

Senate Commerce Committee NOAA Corps Nominee Questionnaire 117th Congress

Instructions for the 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):

Nancy Ash Hann; Nancy Lyn Ash; Nancy Lyn Hann

2. **Position to which nominated:**

Director, NOAA Corps and Director, Office of Marine and Aviation Operations (OMAO)

3. **Date of Nomination:**

15 July 2021

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

[REDACTED]

Office: NOAA OMAO, 8403 Colesville Road, Silver Spring MD, 20910

5. **Date and Place of Birth:**

06 November 1973, Normal IL

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).

Albert Cushman Hann; Paraeducator; Montgomery County Public Schools

[REDACTED]

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

Masters in Public Administration, Harvard University, Kennedy School of Government, 2014- 2015

Associate’s Certificate, Project Management, The George Washington University, 2009-2011

Masters of Science, Aeronautical Science, Space Studies, Embry Riddle Aeronautical University, 2003-2006

Commercial Multi-engine Aircraft Pilot license, Flight Safety International, 2001

Bachelor of Arts, Marine Science, Biology emphasis, University of San Diego, 1992- 1996

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 relate to the position for which I am nominated

NOAA Commissioned Corps Officer, January 1, 1999- present

- Deputy Director, Operations and NOAA Commissioned Corps
- Commanding Officer, NOAA Aircraft Operations Center (AOC)
- Chief of Staff, NOAA Office of Marine and Aviation Operations (OMAO)
- Executive Officer, NOAA Marine Operations Center – Atlantic
- Deputy Chief of Programs & Projects; Flight Director, NOAA Aircraft Operations Center (AOC)
- Associate Director, NOAA Atlantic Oceanographic and Meteorological Laboratory
- Aircraft Pilot and Program Manager, NOAA Aircraft Operations Center (AOC)
- Deck Officer, NOAA Ship *Miller Freeman*

Biological Research Technician, Joint Institute for Marine and Atmospheric Research,
January 1998 – December 1998

Wage Mariner/ General Vessel Assistant, NOAA Ship *Townsend Cromwell*, September 1997
– December 1997

Biological Research Technician, NOAA National Marine Fisheries Service, April 1996 –
August 1997

9. **Attach a copy of your resume.**

Attached as Appendix A

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.**

Treasurer- Girl Scouts of America local Troop

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 religiously affiliated organization, private club, or other membership organization. (For this question, you do not have to list your religious affiliation or membership in a religious house of worship or institution.). 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 disability.

Palisades Pool and Tennis Club – 2016 to present, Swim meet referee, 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.**

No

14. **List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities.**

None

15. **Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$200 or more for the past ten years.**

None

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

Department of Commerce Gold Medal (Unit)
Department of Commerce Silver Medal
Department of Commerce Bronze Medal
NOAA Corps Meritorious Service Medal
NOAA Administrator's Award
NOAA Corps Commendation Medal
NOAA Corps Achievement Medal
NOAA Corps Director's Ribbon
NOAA Unit Citation Award
NOAA Corps Mobile Service Ribbon
NOAA Special Achievement Award
Federal Executive Council of Tampa Bay Employee of the Year
NOAA Employee of the Year, Technical/ Operational
The National Dean's List

17. **Please list each book, article, column, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. 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.**

Goebel, Michael E., Wayne L. Perryman, Jefferson T. Hinke, Douglas J. Krause, Nancy A. Hann, Steve Gardner, and Donald J. LeRoi A small unmanned aerial system for estimating abundance and size of Antarctic predators. 2015. Polar Biology 38(5):619-630.
<https://doi.org/10.1007/s00300-014-1625-4>

Perryman, Wayne, Goebel, Michael E., Ash, Nancy, LeRoi, Don and Steve Gardner. Small Unmanned Aerial Systems for Estimating Abundance of Krill-Dependent Predators: a Feasibility Study with Preliminary Results. 2010/11 Field Season Report U.S. Antarctic Marine Living Resources Program 2010/11 Field Season Report U.S. Antarctic Marine Living Resources Program 64

18. **List all digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the name of an “alias” or “handle” you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.**

LinkedIn – “Nancy Hann”, active, <https://www.linkedin.com/in/rdml-nancy-hann-48a47821>
Facebook – “Nancy Ash”, deleted

19. **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.**

None

20. **Given the current mission, major programs, and major operational objectives of the NOAA Corps, 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?**

I have a deep understanding of and commitment to the mission of the NOAA Corps and OMAO, including all aspects of NOAA ships, aircraft, uncrewed systems, diving, and small boats. Throughout my 26 years of service across NOAA as a civilian, contractor, and officer, I have contributed to all of the major missions, programs, and operational objectives of the NOAA Corps. I have applied my broad experience as a NOAA Corps officer, scientist, fisheries observer, wage mariner, aircraft pilot, and diver to advance many of the major initiatives essential for sustainable excellence.

