NETWORK, A National Catholic Social Justice Lobby

820 First Street NE, Suite 350 Washington, DC 20002-4243

Community Mobilization Manager

June 2013 - June 2015

40 Hours per Week

- Field Organizing Strategy: Developed and implemented field organizing strategies on healthcare, minimum wage, immigration, and civic engagement, including:
 - Facilitating a breakthrough in NETWORK's organizing strategy, which previously focused only on national electronic engagement, with occasional place-based events. In my two-year effort to make participants' experience of our organization as what I branded "more epic than episodic," I developed a state-based organizing model, cultivated local state-based volunteers, and initiated an ongoing engagement program with two grassroots state-based organizing teams (in Michigan and South Carolina.)
 - Crafting and implementing the 100 percent Voting Campaign (2014), which was the digital organizing component to the "Get Out the Vote" Nuns on the Bus tour.
 - Developed and implemented a "business roundtable" campaign to host ten events in ten cities to engage more than 65 business leaders in conversations with NETWORK's Executive Director about the intersection of Catholic Social Teachings and economic justice. Each roundtable generated at least one lead for continued program engagement.
- Maintained an e-community of more than 40,000 people. Used a combination of mass emails, social media, direct mail, text messaging, and calling campaigns to:
 - Conduct a demographic survey of NETWORK's membership, and use the data to enhance the relevance of communications to NETWORK members
 - Develop and promote the NETWORK study guide on Pope Francis' *Joy of the Gospel* encyclical
 - Evaluate the *Mind the Gap!* and *Mend the Gap!* popular education curricula on wealth inequality
 - Participate in partnerships to promote health insurance open enrollment season
- Participated in the leadership team for the re-branding of the organization, including the development of an organizational writing style guide, crafting a shared "story arc" of the organization, and updating the organization's visual identity.
- Developed and maintained department workplan and budget of approximately \$150,000.
- Served on the hiring committees for three hires.
- Supervised community mobilizing work of a team of five

National Council of the Churches of Christ in the USA

110 Maryland Ave. NE #103 Washington, DC 2002

Director, Poverty Initiative

2012-2013

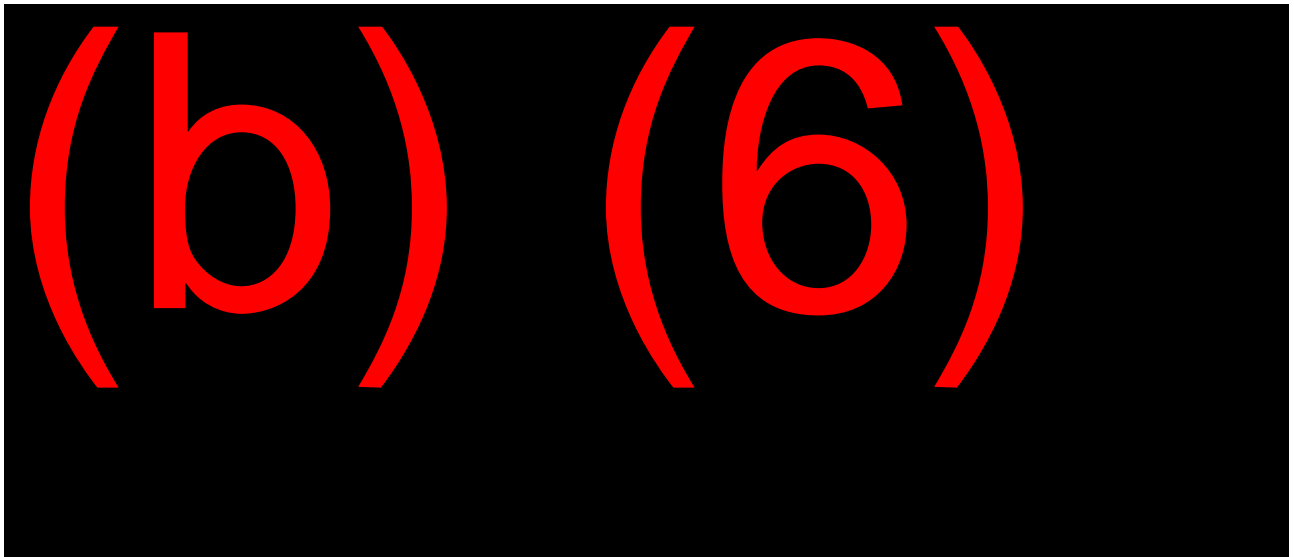
40 hours per week

- On behalf of the National Council of Churches (USA), sat on the national board of the Emergency Food and Shelter Program. Conducted a board site visit to the Salvation Army Pensacola, Florida.
- Managed a \$100,000 renewable annual grant from the Marguerite Casey Foundation
- Liaised with more than a dozen state councils of churches, equipping them with advocacy materials on poverty issues
- Continued responsibilities of previous role (Advocacy and Outreach Specialist)

Advocacy and Outreach Specialist, eco-justice and poverty programs of National Council of Churches 2011-2012

40 hours per week

- Managed mass email list of 20,000 contacts and established social media accounts for these programs.
- Created and disseminated eco-justice and poverty campaign materials
- Liaised with membership, state councils of churches, and the Washington Interreligious Staff Community's relevant working groups
- Coordinated Ecumenical Advocacy Days workshops



Gamaliel Foundation

Worksite at their Metropolitan Congregations United office: 4501 Westminster Pl, St. Louis, MO 63108

Policy Intern

January-December 2007

Approximately 16 hours per week

- Worked with National Policy Director to coordinate rollout of [*"The Road to Good Jobs: Patterns of Employment in the Construction Industry"*](#) study; Facilitated press conferences in Detroit & East St. Louis upon study's release

- Assisted with bringing a delegation of more than 50 faith community leaders to Washington DC on behalf of the Gamaliel Foundation for the Transportation Equity Network
- Assisted with individual donor campaign, database management & grant reports

Inland Congregations United for Change

41550 Eclectic Street, Palm Desert, CA 92260

Community Organizer, Holy Cross Associate Program

August 2005 – July 2006

20 hours per week

- Co-organized a 400-person public meeting with city council members on park improvement, which resulted in a four-million-dollar grant to the City of Coachella, California, to fund a skate park and renovate dilapidated park structures.
- Signature gathering on California “Healthy Kids” Campaign, which put Children’s Health Insurance funding on the November 2006 California ballot

Aguas del Desierto Counseling Center

1612 First Street Suite 1 Coachella, CA 92236

Program Coordinator, Holy Cross Associates Program

August 2005-July 2006

20 hours per week

- Designed and presented a 6-session wellness curriculum for the Coachella Valley High School Academies students as well as Our Lady of Soledad confirmation class participants covering issues such as self-esteem and healthy boundaries.
- Presented at the California Academies statewide conference about the wellness curriculum we developed.

Children’s Defense Fund

Juvenile Justice Intern

January 2003

40 hours per week

International:

- World Student Christian Federation, Vice Chair of global executive committee (2008-2014)
Initiated work of international Solidarity and Advocacy Committee, which included assisting with coordination of student delegations to the United Nations Commission on the Status of Women as well as calling attention to international water privatization issues.
Chaired North American Visioning/Strategic Planning Committee
Helped launch Student Christian Movement USA

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

Other Leadership:

- US Trustee of the World Student Christian Federation (2017-present)
- Interfaith Power and Light of DC, Maryland, and Virginia
 - Steering Committee Member (2013-2016)
 - Co-chair (2017-2019)

(b) (6)

Trainings:

UFacilitate Virtual Facilitation Training (2020), six 90-minute training sessions on Zoom, along with two individual coaching sessions
The Management Center, “Managing to Change the World” two-day training (2014) Washington, DC
Robert Benjamin Mediation and Conflict Management Services Completed Certificate during a semester-long class (Spring 2008) St. Louis, MO
Gamaliel Foundation, “Weeklong Leadership Training” (March 2007) Illinois

Cultural Diversity:

Washington University in St. Louis Trained in inter-group dialogue facilitation (Summer 2007)
Notre Dame Diversity Educator – Led “intro to diversity on campus” chats for over 200 freshmen (2002-2005)

Publications:

Sampling of Opinion Editorials

- *The Hill* 12.22.18 “Time to fix the 11.8 billion national park repair backlog” ([link](#))
- *The Day* 04.22.18 “Don’t ruin our underwater Grand Canyon” ([link](#))
- *Red Letter Christians* 04.22.18 “Sense of Place: An Earth Day Sunday Resource” ([link](#))
- *The Day* 07.16.17 “Preserve our marine monument” ([link](#))
- *Sojourners* 01.09.17 “8 spiritual treasures: The public lands legacy of President Obama” ([link](#))
- *Sojourners* 08.26.16 “As the National Park Service turns 100, its time to diversify” ([link](#))
- *The Colorado Gazette* 04.17.16 “Water stewardship is everyone’s responsibility” ([link](#))
- *The Hill* 06.13.16 “Public Coal Needs Proper Valuation” ([link](#))
- *The Hill* 09.09.15 “Finding balance between heating our homes and preserving Earth” ([link](#))

Media Interviews

- *Minnesota Public Radio* 05.24.19 “Women of Faith: Millennial Christians say loving God means protecting creation”
- *US Catholic* 10.04.17 “The creation stories you probably haven’t heard: It’s time for the church to listen to Indigenous people” ([link](#))

- *National Catholic Reporter* 03.11.17 “Bears Ears National Monument, sacred to Native tribes, faces challenges to its status” ([link](#))
- *United Church of Christ News* 12.17.15 “Paris and Beyond: An Interview with Shantha Ready Alonso” ([link](#))
- *Additional media quotes can be found through searching “Shantha Ready Alonso” on Google News*

Books

Contributing Author, *For Such a Time as This: Young Adults on the Future of the Church*, edited by Kathryn M. Lohre Judson Press, 2014 Valley Forge, PA ([link](#))

Contributing Author, *A Child Laughs: Prayers of Justice and Hope*, edited by Maria Mankin and Maren Tirabassi, The Pilgrim Press, 2017, Cleveland, Ohio ([link](#))

Contributing Author, *Gifts in Open Hands: More Worship Resources for the Global Community*, edited by Maren Tirabassi and Kathy Wonson Eddy, United Church Press, 2011, Cleveland, OH ([link](#))

Editor, *Toward a Global Christian Movement for Eco-Justice: Voices from North America*. 2015 available on [Kindle](#).

PANIZ REZAEEROD

(b) (6)

PROFESSIONAL EXPERIENCE

Office of U.S. Representative Joe Cunningham (SC-01)

Senior Legislative Assistant

January 2020 – January 2021

- Led House coalition of over 30 advocacy groups and 250 cosponsors to pass the *Great American Outdoors Act*
- Secured appropriations wins to prohibit development of oil and gas lease sales along Atlantic coast
- Managed broad policy portfolio including Natural Resources Committee, labor, tax, and financial services
- Coordinated with communications and district staff to message Member's legislative accomplishments
- Drafted talking points and prepared Member for House Natural Resources Committee hearings and markups

Legislative Assistant

February 2019 – December 2019

- Drafted and advanced multiple bills and amendments, nearly a dozen of which became law or passed the House
- Managed Member's Natural Resources Committee work
- Successfully passed H.R. 1941, the Member's priority offshore drilling bill, through the House

CoBank

Government Relations Specialist

December 2017 – February 2019

- Expanded CoBank's Hill outreach focused on access to credit for rural communities of color
- Advocated in favor of the Farm Credit System's status as a Government-Sponsored Enterprise (GSE)
- Supported partnership with DC Central Kitchen to rebuild urban food systems through social enterprise
- Identified projects to combat homelessness, food scarcity, and disparate health outcomes in rural and urban areas

U.S. House Committee on Financial Services, Ranking Member Maxine Waters (CA-43)

Research & Special Assistant

July 2016 – December 2017

- Prepared policy memoranda on housing, banking, credit reporting, and oversight issues
- Contributed to Committee staff reports on consumer credit issues and the Wells Fargo account fraud scandal
- Performed confidential document review for the Oversight Subcommittee in support of Committee investigations
- Organized staff briefings with industry groups and public interest advocates to discuss financial services issues

Special Assistant to Ranking Member Maxine Waters

February 2016 – July 2016

- Briefed Member on votes and meetings with constituents, lobbyists, and advocacy groups
- Managed Member's personal correspondence with other Members of Congress
- Drafted letters and talking points on policy priorities in consultation with the Legislative Director

Staff Assistant

October 2015 – February 2016

- Coordinated with staff for 26 Democratic Members to prepare remarks for Committee proceedings
- Assisted staff of the Democratic Members to organize and convey legislative mark-up and hearing strategies

EDUCATION

Sewanee: The University of the South, Sewanee, TN

Bachelor of Arts in Politics, *summa cum laude*

LANGUAGES

Farsi (fluent), Spanish (proficient)

RUCHI JAIN

(b) (6)

Experienced lawyer and people leader with a background in collaborative, cross-functional roles and a proven ability to improve organizational strategy and process. Former White House Commissioned Officer with extensive legal and management experience counseling senior White House and federal agency officials. Experienced law firm litigator and award-winning program leader.

EXPERIENCE

KIRKLAND & ELLIS LLP

Pro Bono Counsel

2017-present

- Direct and manage the pro bono program in the D.C. office of the world's most profitable law firm
- Responsible for guiding and promoting meaningful pro bono engagement for 200+ attorneys
- Mentor attorneys of all levels on case selection, legal strategy, and client communication
- Collaborate closely with legal service providers and public interest organizations on partnership opportunities and case strategy
- Ensure a broad range of represented issues and initiatives across the program
- Originated role in the D.C. office and have developed innovative opportunities, increased oversight of ongoing matters, and expanded firm leadership in the community
- Received the D.C. Bar Pro Bono Law Firm of the Year award for the first time in 2019
- Received additional awards from Kids in Need of Defense and Catholic Charities

THE WHITE HOUSE

Special Assistant to the President, Office of Presidential Personnel

2016-2017

- Served as a Commissioned Officer to President Obama
- Advised senior White House staff, Cabinet officials, and agency leadership on politically sensitive personnel matters, nominations, and internal agency issues
- Supervised 20 staff and oversaw selection, recruitment, and management of 1,200 political appointees at eight federal agencies
 - Assessed legal, policy and political implications of personnel decisions and made recommendations to senior White House staff, Cabinet officials, and agency leadership, in consultation with Director of Presidential Personnel, WH Counsel, WH Legislative Affairs, and WH Communications
 - Portfolio included the Departments of Agriculture, Education, Energy, Health and Human Services, Housing and Urban Development, Interior, and Transportation and the Environmental Protection Agency; related White House offices, presidential boards and commissions, and independent regulatory agencies; and all politically-appointed inspector general positions
- Asked by White House Counsel's Office to hold a temporary dual position and lead a team in an intensive effort to evaluate a potential Supreme Court nominee
 - Investigated and interviewed the candidate and wrote a memo to the President
- Selected for the President's Leadership Workshop, an advanced management program for senior staff

UNITED STATES DEPARTMENT OF JUSTICE

Senior Counsel, Office of the Assistant Attorney General, Office of Justice Programs

2015-2016

- Originated role to manage Congressional oversight requests regarding OJP's high-profile criminal justice grant programs
- Directed successful initiative to clear longstanding backlog of oversight requests, working closely with the Assistant Attorney General and policy, communications, and legislative affairs teams
- Established an internal review process and improved department controls for written responses to Congress
- Conducted an independent internal investigation into whistleblower allegations for the Office of Special Counsel and wrote a detailed report identifying significant management and oversight concerns

THE WHITE HOUSE

Deputy Associate Counsel, Office of Presidential Personnel

2013-2015

- Researched, investigated, and interviewed 150+ prospective nominees for Senate-confirmed presidential appointments, including Cabinet and sub-Cabinet members; ambassadors; senior executive branch positions; and civilian presidential awards
- Responsible for identifying concerns in nominees' personal or professional background that could prompt ethics issues or public scrutiny. Worked directly with Cabinet officials and other high profile leaders
- Provided comprehensive legal, ethics, and political risk analysis on 150 candidates to senior White House staff (including the White House Chief of Staff, Deputy Chief of Staff, White House Counsel, and other senior government officials) in written memoranda and in weekly briefings

- Excelled at quickly becoming an expert in a range of subjects to identify a prospective nominee's most important and potentially controversial issues
- Involved in nearly all aspects of publicly announcing nominees, including preparing rapid responses to press inquiries and discussing internal strategy
- Advised nominees on responses to possible confirmation hearing questions, questions for the record, and committee questionnaires

DICKSTEIN SHAPIRO LLP

Associate, Litigation and Dispute Resolution

2006-2011

- Researched and drafted substantive and procedural motions, including motions for summary judgment, motions to compel, and motions regarding sanctions, and attended related hearings
- Prepared for and assisted with depositions of plaintiffs and expert witnesses
- Drafted and responded to discovery requests, including answers to interrogatories and requests for production
- Deposed defendant, coordinated expert witnesses, and drafted pleadings for a pro bono complex mortgage fraud case and obtained a favorable settlement for the homeowners
- Interviewed, recruited, and mentored junior and summer associates
- Practice areas included false claims investigation and defense, government contracts, and mass claims resolution

3D/INTERNATIONAL, INC.

