

Instructions for nominees: The Senate Committee on Commerce, Science, and Transportation asks you to provide typed answers to each of the following questions. It is requested that the nominee type the question in full before each response. Do not leave any questions blank. Type "None" or "Not Applicable" if a question does not apply to the nominee. Return printed answers to Committee. Begin each section (i.e., "A", "B", etc.) on a new sheet of paper.

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

1. Name (Include any former names or nicknames used):

Patrick John Fuchs

Nickname: "Paco" in place of Patrick (the nickname is used among some family and friends)

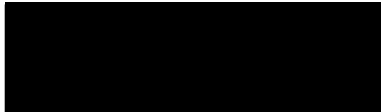
2. Position to which nominated:

Member, Surface Transportation Board.

3. Date of Nomination:

March 6, 2018.

4. Address (List current place of residence and office addresses):



5. Date and Place of Birth:

February 3, 1988. Milwaukee, Wisconsin.

6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).

Katherine Den Boer, Director – Communications & Policy, CTIA (spouse).

7. List all college and graduate degrees. Provide year and school attended.

Master of Public Affairs, University of Wisconsin – Madison, 2011.

Bachelor of Arts, Economics (major), Political Science (major), University of Wisconsin – Madison, 2010.

8. List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

Senior Professional Staff Member, United States Senate, Committee on Commerce, Science, and Transportation, 2017 to Present. (Professional Staff Member, 2015 to 2017).

Policy Analyst, Executive Office of the President, United States Office of Management and Budget (OMB), Office of Information and Regulatory Affairs, 2011 to 2015. (Presidential Management Fellowship, 2011 to 2013).

Foreign Service Detail – Policy Analyst (Presidential Management Fellowship), United States Department of State, United States Embassy in The Hague, Netherlands, 2013.

Project Assistant, National Center for Freight and Infrastructure Research and Education, University of Wisconsin – Madison, 2009 to 2011.

Analyst Intern, United States Government Accountability Office, Physical Infrastructure Division, 2010.

City Administration Intern, City of Middleton, Wisconsin, 2009.

Management: At the Commerce Committee, I serve as the lead staffer on rail, hazardous materials, and merchant marine issues and on certain infrastructure policy areas. In this capacity, I oversee the research and legislative work of more junior staff and detailees working on surface transportation and maritime issues. At the OMB, I managed regulatory and information collection reviews, consisting of staff from multiple Federal agencies, on rail, maritime, and other issues. At the Department of State, I conducted in-depth economic policy analysis and oversaw the work of locally-employed economic staff.

9. Attach a copy of your resume.

Attached.

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above, within the last ten years.

Member, Financial Institutions Advisory Board, University of Wisconsin – Madison, 2008 to 2009.

Policy Intern, Office of the Lieutenant Governor, State of Wisconsin, 2008.

Office Assistant, University of Wisconsin – Madison, Department of Population Health Sciences, 2007 to 2008.

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution within the last ten years.

Member, TPJ Capital LLC, 2014 to 2017. (I was a non-managing member of this limited liability company, which invested in residential real estate in Wisconsin. I sold my membership interest in October 2017.)

12. Please list each membership you have had during the past ten years or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religious organization, private club, or other membership organization. Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or handicap.

Wisconsin City/County Manager Association, Member, 2009 to 2011.

Distinguished Lecture Series, Wisconsin Union Directorate, Committee Member, 2007 to 2010.

Pi Alpha Alpha, Public Affairs Honor Society, President of University of Wisconsin – Madison chapter, 2010 to 2011.

Pi Sigma Alpha, Political Science Honor Society, Member, University of Wisconsin – Madison chapter, 2009 to 2010.

Member, Financial Institutions Advisory Board, University of Wisconsin – Madison, 2008 to 2009.

St. Joseph Catholic Church, Parishioner, 1989 to 2011.

I have also worked with the charitable organization Greater DC Cares, now defunct, but this service did not involve formal membership.

None of these organizations restricts membership on the basis of sex, race, color, religion, national origin, age, or handicap.

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt.

No.

14. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$500 or more for the past ten years. Also list all offices you have held with, and services rendered to, a state or national political party or election committee during the same period.

I have not made political contributions.

I have not held office with, or rendered services to, a state or national political party.

15. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

Fellowships

Presidential Management Fellowship, United States Office of Management and Budget, 2011 to 2013. As part of this fellowship, I also served on detail with the United States Department of State.