Leveraging my experience and networks, I have led many significant efforts across the NOAA Corps, OMAO, and NOAA:

- I had a key role in developing and implementing a holistic Respectful Workplace program within OMAO. The effort is focused on a holistic workplace-wide expectation of safe and respectful spaces and intolerance of harassment of any kind, including Sexual Assault and Sexual Harassment. Foundational to this continued effort is setting expectations, tools to enforce accountability, and continual improvement. This effort has had a transformational impact on workplace climate, morale, safety, and mission effectiveness. Central to this effort, I worked alongside our medical personnel to transition OMAO to a Total Worker Health program.

- As the primary author and analyst for the NOAA Fleet and Aircraft Recapitalization Plans, I worked across NOAA and government to develop multi-year requirements-based plans that resulted in the first-ever stable funding line for NOAA ship recapitalization and two new NOAA aircraft.
- I spearheaded development of a holistic ship maintenance plan that improved NOAA Fleet reliability by 350 percent from FY2018 to FY2021, reduced deferred maintenance by 80 percent, and increased industry competition by 250 percent.
- I created and secured approval for a dedicated OMAO large-contracts team; this 18-person team has revolutionized all aspects of NOAA fleet, aircraft, and uncrewed operations, including the safe continuation of operations during COVID-19.
- I successfully led significant human capital management initiatives including expansion of Delegated Authority to wage mariner employees and consolidation of all OMAO human resources into a centralized office to improve employee support, recruitment, and retention.

I have dedicated my career to improving the NOAA Corps and OMAO mission in service to the nation. I do not shy away from hard challenges and issues; I construct the best teams, leverage all available resources, and lead teams on a course to continual improvement. I am adept at recognizing opportunities for improvement and constructing effective, “//[“ plans to effect lasting change. My extensive experience and focus on building lasting partnerships affords me a broad network to work with across government, academia, and industry.

The products and services that the NOAA Corps and OMAO deliver for public safety and national and economic security are critical, now more than ever. I believe deeply in the mission of NOAA, OMAO, and the NOAA Corps, and as a NOAA Corps officer I have committed myself fully to making substantial and enduring impacts. I am dedicated to promoting the growth and maturation of the NOAA Corps, workplace culture, succession planning, ship and aircraft recapitalization, maximization of NOAA ships and aircraft in support of prioritized requirements, and development of uncrewed systems, and ensuring that these initiatives are on a sustainable trajectory for decades and generations to come. My Directorship will be dedicated to positioning the organization for success. I seek to be the Director of the NOAA Corps and Director, OMAO as it would be a tremendous honor to lead this extraordinary team in service to our nation.

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

My responsibilities encompass a thorough understanding and management of the NOAA Corps workforce, policies, applicable laws and regulations, and robust working partnerships across the Department of Commerce, NOAA, Department of Defense, United States Coast Guard, and other government agencies to leverage best practices and resources. It is my responsibility to efficiently administer every facet of the NOAA Corps, focusing on building a respectful workplace intolerant of harassment of any type; setting and enforcing exceptional levels of conduct and performance; implementing succession planning to ensure sustainable excellence beyond my tenure; and overseeing all aspects of administration and operations for the NOAA Corps and OMAO. Thoughtful, thorough, and integrated policies and procedures are critical. Disciplined budget formulation and execution are essential. Development and implementation of effective recruitment and retention, including efforts to increase diversity,

are essential to sustainable, safe operations in support of the nation's at-sea and airborne priorities.

I have served in multiple positions managing large, diverse organizations. Most recently, I have been serving as the Deputy Director for OMAO and the NOAA Corps. In that position, I am responsible for all aspects of NOAA's Fleet of 16 ships, NOAA's nine aircraft, and uncrewed operations to include Human Capital, budget, acquisition, operations, maintenance, IT, and medical. I have been responsible for development and implementation of all ship and aircraft protocols in response to the COVID-19 pandemic operations from March 2020 to the present.