Technical Writer

2002-2003

- Wrote and produced company publications and business proposals for architecture and construction management firm

COMMUNITY LEADERSHIP



EDUCATION

GEORGETOWN UNIVERSITY LAW CENTER, J.D.

The Georgetown Journal on Poverty Law & Policy, Writing Program Director

RICE UNIVERSITY, B.A., English and Sociology

RACHAEL S. TAYLOR

(b) (6)
C: (b) (6) • E-MAIL: (b) (6)

PROFESSIONAL EXPERIENCE

U.S. SENATE COMMITTEE ON APPROPRIATIONS

WASHINGTON, D.C.

SUBCOMMITTEE ON THE INTERIOR, ENVIRONMENT AND RELATED AGENCIES

DEMOCRATIC CLERK

FEBRUARY 2012—PRESENT

PROFESSIONAL STAFF MEMBER

APRIL 2005—JANUARY 2012

- Serve as the staff director and lead negotiator for Democratic Senators on the Subcommittee on the Interior, Environment, and Related Agencies
- Negotiate legislation to allocate more than \$38 billion in annual appropriations to Federal land management, environmental protection, tribal and cultural priorities
- Analyze executive branch budget requests and recommend budget and policy alternatives to Committee leadership on programs for the U.S. Department of the Interior, U.S. Environmental Protection Agency, U.S. Forest Service, Indian Health Service, Smithsonian Institution and other environmental and cultural agencies
- Oversee programs that implement the National Environmental Policy Act, Clean Air Act, Clean Water Act, Federal Superfund law, Endangered Species Act, National Park Service Organic Act, Federal Land Policy and Management Act, National Forest Management Act, Indian Self-Determination and Education Assistance Act, Land and Water Conservation Fund Act and other conservation and environmental protection statutes
- Draft annual and supplemental appropriations legislation, amendments, report language, floor statements, briefings, talking points, press releases and correspondence for Committee leadership
- Ensure legislation complies with all legal and technical budgetary requirements, including overseeing detailed account-by-account controls and managing scorekeeping implications in coordination with the Congressional Budget Office and Office of Management and Budget
- Prepare Subcommittee Ranking Member for all budget and oversight hearings, including drafting opening statements, strategizing on hearing topics, drafting budget and policy questions, and preparing the Ranking Member for live discussion with witnesses
- Represent Committee leadership and maintain relationships with Congressional members and staff, senior political and career staff at executive branch agencies and national environmental policy, tribal and cultural stakeholders
- Manage three professional staff, navigating a challenging workload with frequent deadlines and overseeing staff work products to ensure consistency with Committee and caucus priorities
- Selected as a Congressional Staff Fellow by the John C. Stennis Center for Public Service Leadership

PRESIDENTIAL MANAGEMENT FELLOW

WASHINGTON, D.C.

U.S. DEPARTMENT OF THE TREASURY & UNITED STATES SENATE

MAY 2004 – APRIL 2005

- Prepared in-depth analyses, presentations and decision documents for the Secretary, Deputy Secretary and other Treasury principals on budget and management initiatives
- Oversaw annual budget formulation for four Treasury bureau budgets at the direction of the Department and the Office of Management and Budget
- Served as a Congressional Fellow for the Democratic staff of the Subcommittee on Veterans Affairs, Housing and Urban Development and Independent Agencies

RACHAEL S. TAYLOR

(b) (6)
C: (b) (6) • E-MAIL: (b) (6)

PROFESSIONAL EXPERIENCE, CONTINUED

OFFICE OF CONGRESSWOMAN EDDIE BERNICE JOHNSON
COMMUNICATIONS DIRECTOR

WASHINGTON, D.C.
MARCH 2002 – DECEMBER 2002

- Served as the Congresswoman's spokesperson, speechwriter, message strategist and liaison to the national press corps

WAMU 88.5 FM, AMERICAN UNIVERSITY RADIO
PUBLIC AFFAIRS COORDINATOR

WASHINGTON, D.C.
FEBRUARY 2001 – FEBRUARY 2002

- Served as a media and community relations coordinator for the nation's fourth-largest public radio station, including planning events and pitching stories to local and national media

THE WHITE HOUSE, OFFICE OF VICE PRESIDENT AL GORE
SPECIAL ASSISTANT TO THE CHIEF OF STAFF
AND PUBLIC LIAISON ADVISOR

WASHINGTON, D.C.
SEPTEMBER 1999 – JANUARY 2001

- Conducted outreach on behalf of the Office of the Vice President to elected officials, executive branch officials and national constituency leaders
- Planned and implemented public and private events for the Vice President and Mrs. Gore with the President, First Lady, Members of Congress, government officials and constituents
- Oversaw office operations for the Vice President's Chief of Staff

SPECIAL ASSISTANT TO THE COUNSEL TO THE VICE PRESIDENT *DECEMBER 1997 – SEPTEMBER 1999*

- Conducted research, prepared briefings and correspondence on ethics and legal issues, coordinated responses to Congressional and agency inquiries and provided administrative support

U.S. SENATE GOVERNMENTAL AFFAIRS COMMITTEE
STAFF ASSISTANT

WASHINGTON, D.C.
MAY 1997 – DECEMBER 1997

- Conducted research and provided administrative support for the Democratic staff of a special Congressional investigation into campaign finance irregularities

EDUCATION

AMERICAN UNIVERSITY, WASHINGTON, D.C.
MASTER OF PUBLIC ADMINISTRATION

(b) (6)

- Graduated with Distinction
- Editor-in-chief of *Public Purpose* academic journal
- Board member, School of Public Affairs Graduate Council executive board
- Research assistant and intern for the Brookings Institution's Governance Studies Program

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
BACHELOR OF ARTS IN JOURNALISM AND SPANISH

(b) (6)

(b) (6)

SHANNON A ESTENOZ

OBJECTIVE To apply the skills developed over my 23-year career in policy implementation, advocacy and organizational leadership to support and help implement President-Elect Biden’s conservation, infrastructure and other priorities.

AREAS OF EXPERTISE

- Environmental Policy
- Water Management Policy
- Water Infrastructure Policy
- Invasive Exotic Species Policy
- Landscape-scale Ecosystem Restoration
- Intergovernmental Administration
- Budget and Policy Development
- Strategy Development
- Advocacy Campaign Development
- Fundraising
- Government Relations
- Media Relations

SKILLS

- Executive Leadership
- Organizational Leadership
- Leading Change
- Leading Teams
- Coalition Building and Leadership
- Consensus Building
- Communications and Public Speaking
- Policy Analysis
- Political Analysis

WORK HISTORY **CHIEF OPERATING OFFICER/VICE PRESIDENT FOR POLICY AND PROGRAMS, THE EVERGLADES FOUNDATION**
APRIL 2018 – PRESENT

Responsibilities and Accomplishments

- Serve in partnership with the Chief Executive Officer to lead one of the most influential conservation NGOs in Florida into a new phase of growth and development.

- Initiated a year-long comprehensive review of management structures, operational efficiencies, reporting structures, employee performance and morale, and programmatic performance.
- Oversaw a reorganization, established a new management structure and developed and implemented new budgeting, performance appraisal, expense, travel, employee engagement and telework policies and processes.
- Realigned management, programmatic, fundraising and administrative staff to maximize organizational performance and address long standing management challenges.
- Lead the development and implementation of the organization's strategic plan.
- Oversee and supervise a staff of twenty-three including 7 PhDs, certified teachers and attorneys in addition to several consulting firms to implement the organization's communications, policy, education, science and administrative objectives.
- Work with the Board Chair, the Board of Directors and the CEO to establish policy priorities and oversee the implementation of those policy priorities.
- Work directly with the Foundation's Board of Directors to advance the cause of Everglades Restoration.
- Serve as an outward facing voice of the organization including in media interviews, keynote addresses, Congressional and agency testimony, task force and conference participation.
- Lead and mentor programmatic teams to advance a wide array of programmatic objectives including for example: securing a record \$250 million in federal Everglades Restoration funding from the Trump Administration and Congress; providing executive leadership to the "Ocean to Everglades (O2E)" campaign of the Miami Host Committee of Superbowl LIV; and catalyzing a paradigm shift in the way the state of Florida approaches the operation of Lake Okeechobee, the most important water management feature in the state.

DIRECTOR, OFFICE OF EVERGLADES RESTORATION/EXECUTIVE DIRECTOR, SOUTH FLORIDA ECOSYSTEM RESTORATION TASK FORCE, U.S. DEPARTMENT OF THE INTERIOR

December 2010 – March 2018

Responsibilities and Accomplishments

- Served as the Secretary's senior representative in Florida and Washington D.C. on all matters related to Everglades Restoration, reporting directly to the Assistant Secretary for Fish, Wildlife and Parks.
- Replaced a second incumbent Senior Executive when his job was collapsed into mine five months after I was hired.

- Provided autonomous executive leadership under the supervision of the ASFWP and at times under the direction of the Office of the Secretary.
- Coordinated seven federal cabinet level agencies to advance Administration restoration priorities in the Everglades and for the benefit of DOI resources.
- Lead the DOI Everglades Restoration team (NPS, FWS and USGS).
- Liaised with the Miccosukee Tribe of Indians and the Seminole Tribe of Indians of Florida.
- Liaised with the state of Florida including the Executive Office of the Governor, and the appointed and executive leadership of the Florida Department of Environmental Protection, the South Florida Water Management District, the Florida Department of Transportation and the Florida Fish and Wildlife Conservation Commission.
- Coordinated with Congressional offices, Committees and leadership, sometimes with OCL or PMB but often directly, on matters related to Everglades Restoration including for example, briefings, testimony, events, tours, appropriations investigations, and legislation.
- Coordinated directly with the Office of Management and Budget on briefings, budget development and legislative support.
- Served as the Executive Director of the South Florida Ecosystem Restoration Task Force, established by Congress in 1996 and consisting of seven federal, five non-federal and two Tribal nations.
- Staffed more than a dozen Secretarial visits to the Everglades, more than two dozen Congressional visits, and served as the POC and lead site staffer for VP Biden's 2012 visit and provided an in-person briefing for President Obama's visit in 2016.
- Conducted numerous print, radio and television interviews for local, state and national media outlets.
- Provided executive leadership in advancing important, large-scale elements of Everglades Restoration including moving the \$4.3 billion Central Everglades Plan (with the direct involvement and leadership of Secretary Salazar) to authorization and implementation; lead the effort to secure a \$90 million commitment from Governor Rick Scott for bridging US Highway 41 and to hold the US Corps of Engineers accountable to complete the 20-year implementation of the Modified Water Deliveries Project, the most expensive line item construction project in the history of the National Park Service.
- Convened and facilitated conflict resolution on matters between federal agencies and between the state of Florida and the federal government on topics related to listed species, water quality, funding and project development and implementation.

VICE-CHAIR, BOARD OF GOVERNORS, *SOUTH FLORIDA WATER MANAGEMENT DISTRICT*

April 2007 – December 2010

Responsibilities and Accomplishments

- Appointed by Governor Charlie Crist and confirmed by the Florida Senate to represent Broward County (population 2 million) on the 9-member Board of Governors of the South Florida Water Management District, the largest water management district in Florida and one of the most sophisticated water management agencies in the world.

- Responsible for a budget of approximately \$1 billion including ad valorem revenue collected from a population of nearly 9 million residents.
- Oversaw the primary functions of the SFWMD including water supply, flood protection, wetland resource protection and permitting, and Everglades Restoration.
- Chaired the Water Resources Advisory Commission (WRAC) – the agency’s official stakeholder consensus body.
- Represented the WRAC on the South Florida Ecosystem Restoration Task Force.
- Represented the SFWMD on the Water Advisory Board of the Broward Board of County Commissioners.
- Founding Chair of the Broward Water Resources Task Force.
- During my tenure as Vice Chair, the Governing Board entered into a purchase and option agreement with the US Sugar Corporation to bring more than 180,000 acres of land into public ownership at a cost of \$1.8 billion over a span of several years for the benefit of Everglades Restoration, a massive deal reported by news outlet all over the world.
- The Crist administration also initiated the SFWMD’s efforts to develop a long-term infrastructure investment and maintenance program to brace for the coming regional impacts of sea level rise and climate change.

SUNCOAST REGIONAL DIRECTOR, NATIONAL PARK CONSERVATION ASSOCIATION

January 2006 – April 2007

Responsibilities and Accomplishments

- Oversaw programs and staff of the NPCA Suncoast Region which included NPS park units in Florida, the Gulf Coast, the US Virgin Islands and Puerto Rico.
- Managed and supervised professional staff pursuing programmatic objectives in Everglades National Park, Biscayne National Park, Big Cypress National Preserve, Gulf Islands National Seashore and Timucuan Ecologic & Historic Preserve.
- Developed and oversaw a complex partnership between NPCA, a private foundation, the South Florida National Parks Trust and Everglades National Park to protect fragile resources in Florida Bay. Program elements included: building support and developing a prototype for a mandatory boater education program, purchasing law enforcement vessels, hiring new law enforcement officers including by funding scholarships for law enforcement training and certification, and providing resources to improve channel marking and mapping in Florida Bay.
- Participated as a Regional Director in NPCA’s diversity, equity and inclusion program in including working on faith-based conservation initiatives.

EVERGLADES PROGRAM DIRECTOR, WORLD WILDLIFE FUND

January 2000 – May 2003

Responsibilities and Accomplishments

- Lead WWF’s efforts to secure Congressional authorization and successful initial implementation of the Comprehensive Everglades Restoration Plan (CERP).
- Advocated before the SFWMD, the US Army Corps of Engineers, DOI and other state and federal agencies to advance CERP implementation.

- Appointed as a founding member of the Water Resources Advisory Commission (a group I would chair a decade later as a member of the Governing Board of the SFWMD).
- Represented WWF and the Everglades Coalition in every policy innovation and reformulation effort related to CERP implementation.
- I was the only conservationist to be appointed to every major Everglades Restoration stakeholder or interagency body between 1997 and 2010.
- Crafted and implemented WWF's programmatic withdrawal from the Everglades which included a significant grant to The Everglades Foundation to establish a permanent Florida-based advocacy organization to watchdog CERP across the three decade-long implementation process.

EVERGLADES PROGRAM REPRESENTATIVE, *WORLD WILDLIFE FUND*

October 1997 – January 2000

Responsibilities and Accomplishments

- Represented WWF and the Everglades Coalition in the development of the CERP plan and during the 18 month-long Congressional authorization process.
- Appointed to the Governor's Commission for a Sustainable South Florida
- Advocated before the Congress, SFWMD, the US Army Corps of Engineers, myriad other agencies and the fledgling South Florida Ecosystem Restoration Task Force (which I would lead as Executive Director 13 years later).