Special Recognition for Outstanding Service or Achievements

Special Achievement Award, United States Office of Management and Budget, 2014, for "tireless efforts and outstanding work in improving regulatory outcomes as well as key and timely contributions in areas outside of his normal areas of responsibility."

Meritorious Honor Award, United States Department of State, 2013, for "extraordinary contributions to substantive economic analysis and to Embassy outreach, visibility, and credibility." Shared with Gilles Everts.

Special Achievement Award United States Office of Management and Budget, 2013, for "enthusiasm, imagination, and effectiveness in improving regulatory outcomes and processes."

Director's Achievement Award, University of Wisconsin – Madison, Robert M. La Follette School of Public Affairs, 2011 for an "outstanding academic record" and "evidence of being an outstanding public policy thinker and communicator."

Other academic recognitions include: Distinction from College of Letters and Science, University of Wisconsin – Madison, 2010 (Economics, Political Science); Distinction in the Major (Political Science), University of Wisconsin –

Madison, 2010; and Dean's List, University of Wisconsin – Madison, 2007 to 2010.

Honor Society Memberships

Pi Alpha Alpha, Public Affairs Honor Society, 2010. I served as President of the University of Wisconsin – Madison chapter.

Pi Sigma Alpha, Political Science Honor Society, 2010.

Scholarships

Project Assistantship, 2009 to 2011. I received full tuition and a stipend for the 2010-11 academic year.

16. Please list each book, article, column, or publication you have authored, individually or with others. Also list any speeches that you have given on topics relevant to the position for which you have been nominated. Do not attach copies of these publications unless otherwise instructed.

Publications

Bittner, Fuchs, Baird, and Smith. (September 2011). *WisDOT Policy Research Program: Addressing Elderly Mobility Issues in Wisconsin* (Final Report No. 0092-10-19). Madison, WI: Wisconsin Department of Transportation Research & Library Unit and National Center for Freight & Infrastructure Research & Education.

In addition, while at the OMB's Office of Information and Regulatory Affairs, I was the staff member assigned to lead the production of the Information Collection Budget of the United States for fiscal years 2011, 2012, and 2013. I am listed as a principal contributor for these publications.

Office of Management and Budget, Office of Information and Regulatory Affairs. (September 2014). *Information Collection Budget of the United States Government, Fiscal Year 2013*. Washington: United States Office of Management and Budget.

Office of Management and Budget, Office of Information and Regulatory Affairs. (September 2014). *Information Collection Budget of the United States Government, Fiscal Year 2012*. Washington: United States Office of Management and Budget.

Office of Management and Budget, Office of Information and Regulatory Affairs. (January 2013). *Information Collection Budget of the United States*

Government, Fiscal Year 2011. Washington: United States Office of Management and Budget.

I was also listed as an OMB contributor to the President's Budget for fiscal years 2013, 2014, and 2016. My role in these budgets was minor, because my position primarily involved regulatory and information collection issues.

Office of Management and Budget. (February 2015). *Budget of the United States Government, Fiscal Year 2016.* Washington: United States Government Printing Office.

Office of Management and Budget. (April 2013). *Budget of the United States Government, Fiscal Year 2014.* Washington: United States Government Printing Office.

Office of Management and Budget. (February 2012). *Budget of the United States Government, Fiscal Year 2013.* Washington: United States Government Printing Office.

Finally, I participated in a 2011 Transportation Research Board session: Gollnik, Wittwer, Kleinmaier, and Fuchs. (January 2011). *Poster Session 611: Northwest Passage Corridor-wide Commercial Vehicle Permitting.* Madison, WI: National Center for Freight & Infrastructure Research & Education. However, I am not listed on the final publication.

Speeches

As part of my duties as a Senate staffer, I have regularly spoken externally on panels and at conferences and meetings concerning topics relevant to surface transportation. Most of the presentations did not focus exclusively on Surface Transportation Board issues but instead covered a range of freight and passenger rail issues. Relevant presentations include:

- Surface Transportation Board Rail-Shipper Transportation Advisory Committee meetings (04/15, 11/15, 08/16, 02/17);
- National Mediation Board annual meetings (01/16, 01/17);
- Federal Railroad Administration Project Delivery conferences (10/15, 11/17);
- American Public Transportation Association conferences (03/16, 02/17, 11/17);
- Rail Customer Coalition meetings (01/16, 06/16; 11/16);
- American Short Line and Railroad Association conference and meeting (04/16, 03/17);
- Association of American Railroads conferences (06/15, 01/17);
- American Association of State Highway and Transportation Officials conferences (02/15, 02/16, 02/17, 04/17, 03/18);

- National Association of Rail Passengers conference (04/16);
- Agricultural Transportation Working Group meeting (05/17);
- American Forest & Paper Association meeting (09/16);
- Brotherhood of Maintenance of Way Employees State Representative meeting (05/17);
- Freight Rail Customer Alliance meeting (04/16);
- National Association of Railroad Passengers conference (04/16);
- Eno Center for Transportation Fellows panel (06/17); and
- Association of Transportation Law Professionals meeting (11/16).

