

**A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS**

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

**Heidi R. King (also known as Heidi R. Muench 1989-1990)**

2. Position to which nominated:

**Administrator, National Highway Traffic Safety Administration**

3. Date of Nomination:

**April 12, 2018**

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



**Office: U.S. Department of Transportation  
1200 New Jersey Ave. SE  
Washington, DC 20590**

5. Date and Place of Birth:

**December 21, 1964  
Ventura, California**

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).

**No spouse.**

**Child: Kristin L. Muench (28 years)**

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

**Bachelor of Arts, Economics (May 1995)  
University of California, Irvine, CA**

**Master of Science, Economics (May 1998)  
California Institute of Technology, Pasadena, CA**

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.

**All post-undergraduate positions are listed below. Entries in italics highlight management-level and non-managerial jobs that relate to the position for which I am nominated.**

- *Deputy Administrator, National Highway Traffic Safety Administration, Department of Transportation, Washington, DC (2017-present)*
- *Global Director of Environmental Risk, GE Capital, Norwalk, CT (2013-16)*
- *Chief Economist for Committee on Energy and Commerce, U.S. House of Representatives, Washington, DC (2011-13)*
- *Deputy Branch Chief, Information and Regulatory Affairs, U.S. Executive Office of the President, Washington, DC (2007-11)*
- *Research Scientist, Telcordia Technologies (formerly Bell Labs), Murray Hill, NJ (2000-01)*
- *Senior Policy Analyst, Information and Regulatory Affairs, U.S. Executive Office of the President, Washington, DC (1998-2000)*
- *Volunteer Lieutenant, Crew Chief and Emergency Medical Technician, Chatham Emergency Squad, Chatham, NJ (1999-2007)*
- *California State Park Ranger (Law Enforcement), California Department of Parks and Recreation, Pismo Beach, CA (1987-89)*
- *911 Emergency Dispatcher, Butte County Sheriff's Office, Oroville, CA (1987)*

9. Attach a copy of your resume.

**Copy 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.

**None.**

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.

**Director, The Diaper Bank, North Haven, CT (2015-16)**

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.

**Professional Association of Dive Instructors (2017-2018) – no membership restrictions.**

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.

**I am currently a non-Senate-confirmed Presidential appointee at the U.S. Department of Transportation.**

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.

**None.**

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

**None.**

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.

**As Deputy Administrator for NHTSA, I routinely give public comments on the subject of automotive safety, driverless cars, cybersecurity, and impaired driving. Those comments are posted here:  
<https://www.nhtsa.gov/speeches-presentations>**

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.

**In my role as Deputy NHTSA Administrator, on February 14, 2018, I testified before the U.S. House of Representatives at an oversight hearing convened by the Committee on Energy and Commerce's Subcommittee on Digital Commerce and Consumer Protection on the subject "Oversight of the National Highway Traffic Safety Administration."**

**I also testified as Deputy NHTSA Administrator on March 20, 2018 before the Senate Committee on Commerce, Science, and Transportation's Subcommittee on Consumer Protection, Product Safety, Insurance, and Data Security on the subject of "Update on NHTSA and Automaker Efforts to Repair Defective Takata Air Bag Inflators."**

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?

**My background includes experience in public policy and regulation serving both the executive and legislative branches, institutional and operational risk management, traffic safety, emergency services and 911, as well as leadership and management.**

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?

**I believe I will be responsible for the efficient, compliant and accountable operation of NHTSA. I am experienced leading a global team of professionals for GE Capital, interagency federal professionals as an OMB leader, and teams of emergency services personnel in public emergency services roles.**

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

- **Rapidly changing technology requires that NHTSA assure safety while remaining in step with the changing technology, including driverless car**

**technology.**

- **Historic recall of dangerous Takata airbags requires a program to effectively convince individual consumers to take immediate action.**
- **Talent Management and recruiting in a federal agency workforce that has a high vacancy rate and a low turnover rate.**

## **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.

**In December 2016, I resigned from my position as Global Director of Environmental Risk with GE Capital US Holdings Inc., a subsidiary of General Electric (GE). I hold stock options and restricted stock units in GE. If confirmed, I will retain these stock options and restricted stock units.**

**I also have a 401(k) defined contribution plan from GE which is housed with Fidelity and invested in a diversified mutual fund; neither I nor GE makes any further contributions to the plan. If confirmed, I will retain my 401(k) plan from GE.**

**I have life insurance through my former employment with GE. GE is no longer paying for the policy.**

**I have a TSP account from my government service. If confirmed, I will retain my TSP account.**

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.

**In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's Designated Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved with the terms of an ethics agreement that I have entered into with DOT's designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.**

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.

**In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's Designated Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved with the terms of an ethics agreement that I have entered into with**

**DOT's designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.**

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 two years serving as Chief Economist for the House Energy and Commerce Committee (112<sup>th</sup> Congress, 2011-2013) under the Chairmanship of Fred Upton (MI) I worked on many legislative and oversight matters. However, legislation was not enacted into law.**

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 nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's Designated Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved with the terms of an ethics agreement that I have entered into with DOT's designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.**

**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?

**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.

**No.**

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.

**No negative issues known. I have the reputation of a hard-working, thoughtful, and analytical government employee with private sector management experience.**



#### **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.**

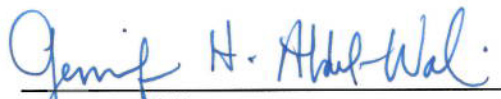
(Nominee is to include this signed affidavit along with answers to the above questions.)