NATIONAL CO-CHAIR, *EVERGLADES COALITION*

January 2000 – January 2003

Responsibilities and Accomplishments

- Lead the Coalition of then approximately 40 NGOs through the Congressional authorization and initial implementation of CERP.
- Responsible for building consensus among Coalition members around very contentious issues.
- Chaired, with my Florida counterpart, the annual Everglades Coalition conference in January which boasted even then, hundreds of participants and attendance of Governors and Presidential cabinet members.

EDUCATION

BACHELOR OF SCIENCE, CIVIL ENGINEERING, FLORIDA STATE UNIVERSITY, (b) (6)

BACHELOR OF ARTS, INTERNATIONAL RELATIONS, FLORIDA STATE UNIVERSITY, (b) (6)

RECOGNITIONS

2016 REGIONAL POLICY AWARD: *ECOLOGICAL SOCIETY OF AMERICA*

2010 MARJORY STONEMAN DOUGLAS DEFENDER OF THE EVERGLADES: *FRIENDS OF THE EVERGLADES*

2010 CHAMPION OF THE EVERGLADES: *AUDUBON ON FLORIDA*

2009 CONSERVATIONIST OF THE YEAR: *THE EVERGLADES COALITION*

2002 CONSERVATIONIST OF THE YEAR: *FLORIDA WILDLIFE FEDERATION/NATIONAL WILDLIFE FEDERATION*

2001 NATIONAL WETLAND AWARD: *ENVIRONMENTAL LAW INSTITUTE*

APPOINTMENTS

MCORES SOUTHWEST CENTRAL CORRIDOR TASK FORCE - *APPOINTED BY: FLORIDA DOT SECRETARY KEVIN THIBAULT*

WATER RESOURCES ADVISORY COMMISSION (CHAIR) - *APPOINTED BY: SOUTH FLORIDA WATER MANAGEMENT DISTRICT*

BROWARD COUNTY WATER RESOURCES TASK FORCE (CHAIR) - *APPOINTED BY: SOUTH FLORIDA WATER MANAGEMENT DISTRICT*

BROWARD COUNTY WATER ADVISORY BOARD - *APPOINTED BY: BROWARD BOARD OF COUNTY COMMISSIONERS*

SOUTH FLORIDA WATER MANAGEMENT DISTRICT - *APPOINTED BY: GOVERNOR CHARLIE CRIST*

GOVERNOR'S COMMISSIONER FOR THE EVERGLADES - *APPOINTED BY: GOVERNOR JEB BUSH*

GOVERNOR'S COMMISSION FOR A SUSTAINABLE SOUTH FLORIDA - *APPOINTED BY: COMMISSION CHAIR RICHARD PETTIGREW*

REFERENCES

AVAILABLE UPON REQUEST

TANYA MARIE TRUJILLO

(b) (6)

EXPERIENCE

Vice Chairman, New Mexico Interstate Stream Commission (ose.state.nm.us/ISC)

July 2019 – present

- Appointed by Governor Michelle Lujan Grisham to guide policy for the State of New Mexico relating to water uses associated with eight interstate water compacts.

Lower Basin Project Director, Colorado River Sustainability Campaign (rivercampaign.org)

February 2017 – present

- Coordinates strategies among major private philanthropic organizations regarding projects to promote sustainability of the Colorado River System.
- Advises a coalition of national non-governmental organizations on projects within the Colorado River Basin.

Executive Director, Colorado River Board of California

Glendale, California, October 2012 – February 2017

- Appointed by Governor Jerry Brown to manage staff and operations and to set policy and implement strategies relating to California's Colorado River interests.
- Represented California's interests regarding Colorado River issues through interactions with a diverse group of water users, federal, state and local resources agency representatives, non-governmental organizations, tribes, industry and interested members of the public.

Counselor to the Asst. Secretary for Water and Science, U.S. Department of the Interior

Washington, DC, July 2011 - October 2012

- Appointed to advise the Assistant Secretary for Water and Science on matters relating to the Bureau of Reclamation and U.S. Geological Survey, including implementation of the Department's WaterSMART programs, investigating the impacts of climate change on water resources, implementation of the SECURE Water Act, addressing energy/water nexus issues, USGS' s national water census and groundwater assessments, Reclamation's water and hydropower programs, and issues relating to Indian water rights settlements and Congressional testimony.
- Coordinated with the Fish and Wildlife Service and the Bureau of Land Management, the Corps of Engineers, the Forest Service and the Federal Energy Regulatory Commission on various policy initiatives.

Senior Counsel, U.S. Senate Energy and Natural Resources Committee, Senator Jeff Bingaman

Washington, DC, July 2009 - July 2011

- Oversaw the legislative and oversight functions of the Committee's Subcommittee on Water and Power with emphasis on legislation relating to the Bureau of Reclamation, water functions of the USGS and the Department of Energy, and the Federal Energy Regulatory Commission's hydropower functions.
- Advised Chairman Bingaman and Committee members regarding water issues particularly relating to the Bureau of Reclamation's irrigation projects, the Department of the Interior's WaterSMART programs, Power Marketing Administrations, the nexus between energy development and water resources, the impacts of climate change on water resources, implementation of the SECURE Water Act, groundwater resources and management, hydroelectric power development, interstate water issues, the Endangered Species Act, issues relating to Indian water rights settlements, and local water development projects.
- Shepherded enactment of the 2010 Claims Resolution Act and secured funding for the Aamodt, Abeyta and Navajo Indian water rights settlements.

General Counsel, New Mexico Interstate Stream Commission

Santa Fe, New Mexico, June 2004 - June 2009

- Appointed by Governor Bill Richardson to represent the State of New Mexico on matters involving eight interstate water compacts and state and federal court proceedings. Prepared and presented briefs and testimony for court hearings, Commission meetings, legislative hearings, and public presentations.
- Advised the Interstate Stream Commission and the State Engineer on interstate and intrastate water issues representing agricultural, industrial, municipal, tribal, and non-governmental interests to develop water policies and positions on water issues for the State of New Mexico.
- Negotiated with federal agencies including the Bureau of Reclamation, the U.S. Army Corps of Engineers, the U.S. Fish and Wildlife Service, the U.S. Geological Survey, the International Boundary Water Commission, and tribal entities on water matters within New Mexico and on interstate and international issues.

Partner and Associate Attorney, Holland & Hart, LLP

Santa Fe, New Mexico, Partner: 2002-2004; Associate Attorney: 1993-1996, 2000-2002

- Represented clients in civil litigation in state and federal court and administrative proceedings relating to complex natural resources issues, energy development, water law, real property, and commercial transactions.
- Participated in alternative dispute resolution proceedings and settlement negotiations on behalf of clients in complex natural resource cases, water rights disputes, contract cases, oil and gas development issues, real property disputes, and Indian water rights cases.

Associate Attorney, Simons, Cuddy & Friedman, LLP

Santa Fe, New Mexico, 1996-2000

- Represented public and private clients in administrative proceedings and civil litigation relating to natural resources issues, commercial transactions, real property transactions and education law.

EDUCATION

University of Iowa, College of Law, JD (b) (6)

- Associate Editor, Journal of International Law and Contemporary Problems, (b) (6)
- Research assistant in torts and education law, (b) (6)
- Campaign staff for candidates in Northwestern Iowa, summer-fall (b) (6)

Stanford University, BA (b) (6), Political Science

- Teaching assistant for overseas program in Krakow, Poland, (b) (6)
- Research assistant at Stanford's Center for Arms Control and Strategic Studies, (b) (6)
- Intern with the Congressional Arms Control Caucus, Washington, DC (b) (6)

Martha Williams



Professional Experience

Director, Montana Department of Fish, Wildlife and Parks

Helena, Montana, 2017- present

- Carry out the policies of the Fish and Wildlife Commission, the Parks and Recreation Board, and work with the Governor's office to set overall agency direction.
- Ensure the stewardship of Montana's fish, wildlife, parks and recreational resources.
- Provide leadership that embraces the diversity of Montana's outdoor recreational values and incorporates these public expectations into agency direction.
- Ensure accountability and responsible use of agency resources to the Legislature and the people of Montana.
- Work with various boards and advisory councils to set direction on policy, planning, program development, guidelines, and decision making for key resource activities.
- Chair Interagency Grizzly Bear Committee
- Member of Joint Federal/State Task Force on Federal Assistance Policy
- Vice President of the Western Association of Fish and Wildlife Agencies
- Chair of the Association of Fish and Wildlife Agencies Legal Committee
- Member of Advisory Board for the Franke College of Forestry and Conservation and the University of Montana
- Board member of National Conservation Leadership Institute

Assistant Professor of Law

University of Montana School of Law, Missoula Montana, 2013-2017

- Co-directed Land Use and Natural Resources Clinic
- Taught classes fundamental to environmental program, including Public Land and Resources Law, Introduction to Environmental Law, Wildlife Law, Law of Climate Change, and Property Law
- Co-supervised Public Land and Resources Law Review
- Co-supervised Environmental Law Group

Deputy Solicitor Parks and Wildlife

United States Department of the Interior, Washington, DC 2011-2013

- Served as an alternate to and acted for the Solicitor as counsel to the Secretary of the Interior for issues arising in parks and recreation, fish and wildlife, environmental protection, natural resources assessment and restoration, and land and water conservation law.
- Served as solicitor and advisor to the National Park Service and the United States Department of Fish and Wildlife Service.
- Collaborated with the United States Attorney General and other officials at the Department of Justice and other government agency officials involved in litigation affecting or arising from programs of the Department of Interior, including personally representing the Department of the Interior on high profile, controversial, complex or precedent setting litigation and administrative appeals.
- Developed, set, and applied overall legal policies, strategies, program objectives and initiatives for the Department of the Interior, including exercising final decision authority as delegated by the Solicitor.
- Represented the Department of the Interior before stakeholder groups, Congressional committees, White House officials, and other government officials.
- Served as the Solicitor's and the Department of the Interior's point of contact for partnerships with other Federal agencies, State and local governments, Tribal governments, private industry, nongovernmental organizations, and colleges and universities and convey the missions, functions, programs, and goals of the Department of the Interior.
- Shared in the management and direction of over 300 attorneys and additional support personnel headquartered in Washington, DC and in the regional and field offices throughout the country.

Agency Legal Counsel

Montana Department of Fish, Wildlife and Parks, Helena, Montana, 1998-2011

- Advised and represented agency on real estate transactions including structuring and negotiating land transactions, drafting conveyance documents, outlining federal aid requirements, and closing transactions. Drafted conveyance documents for fee title, conservation easements, rights-of-way, and leases. Served as liaison to other governmental and nongovernmental entities, landowners, and attorneys. Taught continuing legal education classes on real property law.
- Advised and represented the agency on the Endangered Species Act policy and litigation. Stayed abreast of current legal issues regarding the Endangered Species Act.
- Advised and represented the agency on state and national environmental policy acts and taught class on public participation in government.

- Represented agency in litigation in federal and state court proceedings regarding real property, constitutional issues, licensing, Endangered species Act, and river conflicts.
- Served as hearing officer for public hearings and contested cases hearings.

Legislative Environmental Policy Analyst

Environmental Quality Council, Helena, Montana 1995-1997

- Developed and recommended to the governor and legislature state policies to foster and promote the improvement of environmental quality.
- Taught Montana Environmental Policy Act classes to state agencies.
- Reviewed MEPA and NEPA documents for compliance with the acts.
- Provided analytical overviews of environmental and natural resource issues. For example, analyzed water policy issues for legislative subcommittee on water policy and conducted comprehensive study of growth issues in Montana.
- Drafted and amended legislation for legislative services.
- Staffed standing legislative committees on natural resources and local government.
- Worked in nonpartisan manner with persons representing diverse interests in natural resource management.

Judicial Clerk

The Honorable James C. Nelson, Montana Supreme Court, Helena, Montana, 6/95-9/96

- Reviewed briefs and court records and conducted independent research to draft proposed opinions and orders.
- Developed expertise in and tremendous respect for Montana constitutional law, specifically Montana's right to a clean and healthful environment.

Special Project Coordinator

Valleys Planning Council, Towson, Maryland, 8/94-1/95

- Coordinated citizen initiatives to preserve historic farms.
- Represented organization in local government hearings and in negotiations with landowners.

Legal Intern

National Wildlife Federation, Missoula, Montana, 9/93-9/94.

- Researched and drafted Forest Service appeals and Freedom of Information Act requests.
- Researched and drafted complaints, motions, and supporting briefs on oil and gas leases, range management, wildlife management, natural resource damage laws, and the Endangered Species Act.

Education

University of Montana School of Law, Missoula, Montana

J.D. with honors (b) (6)

Journal Editor Public Land Law Review

Order of the Barristers

Teaching Assistant for Legal Writing and Appellate Advocacy

Student Comment: Martha Colhoun and Timothy Hamill, Environmental

Standing in the Ninth Circuit: Wading through the Quagmire, 15 Public Land Law Review 249

University of Virginia, Charlottesville, Virginia

B.A., Philosophy, (b) (6)

John F. Kennedy School of Government, Harvard University, Mastering Negotiations,

(b) (6)

Board and Community Involvement

(b) (6)

ABDIEL RAZO

(b) (6)

EXPERIENCE

FALL 2020 TO PRESENT

DEPUTY DIRECTOR OF OPERATIONS

U.S. HOUSE OF REPRESENTATIVES, REPRESENTATIVE DEB HAALAND, NM-01

- Managing the front office
- Answering and triaging phone calls
- Coordinating and supervising the internship program
- Completing various writing and research assignments
- Working on special projects as assigned
- Answering constituent mail and e-mail in both form and individual responses in coordination with the legislative staff
- Documenting constituent opinions on issues communicated via telephone, including full name, address, and all relevant information as appropriate
- Together with the legislative staff acting as a liaison with constituents, interest groups, committee, and agency staffs in assigned issue areas
- Ensuring that requests for assistance are directed to the appropriate staff member in a timely manner
- Processing constituent mail
- Purchasing supplies for the office from the House Office Supply store as instructed by the Office Manager

2019 – 2020

COMMUNICATIONS ASSOCIATE/LEGAL ASSISTANT

NEW MEXICO IMMIGRANT LAW CENTER

- Created and Provided resources of immigration law and rights to the people of New Mexico
- Promoted the positive contributions of the diverse immigrant community in New Mexico and the U.S.
- Assisted in lobbying for pro-immigrant legislation
- Met with Grant and Data Managers, Volunteer Coordinators, and Program Coordinators monthly to determine programmatic highlights to be promoted
- Prepared and refined organizational drafts of newsletters
- Created content and scheduled posts for social media

FALL 2018

INTERN

U.S. HOUSE OF REPRESENTATIVES, REPRESENTATIVE MICHELLE LUJAN GRISHAM, NM-01

- Assisted in daily operations in the office, district wide projects and events.
- Engaged with constituents and agencies – local, state, and federal.
- Assisted with social media and communication projects
- Collected data for research projects
- Documented constituent calls
- Assisted in district meeting and events

EDUCATION

(b) (6)

MASTER OF ARTS IN POLITICAL SCIENCE, UNIVERSITY OF ILLINOIS SPRINGFIELD

- My studies at UIS focused on international institutions and law with respect to human rights, restorative justice, trade, and war, specifically in Latin America and the Middle East.

(b) (6)

BACHELOR OF ARTS IN HISTORY AND POLITICAL SCIENCE, UNIVERSITY OF NEW MEXICO

- At UNM I focused primarily on the critical issues of transitional justice, civil conflict, and international politics and law. Additionally, my studies also included schooling in historical research and methods of writing based on given sources and synthesizing for critical examination.