I have lectured students on various aspects of public policy and government relations, with specific examples from surface transportation policy. These lectures include:

- Georgetown University, *Nonmarket Strategies and Government Arenas* (09/17).
- Leadership Institute, *Managing Congressional Hearings* (04/17).

During my employment with the OMB, I also presented externally on regulatory reform and design:

- Organisation for Economic Co-operation and Development (OECD), *8th Session of the Regulatory Policy Committee*, 04/13.

17. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

I have not testified orally or in writing before Congress.

18. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

During my time with the Senate Commerce Committee, I developed, drafted, and negotiated legislation to improve the nation's transportation network, and this experience has provided me with an in-depth understanding of the issues facing the Surface Transportation Board. For example, through my work on the *Surface Transportation Board Reauthorization Act of 2015* (S. 808), the first reauthorization of the Board since its creation in 1996, I acquired a deep understanding of the Board's dispute resolution processes, structure, and authorities. Following enactment of the legislation, my work has also included close oversight of the Board's implementation efforts. As another example, through my work on the *Fixing America's Surface Transportation (FAST) Act*

(P.L. 114-94), which included the first passenger rail reauthorization in over seven years and substantive permitting reforms, I gained detailed knowledge of the effects of Federal policies on railroad operations and investment decisions.

Further, during my time with the OMB, I managed the regulatory review of rail regulations of national importance from Executive Agencies, as well as the review of all information collection requests of the Surface Transportation Board. This experience provided me with a strong foundation in economic and data analysis and their application to the rail industry. My positions at both the Commerce Committee and OMB included significant work on transportation issues outside of rail policy, such as maritime, hazardous materials, and multimodal issues. This work has prepared me for the Board's other responsibilities, such as certain oversight functions for household goods carriers or non-energy, non-water pipelines. My interest and experience in transportation, particularly rail, extends back to research work with the University of Wisconsin and analyst training with the Government Accountability Office.

I wish to serve in this position because I believe the Board's responsibilities are important; our nation's rail system moves goods essential to the well-being of the country, and the Board is charged with helping ensure that system is sound, efficient, and competitive. The Board also plays an important role in the oversight of the passenger rail that carries people to medical appointments, family visits, and vacation destinations. I appreciate the importance of fair, timely, and analytically-driven decisions from the Board, and – through objective and rigorous analysis – I hope to make a meaningful positive impact on those decisions.

19. What do you believe are your responsibilities, if confirmed, to ensure that the department/agency has proper management and accounting controls, and what experience do you have in managing a large organization?

Through my legislative and oversight work with the Commerce Committee, I understand the Board's has had challenges with certain management and accounting controls, and – if confirmed – I would be committed to fixing any deficiencies, efficiently allocating resources, and complying with applicable laws and regulations. Notably, recent work of the Department of Transportation Inspector General (DOT IG) – as part of its *Federal Information Security Management Act of 2002* (FISMA) audit – found that the Board's information security program is not effective, and I believe it is the duty of all Board members to help ensure the Board implements the DOT IG's recommendations as appropriate. Moreover, the *Surface Transportation Board Reauthorization Act of 2015*, which I helped draft, included new management transparency measures concerning rate cases, regulatory proceedings, and complaints, and it is important to ensure reports are highly informative and accessible to the public.

The Board's Chairman legally holds foremost responsibility for the administration of the agency, and all Board members help oversee administrative functions. Since assuming her position, Chairman Begeman has taken strong action to fix identified deficiencies, including continuing to modernize and secure the Board's information technology (IT) system and expanding the use of deadlines for Board proceedings. I fully support these efforts, and -- if confirmed -- I would help drive and reinforce improvements to the IT system and decision-making process. In particular, given the sensitive information collected by the Board, I would prioritize on-going work to ensure the Board protects its IT system via timely software patch installation, adequate access and training policies, and other risk management actions consistent with the DOT IG's recommendations.