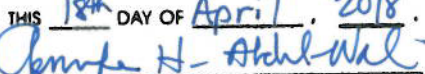
**F. Affidavit**

Heidi R. King, 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.

  
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Signature of Nominee

Subscribed and sworn before me this 18<sup>th</sup> day of April, 2018.

  
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Notary Public

DISTRICT OF COLUMBIA: SS  
SUBSCRIBED AND SWORN TO BEFORE ME  
THIS 18<sup>th</sup> DAY OF April, 2018.  
  
NOTARY PUBLIC  
My Commission Expires 02/14/2019



# HEIDI R. KING

Regulatory economist and solutions-oriented leader skilled in navigating changes in public policy and experienced in emerging technology markets, financial and operational risk management. Experienced leader who enjoys motivating strategic change across organizations and within teams. Resilient and energetic team member, positive and pragmatic problem solver emphasizing integrity and respect for diverse innovative approaches.

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## EXPERIENCE

**Department of Transportation** Washington, DC 2017–present  
**Deputy Administrator, National Highway Traffic Safety Administration**

Executive leader and Acting Administrator of U.S. federal regulatory agency responsible for automotive safety, leading approximately 600 full time staff dedicated to the mission of saving lives, preventing injuries, and reducing costs due to traffic crashes.

- Responsible for a significant regulatory program covering fuel efficiency, auto manufacturing, defects and enforcement
- Leader of research programs advancing knowledge in both auto engineering for occupant safety and collision avoidance but also human behavioral factors impacting automotive safety risk. National 911 and Emergency Medical Response system.
- Innovator in the appropriate regulation, de-regulation and novel safety programs for emerging technology in automated driving systems

**GE Capital** Norwalk, CT 2013–2016  
**Global Director of Environmental Risk**

Led a global team of technical and legal professionals informing investment decisions and strategy across GE Capital, a global financial services company with assets of US \$499 billion in global surface, rail and air transportation, energy, real estate, and manufacturing sectors.

- Transformed a diverse group of environmental risk professionals into a world class global team responsible for increasing returns in project finance, lending and leasing
- Innovated process improvements to optimize investment decisions with respect to evolving public policies in the area of environment, health and safety risk
- Executed historic restructuring and the divestiture of \$200B of operating business units

**US House of Representatives** Washington, DC 2011–2013  
**Chief Economist for Committee on Energy and Commerce**

Legislated and oversaw executive agencies' regulatory programs in the areas of energy, environment, transportation, agriculture, and manufacturing.

- Mobilized congressional action and response to major environmental regulations, including greenhouse gas policies, CAFE standards, ambient air quality standards and utility and boiler emissions standards
- Promoted the effective use of economic analyses of business and social impacts across both House and Senate, improving priority setting and effective agency oversight
- Pioneered agreement on measures to improve the effectiveness of the Clean Air Act through a series of unprecedented bipartisan forums with state governments

- US Exec Office of the President**                      Washington, DC                      2007–2011  
**Deputy Branch Chief, Information and Regulatory Affairs**  
 Advised White House leadership on regulatory initiatives and policy, leading federal interagency review of economically significant regulations in the areas of environment and energy.
- Orchestrated White House and interagency regulatory review to reduce regulatory burden and improve the effectiveness of the Clean Air Act and other laws.
- ImpactRx**    Mt. Laurel, NJ                      2006-2007  
**Senior Director, Oncology Group**  
 Venture capital funded startup pharmaceutical consulting and market research firm.
- Market strategy insights for innovators in pharmaceutical products, increasing consulting contracts providing nearly one third of total revenue
- Pfizer Pharmaceuticals**                                      New York, NY                      2002–2006  
**Senior Manager, Management Science Group**  
 Business strategy quantitative research
- Increased product sales by identifying growth opportunities using diverse competitive market information, secondary market research data, and promotion response models
- Inductis Analytical Consulting**                      Murray Hill, NJ                      2001-2002  
**Associate Consultant, Marketing and Statistics**  
 Analytics and data-driven management strategy serving clients in the financial services sector.
- Designed and launched the probability-based software at the core of the leading financial services data provider in the U.S..
- Telcordia Technologies (Bell Labs)**                      Murray Hill, NJ                      2000–2001  
**Research Scientist, Emerging and Internet Technologies**  
 Innovation and emerging technologies research at a former Bell Labs software division.
- Launched consulting practice area designed to support participants in federal spectrum auctions
  - Forecasted consumer demand for emerging technology products and services
- US Exec Office of the President**                      Washington, DC                      1998–2000  
**Senior Policy Analyst, Information and Regulatory Affairs**  
 Oversight of federal agencies regulatory programs and research data collections.
- Improved cost effectiveness of regulations issued by EPA, HUD, and other agencies
  - Reduced paperwork burden resulting from federal programs

#### OTHER RELEVANT EXPERIENCE

**CHATHAM EMERGENCY SQUAD**, Emergency Medical Technician, Chatham, NJ  
**CALIFORNIA DEPT OF PARKS AND RECREATION**, State Park Ranger, Pismo Beach, CA  
**BUTTE COUNTY SHERIFF'S OFFICE**, Emergency Dispatcher, Oroville, CA

#### EDUCATION

M.S. Economics and Political Science, California Institute of Technology, Pasadena, CA  
 B.A. Honors in Economics, University of California at Irvine

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