LANUAGE SKILLS

- Spanish – Fluent
- French – Elementary

SKILLS

- Microsoft Office Proficiency
- WordPress, SquareSpace/ Website Building
- Mailchimp Proficiency
- Canva Proficiency
- Public speaking
- Event Management

Alexandra Luz Sanchez

(b) (6)

SUMMARY

Highly driven, organized, quick-learning, trusted, and dedicated research professional and political staffer. Motivated to make the world a better place through public policy, education, and truth-telling.

EXPERIENCE

Joe Biden for President, Washington, DC

Legislative Research Lead, June 2020 – December 2020

Researched and analyzed high profile topic areas of 36-year legislative record, including voting record, committee work and bill sponsorships. Provided additional research and statistics for use in campaign materials and rapid response. Fact-checked campaign emails, social media posts, policy plans, candidate statements and speeches. Assisted Dr. Jill Biden's team as principal fact-checker for speeches and op-eds. Served as post-election/recount research lead and managed research team to assist legal and press team with timely research projects.

Mike Bloomberg for President, New York City, NY

Senior Researcher, February 2020 – March 2020

Provided policy and legislative research on fast paced primary campaign, including research on pandemics as COVID-19 reached the United States. Conducted both self-research and opposition research projects for rapid response.

Office of Senator Kirsten Gillibrand, Washington, DC and New York City, NY

Research Director and Senior Advisor, February 2009 – February 2019

Responsible for fact checking materials including tweets, emails, website, speeches and press releases. Vetted locations and nominees to ensure no conflicts or problematic issues. Authored three comprehensive annual reports on hundreds of cases of sexual assault in the military that received widespread national media attention. Researched and compiled county-by-county statistical reports for public release. Researched and compiled documents on legislative and policy record of the Senator for press and internal use. Collaborated extensively with legislative, communications and New York state and regional staff and oversaw research interns. Responsible for preparing and vetting (in coordination with accountants and lawyers) Senator's annual Personal Financial Disclosures and taxes. On political side, in own time: Extensively researched dozens of primary opponents to prevent a primary contest in 2010. Played senior research role in 2010, 2012 and 2018 campaigns that included managing research staff, organizing debate prep sessions, writing debate prep book, and in mock debates served as Senator's opponent. Executed research department hiring and planning to launch Gillibrand 2020 Presidential run.

Tom Udall for Senate, Albuquerque, NM

Research Director, February 2008 – December 2008

Responsible for developing and executing research plan for top contested Senate race. Hired and managed staff to ensure project completion and accuracy. Prepared and executed ten comprehensive debate preparation sessions for the candidate. Served as final fact checker for all paid media, polling and focus groups, candidate speeches, and campaign press releases. Oversaw strategic research hits on opponent in coordination with communications team. Wrote talking points, speeches, Internet policy content and comprehensive debate/issues prep book for candidate use. Created strategy and responses to media inquiries on candidate positions and record.

Bill Richardson for President, Albuquerque/Santa Fe, NM and Des Moines, IA

Deputy Research Director, January 2007 – January 2008

Responsible for coordinating all candidate self-research and record needs for communications, speech writing, digital, and policy departments. Hired and managed staff. Responsible for writing, compiling and maintaining candidate debate book. Staffed candidate at Democratic Presidential debates during primary to facilitate logistics and candidate preparation. Developed responses to media inquiries on candidate positions and record. Served as final fact checker for all paid media, polling, candidate speeches, and campaign press releases. Oversaw issue correspondence and flyer development and creation throughout the campaign.

Bill Richardson for Governor, Albuquerque, NM

Research Director, January 2005 – January 2007

Oversaw and managed all candidate self-research and research staff. Working with consultant organized all self-research for a candidate career in the Congress, United Nations, Department of Energy and as Governor of New Mexico. Created fact sheets for distribution on candidate issue positions and accomplishments, including 33 county-specific flyers. Wrote talking points, speeches and Internet policy content. Developed responses to media questions on candidate positions and record. Served as fact checker for all paid media and polling.

John Kerry for President, Albuquerque, NM

Surrogate Scheduling/Event Coordinator, August 2004 – November 2004

Responsible for creating, staffing and providing briefing materials for surrogate outreach events around the state of New Mexico. Collaborated extensively with political and other stakeholders to create successful events with surrogates including Senator Kerry's sisters Diana and Peggy, Lt. Gen Claudia Kennedy, Amb. Wendy Sherman, Dolores Huerta, Martin Sheen, and John Cusack to build events creating broad-based support for the Kerry candidacy.

Democratic National Convention, Boston, MA

Credentials Supervisor, June 2004 – August 2004

Coordinated with team to oversee twelve credential distributors. Ensured accuracy of allocations and dispersal to hundreds of owners. Managed database updates, owner lists, and availability notification process.

Office of Governor Bill Richardson, Santa Fe, NM

Special Assistant, October 2003 – May 2004

Assisted both the Director of Cabinet Affairs and Deputy Chief of Staff in a fast-paced environment. Responsible for administrative duties related to the Governor's 30 member cabinet, including preparing and editing letters requested for Governor's signature. Took meeting notes and created action items per the Governor's request to ensure prompt completion of Governor's directives. Supported the Deputy Chief of Staff by serving as lead on staff projects such as the office holiday charity project. Assisted legislative team with bill and policy analysis during legislative session.

Campaign Office of Bill Richardson, Santa Fe, NM

Staff Assistant, July 2003 – October 2003

Earned media coordinator for Governor Richardson's successful 'Yes on 1 and 2', educational constitutional amendment campaign. Organized endorsement press conference and generated earned media on local TV. Wrote and placed editorials and letters in newspapers statewide. Served on staff for first national televised presidential primary debate in Albuquerque, NM and provided advance support to the Governor and rapid response support to debate coordinators. Oversaw invitation database, creation, and mailing with campaign team.

Bill Richardson for Governor and Transition, Albuquerque, NM

Research Assistant, March 2002 – January 2003

Fact-checked nearly every piece of literature and radio and television commercial script used on the campaign. Compiled, documented and organized candidate research, policy information, and opposition research for rapid-response use in a fast-paced environment. Prepared background documentation for campaign policies and platforms. Produced campaign flyers for targeted constituencies to be published in local newspapers and distributed to the voting public. Answered 1000 issue-emails from the campaign email account. Researched and wrote content for the campaign website, including candidate biography.

EDUCATION

Three years of coursework at Cornell University in Ithaca, NY towards a Bachelor of Science Degree in Government ((b) (6)). One year of coursework at the University of New Mexico in Albuquerque, NM towards a Bachelor of Science Degree in Political Science ((b) (6)). Additional coursework at Georgetown University ((b) (6)).

ACTIVITIES, HONORS, AWARDS

Democratic National Convention Volunteer: 2000, 2008, 2012, and 2016. Truman National Security Project Partner. Internships for NM Senator Jeff Bingaman (Energy and Natural Resources Committee) and NY Congressman Maurice Hinchey District Office. President, Cornell Democrats. National Hispanic Merit Scholar Finalist, Commended National Merit Scholar, New Mexico Public Interest Research Group Canvasser and Field Manager Award for Excellence.

INTERESTS

((b) (6))

LEADERSHIP EXPERIENCE

North Carolina Biden-Harris Coordinated Campaign, Raleigh, NC — *Deputy Coalitions Director* SEP 2020 - NOV 2020

- Directed a constituency outreach plan for mobilizing women in North Carolina by engaging 3,533 stakeholders and activists to leverage the Biden-Harris campaign's political, organizing, and communication objectives.
- Partnered with other coalitions including African Americans, Young Americans, and Education to create data-driven constituency-based phone banks and socially-distant canvass programs and community events.
- Assembled a diverse leadership council of 31 women to host 75 virtual and live voter mobilization events with 1,545 attendees such as HBCU phone banks, Women to Women friend banks, and Early Vote car parades.
- Mobilized the National Women for Biden Harris Digital Team to galvanize 36,000-member Facebook group and sister groups to complete 414 GOTV and Voter Protection phone bank and canvass shifts.
- Trained volunteers remotely via video conference to lead virtual phone and friend bank trainings on Zoom, and recruit other volunteers via recruitment calls and digital organizing via Facebook.

North Carolina Biden-Harris Coordinated Campaign, Raleigh, NC — *Regional Organizing Director* APR 2020 - SEP 2020

- Hired and remotely managed a team of 9 field organizers to recruit and train 522 volunteers to directly call voters across 8 counties using ThruTalk (6,706 conversations) and OpenVPB (4,836 conversations).
- Built a metric-driven, mindful team culture centered on organizers' leadership development, time management, and volunteer recruitment skills through 1:1s, team-wide Zoom and Google Hangout calls, and 24/7 accessibility.
- Developed curriculum to support organizers' growth including an intern management program for 33 interns, PTG soft reports, goal-setting resources, and walkthrough guides for Mobilize and VAN.
- Adapted an organizing program to a fully digital landscape by developing virtual field offices using Zoom, breakout rooms, volunteer leaders, and confirm trackers via Google Sheets.
- Forged and maintained relationships with county parties to conduct virtual conventions, communicate national and statewide campaign imperatives, and seek collaboration up and down the Democratic ticket.

Warren for President, Greensboro, NC — *Regional Organizing Director* DEC 2019 - MAR 2020

- Managed a team of four field organizers to make 26,104 volunteer recruitment calls and recruit 162 volunteers to knock 30,825 doors region-wide spanning ten counties.
- Mentored and empowered to meet weekly capacity-building and direct voter contact goals, while instilling team-wide focus and adaptability in a rigorous, dynamic work environment.
- Trained organizers on key skills such as leveraging relationships to build volunteer capacity, the "hard ask," goal-setting, time management, delivering effective training, Votebuilder/VAN, and MiniVAN.
- Collaborated with the political team and state leadership to develop and adjust regional strategies to increase campaign buy-in and build out a volunteer team across five targeted municipalities.
- Maintained data integrity and ensured lucrative communication between state leadership and organizers.

EDUCATION

University of Georgia, Griffin, GA — *M.S. in Crop and Soil Sciences (Soil Microbiology)*

(b) (6)

Thesis: Evaluation Of Turfgrass Products In Soil: Impacts On Microbial Communities And Response To Soil Temperature And Moisture Effects.

Advisor: Dr. Mussie Habteselassie

University of North Carolina Asheville, Asheville, NC — *B.S. in Environmental Sciences (Ecology & Environmental Biology)*

(b) (6)

RESEARCH EXPERIENCE

University of Georgia, Griffin, GA — Graduate Research Assistant

(b) (6)

- Designed and managed multiple research projects implementing ecological principles in soil microbiology in turfgrass systems and weed science in agricultural production.
- Collaborated with an interdisciplinary team of UGA faculty and personnel to provide professional expertise for a client seeking to improve ecosystem management of a golf course.
- Collected, processed, and analyzed soil samples from the field using various lab techniques to examine key soil properties and microbial processes in turfgrass systems.
- Mentored and directed lab assistant to conduct analytical exercises, including solution and media preparation, DNA extraction, qPCR, and soil enzyme assays.
- Quantitatively analyzed data using statistical software to produce reports and present research at two professional conferences.
- Co-authored two journal articles in soil microbial ecology and weed science respectively with UGA faculty.
- Taught undergraduate students lab techniques to collect and analyze soil microorganisms, updated lesson plans, delivered lectures, composed lab report writing guide, and graded coursework.
- Managed day-to-day lab operations, inventory maintenance, and hazardous waste management in compliance with federal, state, and local laws, rules, and regulations.

SKILLS

Software: Votebuilder/VAN, Microsoft Office Suite, Google Suite, Hustle, ThruText, Spoke, Zoom, Google Hangout, VoteJoe smartphone app, SAS, SAS (JMP Pro 13), SigmaPlot, Applied Biosystems 7500 Real-Time PCR System, Adobe Photoshop, Canva, iMovie

Technical: Professional writing & editing, database management, soil & water sampling, reporting, culturing, solution & media preparation, DNA extraction, gel electrophoresis, PCR, qPCR, spectroscopy

TRAINING & ADDITIONAL EXPERIENCE

Recount Regional Deputy Director — *Recount Regional Deputy Director*

NOV 2020 - DEC 2020

Democratic Party of Virginia, Virginia Beach, VA — *Field Organizer*

JUL 2019 - NOV 2019

Friend of Eileen Dordek, Chicago, IL — *Field Director*

JAN 2019 - FEB 2019

Democratic Party of Illinois, Bloomington & Decatur, IL — *Field Organizer*

SEP 2018 - NOV 2018

Arena Academy, Des Moines, IA — *Trainee (Organizer Track)*

FEB 2019

DSCC Florida Recount Team, Ft. Lauderdale, FL — *Site Lead*

NOV 2018

Jon Ossoff for Congress, Tucker, GA — *Deputy Field Organizer*

APR 2017 - JUL 2017

PUBLICATIONS

Diera, A. A., Raymer, P. L., Martinez-Espinoza, A. D., Bauske, E., & Habteselassie, M. Y. (2020). Evaluating the impact of turf-care products on soil biological health. *Journal of Environmental Quality*, 49(4), 858-868. doi:10.1002/jeq2.20080

Grey, T. L., Diera, A., Moore, J. M., Rucker, K. S., & Butts, C. L. (2017). Effect of Pyrasulfotole Carryover to Peanut and Tobacco. *Weed Technology*, 31(5), 651-657. doi:10.1017/wet.2017.52

Amanda Lefton

(b) (6)

Energy and Environment Experience

FIRST ASSISTANT SECRETARY FOR ENERGY AND THE ENVIRONMENT | GOVERNOR ANDREW CUOMO | FEBRUARY 2019-PRESENT

- Manage a portfolio of 12 New York State energy and environment-related agencies with over 10,000 employees including: hands on project management, policy development, and day-to-day operations.
- Advise senior staff and Governor Cuomo on a diverse suite of issues while managing commissioners to ensure their agencies meet key objectives and project milestones.
- Oversee development, outreach, negotiations and implementation for critical energy and environmental policies and programs including: the Climate Leadership and Community Protection Act, large scale renewable energy deployment, environmental funding in the State Budget, conservation of critical lands and waters, and addressing emerging contaminants in communities.
- Meet with key stakeholders on behalf of Governor Cuomo, and liaise with the state legislature and municipal governments on legislative, budgetary and local issues.
- Collaborate with the Governor's communications team on rapid response, crisis management and announcing key initiatives.

DEPUTY POLICY DIRECTOR/CLIMATE MITIGATION LEAD | THE NATURE CONSERVANCY IN NY | OCTOBER 2011-FEBRUARY 2019

- Managed climate mitigation strategy on behalf of the New York Division.
- Developed policy priorities and strategies for advancing them including climate mitigation and resilience, ocean conservation, forest protection, resulting in successful passage and enactment of major environmental policies in New York. .
- Led successful campaigns to secure public funding to further the organization's conservation priorities, including shaping large-scale investments in water quality and record investments in the Environmental Protection Fund.
- Built and maintained coalitions with external partners, including non-traditional allies, to advance The Nature Conservancy's agenda.
- Co-led, along with the Executive Director, the New York Division's effort to become a more diverse, equitable and inclusive organization.

Additional Experience

DIRECTOR, ALBANY DISTRICT | ROCHESTER REGIONAL JOINT BOARD OF WORKERS UNITED | AUGUST 2009-SEPTEMBER 2011

- Led the Albany District of the Rochester Regional Joint Board of Workers United, a region spanning from the Hudson Valley to Plattsburgh and from Albany to Binghamton with nearly 1,800 members.
- Served as the primary external contact between the Union, elected officials and the community at large in the Capital Region.
- Negotiated multiple contracts on behalf of the Union's membership with large international corporations.
- Managed the Albany District staff and created a comprehensive plan to advance the Union's priorities, including organizing campaigns and political engagement.