Chairman Begeman and Commissioner Miller have also recently taken action to update the Board's ex parte communication rules, permitting greater and more nimble information collection and exchange, subject to certain disclosure and timing requirements. I support these changes to acquire needed information and improve external communication in a quicker and less resource intensive manner.

Through my work with Commerce Committee, I have conducted oversight of the management of large agencies, and I frequently interface with the relevant Inspectors General to advance management best practices. During my time with the OMB, I gained experience managing interagency regulatory review teams to help make appropriate resource allocation decisions. Further, with the OMB, I managed information collection request reviews that involved consideration of privacy impacts, data quality, and information technology. If confirmed, I would apply that experience to help ensure the Board has proper management and accounting controls.

20. What do you believe to be the top three challenges facing the department/agency, and why?

1. *Fully Implementing the Surface Transportation Board Reauthorization Act of 2015.* Amid concerns that rate cases were too costly, complex, and time-consuming, the legislation aimed to improve the rate case process at the Board, including by streamlining administrative processes, expediting rate review timelines, and expanding voluntary arbitration to offer an alternative to litigation. The law also required the Board to look at simpler ways to conduct rate reviews. Continuing that process, the Board has published an Advanced Notice of Proposed Rulemaking (ANPRM) soliciting feedback on an alternative rate review methodology for small cases, and it recently established a Rate Reform Task Force. A key challenge facing the Board is examining feedback on the ANPRM and managing the Rate Reform Task Force to see if there are alternative methodologies that exist, or could be developed, to address the complexity of large rate cases, consistent with sound economic principles.

Moreover, the legislation aimed to increase proactive problem-solving and accountability, such as by providing the Board with authority to launch investigations based on its own initiative. Consistent with the aim of the legislation, a key challenge for the Board is deciding when and how to proactively address any major service disruptions that arise.

2. Modernizing Information Collection, Processing, and Technology Systems.

These systems affect nearly everything the Board does, from reviewing rates and service to interacting with the general public. In recent years, the Board has increased its collection of data (e.g., requiring service metric reporting), revisited its processing of certain data (e.g., evaluating its Uniform Railroad Costing System), and initiated a modernization of its IT systems. As noted above, the DOT IG has found that the Board's information security program is not effective. I understand that the Board is currently working to secure its IT system, replace its case management system, and upgrade its public website. A key challenge for the Board is prioritizing and managing these initiatives to ensure efficient resource allocation and successful outcomes.

3. Making Timely, Sound Decisions on Pending Proceedings. The Board has a large docket of existing proceedings, some of which have been on-going for several years. Notably, in 2016, the Board proposed rules on reciprocal switching and commodity exemptions, and – as noted above – it has issued an ANPRM on rate case methodologies. Many of these proceedings have large implications for the rail system, and both railroads and shippers face uncertainty about their outcomes. A key challenge for the Board is making timely decisions on outstanding proceedings while ensuring that such decisions are based on good data and rigorous analysis.

B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts.

I hold a Thrift Savings Plan and a Federal government retirement account. I also participate in the Federal Employees Retirement System, a defined benefit retirement plan.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association or other organization during your appointment? If so, please explain.

No.

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated.

I do not have any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which I have been nominated.

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated.

I do not have any business relationship, dealing, or financial transaction that could in any way constitute or result in a possible conflict of interest in the position to which I have been nominated.

5. Describe any activity during the past ten years in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

During my employment as a Senate staffer, an important part of my job has involved activities that directly and indirectly influenced the passage, defeat, or modification of legislation and that have affected the administration and execution of law or public policy. For example, I was heavily involved in developing, drafting, and negotiating aspects of the *Surface Transportation Board Reauthorization Act of 2015* (P.L. 114-110) and the *FAST Act* (P.L. 114-94), among other legislation, as well as in advising Senate offices on related

amendments. I have also been involved in oversight efforts concerning issues within the Commerce Committee's jurisdiction.

During my employment with the OMB, I provided objective analysis and recommendations to senior Administration officials on proposed and final regulations of national importance, including significant rules governing transportation safety and housing programs. I also advised senior policy officials on legislative proposals and reviewed Congressional testimony.

