EXPERIENCE

Symantec Corporation

Director, Government Affairs North America & Senior Policy Counsel June 2014 to Present Senior Policy Counsel, Cybersecurity and Identity Feb. 2012 to June 2014

- Senior member of Government Affairs team at world's largest software security company.
- Offer strategic advice to CEO and senior leaders on business implications of US government policy and potential legislation ranging from ECPA and FISA updates to new cybersecurity statutes.
- Provide expert testimony to the Senate and House on cybersecurity issues; brief Members of Congress and staff and federal representatives on cybersecurity, the "Internet of Things," and privacy issues.
- Supervise Federal lobbyist and Director of Government Affairs in Canada.
- Selected by senior leadership of company to participate in inaugural "Leadership Acceleration Program" for high-performing employees.
- Co-chaired working group that researched and drafted report on the cybersecurity implications of the "Internet of Things" for the President's National Security Telecommunications Advisory Committee.
- Speak regularly regarding the cybersecurity threat environment, the "Internet of Things," prospects for legislative action on technology issues, US government policy, and privacy issues.

Senate Committee on Homeland Security & Governmental Affairs March 2009 to Feb. 2012 Senior Counsel, Majority Staff

- Senior Counsel covering cybersecurity, information security, and homeland defense issues.
- Advised Chairman Joseph Lieberman on all cybersecurity related matters, including technical and policy aspects, as well as legislative strategy for advancing comprehensive legislation.
- Developed and drafted S. 3480, the Protecting Cyberspace as a National Asset Act of 2010 and S. 2105, the Cybersecurity Act of 2012.
- Engaged in multi-year negotiations with staff of numerous Senate committees to develop and advance bills; worked with NSC staff, DHS, NSA, DOJ, and other agencies extensively.
- Managed legislation through committee markup and planned numerous committee hearings.
- Conducted regular oversight of Department of Homeland Security's cybersecurity operations.
- *Received regular briefings on threats, vulnerabilities, and operational efforts.*
- *Met regularly with Department officials to discuss cybersecurity matters.*
- Managed Homeland Defense portfolio for the committee; interfaced regularly with Office of the Secretary of Defense, the National Guard Bureau, and the National Governor's Association.
- Assisted with Committee investigation of Fort Hood shooting.

Project on National Security Reform July 2008 to March 2009

Deputy Director, Legal Working Group

- Served as principal legal advisor to organization charged with conceptualizing new national security system and structures responsive to the 21st century threat environment.
- Led team of lawyers examining constitutional, statutory, regulatory, and congressional facets of reform.
- Provided expert advice on homeland security operations, strategies, and organizational issues.

US House of Representatives, Committee on Homeland Security April 2006 to July 2008 Staff Director & Counsel, Subcommittee on Management, Investigations, & Oversight

- Provided Chairman, Subcommittee Chairs, and other Members of Congress with strategic, policy, and political guidance on a variety of homeland security-related issues.
- Strategized, planned, and oversaw investigations into various programs and aspects of DHS, including aviation security, border fence contracting, terrorist screening database issues, and privacy issues.
- Managed full and subcommittee hearings; assisted with mark-ups of legislation.
- Developed portions of the "Implementing the 9/11 Commission Recommendations Act of 2007" (P.L. 110-53); participated in House-Senate Conference; drafted final language for Conference Report.
- Member of bipartisan team that drafted the "Post-Katrina Emergency Management Reform Act of 2006" (contained in P.L. 109-295); engaged in extensive negotiations with other committees of jurisdiction in the House and Senate regarding final legislative language.

Senate Committee on Homeland Security & Governmental Affairs Dec. 2005 to April 2006 Counsel, Special Investigation into Hurricane Katrina

- Counsel on investigation examining preparation for and response to Hurricane Katrina; led team focusing on preparation and response efforts by senior DHS management.
- Identified tactical and strategic weaknesses in the Federal government's response and drafted recommendations on how to address deficiencies.
- Drafted chapters of final report detailing DHS's failure to maintain situational awareness and the inadequate response by DHS management; assisted in drafting and editing other portions of report.

Crowell & Moring LLP 1996 to 2005

Associate (1996-2002); Counsel (2002-2005)

- Counsel in government contract and white collar criminal practice groups at Washington, DC law firm; worked on numerous False Claims Act cases for major defense contractors and health care providers accused of violating various aspects of the Federal Acquisition Regulation.
- Participated in criminal and civil trials and hearings in Federal District Court, and administrative hearings before the GAO and the Armed Services Board of Contract Appeals.
- Active in firm's well-regarded pro bono program.
 - Managed representation of NAACP and 40 individuals in major civil rights suit alleging systemic racial discrimination towards customers by restaurant chain Cracker Barrel Old Country Store, Inc.; coordinated six law firms in prosecution of litigation; served as chief liaison for the plaintiffs' group with the Department of Justice as it conducted its own investigation, which resulted in landmark consent decree.

- Worked on other matters including representing the ACLU of Maryland in Establishment Clause case, federal inmate in post-appeal proceedings resulting in conviction being vacated, and naval aviator challenging "Don't Ask, Don't Tell" policy.
- Represented individuals and corporate clients during DoJ, Independent Counsel, Congressional, National Association of Securities Dealers, and SEC investigations; took and defended dozens of depositions.

EDUCATION

University of Maryland School of Law, J.D. with Honor May, 1996

• Order of the Coif; Executive Notes & Comments Editor, MARYLAND LAW REVIEW; Moot Court Board

Boston University, B.A. in International Relations May, 1990

• Concentration in Foreign Policy Formulation and Implementation, with focus on Middle Eastern studies.

ASSOCIATIONS & TEACHING

- Senior Fellow, George Washington University Center for Cyber and Homeland Security
- Adjunct Professor, University of Maryland School of Law, Legal Underpinnings of Homeland Security
- Guest Lecturer, United States Coast Guard Academy, Penn State University Harrisburg, and George Washington University
- Co-Chair, ABA Science & Technology Law Section's Homeland Security Committee

CLEARANCE – Active Top Secret/SCI Security Clearance