LEGISLATIVE ASSOCIATE | NEW YORK STATE ASSEMBLY | MARCH 2008-AUGUST 2009

- Promoted Assemblymember Kevin Cahill's legislative priorities and the interests of the people he represents.
- Advocated for the passage of major energy reforms, including "Green Jobs, Green New York" and net-metering.
- Drafted legislation and memoranda.
- Developed and organized media strategies and press conferences in coordination with the communications team.

POLITICAL ORGANIZER | NEW YORK STATE SENATE | OCTOBER 2007-MARCH 2008

- Led multiple political and community campaigns.
- Developed strategies and solutions with stakeholders on local issues that presented challenges for the region.

Education

BACHELOR OF ARTS | (b) (6) | UNIVERSITY AT ALBANY

Caroline R. Welles

(b) (6) • Phone: (b) (6) • Email: (b) (6) • LinkedIn: [linkedin.com/in/carolinewelles](https://www.linkedin.com/in/carolinewelles)

Education

University of Edinburgh

Edinburgh, United Kingdom

(b) (6)

Masters with Honours: Sociology

Relevant Work Experience

DEMOCRATIC NATIONAL COMMITTEE

National Surrogates Director

July 2020 – Present

Washington, DC

- Developed and implemented the National Surrogate Strategy – including surrogate recruitment, relationship management, and event implementation – to secure and feature senior elected officials, major artists and performers, and Democratic Party leadership at more than 150 stakeholder and national events.
- Managed political relationships, events, and strategic outreach for DNC Chair Tom Perez across more than 40 states and territories.
- Worked alongside Biden for President Surrogate and Political Teams to ensure cohesive and responsive surrogate strategy, including deployment of Vice President Biden and Secretary Harris to over 50 featured virtual events.
- Managed all elements of surrogate outreach and implementation for daytime programming of 2020 Democratic National Convention, which featured more than 100 guest speakers across over 30 hours of programming broadcasted globally.
- Oversaw the DNC's 50 State Strategy, including funding allocation (e.g. State Party Partnership totaling \$400,000 a month), state party relationship management, and surrogate placement for over 40 states and territories.
- Assisted in managing Community Engagement Staff, including the Youth Director.
- Served as part of the Political Staff Senior Leadership Team, advising the Political Director on budget, team management, and political strategy.

Early Primary & Caucus States Manager

April 2019 – July 2020

Washington, DC

- Managed and supported the primary and caucus process in 12 states, including Iowa, New Hampshire, Nevada, Maine, New York, and California.
- Supported the State Party Investment Fund grant process by communicating guidelines, answering questions, evaluating reports, providing feedback, and communicating top-lines to internal and external stakeholders.
- Determined funding allocation after receiving over \$1,000,000 in RFPs from State Parties, ultimately awarding over \$200,000 in approved grants.
- Oversaw the State Party Partnership fund in twelve states – a \$120,000 per month investment (\$1,200,000 per year). Managed and tracked the budgets and funding allocations for state and national DNC programs to ensure timely and accurate budget management and payments.
- Provided support to stakeholder meetings by defining strategic outcome of gatherings and supporting coordination of logistics between across-departments and external partners.
- Managed political outreach processes and event execution for seven Presidential Primary Debates in seven states, which included principal management and communication, VIP allocation, and seating configuration.
- Allocated over 7,000 debate tickets to key stakeholders, elected officials, celebrities, and community members.
- Oversaw the DNC's national Talent Bank – a candidate recruitment tool that processed over 7,000 resumes for General Election consideration and hiring.

Political & Organizing Program Associate

August 2017 – April 2019

Washington, DC

- Served as an advisor, confidential assistant, and scheduler to Political & Organizing Director and Deputy Director.
- Worked alongside Political Director and Chief of Staff to align priorities and to create and implement processes that ensured high functionality of the team and optimized work output.
- Led resource compilation for senior-level meetings, including, but not limited to: briefings for the Chairman, call-time management, and the engagement of the DNC officers and membership.

Caroline R. Welles

(b) (6) • Phone: (b) (6) • Email: (b) (6) • LinkedIn: [linkedin.com/in/carolinewelles](https://www.linkedin.com/in/carolinewelles)

- Developed a tracking system for State Party grants – a multi-million dollar program allocating grants to State Parties on a case by case basis.
- Managed the national election tracking process, including key election data, facts, and figures; organized and expedited flow of work through the department; oversaw required follow-up action; and briefed Senior leadership on election data and next steps.
- Drafted key correspondence to high-level stakeholders, including to elected officials, and press-advised notifications.
- Recruited, hired, and managed over 15 full time interns and oversaw their development and deployment within the organization.

HILLARY FOR AMERICA

Field Assistant

July 2016 – November 2016

Columbus, Ohio

- Worked alongside the Organizing Director and Deputy Organizing Directors to execute statewide organizing program, which was responsible for registering 134,298 voters in 18 weeks, knocking more than 3 million doors, and recruiting 72,000 Ohioans to complete 210,000 volunteer shifts.
- Created managerial materials and processes for statewide communication, trainings, and culture-setting.
- Developed and maintained statewide hiring process – including recruiting, processing, and interviewing – to successfully hire more than 500 organizers.
- Provided management training and support for underperforming regions (totaling in at least 30 staff members), resulting in an improvement in productivity, office infrastructure, and progress toward metric goals.

Washington State Delegate Lead

April 2016 – July 2016

Seattle, Wash.

- Managed nine full-time staff across Washington State and successfully maintained Hillary Clinton’s Statewide Delegate Equivalent (SDE) in advance of the 2016 Democratic National Convention.
- Oversaw a multi-tiered vote-whipping operation for over 300 delegates across the state.
- Executed all elements of the Legislative District caucuses, the Congressional District Caucuses, and the County Convention, prioritizing delegate protection and leadership training.
- Worked with Hillary for America headquarters and senior staff to ensure coordination and prioritization of national electoral goals.

Organizer

September 2015 – April 2016

North Liberty, Iowa; Aurora, Colo.; Seattle, Wash.

- Organized, managed, and oversaw over 100 precinct level caucuses in three party-run caucus states.
- Recruited, trained, and managed over 150 volunteers and five full-time fellows.
- Established and trained caucus and staging-location leadership composed of volunteer leaders, including over 40 precinct caucus captains, to ensure effective leadership, organization, and support at precinct-level caucuses.
- Oversaw caucus data management, including managing voter files, key contact and polling information, and the development of targeting through Votebuilder.

SANDOW MEDIA

Events Coordinator

September 2014 – June 2015

New York, New York

- Developed, oversaw, and coordinated events in 15 regional markets across the country, totaling in over 150 events throughout the year.
- Managed relationships with key partners and customers, utilizing event management as an asset for revenue participation.
- Developed and managed all elements of budget for 150 events (up to \$10,000 per event), including data and tracking.

Caroline R. Welles

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- Managed all aspects of turnkey project management, production, client outreach, and internal/external project communication across all stakeholders.
- Oversaw creation and execution of custom event marketing initiatives in order to develop and maintain effective campaign platforms.
- Recruited, hired, and managed three full-time interns and oversaw their development and assignments within the organization.
- Implemented marketing strategy for partners, including print and digital.

Sales Assistant

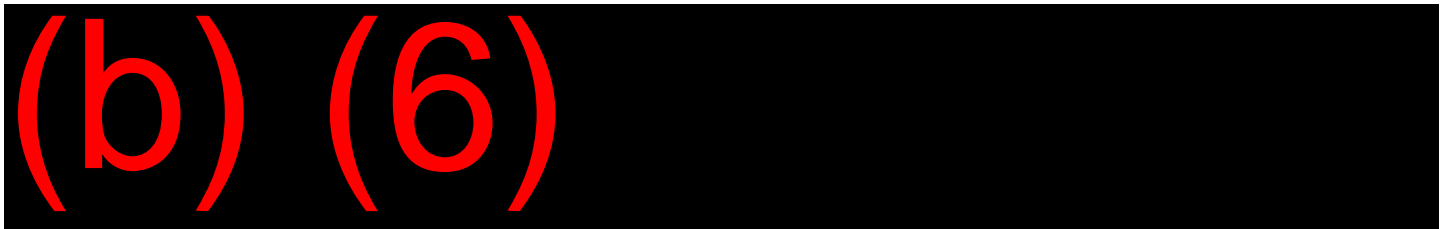
September 2013 – June 2014

New York, New York

- Presented new digital sales initiatives to sales directors as liaison between marketing department and sales team.
- Developed process for and managed all elements of RFP completion and digital client marketing proposals for sales team's respective brands.
- Supported account management of sales team, utilizing Intuit QuickBase to create and maintain client proposals and contracts.
- Recruited, hired, and managed three full time interns and oversaw their development and assignments within the organization.



Volunteer & Service Leadership



Chelsey R. Cartwright

(b) (6)

• (b) (6)

Education

Emerson College, Boston, MA

BS – Broadcast Journalism

(b) (6)

Work

Biden for President

July 2020- November 2020

Northeast Regional Political Director, *National Political Team*

- Managed a portfolio of 7 states across the region meeting political equities and building political infrastructure, supervised a team of 4 political directors
- Facilitated the endorsement process of over 80 DCCC frontline incumbents & challengers, DLCC priority down-ballot, senate incumbents, gubernatorial challengers, and statewide constitutional officers
- Maintained relationships with elected officials, democratic stakeholders, DNC members
- Coordinated political plans across region through principal and surrogate virtual and in-person trips

Warren Democrats

Southern Political Director

March 2020-July 2020

- Synchronized the endorsement process of over 30 progressive incumbents and challengers as base of support across the Southern U.S.
- Curated virtual campaign mobilization events and town halls in tandem with Warren Dems network

Warren for President, Boston, MA

December 2019 - March 2020

Southern Regional Political Director, *Political Team*

- Upheld political relationships in 9 states across the Southern U.S.
- Streamlined the endorsement process for over 50 elected officials
- Attended events on behalf of the campaign and mobilized community-based support in partnership with our public engagement, grassroots mobilization, organizing, and comms teams
- Staffed principal events, national campaign co-chair events featuring Congresswomen Haaland, Porter, and Pressley along with national surrogate events

Elizabeth for MA, Boston, MA

January 2018 – December 2019

Deputy Political Director

- Cultivated and managed relationships with coalition groups and elected officials statewide
- Hosted issue-based community roundtable discussions in 6 cities across the Commonwealth
- Created a diverse list of grasstops and grassroots validators and activated as campaign ambassadors
- Planned coalition group events and programming such as Early Vote rallies, coordinated campaign events, and key-events in the African American community

Office of At-Large City Councilor Ayanna Pressley, Boston MA

December 2014 – December 2017

Scheduler & Director of Constituent Services

- Scheduled the Councilor's daily speaking engagements, meetings, and special events; drafted talking points, memos, and briefs
- Led outreach to partners at community-based organizations; Served as liaison to the Committee on "Healthy Women, Families & Communities"
- Aided constituents across Boston's 19 neighborhoods to offer support services
- Project-managed "Project Focus: Girls of Color" a citywide case study and policy proposal

Office of Governor Deval L. Patrick, Boston, MA

July 2013 – December 2014

Deputy Director of Boards & Commissions

- Managed the appointment process of over 700 boards and commissions for the Commonwealth
- Coordinated with Secretariat Chiefs of Staff and Legislative Directors to distinguish candidates
- Streamlined process-flow by creating review processes for the Office of Legal Counsel, worked with attorneys to vet candidates and remain in compliance per Massachusetts General Law

Skills

- Highly proficient in Microsoft Office Suite, strategic event planner, deeply detail-oriented, efficient interpersonal communication skills, effective time management, ardent problem-solving capacity

Cristina M. Villa

(b) (6)

• Cell: (b) (6)

• (b) (6)

• [LinkedIn Profile](#)

PROFESSIONAL EXPERIENCE

U.S. House of Representatives/U.S. House Natural Resources Committee:

Congressman Raúl M. Grijalva (AZ-03)

Senior Executive Assistant

Scheduler

Staff Assistant

Washington, D.C.

Jan. 2015— Present

Dec. 2012— Dec.2014

Jun. 2012— Dec.2012

- Legislative issue experience: arts/humanities, small business, and defense. Monitor and analyze legislative proposals to provide legislative recommendations benefitting the congressional district. Responsible for drafting Congressional Record statement(s), talking points, and reviewing/approving constituent correspondence under my portfolio.
- Serve as a liaison between the Member, other elected officials, and constituents/stakeholders in meetings, briefings, and special events.
- Collaborate with senior staff on both office teams to make recommendations for strategic meetings/events. Prepare weekly/daily briefing books with materials for the Member's advance for all activities.
- Plan, coordinate, and manage the Member's schedule and travel, domestic and abroad, between the congressional and committee offices. Maintain all logistics centralized in a detailed calendar.
- Intake, screen, process, track, and organize large volumes of appointment/event requests made to both the congressional/committee offices. Compile weekly reports for the Member's review and approval.
- Over six years of managerial experience. Interviewed, hired, and supervised office interns/fellows. Diverse and as representative of the district as possible, ranging from young professionals to mid-career. Totaling to an approximate 100 interns/fellows hosted, with five resulting in permanent hires under my leadership.

U.S. House of Representatives: *Congressman Raúl M. Grijalva (AZ-07)*

Congressional Hispanic Caucus Institute (CHCI) Congressional Intern

Washington, D.C.

Feb. 2012 —May 2012

- Aided legislative assistants with researching, tracking, managing, and assessing key issue areas; along with conducting legislative outreach to other Congressional Offices.
- Assisted with drafting constituent correspondence regarding a variety of legislative issues.
- Attended meetings/briefings, took notes, orally briefed legislative assistants, and wrote memo reports.
- Managed constituent calls and letter correspondence with I.Q software.

(b) (6)

LEADERSHIP AND COMMUNITY SERVICE

AmeriCorps

Arizona Public Allies

Congressional Joint Meeting with The Pope of The Holy See

U.S. House Speaker's Event Representative, Volunteer

Congressional Hispanic Staff Association (CHSA)

General Member

Truman National Security Institute

Congressional Security Scholar, Alumni

EDUCATION

Bachelor of Science in Criminal Justice and Criminology

Arizona State University (ASU) Tempe, AZ • *Honors: Cum Laude.*

Certificate in China, Pakistan and Nuclear Weapons – The Security Challenges for the U.S.

United States Institute of Peace (USIP) Washington, DC

SKILLS: Languages: English and Spanish (Native). **Technical:** iConstituent and Internet Quorum (I.Q.) software.

DANNA R. JACKSON, ESQ.

(b) (6) – Cellular
– Work

(b) (6)

EXPERIENCE:

Montana Department of Natural Resources and Conservation (DNRC) 05/2016 – present
Chief Legal Counsel – Helena, Montana

- Manages legal unit that serves DNRC's divisions of trust land, water resources, forestry, and conservation;
- Negotiates commercial, natural resources, and governmental contracts, including state/tribal water compacts;
- Manages internal issues for the agency including public records and ethics compliance (as Ethics Officer), and human resources and discrimination cases;
- Counsel to Montana's Sage Grouse Program;
- Litigates in federal, state, and water court on matters relevant to the agency;
- Coordinates with the State Attorney General's Office, other agencies, and the Governor's Office.

United States Attorney's Office, District of Montana 09/2010 – 5/2016
Assistant United States Attorney/Tribal Liaison – Helena, Montana

- Prosecuted violent crime in Indian Country in Federal District Court and handled matters in the Ninth Circuit Court of Appeals;
- Coordinated government-to-government interaction between the United States and tribal partners;
- Trained tribal courts, tribal advocate programs, and tribal law enforcement;
- Served on several tribal child Multidisciplinary, Sexual Assault Response, and Domestic Violence Response Teams;
- Native American Issues Subcommittee Coordinator, Executive Office of the United States Attorney's Office (on detail 01/2015 – 08/2015), staffed all United States Attorneys with Indian Country responsibility.