During my employment with the U.S. Government Accountability Office and National Center for Freight and Infrastructure Research and Education, I was involved in reviews that covered, in part, the execution of Federal transportation programs and policies. During my work for the City of Middleton and Office of the Lieutenant Governor, State of Wisconsin, I drafted memos for policy officials on state and local government issues.

6. Explain how you will resolve any potential conflict of interest, including any that may be disclosed by your responses to the above items.

In connection with the nominations process, I have consulted with the Office of Government Ethics and the Surface Transportation Board's ethics official to identify conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered with the Board's ethics official. A copy of the ethics agreement will be provided to this Committee.

C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special Counsel, professional association, disciplinary committee, or other professional group? If yes:
- Provide the name of agency, association, committee, or group;
 - Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
 - Describe the citation, disciplinary action, complaint, or personnel action;
 - Provide the results of the citation, disciplinary action, complaint, or personnel action.

No.

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.

Yes. In April 2007, at the age of 19, I received a civil charge (non-criminal) for an ordinance violation for possession of marijuana. The charge was issued by the University Police of the State of Wisconsin. I pleaded no contest to an amended charge of a non-traffic ordinance violation for miscellaneous conduct on UW lands. This case resulted in no fine and \$105.00 in court costs.

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.

No.

4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? If so, please explain.

No.

5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.

No.

6. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

None.

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees?

Yes.

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistle blowers from reprisal for their testimony and disclosures?

Yes.

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee?

Yes.


4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

Yes.


(Nominee is to include this signed affidavit along with answers to the above questions.)

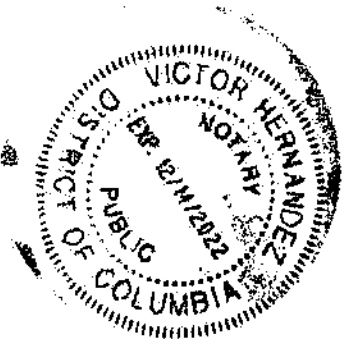
F. Affidavit

Patrick Fuchs being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.


Signature of Nominee

Subscribed and sworn before me this 24 day of March, 2018.


Notary Public



Patrick Fuchs

PROFESSIONAL EXPERIENCE

U.S. Senate, Committee on Commerce, Science, and Transportation

01/15-Present

Senior Professional Staff Member, Surface Transportation and Merchant Marine

Advances the policies and priorities of Chairman Thune and Committee Majority members by developing, drafting, and negotiating legislation to improve the nation's transportation network, including major rail reauthorization bills. Represented the Senate on rail and hazardous materials issues during the successful conference committee of the *FAST Act* (P.L. 114-94). Manages full and subcommittee hearings on surface transportation regulation, passenger rail policy, maritime security, among other issues. Conducts oversight of agencies within the Committee's jurisdiction, including the STB, FRA, and PHMSA. Advises Senate Majority offices on amendment votes. Collaborates with the Committee's communications team and conducts stakeholder outreach to build support for legislation. Served as Professional Staff Member from 2015 to 2017. Key work includes:

- *Surface Transportation Board Reauthorization Act of 2015* (S. 808), the first reauthorization of the Board since its creation in 1996, improved the agency's dispute resolution processes, enabled more proactive problem-solving, and reformed its structure to increase efficiency and transparency (P.L. 114-110).
- *Railroad Reform, Enhancement, and Efficiency Act* (S. 1626), the first passenger rail reauthorization in over seven years, instituted reforms to improve Amtrak's performance, introduce passenger rail competition, and increase safety (part of P.L. 114-94).
- *Railroad Safety and Positive Train Control Extension Act* (S. 650) avoided a significant disruption to rail transportation by extending an unrealistic statutory deadline for positive train control implementation and setting new accountability measures (part of P.L. 114-73).
- *Track, Railroad, and Infrastructure Network Act* (S. 769) streamlined historic and environmental permitting requirements to facilitate accelerated rail project delivery (part of P.L. 114-94).
- *Railroad Infrastructure Financing Improvement Act* (S. 797) reformed an inefficient railroad loan program to reduce review times, increase flexibility, and add taxpayer protections (part of P.L. 114-94).
- *Hazardous Materials Transportation Safety Improvement Act of 2015* (Title VII of the *FAST Act*) increased safety, streamlined grant programs, and reduced unnecessary regulatory burden (part of P.L. 114-94).