In addition, I served as the Commanding Officer of the NOAA Aircraft Operations Center (2017-2018), Chief of Staff for OMAO (2015-2017), Executive Officer of the NOAA Marine Operations Center – Atlantic (2012-2014), and the Associate Director of the NOAA Atlantic Oceanographic and Meteorological Laboratory (2006-2009). In each of these positions, I led dynamic, complex operations, including hurricane forecasting, domestic and international ship operations, and platform acquisition strategies.

22. What do you believe to be the top three challenges facing the NOAA Corps, and why?

1. **Recruitment:** As the scope and breadth of the NOAA Corps' contribution to the nation continues to increase, the NOAA Corps must grow proportionately in size and skill to ensure we sustainably deliver critical products and service for the Nation. Growing a diverse workforce dedicated to careers in arduous, remote operational environments with frequent re-locations is a challenge and will require innovative recruitment tools, new partnerships, and an expansion of our reach into additional communities.
2. **Retention:** Maintaining a reasonable quality of life for NOAA Corps officers is essential to maintaining a highly skilled workforce dedicated to serving 20-30 years. The hardship of the positions within OMAO—leaving behind families during deployment, adapting to frequent relocations, routinely changing jobs, and being asked to take on more responsibility—takes its toll on the workforce. One of the greatest challenges is to identify and implement incentives for officers to continue their service despite the demands placed on them and their families. Adapting OMAO's work practices to fit the demands of the new generation will take effort to reimagine more flexible work schedules and a focus on a work-life balance.
3. **Sustainable growth:** NOAA must continue to expand our workforce and platforms (ships, aircraft, uncrewed systems) in a sustainable way such that we maintain high standards of conduct, build diversity, propel professional growth and personal development, and meet the needs of the nation year over year as the demands and opportunities increase.

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.**

None

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. Explain how you will resolve each potential conflict of interest.**

None

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. Explain how you will resolve each potential conflict of interest.**

None

5. **Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.**

None

6. **Describe any activity during the past ten years, including the names of clients represented, 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.**

None

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, an Inspector General, 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 race, color, religion, sex, national origin, age, and/or disability, 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, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority?**

Yes

- 2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistleblowers 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

- 5. Do you agree, if confirmed, to keep this Committee, its subcommittees, other appropriate Committees of Congress, and their respective staffs apprised of new information that materially impacts the accuracy of testimony, briefings, reports, records—including documents and electronic communications, and other information you or your organization previously provided?**

Yes

- 6. Do you agree, if confirmed, and on request, to provide this Committee and its subcommittees with records and other information within their oversight jurisdiction, even absent a formal Committee request?**

Yes

- 7. Do you agree, if confirmed, to ensure that you and other members of your organization protect from retaliation any military member, federal employee, or contractor employee who testifies before, or communicates with this Committee, its subcommittees, and any other appropriate committee of Congress?**

Yes


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

F. AFFIDAVIT

Nancy Ash Hann 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.

Nancy Ash Hann
Signature of Nominee

Subscribed and sworn before me this 7th day of September, 2021.


Notary Public

KEVIN ANTONIO LUNA
Notary Public - State of Maryland
Prince George's County
My Commission Expires Jan 24, 2024

Nancy Ash Hann



PROFESSIONAL EXPERIENCE

Deputy Director, Operations and NOAA Commissioned Corps March 2018 - present
NOAA Office of Marine and Aviation Operations (OMAO)

As Deputy Director responsible for the operations of 16 NOAA ships and nine NOAA aircraft, management of 700 people and the execution of a \$250 million budget to meet NOAA's at-sea and airborne data collection requirements.