Akin Gump Strauss Hauer & Feld 09/2005 – 08/2010
Policy Counsel – Washington D.C.

- Advised tribal clients on issues regarding Indian gaming, economic development on Indian lands, housing, education funding, taxation, and transportation;
- Worked on litigation matters relating to tribal trust and adjudication of water rights;
- Lobbied congressional members and staff regarding tribal water rights, pensions, gaming, appropriations, and homeland security;
- Drafted public comments relating to Energy Right of Way and Class II gaming on behalf of tribes;
- Developed working relationships with the National Indian Gaming Commission, Department of Interior, Department of Housing and Urban Development, and the Internal Revenue Service on tribal issues.

Senator Tim Johnson (D-SD) 07/2002 – 09/2005
Committees: Appropriations, Banking, Budget, Energy and Natural Resources, Ethics, and Indian Affairs
Legislative Assistant – Washington D.C.

- Advised Sen. Johnson on all legislative issues relevant to the Indian Affairs and Judiciary committees;
- Drafted legislation, vote memos, co-sponsorship memos, congressional record statements, and committee memos;
- Managed relationships with federal agencies;
- Staffed Sen. Johnson at Senate Hearings;
- Oversaw appropriations process for all tribal appropriation projects, including those in Interior, Energy and Water, Agriculture, Commerce/Justice/Science (CJS), Defense, Labor/HHS/Education, and Transportation/HUD Subcommittees;
- Handled tribal and non-tribal appropriation requests in the CJS bill.

National Indian Gaming Commission

05/2000 – 07/2002

Staff Attorney – Washington D.C.

- Served as advisor/attorney to the Commission regarding issues pertinent to Indian gaming;
- Reviewed management contracts;
- Managed environmental issues under NEPA and other federal and tribal laws;
- Reviewed tribal gaming ordinances for legality;
- Handled administrative and federal litigation;
- Conducted training sessions and advised field investigators in Upper Midwest and California regions.

Marra, Wenz & Johnson, P.C.

08/1996 – 05/2000

Associate – Great Falls, Montana

- Litigated Bench and Jury commercial and civil matters in tribal, state, administrative and federal courts;
- Handled cases involving products liability, occupational disease, workers' compensation, discrimination law, employment law, school law, tribal law, personal injury, and toxic torts;
- Drafted briefs (including briefs filed with the Montana Supreme Court);
- Conducted depositions, represented clients in mediations, and advised business clients.

PROFESSIONAL MERIT:

Faculty Experience:

- Served as Visiting Faculty for The University of Montana School of Law Indian Law Summer Program, teaching Indian Gaming, Tribal Criminal Law, Indian Policy, and Indian Education Law (2008-2011, 2015);
- Served as guest instructor at the Montana Law Enforcement Academy teaching Indian Jurisdiction (2012-2015);
- Served as faculty for Montana's Victim Advocate Academy (2014-2015);
- Served as faculty for Domestic Violence Fatality Review Team Training, National Advocacy Center, Columbia, SC (2015);
- Served as faculty for tribal court advocacy training, Cherokee Nation (2019).

Publications:

- *Effective Tribal Advocacy: Sovereignty + Grassroots + Substance + Money* (essay), The American Congress, Contemporary World Issues: Government and Politics, 2019;
- *A Case for Joint Charging Decisions*, Montana Law Review, Winter 2014;
- *Congressional Quarterly Encyclopedia of Indian Law and Policy*; entries regarding National Indian Gaming Commission, Indian Voting Rights, and Indian Finance Act of 1974, 2008;
- *Eighty Years of Indian Voting: A Call to Protect Indian Voting Rights*, Montana Law Review, Summer 2004.

Speaking:

- *Native American Religious Freedom*, presentation to cast/crew of television series, *Yellowstone*, 2020 Helena, MT
- *Role of the Lawyer In the Context of Recent Rule Changes: Leader? Technician? Corruption Police? Public Service S/Hero?*, Trends in Environmental Law CLE 2020, Helena, MT
- *Five Things We Can Do To Combat Violence Against Native Women*, American West Series, Ivan Doig Center, Montana State University 2019, Bozeman, MT
- *Negotiating Contracts on Tribal Lands*, NBI Seminar 2019, Billings, MT
- *Public Records Law for Natural Resource Practitioners*, Trends in Environmental Law CLE 2018, Helena, MT
- *Environmental Issues and Tribal Enforcement Concerns*, Native American Environmental and Wildlife Training Conference 2015, Missoula, MT
- *Legal Overview of Crime Victims Rights Act*, Montana Native Women's Coalition Training 2015, Missoula, MT;
- *Tribal Law and Order Act and VAWA 2013 Update*, The 8th Annual Crime Prevention Conference 2014, Helena, MT;
- *Cooperative (and uncooperative) Federalism at Tribal, State, and Local Levels*, The 2014 Honorable James R. Browning Symposium: The Future of Federalism: What will be retained, and what surrendered, Missoula, MT;
- *Tribal Law and Order Act and VAWA Update*, Best Practices in Tribal Governance Conference 2014, Polson MT;
- *Indian Law Update*, Montana Bar Association CLE 2014, Great Falls, MT;
- *Tribal Membership in a New Millennium: Including Future Generations in the Tribal Network*, Federal Bar Association 2014, Santa Fe, NM;
- *Sex Crimes and Sexually Violent Predators – Dispelling the Myths in Indian Country*, Montana Native Women's Coalition Training 2013, Billings, MT;

- *Civic Learning and the Law*, Montana Civics Education Institute 2013, Helena, MT;
- *What is Discovery?* BIA/DOJ Tribal Court Training 2012, Great Falls, MT;
- *Federal and Tribal Jurisdiction*, Montana Coalition Against Domestic and Sexual Violence 2012, Helena, MT;
- *Hot Topics in Indian Law*, Confederated Salish and Kootenai Tribal Appellate Conference 2012, Polson, MT;
- *Montana's Constitution – Tribal Provisions*, Montana Humanities Conference 2012, Helena, MT;
- *Commercial Financing in Indian Country in the Era of Tribal Gaming*, American Bar Association, Business Law Section, 2007, Washington DC;
- *Who is an Indian?* (moderator), Federal Bar Association 2004, Washington D.C.;
- *Indian Voting Rights*, Federal Bar Association, Albuquerque, NM;
- *Federal Judiciary Review*, Montana Bar Association, Ski/CLE 2004, Big Sky, MT;
- *Tribal Bonds, a Unique Case*, The National Native American Tribal Finance Conference 2004, Palm Springs, CA;
- *Indian Voting* (moderator) Federal Bar Association Indian Mid-Year Conference 2003, Washington DC;
- *Special Ethical Considerations in Indian Country*, Montana Bar Association Indian Law Conference 2001, Polson, MT;
- *Litigating in Tribal Court, Tribal Court Decisions of the Past 10 years*, Montana Bar Association Indian Law Conference 1999, Great Falls, MT.

Recognition and Service:

- State Excellence in Leadership Award, Interagency Committee for Change by Women (2018);
- Listed in *Best Lawyers* in the area of Indian Law (2008 – 2010);
- Lobbyists' *Good Deeds (Really)*, by Jeffrey H. Birnbaum, *Washington Post* -- Pro Bono recognition (December 25, 2006);
- Judge Robert P. Goff Pro Bono Award (2000);
- Secretary of the Cascade County Bar Association (1999);
- Vice Chair of the Montana Bar Indian Law Section (1998)

Community Involvement:

- State Bar of Montana, Board of Trustees (2019—present);
- (b) (6);
- Montana Club, Board of Governors, member (2015—present);
- Montana Board of Crime Control, board member (2014 – 2016);
- Montana Native American Domestic Violence Fatality Review Team, co-chair (2013- 2016);
- Montana Victim Advocate Academy Steering Committee, member (2013 – 2016);
- (b) (6)
- American Indian Graduate Center, board member (2010 – 2018);
- Native American Bar Association, board member at large (2007);
- (b) (6)

BAR ADMISSIONS:

- Montana Bar - admitted
- District of Columbia Bar – inactive

EDUCATION – CLINICAL AND INTERNSHIP EXPERIENCE:

University of Montana School of Law – *Juris Doctor* - Missoula, Montana, (b) (6)

- Internship with DNA People's Legal Services, Tuba City, AZ (b) (6);
- Internship with the Confederated Salish and Kootenai Tribes, Pablo, MT (b) (6);
- ATLA Trial Team – Lead Counsel (b) (6)
- Environmental Studies MS Program (b) (6);
- NALSA (Native American Law Students Association) member – (b) (6)

University of Montana – BA – Missoula, Montana, (b) (6)

- Semester Abroad, Vienna, Austria (b) (6) – Studied music, art and German language.

REFERENCES: Available upon request

Emmie Horadam

(b) (6)

EXPERIENCE

North Carolina Democratic Party/ Deputy Organizing Director

JULY 2020-NOVEMBER 2020, REMOTE

- Hired and managed a fully remote NC-based team of 56 organizers, and 7 regional organizing directors, while growing a grassroots mostly virtual volunteer network of 23k total shifts completed, resulting in 11 million voter contact attempts
- Strategized on and executed the organizing program in Charlotte, Fayetteville, Winston Salem, CD-08 (a red to blue district) and CD-09 and managed political relationships in those areas.
- Project managed the roll-out and integration of the Vote Joe app, a relational organizing plan, setting of statewide relational goals. which resulted in 13k relational contacts in the final month of the campaign, statewide.

Organizing Together 2020/ North Carolina Organizing Director

APRIL 2020-JUNE 2020, REMOTE

- Hired and managed a fully remote NC-based team of 54 organizers, 7 regional organizing directors, and 2 deputy organizing directors while simultaneously building a grassroots volunteer network of 24k prospective and active volunteers with 10k total shifts completed. This resulted in 540k contact attempts in both phones and texting programs.
- Worked closely with the State, Training, Digital, and Data Directors to execute statewide campaign strategy and implement robust programs focused on volunteer engagement and organizing skills development.
- Specifically worked with the Training Director to develop a training curriculum that was NC - and virtual-organizing specific.

Mike 2020/ Maine Organizing Director

JANUARY 2020 - MARCH 2020, SCARBOROUGH, ME

- Created and executed the field program in Maine. Hired and managed a staff of 10 organizers and 3 regional organizing directors while simultaneously building a grassroots volunteer network of over 200 in-state volunteers within an expedited timetable.
- Worked directly with the State Director and assisted in implementing statewide campaign strategy and management of the team.

Cory 2020 / New Hampshire Organizing Director

APRIL 2019 - JANUARY 2020, MANCHESTER, NH

- Developed and implemented the field program in New Hampshire.
- Hired and managed a staff of 11 organizers while simultaneously building a grassroots volunteer network of in-state volunteers, and ran the out-of-state and border state volunteer recruitment coordination efforts within a persuasion focused program.
- Coordinated with Operations Director on budget distribution and management of field offices. Collaborated with the Political and Trips Departments to successfully plan and execute over 40 principle events, and to recruit and engage over 100 activist and political endorsers.
- Member of the interdepartmental working group on Latinx issues, engagement, and political strategy.

Aim Higher Now NC / Recruitment & Training Director

JANUARY 2018 - DECEMBER 2018, CHARLOTTE, NC

- Promoted from Regional Organizing Director to Recruitment and Training Director. Developed and executed a new hiring strategy to recruit top tier applicants to fill organizer positions.
- Implemented a plan for creating workshop and skills clinics for organizers and volunteers that improved and reinforced campaign knowledge.
- Developed a peer-to-peer program in order to build community and relationships amongst organizers.
- Managed departmental budget and resource allocation for the Recruitment and Training teams.

Earlier Experiences:

- Mecklenburg County Democratic Party / Assistant Volunteer Coordinator Charlotte, NC: July-Nov. 2012
- Office of Rep. Joe Garcia (FL-26) / Congressional Intern Washington, DC: May-August 2014
- Feminist Majority / Regional Organizing Director Charlotte, NC: August-Nov. 2014
- North Carolina Democratic Party / Organizer & Team Lead Charlotte, NC: May-Nov. 2016
- Aziz Law Firm / Immigration Paralegal Charlotte, NC: January 2017-January 2018

EDUCATION

Queens University of Charlotte / B.A Political Science

(b) (6), CHARLOTTE, NC

B.A. in Political Science with a concentration in comparative politics with a double-minor in History and Spanish.

QUALIFICATIONS & SKILLS

Native Spanish fluency, public speaking, event management (planning, development, resource allocation, execution), personnel management, office management and administration.

ACTIVITIES & HONORS

Founder & President, Chapter President Emeritus - College Democrats of America Queens University of Charlotte
2010 - 2014
Regional Director - College Democrats of North Carolina
2013-2014

(b) (6)

JAMES LANGHENRY

(b) (6)

EXPERIENCE

Joseph R. Biden Presidential Transition (*Washington, D.C.*) November 2020 - Present
Research Lead

- Investigated Biden nominees' environmental and political records in support of their nomination
- Drafted meeting memos for climate and energy nominees in preparation for Senate confirmation hearings

Democratic National Committee (*Washington, D.C.*) September 2020 - Present
Senior Research Associate

- Monitored and tracked the Trump Administration's climate and environmental policies
- Investigated over 30 GOP officials and nominees, preparing pushback for rapid response communications, post-election litigation, and Supreme Court confirmation hearings

Elk Hills Research (*Washington, D.C.*) May 2019 – August 2020
Deputy Research Director

- Composed 20 reports on companies with unidentified political and environmental risks by investigating financial disclosures, court records, offshore leaks, media monitoring, and primary source collecting
- Created eight campaign memos for progressive organizations on climate change, environmental justice and economic inequality resulting in political ads, social media content, and news articles

JB for Governor (*Chicago, Illinois*) June 2017 – January 2019
Research Associate

- Managed four research books totaling over 3,000 pages on JB Pritzker and three opposition candidates
- Investigated opposition candidates' policy proposals and financial disclosures, creating 30+ documents
- Played opposition candidates in six mock debates, fact checked 75+ policy proposals and speeches, and vetted 200+ persons and organizations during the campaign and transition

Hillary for America August 2015 - November 2016
Youth Get Out The Vote Director (*Raleigh, North Carolina*) October - November 2016

- Maintained and managed 14 organizers across North Carolina to turn out student voters
- Coordinated and staffed 10+ campus events, surrogate events and "off-the-record" principal events

Research Associate (*Brooklyn, New York*) March - November 2016

- Specialized in the procurement and analysis of over 100 legal and media documents related to Trump
- Conducted opposition research on Donald Trump covering six states and 20 cities
- Assisted rapid response and crisis communications teams during debates and live town halls

Field Organizer (*Minneapolis, Minnesota*) December 2015 - March 2016

- Recruited and organized seven independent voter contact teams totaling over 350 volunteers
- Managed a 25-person team to achieve 120% of our voter contact goal during Get Out The Vote operations

Finance Fellow (*Chicago, Illinois*) August - November 2015

- Authored 40+ briefings for Secretary Clinton and surrogates on major donors, trade groups, and related policy issues in preparation for fundraisers

EDUCATION

Marquette University (*Milwaukee, Wisconsin*)
Bachelor of Arts, International Relations - Pi Sigma Alpha Political Science Honor Society

(b) (6)

Sciences Po. Paris (*Menton, France*)
International Relations Exchange Program

(b) (6)

JUDITH FONG

(b) (6)

WORK EXPERIENCE

Presidential Inaugural Committee (PIC) – Washington, D.C.