Executive Office of the President, Office of Management and Budget

06/11-01/15

Policy Analyst, Transportation and Security

Led government-wide reviews to provide objective analysis and recommendations to senior Administration officials on proposed and final regulations of national importance, including significant rules governing transportation safety and housing programs. Analyzed complex economic and financial data to help ensure Federal agencies, including DOT, accurately assessed the costs and benefits of regulations and selected the most cost-effective alternatives. Built excellent relationships with senior career staff to achieve policy improvements. Advised senior policy officials on legislative proposals, reviewed Congressional testimony, and drafted reports to Congress on government-wide management initiatives.

Improved over 40 proposed and final regulations, over 70 surveys and program evaluations with statistical methods, and a Presidential management initiative. Highlights include:

- Advised senior OMB leaders and advanced major changes to proposed regulations for crude oil and ethanol transportation by rail, saving over \$1 billion in unnecessary costs from the original proposals.
- Led the review of proposed and final regulations amending overly burdensome train technology requirements, resulting in estimated cost savings of over \$1 billion.
- Managed a government-wide paperwork burden reduction initiative, including changes that led to paperwork time savings of about \$2 billion per year.
- Received a Special Achievement Award in 2014 from OMB for "tireless efforts and outstanding work in improving regulatory outcomes as well as key and timely contributions in areas outside of his normal areas of responsibility."

- Received a Special Achievement Award in 2013 from OMB for “enthusiasm, imagination, and effectiveness in improving regulatory outcomes and processes.”

U.S. Department of State, U.S. Embassy in The Hague, Netherlands

02/13-06/13

Policy Analyst (Foreign Service Detail), Economic Section

Developed complex economic and financial analyses on budget, labor, and banking issues for senior officials at the Department of State, the Department of the Treasury, and National Security Council. Supervised Embassy-employed economic staff with responsibilities for analyzing Dutch government reports and economic data. Coordinated and collaborated with senior diplomats in Brussels and The Hague to ensure consistent economic reporting. Built relationships with foreign government officials, businesses, academics, and policy stakeholders to gain insight into critical economic issues for U.S. strategic interests.

- Received a Meritorious Honor Award from the Department of State for “extraordinary contributions to substantive economic analysis and to Embassy outreach, visibility, and credibility.”

National Center for Freight and Infrastructure Research and Education, Madison, WI

09/09-06/11

Project Assistant, Transportation Research Projects

Assessed Wisconsin’s public and specialized transportation programs and developed statistical, economic, and geospatial analyses of statewide elderly mobility data. Oversaw the development of the literature review, identification of best practices, and policy recommendations for the final research study. Designed a statewide transportation survey, with an emphasis on safety for older persons, and coordinated with over 50 local governments and non-profit organizations to garner informative public responses.

- Co-authored final elderly mobility research study for the Wisconsin DOT and presented findings at National Academies’ Transportation Research Board conference.

U.S. Government Accountability Office, Washington D.C

05/10-08/10

Analyst Intern, Physical Infrastructure Division

Analyzed the effects of the freight hours of service policies in the Rail Safety Improvement Act of 2008. Gathered economic data on freight railroads, conducted research on fatigue assessment tools, and helped develop statistical analysis of railroad accident/incident and inspection data.

OTHER LEADERSHIP

OECD Regulatory Policy Committee, Paris, France, Presenter 04/13

Transportation Research Board, Washington, DC, Published Co-Author 11/10-01/12

Pi Alpha Alpha Public Affairs Honors Society, Madison, WI, President 12/10-05/11

Distinguished Lecture Series, Madison, WI, Committee Member 09/07-09-10

Select Invited Remarks: STB RSTAC meetings (04/15, 11/15, 08/16, 02/17); FRA Project Delivery conferences (10/15, 11/17); ASLRRRA conferences (04/16, 03/17); AAR conferences (06/15, 01/17); Rail Customer Coalition meetings (01/16, 06/16; 11/16); AASHTO conferences (02/15, 02/16, 02/17, 04/17, 03/18); APTA conferences (03/16, 02/17, 11/17); NARP conference (04/16); and Ag Transportation Working Group meeting (05/17).

EDUCATION

University of Wisconsin

Master of Public Affairs, La Follette School of Public Affairs (05/11)

- Received Director’s Award to recognize an outstanding academic record in the graduate school class
- Awarded Presidential Management Fellowship upon graduation

Bachelor of Arts, Economics; Bachelor of Arts, Political Science (05/10) | International Academic Program at National University of Singapore (06/09)

- Awarded Distinction in the Major, Political Science
- Awarded Distinction from the College of Letters and Science, Economics, Political Science