- Established \$12.7 million NOAA Unmanned Systems Operations Program; served as acting director; designed and implemented organizational structure and staffing; produced the "advancing application of unmanned systems" proposal process; and integrated unmanned system research and operations partnerships across NOAA, industry, academia and federal agencies
- Program sponsor for \$133 million G550 and King Air aircraft. Led coordinated efforts across Department of Commerce (DOC), NOAA, Department of Defense (DOD), and Congress for acquisition of the G550 – the most advanced airborne platform in the world; secured Proprietary Information Agreement to leverage existing aircraft engineering with international and domestic aircraft operators and directed negotiations resulting in \$36 million savings for aircraft acquisition and instrumentation
- Revolutionized NOAA Fleet maintenance; secured Office of Management and Budget (OMB) approval for spending authorities enabling movement of all major maintenance periods to ideal timeframe reducing lost fleet time by 272 days annually; reduced unscheduled maintenance by 250 days in 12 months and reduced deferred maintenance by 100%
- Transformed human capital management across OMAO; secured approval for wage-mariner delegated hiring authority; centralized human resource (HR) activities to improve services including decrease of pay and leave errors by 900%; increased shipboard staffing by 11% and increased shoreside hiring by 250%; led development of new wage-mariner hiring portal
- Serve as payroll manager for 1000 people within five personnel systems and five bargaining units; transitioned OMAO to online personnel management system; managed numerous personnel actions to promote most qualified personnel, and instill accountability across the organization
- Collaborated with NOAA Acquisition and Grants Office to create dedicated 15-person large-contract team for ship, aircraft and shoreside acquisition resulting in greater economies of scale, more diverse contract solutions to better meet requirements, streamlined processes and vendor accountability
- Established OMAO Training Division; increased training funding 100%; established training requirements and matrix and developed competitive training program
- Designed, co-authored and delivered to Congress *The 2020 NOAA Fleet Plan* critical for continued ship recapitalization support and \$75 million annual funding
- Designed and implemented OMAO-wide Respectful Workplace Training and robust accountability practices resulting in improved workplace climate, morale, and safety
- Designed, co-authored and delivered to Congress the first-ever *NOAA Aircraft Plan*

Commanding Officer August 2017 - March 2018
NOAA Aircraft Operations Center (AOC)

As commanding officer responsible for management of 110 employees, nine NOAA aircraft, and 100,000 square foot facility including operations, engineering, safety, training, maintenance, \$24 million budget, and airworthiness authority to meet NOAA's airborne data collection requirements

- Led five weeks of unprecedented hurricane operations to include execution of 423 flight hours, 1000 expendable instruments and five unmanned aircraft system flights on two NOAA hurricane hunters. One hundred and twelve flight hours, 65,000 images and 24,000 kilometers surveyed for emergency response provided 228 terabytes of data to the public, emergency managers, commercial businesses, and DOD
- Managed external and internal collaborations related to AOC including local community, NOAA, OMB, DOC and Congress

Chief of Staff

June 2015 - August 2017

NOAA Office of Marine and Aviation Operations (OMAO)

Senior advisor to the Director, OMAO on all program and policy issues; formulated strategic guidance and implemented Director's objectives across OMAO by aligning support, critical actions, and resources. Managed day-to-day operation of OMAO headquarters; directed communications, administrative functions, and legislative affairs

- Interfaced with NOAA leadership and directed coordination with Line Offices and external constituents; coordinated across NOAA, DOC and OMB in support of OMAO objectives
- As team lead, led development and was co-author and analyst for NOAA 2016 ship recapitalization plan: *The NOAA Fleet Plan - Building NOAA's 21st Century Fleet*. Plan resulted in \$80 million FY 2016 and \$75 million FY 2017 appropriation and \$75 million in FY 2018 President's Budget and Senate mark. Established NOAA Independent Review Team of senior level industry, government and academia experts who conducted objective and independent analysis to support the fleet plan
- Spearheaded organizational re-structuring to include leading selection process for EEO/Diversity and Inclusion Manager, Director of Health Services, and established OMAO HR Division resulting in 250% increase in hiring actions.

Full-time University Training

August 2014 - May 2015

Harvard Kennedy School of Government

Master's in Public Administration

- Courses: Budgeting and Financial Management; Fundamentals of Environmental Economics and Policy; The U.S. Congress and Lawmaking; Presidents, Politics and Economic Growth; Policy Analysis and Design for Sustainable Development; Behavioral Science of Negotiations; Behavioral Insights (Harvard Business School); Financial Management in Public and Non-profit Organizations; Women and Leadership;; Power and Glory in Turbulent Times: The History of Leadership (Harvard Business School); Introduction to Writing for Policy and Politics; The Arts of Communication

Executive Officer

September 2012 - July 2014

NOAA Marine Operations Center - Atlantic

Managed personnel, budget, and operations for nine NOAA ships that conduct fisheries, oceanography and hydrography research; managed five remote port offices

- Coordinated with maintenance, resource, personnel management, and safety divisions to execute 150 research projects in support of NOAA, other federal and academic requirements, totaling over 1500 days at sea and \$40 million annually
- Led human relations elements to include review of performance evaluations, personnel actions, multiple union agreements, staffing, award submissions, travel and payroll certification for over 200 persons in three personnel management systems. Results include 200% increase in award approvals, certification of all performance evaluations, and pro-active mediations resulting in improved workplace climate
- Applied procurement modifications resulting in fewer tasks, improved competition, cost savings, and reduced downtime for ships