December 2021 - January 2021

Partnerships Associate, National Day of Service

- Developed relationships with local, state, and national service organizations, nonprofits, corporations, and community leaders to secure partnerships for the 59th Presidential Inaugural Committee in a National Day of Service, which produced 3,292 service events in 56 U.S. states and territories and engaged 1,764 service partners and 251,301 volunteers. National and regional partners included AmeriCorps, Feeding America, Boys and Girls Club, American Red Cross, Americares, Hunger Free America, United Way, Points of Light, REI Co-op, Crisis Text Line, Mental Health America, First Book, and more.
- Mobilized partner organizations to host service events focused on COVID-19 and issues worsened by the pandemic, amplify PIC Day of Service content on social media channels, and recruit volunteers from their network of employees, members or affiliates. Conducted daily training sessions and held one-on-one meetings with the leadership of partner organizations to produce rapid results and meet programmatic deadlines. Provided assistance and consistent follow-up to help partner organizations stand up large-scale events and recruit hundreds of thousands of volunteers under a compressed timeline.
- Personally managed partnerships that yielded the five most highly attended service events of the PIC Day of Service.
- Led efforts to allocate and distribute 4.25 million units of PPE and face masks to partner organizations across the country by coordinating with multiple corporate sponsors.
- Planned and executed three surrogate events, including appearances by Secretary Tom Vilsack and Attorney General Xavier Becerra, the latter of which delivered remarks in Spanish during a Spanish language event to recruit bilingual volunteer crisis counselors.

Arizona Democratic Party (2020 Coordinated Campaign) – Tucson, AZ

February 2020 - November 2020

Deputy Organizing Director

- Designed and implemented a successful, metric-driven organizing program that resulted in historic presidential and senate victories, leading to a high voter turnout statewide and increasing turnout by 12% from 2018 in Pima County.
- Managed five Regional Organizing Directors and oversaw a program of 137 field organizers across a diverse range of communities in Arizona, including rural Arizona, border counties, Latinx communities, Navajo Nation and tribal communities, and the college campuses. Conducted coaching conversations, daily team check-ins, and weekly one-on-one meetings with Regional Organizing Directors to enhance field organizers' performance.
- Worked closely with the Training Director to design and facilitate all-staff trainings, including slide creation and team development exercises. Oversaw the creation and approval of voter contact scripts, weekly metric goals, and all volunteer-facing voter education materials for the Arizona Coordinated Campaign.
- Executed a robust voter contact program, resulting in 1.7 million voter contact attempts and 6,700 completed action shifts during the Get-Out-The-Vote period, with my team accounting for over 30% of all in-state volunteer capacity. Transitioned to a primarily virtual voter outreach program, which focused on signing voters up for the Permanent Early Voting List, securing commitments to vote, disseminating voter education information, and exceeding volunteer recruitment and volunteer leadership goals.
- Spearheaded statewide Asian American and Pacific Islander (AAPI) organizing efforts, collaborating with the Arizona AAPI Caucus to recruit over 750 AAPI action shifts and training Caucus Leadership on voter contact and volunteer recruitment tools.
- Oversaw statewide campus organizing efforts targeting the three major universities including Arizona State University, the seventh largest university in the country; designed a student leadership program, recruiting 300 student leaders across the state.
- Served as liaison to the Political team, coordinating all surrogate events for the organizing team and managing rapid response to any political flags.

Kamala Harris Presidential Campaign – Davenport, IA

June 2019 – December 2019

Regional Organizing Director

- As one of the campaign's first organizing hires, oversaw presidential campaign activities across five counties and 163 precincts in Eastern Iowa.

JUDITH FONG

(626) 394-3933 | judithmfong@gmail.com

- Hired and managed a team of 11 field organizers and two paid fellows, recruiting 113 precinct captains and identifying over 1,000 supporters for Senator Kamala Harris.
- Designated weekly goals and turfing for organizers and conducted daily team meetings, weekly one-on-one meetings with organizers, team trainings, and monthly all-staff retreats.
- Engaged and mobilized high-level endorsers, including a sitting State Representative and Iowa LULAC Deputy Director, to host regular community events and speak out in support of Senator Kamala Harris.
- Established an Out of State Volunteer Program to mobilize over 65 Illinois volunteers to phonebank, canvass, and text into Iowa.

Dewey Square Group – Washington, D.C.

November 2017 – June 2019

Associate

- Supported political, corporate, and non-profit clients in the areas of healthcare, telecommunications, clean energy, tax issues, and more by coordinating meetings across departments, event planning, and writing client-facing reports, digital content, research memos, and new business proposals.
- Assisted the company President with scheduling, research, and management of client accounts and organization-wide administration efforts.
- Managed the department's internship program and hiring processes.

Georgia Democratic Party – Atlanta, GA

May 2017 – June 2017

AAPI Field Organizer

- Engaged and organized the AAPI community in GA-06 for Jon Ossoff's congressional campaign, while managing the rides to the polls program during the Early Vote period.

Democratic National Committee – Washington, D.C.

February 2017 – May 2017

Political Assistant

- Served as primary support staff for DNC Chair's transition and the Political department by overseeing incoming resumes and preparing briefing memos for the Chair.
- Coordinated interviews for senior leadership positions, including candidates for Chief Executive Officer.

Colorado Democratic Party (2016 Coordinated Campaign) – Denver, CO

August 2016 – November 2016

Field Organizer

- Developed a sustainable, volunteer-led GOTV operation by recruiting, training, and managing hundreds of volunteers.
- Exceeded metric goals to expand the electorate that contributed to Colorado's first Democratic voter registration advantage in decades.
- Recruited four fellows and created a mentorship program based on metrics and developing leadership skills.

White House Council on Environmental Quality – Washington, D.C.

January 2016 – June 2016

Land and Water Intern

- Directly supported senior White House staff by compiling press clips, contributing to written statements for CEQ blog posts, and preparing briefing memos, talking points, and summaries of Congressional hearings.
- Collaborated with senior federal agency officials and key environmental non-profits to coordinate roundtables to meet CEQ's goals.

EDUCATION

University of Southern California, Los Angeles, CA

B.S. in Environmental Studies, Minor in Economics

- Study Abroad: University of Cape Town, South Africa (b) (6) & University of Queensland, Australia (b) (6)

Maria Castro

Email: [REDACTED] | Phone: (b) (6) | LinkedIn: [linkedin.com/in/maria-j-castro/](https://www.linkedin.com/in/maria-j-castro/)
Address: (b) (6)

Citizenship: U.S. Citizen

Veterans' Preference: (b) (6)

Highest GS Grade: N/A

Security Clearance: (b) (6)

RESUME OBJECTIVE

Recent college graduate experienced in community organizing and constituent services. Experienced in scheduling, training, and coordinating in-person and virtual events. Managed volunteers over the course of an election cycle and established key relationships that will allow for a continuation of the organizing work needed after the election cycle. Looking to expand my knowledge on public policy issues as they relate to environmental and climate policies while aiding the National Park Service and the Department of the Interior, as well as other key players, in producing the best results possible.

EMPLOYMENT HISTORY

FIELD ORGANIZER, 68 hrs/week- 12/10/20-01/06/21

Democratic Party of Georgia, (Jonesboro, GA)

Regional Organizing Director: Jasmine Brown-Jutras (870) 308-5881. May Contact.

Duties and Related Skills:

- ❖ Recruited, mobilized, and trained a diverse group of volunteers in Clayton County, Georgia to contact voters and potential voters.
- ❖ Canvassed over 1000 voters in-person and over the phone.
- ❖ Organized and managed approximately 15 volunteers over the course of 1 month who completed over 60 phonebanking, canvassing, and GOTV shifts.
- ❖ Tracked all volunteer outreach and engagement in VAN and submitted daily reports.
- ❖ Planned and executed in-person and virtual organizing actions, events, and trainings.
- ❖ Managed the Jonesboro Staging Location during weekday canvassing events and prepared Volunteer Leaders to manage the location during our Dry Run and Get Out the Vote (GOTV) efforts.

FIELD ORGANIZER, 55 hrs/week - 68 hrs/week-05/15/20-11/06/20

North Carolina Democratic Party, (Asheville, NC)

Regional Organizing Director: Maxwell Martin (225) 439-5631. May contact.

Duties and Related Skills:

- ❖ Recruited, mobilized, and trained a diverse group of volunteers in rural Western North Carolina to contact voters and potential voters.
- ❖ Organized and managed approximately 70 volunteers over the course of 6.5 months who completed over 600 textbanking, phonebanking, and GOTV shifts.
- ❖ Tracked all volunteer outreach and engagement in VAN and submitted daily reports.
- ❖ Planned and executed organizing actions, events, and trainings.
- ❖ Developed relationships with local and national Democratic activists by engaging them with virtual events and activities (Zoom) as well as fostered partnerships with local county parties and progressive groups.
- ❖ Led Spanish language phonebank trainings to increase the accessibility of voting resources to Latinx voters in North Carolina.
- ❖ Managed the Morganton Virtual Staging Location during the Get Out the Vote (GOTV) efforts as Virtual Staging Location Director.

LEGISLATIVE INTERN, 30 hrs/week- 01/14/19-05/28/19

North Carolina General Assembly, Raleigh, NC.

Legislative Assistant: Veronica Green (b) (6) . May contact.

Duties and Related Skills:

- ❖ Legislative Intern for Representative Robert T. Reives, II
- ❖ Managed the database for registered voters within House District 54 (Chatham & Durham Counties).
- ❖ Engaged in constituent services (email, phone, in-person) & assisted with scheduling efforts.
- ❖ Operated and distributed monthly newsletter using Constant Contact with additional resources in Spanish for Latinx constituents.

STUDENT COORDINATOR

(Spring &

Fall, 2018)

Craig Goforth County Commissioner Campaign (Mars Hill, NC)

County Commissioner: Craig Goforth cgoforth@mhu.edu May contact.

Duties and Related Skills:

- ❖ Organized a concise group of 5 student leaders and 15 student volunteers.
- ❖ Advertised campaign information and managed various social media sites.
- ❖ Educated community members within Madison County on the candidate's platform.

- ❖ Coordinated student mobilization efforts through on-campus voter registration, increasing student voter turnout to 3 times the amount from 2016, and helping promote transportation efforts.

EDUCATION

Mars Hill University, Mars Hill, NC 28754

Bachelor of Arts, Political Science & International Studies, cum laude- (b) (6)

Minor: French

Honors Program Graduate

Outstanding Graduate in Political Science

Affiliations: Student Government Association of Mars Hill University- Student Body President

2019-2020, (b) (6), Pi Sigma Alpha National Honors Society-

2018-2020

Asheboro High School, Asheboro, NC 27203

High School Diploma- (b) (6)

Distinguished Graduate

ADDITIONAL TRAINING

Organizing Corps 2020

(March, 2020)

Corps Member (Raleigh, NC)

Trained in a 7-day Bootcamp through Organizing Corps 2020, a DNC-sponsored effort in coordination with the North Carolina Democratic Party, led by veteran campaign staff that recruits and trains first-time organizers on the skills they need to succeed as field organizers.

Participated in workshops and simulations on the fundamentals of organizing: voter registration, volunteer recruitment, voter contact, digital tools, data analytics, and field strategy.

KNOWLEDGE, SKILLS, & ABILITIES

VoteBuilder (VAN), Volunteer Recruitment and Management, SMS Texting, Slack, Data Management and analytics, Digital Organizing (Google programs), Language proficiency (Spanish, English, French), Extensive leadership and organizational skills.

Mili Gosar

(b) (6)

• (b) (6)

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Texas Bar License: 2014

EXPERIENCE

Joe Biden for President, Regional Midwest Voter Protection Director, Remote/Washington, D.C.

Jul. 2020 – Nov. 2020

- Served as the regional voter protection desk for six battleground states, the most number of states across the country and the only pod with two tier 1 states, as well as temporarily serving as the desk for the West, for a total of 10 states
- Succeeded in 4 out of 6 states, flipping Michigan, Wisconsin, Nebraska back and holding Minnesota in a rapidly-changing and highly litigious election environment
- Managed the largest voter protection programs in program history, including surpassing recruitment goals, expanding access to early voting and vote-by-mail during a pandemic, and ensuring smooth elections with relatively few election administration errors
- Designed creative solutions while coordinating with both state staff and senior HQ staff, including leveraging political, digital, and communications efforts to resolve issues quickly and effectively
- Counseled states on all programmatic, political, and personnel decisions, allowing them to build massive programs, mitigate risk posed by the global pandemic, and drive up the margins in close races

Organizing Together 2020, National General Counsel, Washington, D.C.

Mar. 2020 – Jul. 2020

- Served as in-house legal counsel for a federally-independent effort operating in six states
- Drafted, negotiated, and reviewed all vendor, consultant, and partner contracts and agreements
- Managed a vast materials approvals process with outside counsel and partner entities, ensuring compliance with all Federal Election Commission (“FEC”) and Internal Revenue Service (“IRS”) laws and regulations
- Counseled staff, composed guidance, and provided training on a wide variety of legal questions ranging from employment issues to complex political coordination and messaging laws
- Maintained all budget and scoring documents to ensure compliance with IRS 501(c)(4) activity regulations
- Supervised legal requirements in-state program, including guaranteeing voters receive correct information with rapidly-changing state election laws

Julián for the Future, Deputy Campaign Manager, San Antonio, TX

Sep. 2019 – Nov. 2019

Director of Voting and Delegate Strategy, San Antonio, TX

Mar. 2019 – Sep. 2019

- Promoted from department director to second-most senior employee for a presidential campaign, making and implementing key strategic decisions and managing multiple workstreams and teams
- Counseled the candidate on presidential debates, including managing all debate prep sessions with internal and external stakeholders and creating and implementing a strategic plan to prepare the candidate for all possible risks and to properly leverage each opportunity
- Drafted several deliverables to help prepare for the presidential debates, including writing model questions and answers and conducting analysis on other key stakeholders, including other candidates and moderators
- Managed the ballot access and delegate program, including navigating complicated legal requirements
- Served as liaison to all external stakeholders, including consultants and outside advisors
- Advised campaign on paid media and ad buys, including organizing creative content and the editing process

Democratic Senatorial Campaign Committee, National Voter Protection Director, Washington, DC

Feb. 2018 – Dec. 2018

- Served as senior manager tasked with creating and implementing voter protection programs across varying environments in 12 competitive senate races
- Advised state voter protection directors on all programmatic matters, including creating all turnout-yielding materials, navigating difficult political situations, staffing, recruitment, and post-election plans and materials
- Managed the attorney recruitment and staffing process for the Florida recount, including recruiting, training,

and assigning thousands of staff and volunteers in a very short time, staffing and running a legal boiler room, and quickly and efficiently resolving issues in real-time

Doug Jones for Senate, Voter Protection Director, Birmingham AL

Nov. 2017 – Dec. 2017

- Designed and implemented a special election voter protection program on behalf of the DSCC
- Recruited attorneys and volunteers for an Election Day network of implementation agents
- Created several deliverables for internal and external use including legal guidance memos, training materials and voter education materials proactively used to combat misinformation and suppressive voter tactics

Harris County Tax Assessor-Collector's Office, Director of Voter Registration, Houston, TX

Jan. 2017 – Oct. 2017

- Managed a department of 35 employees dedicated to registering voters in the 3rd largest county in the country, streamlining operations and using technology to increase efficiency and work product
- Designed and implemented a new outreach program, including plans for multi-lingual outreach efforts, increased registration in high schools, and partnerships with local stakeholders, resulting in nearly a 10% increase in registration
- Created a strategic plan to use new technology to modernize voter registration efforts and simplify the process by which voters could register
- Monitored all state legislation related to elections, including providing data and serving as a resource witness
- Ensured compliance with Texas election law in all departmental policies and procedures

Hillary Clinton for Iowa, Voter Protection Director, Des Moines, IA

Jul. 2016 - Nov. 2016

- Created and implemented a statewide election protection program designed to expand access to voting and ensuring all voters' ability to cast a ballot through voter education programs and the prevention of barriers
- Hired and managed a team of 14 attorneys, both as full-time staff and long-term volunteers, as well as a team of 700 attorneys statewide, resolving nearly 1000 issues in real-time
- Negotiated for over 80 Early Voting sites, resulting in higher turnout than 2012 in major counties
- Created all legal guidance and consulted with state leadership team on all voting and election-related issues, including challenges from the Secretary of State and providing guidance on messaging and communications

Office of the Attorney General, Assistant Attorney General, Austin, TX

Jan. 2015 - Jul. 2016

- Evaluated and issued detailed rulings on 40-50 requests per month as a drafting attorney in Open Records
- Reviewed every document associated with each request and conducted extensive legal research on all confidentiality and privilege issues asserted in briefs by governmental entities and interested third parties

ADDITIONAL EXPERIENCE

Rodney Ellis Campaign, Communications Director, Houston TX

Jan. 2020 – Mar. 2020

Wendy R. Davis for Governor, Regional Political Director, Houston, TX

Sep. 2014 - Nov. 2014

Office of Senator Rodney Ellis, Legislative Aide, Austin, TX

Jan. 2013 - May 2013

EDUCATION

University of Houston Law Center, Juris Doctor, Houston, TX

(b) (6)

- Domestic and International Mediator - AA White Dispute Resolution Center
- Immigration Clinic, Innocence Investigations Clinic, Mediation Clinic
- The Journal of Consumer and Commercial Law, Recent Developments Editor
- Recipient of the 2012 UH Public Interest Scholarship

American University, Bachelor of Arts in International Studies, Washington, DC

(b) (6)

- Dean's List, Member of the National Society of Collegiate Scholars and Alpha Lambda Delta Honor Society

Molly Callaghan



EXPERIENCE

Congresswoman Deb Haaland's District Office, Albuquerque, NM — *Field Representative, Staff Assistant, and Intern Coordinator*

January 2019 - PRESENT

- Managing the Congresswoman's District schedule
- Hiring, onboarding, mentoring, and managing teams of 2-6 interns
- Setting up a freshman Congressional district office and fulfilling all administrative duties such as answering phones, ordering supplies, and training team members
- Managing Congressional Art Competition and App Challenge for years 2019 and 2020
- Field representative (March 2020-present): building relationships with stakeholders and working in a variety of issue areas such as the environment, healthcare, agriculture, families and children, LGBTQ+, women's and senior issues
- Planning and moderating roundtables and workshops with key stakeholders, as well as moderating telephone town halls to help the Congresswoman engage with constituents remotely

University of New Mexico Professor Sarita Cargas, UNM Honors College, Albuquerque, NM — *Research Assistant*

May 2018 - December 2018

- Gathered and organized data on various human rights programs and degrees at universities within the United States
- Collected readings to complement the textbook titled *The Evolution of International Human Rights* by Paul Lauren.

Rio Strategies, Albuquerque, NM — *Campaign Associate*

March 2017 - October 2017

- Monitored and updated candidate finance information for multiple candidates for state and local elected office
- Communicated with campaign donors via email and telephone
- Worked with candidates for call time to reach high-dollar donors
- Helped plan and staff events with 15-150 people

Maggie Toulouse Oliver for Secretary of State, Albuquerque, NM — *Campaign Finance Assistant*

May 2016 - November 2016

- Assisted financial director and deputy financial director with campaign fundraising and donor research
- Helped plan and staff political fundraising calls made by the candidate
- Communicated technical information clearly and effectively to donors and potential donors
- Worked with a diverse group of volunteers to achieve campaign goals

SKILLS

Event planning

Database management

Public speaking and moderating events

Research

Hiring, managing, and mentoring interns

Systems administration

Microsoft Office Suite

Google Drive

Zoom

Cisco Webex

AWARDS & EXTRACURRICULARS

UNM Student Senate

Studied abroad, Universidad de Extremadura, Cáceres, Spain (b) (6)

New Mexico State Legislative Internship 2017

UNM Amigo Scholarship (b) (6)

UNM Honors College

EDUCATION

University of New Mexico, Albuquerque, NM — *Political Science and International Studies*

(b) (6)

NATALIE A. LANDRETH

Senior Staff Attorney, Litigation Manager
Native American Rights Fund

(b) (6)

Cell: (b) (6)

Email: (b) (6)

REPRESENTATIVE LITIGATION

State of Alaska et al v. Arctic Village Council et al, Case no. S-17902 (Alaska Supreme Ct. October 2020). Counsel for Tribe challenging the constitutionality of witness signature requirement on absentee ballots during the pandemic. Won decision in Tribe's favor that witness requirement could not be implemented in 2020 general election.

Confederated Tribes of the Chehalis Reservation et al v. Mnuchin et al, Consolidated cases 20-2054, 20-5205, 20-5209 (D.C. Cir. 2020). Counsel for Rosebud Sioux Tribe, Arctic Village, Venetie, and Nondalton challenging the Secretary of the Treasury's decision to include for-profit corporations in the definition of "Indian Tribe" for purposes of distribution of CARES Act funds. Prevailed at District Court and Court of Appeal, petition for *certiorari* pending.

Western Native Voice et al v. Stapleton, Case no. DV-56-2020-377-DK (Montana District Ct. 2020). Counsel for five Tribes challenging constitutionality of the Ballot Interference Prevention Act (BIPA), which prevents organizations and others from collecting voted ballots and delivering them to the election office or mailbox. Prevailed at trial court and Montana court struck down prohibition on ballot collection.

Hopi Tribe et al v. Trump, Case no. 17-cv-2590 (D.C. District Ct. 2017). Counsel for three of five Tribes challenging the President's revocation of the Bears Ears National Monument Proclamation under the Antiquities Act. Pending.

Rosebud Sioux et al v. Trump, Case no. 4:18-cv-118 (D. Mont. 2017). Counsel for Rosebud Sioux and Fort Belknap Indian Community alleging treaty and environmental law violations in the planning and permitting of the Keystone XL Pipeline. Pending.

United Keetoowah Band et al v. FCC, Case no. 18-1129 (D.C. Cir. 2018). Counsel for Blackfeet Petitioners (eight Tribes and United Southern and Eastern Tribes) challenging the an order exempting small cell phone tower construction (the 5G network) from review under the National Historic Preservation Act. Won decision in Tribes' favor.

Center for Biological Diversity et al v. United States Army Corps of Engineers, Case no. 2:14-cv-01667-PSF-CW (9th Cir. 2015). Counsel for Santa Ynez Band of Chumash Indians challenging the Defendant's failure to consult with the Tribe under the National Historic Preservation Act in issuing a Section 404 permit for a large scale development. Argued in the

Ninth Circuit Court of Appeals, case then settled.

Toyukak et al v. Mallott, Case no. 3:13-cv-00137(SLG) (D. Alaska 2015). Counsel for two individual voters and four tribes alleging violations of Section 203 of the Voting Rights Act and the 14th and 15th Amendments of the Constitution, for failure to translate voting materials for limited English proficient, Native language speakers. After a full two-week trial on the merits, in September 2014 the District Court found in favor of the plaintiffs and issued a broad remedial order. Judgment and Order available at 2015 WL 11120474. Court oversight ongoing.

Simmonds v. Parks, 329 P.3d 995 (Alaska Supreme Court 2014). Counsel for parents who adopted child through tribal court and counsel for Tribe to enforce Tribe's ability to terminate parental rights in tribal court. Defendant challenged the due process provided by tribal courts, but the Supreme Court held in favor of plaintiffs and established a tribal court exhaustion rule in Alaska.

Nulato v. State, Case no. 4-FA-13-02478CI (Alaska Superior Court 2014). Counsel for Tribe in upholding termination of parental rights. Court dismissed case against Tribe based on litigant's failure to exhaust tribal court remedies and failure to prove due process violation in tribal court.

Shelby County v. Holder, No. 12-96 (U.S. Feb. 1, 2013). Counsel of record for *amici curiae* Alaska Federation of Natives, Alaska Native voters, and Tribes. Submitted brief in support of Respondents defending the coverage formula under Section 4(b) of the Voting Rights Act. Brief available at 2013 WL 476708.

State of Alaska v. Holder, Case No. 1:12-cv-001376-RLW (D.D.C. 2012): Applicant for intervention on behalf of Emmonak Tribal Council, Levelock Village Council, Togiak Traditional Council, Willie Kasayulie, Anna Nick, Vicki Otte, and Mike Williams. Intervention in support of Respondent defending the coverage formula under Section 4(b) of the Voting Rights Act. Case stayed and then mooted as a result of *Shelby County*.

Native Village of Eyak et al. v. Blank, 688 F.3d 619 (9th Cir. 2012) (*en banc*). Counsel for five plaintiff Tribes in action to assert aboriginal hunting and fishing rights in federal waters in the Gulf of Alaska. Argued the case before *en banc* panel in September 2011.

Samuelson v. Treadwell, 2012 WL 2236637 (D. Alaska 2012). Counsel for four individual voters seeking declaratory and injunctive relief to enforce Section 5 of the Voting Rights Act. Case dismissed as moot after preclearance granted.

In re 2011 Redistricting Cases, 294 P.3d 1032 (Alaska 2012), Case no. S-14721. Represented *amicus curiae* Bristol Bay Native Corporation in advocating for redistricting plan. Brief available at 2012 WL 2403613.

McCrary v. Ivanoff Bay Village, 265 P.3d 337 (Alaska 2011). Counsel for Tribe in successfully upholding assertion of sovereign immunity in response to claim arising out of development contracts.

Nick et al. v. Bethel, Case No. 3:07-cv-00098 (TMB) (D. Alaska 2010). Counsel for limited-English proficient Yup'ik-speaking voters to enforce Sections 203 and 208 of the Voting Rights Act. Secured a preliminary injunction ordering the State to provide sample ballots and other election materials in the Yup'ik language for Alaska Native voters. Settled and court issued final order on February 16, 2010 retaining jurisdiction and ordering State to adopt enhancements to make voting more accessible to Native language speakers.

Northwest Austin Municipal Utility District Number One v. Holder, No. 08-322 (U.S. Mar. 25, 2009): Counsel of record for *amici curiae* brief of Alaska Native voters. Submitted brief in support of Respondents defending the coverage formula under Section 4(b) of the Voting Rights Act. Brief available at 2009 WL 815235.

Kaltag Tribal Council et al. v. Jackson, 344 Fed. Appx. 324, (9th Circuit Aug. 28, 2009). Counsel for Tribe and adoptive Alaska Native parents in action to enforce the “full faith and credit” guarantee of the Indian Child Welfare Act (ICWA). Argued in the Ninth Circuit, which affirmed the order of the District Court. *Certiorari* denied in 2010.

Native Village of Eyak et al v. Gutierrez, Case No. A98-365 CV (HRH) (D. Alaska 2009) (on remand from Ninth Circuit). Counsel for five plaintiff Tribes in action to assert aboriginal hunting and fishing rights in the Gulf of Alaska. Oversaw two-week federal trial with approximately 20 witnesses.

Kaltag Tribal Council et al. v. Jackson, Case no. 3:06-cv-211 (TMB) (D. Alaska 2008), available at 2008 WL 9434481. Counsel for Tribe and adoptive Native parents in action to enforce the “full faith and credit” guarantee of the Indian Child Welfare Act (ICWA). Secured an order directing the State Bureau of Vital Statistics to issue birth certificates to children adopted through tribal courts.

AI-TC et al. v. State of Alaska, 110 P.3d 947 (Alaska 2005). Counsel to plaintiffs in action challenging the failure to provide equal protection in the provision of police services in rural Alaska.

Native Village of Eyak et al. v. Blank, 375 F.3d 1218 (9th Cir. 2004) (*en banc*). Counsel for five plaintiff Tribes in action to assert aboriginal hunting and fishing rights in federal waters in the Gulf of Alaska. Secured remand to the District Court.

REPRESENTATIVE NON-LITIGATION MATTERS

Founded and lead the Native American Voting Rights Coalition in 2015, information available at <https://www.narf.org/cases/voting-rights/> and www.vote.narf.org. This is a nationwide Coalition of advocates, lawyers, academics and tribal representatives that addresses Indian voting issues nationwide.

Represent the Bering Sea Elders Group in advocating for protection of their traditional use area from fishing and shipping-related threats in federal waters. Succeeded in helping establish the Northern Bering Sea Climate Resilience Area by Executive Order of President Obama on

December 9, 2016. <https://obamawhitehouse.archives.gov/the-press-office/2016/12/09/executive-order-northern-bering-sea-climate-resilience>

EMPLOYMENT

Senior Staff Attorney
Member, Litigation Management Committee (2005-2020)
Native American Rights Fund, Anchorage, Alaska
July 2003 – present

Litigation Associate
Irell & Manella LLP, Los Angeles, California
September 2002 – July 2003

Law Clerk to the Honorable Dana Fabe, Chief Justice
Alaska Supreme Court, Anchorage, Alaska
September 2001 – September 2002

Law Clerk to the Honorable Robert Yazzie, Chief Justice
Supreme Court of the Navajo Nation, Window Rock, Arizona
January 2001 – April 2001 (while in law school)

EDUCATION

Harvard Law School
Cambridge, Massachusetts
Juris Doctor (b) (6)

Third Place Brief, National Native American Law Students Association Moot Court
Vice President, Native American Law Students Association
Senior Editor and Note Contributor, Harvard Environmental Law Review
Student Attorney, Harvard Defenders
Board of Directors, Student Activities Committee

Harvard University
Cambridge, Massachusetts
Bachelor of Arts, magna cum laude, (b) (6)

Awarded *summa cum laude* on senior thesis
Radcliffe Fellowship
Phi Beta Kappa award recipient
Harvard College Scholar (awarded for high grade point average)
Vice President, Speech and Parliamentary Debate Society
Repatriation Committee, Native Americans at Harvard-Radcliffe

PUBLICATIONS

James T. Tucker, Natalie A. Landreth, & Erin Dougherty Lynch, “*Why Should I Go Vote Without Understanding What I Am Going to Vote For?*” *The Impact of First Generation Voting Barriers on Alaska Natives*, 22 MICH. J. RACE & L. 327 (2017).

The Use of the Alaska Native Claims Settlement Act to Justify Disparate Treatment of Alaska’s Tribes, by Natalie Landreth and Erin Dougherty, 36 AM. INDIAN L. REV. 321 (2011 – 2012)

Voting Rights in Alaska: 1982-2006, by Natalie Landreth and Moira Smith
17 SO. CAL. REV. OF LAW AND SOC. JUSTICE 79 (Fall 2007)

LEGISLATIVE MATTERS

Testified before the United States House of Representatives, Committee on the Judiciary, Hearing on HR 4, “Evidence of Current and Ongoing Voting Discrimination ,” September 10, 2019.

Testified before the United States Senate, Committee on the Judiciary, Hearing on the Reauthorization of the Voting Rights Act: “Modern Enforcement of the Voting Rights Act,” May 10, 2006.

COMMITTEE POSITIONS

- Chair, United States Civil Rights Commission, Alaska State Advisory Committee (2017-present)
- Member, Alaska Court System, Court Improvement Project, Chair of Indian Child Welfare Act (ICWA) Subcommittee (2015 – 2017)
- Member, Alaska Court System, Committee on Fairness, Diversity and Equality (2009 – present)
- Member, Alaska Court System, Child in Need of Aid (CINA) Court Rules Committee (2007 – 2017)
- Member, Executive Committee, Alaska Native Law Section, Alaska Bar Association (2010 – 2016)
- Member, Alaska Bar Association Ethics Committee (2013 – 2019)
- Co-chair, Federal Bar Association, Annual Indian Law Conference (2008 and 2014)
- Chair, Native Law Section, Alaska Bar Association (2004 – 2007)

BAR ADMISSIONS

United States Supreme Court (2013)

United States Court of Appeals for the Ninth Circuit (2004)

United States District Court for the District of Alaska (2004)

Alaska Bar Association (2004)

United States District Court for the Central District of California (2001)

California Bar Association (2001)

TRIBAL AFFILIATION

Enrolled member of the Chickasaw Nation of Oklahoma (Imatobby family)