- Oversaw management of two buildings and pier facilities; directed facility staff, initiated and oversaw contracts. Results included reassignment of dredging permit contract and collaboration with Port of Virginia to secure \$250,000 grant, \$3 million savings in dredge disposal fees, and efficiently partnered with state and federal resources; award of annual HVAC maintenance contract improved workplace for employees and saved \$150,000 annually; realized savings provided for facility upgrades including replacement of cooling tower, air handler, and carpet throughout facility
- Collaborated with U.S. Navy to retrieve lost remotely operated vehicle saving \$1 million vehicle and irreplaceable archaeological data; partnered with federal and state agencies to provide survey data following Hurricane Sandy allowing for opening of New York Harbor and Port of Virginia

NOAA Liaison Officer (detail)

January 2013 - April 2013

United States Pacific Command

Served as first NOAA Liaison officer at United States Pacific Combatant Command (USPACOM), which oversees U.S. operations in Asia-Pacific. Integrated NOAA product and technical expertise including weather, fisheries, satellites, coral reefs, and oceanic and atmospheric research into USPACOM mission; established several soft power diplomacy initiatives. Based on success, as evidenced by request of USPACOM commander and NOAA leadership, permanent position was established

- Established Climate, Environment, and Security working group in the Asia Pacific council to leverage federal, state, university, non-profit and international expertise and provide advisory body and products to USPACOM commander in support of DOD acknowledgement of significant long-term security threat in the region
- Integrated NOAA into Asia Pacific Center for Security Studies providing resources to senior civil and military leadership from 35 countries in Asia-Pacific, furthering opportunities for soft power diplomacy and strategic approaches to weather and climate related impacts

Resource Management Officer (detail)

June 2012 - August 2012

NOAA OMAO Resource Management Division

Performed agency budget formulation and execution duties in support of OMAO \$334 million budget; designed and led team to implement fleet wide metrics systems; essential for budget justifications to OMB and critical for efficient resource allocation and management

Deputy Chief of Programs & Projects; Flight Director

June 2009 - May 2012

NOAA Aircraft Operations Center (AOC)

Directed staff and coordinated with AOC branches and customers to manage over 90 airborne research projects totaling 11,500 flight hours, valued at \$20 million, on 12 aircraft serving NOAA line offices, government agencies and academia

- Ensured all project logistics including international airspace clearances, budget, instrumentation, operations, and airfield logistics were completed to support airborne data collection requirements
- Served as field project manager for air chemistry, ocean winds, winter storms, hurricane research and reconnaissance
- Served as flight director/meteorologist on P-3 Orion and G-IV aircraft; responsible for in-flight research, mission coordination with scientists and crew, instrument deployment, data analysis and transmission, pre-flight weather briefings, post-flight data processing, and coordination with ground based weather offices i.e. National Hurricane Center. Data used for hurricane track and intensity forecast products
- Pioneered unmanned aircraft systems (UAS) Program. Collaborated with university, federal agencies, and industry to develop three UAS projects. Co-led development of Coyote UAS program. Partnered with Embry Riddle Aeronautical University through Congressional earmark to design and build Gale UAS. Served as project operations manager and pilot for rotary UAS penguin and sea lion photogrammetry project in the Antarctic; coordinated international airspace

and scientific clearances, managed safety requirements, and established partnership with MacDill Air Force Base for flight testing and instrumentation validation

- Served as NOAA liaison to Deepwater Horizon (DWH) Aircraft Coordination Center. Led integration of flight tracks and near real-time air asset integration into nationwide environmental resource management application, providing real-time tracking of over 100 aircraft involved in response and recovery efforts; critical to provide safety in airspace and efficient coordination of multi-agency effort

Associate Director

January 2006 - May 2009

NOAA Atlantic Oceanographic and Meteorological Laboratory

Served as facility manager of 20,000 square foot laboratory, managed staff, facility maintenance and improvements.

- Created and facilitated aviation safety training courses in partnership with Federal Aviation Administration in response to need for proper aviation safety training for scientific customers
- Managed \$3 million facility overhaul including window replacement, asbestos abatement, plumbing replacement, HVAC and elevator upgrade, kitchen and restroom upgrades, and structural survey; guided union and contractor negotiations to mitigate employee and productivity impacts while adhering to contract requirements
- Teamed with JobCorp to design and construct boat facility. As safety and environmental compliance officer enacted significant safety and regulation upgrades via comprehensive chemical inventory and disposal of 350 pounds, over 90 substances, ten years overdue; resulted in significant safety and workplace climate improvements
- Coordinated over 50 scientific research projects on NOAA, other federal and academic research vessels through securing funding, aligning long-term programmatic goals, and ensuring completion of all clearance and logistics
- Co-managed hurricane unmanned aircraft systems research (UAS); conducted first UAS flight into a tropical cyclone. Conducted SCUBA dives in several countries to install and perform maintenance on Coral Reef Early Warning System (CREWS) stations in support of global Integrated Coral Observing Network, premiere global data system for modeling and alerts of coral bleaching conditions

Aircraft Pilot and Program Manager

November 2001 - December 2005

NOAA Aircraft Operations Center (AOC)

Piloted NOAA aircraft nationally and internationally in support of air chemistry, water chemistry, marine mammal, and aerial topography airborne research projects; as program manager, managed aerial research projects on thirteen aircraft valued at \$10 million. Led collaboration of personnel for instrumentation, engineering, maintenance, scheduling, and budget requirements for NOAA, university, and Federal airborne research.

- Authored first Aircraft Operations Center web page
- Served concurrently in detail assignments: NOAA Marine and Aviation Operations: Aviation Safety Program, Program Analyst (July-Dec 2005); Program Services and Outsourcing Division, Aviation Program Liaison (Oct 2004- July 2005); NOAA Marine Fisheries Service, Southeast Region, Permits Team, Executive Officer (Mar-Sept 2004)

Deck Officer

April 1999 - March 2001

NOAA Ship *Miller Freeman*

Served as operations officer and navigation officer; designed and oversaw ship operations in support of scientific cruise objectives and responsible for navigational planning of scientific cruises in Alaska and US west coast utilizing electronic and traditional techniques. Served as deck and fishing officer; operated ship during transit and scientific operations including hydroacoustic surveys, buoy deployment and recovery, physical oceanography data collection, biological sampling nets, mid-water, and bottom trawling

Biological Research Technician

January 1998 - December 1998

Joint Institute for Marine and Atmospheric Research

As a biological research technician at NOAA Pacific Islands Fisheries Science Center, conducted physical and biological oceanography research, and remote sensing imaging for lobster, swordfish, tuna, and bottomfish commercial fisheries analysis. Managed oceanographic research laboratory, obtained and calibrated instrumentation, processed samples and data, and contributed to publications.

Wage Mariner/ General Vessel Assistant

September 1997 – December 1997

NOAA Ship *Townsend Cromwell*

Served as crew member at sea: stood bridge watches, deployed and retrieved biological oceanography and fishing gear, conducted small boat operations, performed ship maintenance

Biological Research Technician

April 1996 - August 1997

NOAA National Marine Fisheries Service

As a biological research technician aboard commercial longline and lobster fishing vessels collected morphometric, quantitative, and relative distribution data of lobster, swordfish, and tuna, and processed specimens for life history information. Deployed ST-10 satellite transmitters on sea turtles and monitored migrations utilizing remote sensing data

EDUCATION

Master's in Public Administration, Harvard University, Kennedy School of Government

Associate's Certificate, Project Management, The George Washington University

Master's of Science, Aeronautical Science, Space Studies, Embry Riddle Aeronautical University

Commercial Multi-engine Aircraft Pilot license, Flight Safety International

Bachelor of Arts, Marine Science, Biology emphasis, University of San Diego

PROFESSIONAL DEVELOPMENT

NOAA Leadership Competencies Development Program

From Harvard Square to the Oval Office: A Political Campaign Practicum Program

AWARDS

NOAA Administrator's Award	2020, 2003
DOC Gold Medal (Unit)	2018, 2005
NOAA Corps Meritorious Service Medal	2018
NOAA Corps Achievement Medal	2018, 2012
NOAA Corps Director's Ribbon	2017, 2014, 2014
DOC Silver Medal	2015
NOAA Corps Commendation Medal	2015, 2012, 2010
NOAA Unit Citation Award	2013, 2004
NOAA Corps Mobile Service Ribbon	2011
DOC Bronze Medal	2008
NOAA Bronze Medal (Unit)	2005
Federal Executive Council of Tampa Bay Employee of the Year	2005
NOAA Employee of the Year, Technical/ Operational	2005
The National Dean's List	2005
NOAA Special Achievement Award	2003, 2001
Competitive Triathlete, Ironman Distance	2003
NOAA Special Achievement Award	2001
NOAA Pacific Sea Service Ribbon	2001