



Know the solution.

Our cross-functional platform brings our clients, partners, and ventures together to deliver long-term value. We bring unparalleled passion to all we serve — from ensuring Fortune 500 clients remain relevant to partnering with budding entrepreneurs as active angel investors.

Partnering with Tsamoutales Strategies means joining industry experts, entrepreneurs, sector specialists, founders, and nationally acclaimed in-house strategists. Our team of Advisors has been instrumental throughout history, from electing and serving Presidents to acting as sales intermediaries on highly complex business transactions. We will strive to expand your business strategically and financially, just as we have led successful clinical trials that save lives, negotiated settlements under litigious circumstances, managed over 26 million square feet of public building spaces, and support more than 6 billion daily mobile transactions. Our relational capital can expand your portfolio so your business will dominate and grow.


*“Don’t push yourself to the front;
don’t sweet-talk your way to the
top. Put yourself aside, and help
others get ahead.”*

Philippians 2:3



TSAMOUTALES STRATEGIES

Leadership

 Frank N. Tsamoutales Founder & CEO	 Paul Boudreau Advisor	 General John F. Kelly Advisor
 Kevin Madden Advisor	 Milan M. Ozdinec Advisor	 Emmitt Rodriguez Advisor
 Stephen M. Studdert Advisor	 David A. Vargas MSA, Advisor	 Dr. James Yankaskas Advisor

Leadership



Frank N. Tsamoutales
Founder & CEO



Paul Boudreau
Advisor



General John F. Kelly
Advisor



Kevin Madden
Advisor



Milan M. Ozdinec
Advisor



Emmitt Rodriguez
Advisor



Stephen M. Studdert
Advisor



David A. Vargas
MSA, Advisor



Dr. James Yankaskas
Advisor

[Not shown is the Executive Vice President Sarah Huckabee Sanders, who is disclosed elsewhere in the website (herein on [PDF, p. 8](#)):



S)arah Huckabee Sanders "Executive Vice President" (She discloses this title herself on her 2017 White House Financial Disclosure form: Sarah Huckabee Sanders. (Jan. 23, 2017). OGE Form 278e Public Financial Disclosure. US Office of Government Ethics. Source (also attached herein): <https://s3.documentcloud.org/documents/3766654/Sanders-Sarah-H.pdf>]



MANAGEMENT CONSULTING BUSINESS DEVELOPMENT GOVERNMENT AFFAIRS
OUR FAITHFUL TEAM CONTACT

TEAM

WE SOLVE THE PROBLEMS THAT KEEP LEADERS UP AT NIGHT.

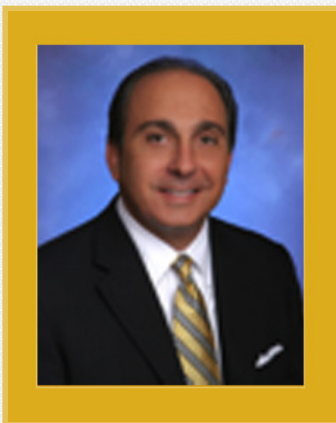
At Tsamoutales Strategies, our elite team of professionals is dedicated to one thing – delivering winning results to our faithful clients. The professionals at Tsamoutales Strategies excel in government relations, business development and management consulting, as well as serving as policy and budget advisors, and act as our clients' sales intermediary with local and state governments.

Our team consists of individuals that have and continue to serve presidential candidates (both domestic and abroad), gubernatorial candidates, Nobel Peace Prize laureates, sitting governors and presidents, as well as members of congress and state legislatures. And, in the private sector, we advise at the president, chairman, CEO and senior management level.

We also frequently complement our elite team of professionals with local experts. This gives us the ability to hit the ground running for our faithful clients – because so often, being fast and flexible is as important as being capable.



Meet the Team:



Frank N. Tsamoutales

Frank Tsamoutales is the President of Tsamoutales Strategies.

Building on a long and distinguished career in business and politics, Frank founded Tsamoutales Strategies in 2009 with the goal of forming a results-driven firm that is focused on achieving clients' goals through a combination of practice areas, including management consulting, business development and government affairs.

Frank's invaluable experience, paired with his strategic thinking skills, has made him one of the most effective professionals in the global consulting community, and his unparalleled success has led him to advise some of America's most recognizable and trusted Fortune 500 companies.

From the world's largest retailers, construction, engineering, transportation, gaming, real estate, energy and information technology organizations, Frank's clients enjoy bottom-line results. The ever-growing list of accomplishments includes business development, defeat and passage of legislation, sales, engineering specifications and government contracts; and, with more than \$7 billion in contract pursuits and "wins," he delivers an unsurpassed level of results.

Frank has also led successful sales efforts for clients at nearly every major airport in the United States, negotiated complex multi-million dollar settlements with state and federal agencies, engineered passage

of favorable tax policy, and has been instrumental in negotiating some of the largest energy-related and infrastructure contracts in our nation's history. He also led negotiations of privatization agreements in transportation, maritime and aviation in then-Eastern Europe.

Additionally, Frank has served on the RTCA special committee responsible for the establishment of aviation-related security standards, and has been appointed by two governors to serve on the East Central Florida Regional Planning Council, the Technological Research & Development Authority and former Florida Department of Commerce Economic Development Commission.

Frank has also been active in international democracy building. In 1990, he served as an election observer in Hungary's first free election to be held in the country since 1945. He was also the only non-Polish advisor to Nobel Peace Prize Laureate Lech Walesa's successful presidential campaign in Poland. Frank also served as chief of staff to the president for the Foundation for Free Markets and has led delegations of U.S. business leaders to Hungary, Germany, the Netherlands and Poland.

In addition to his political acumen, Frank was also an early supporter and member of the finance committees for numerous campaigns, including presidential campaigns for Bush-Quayle and Bush-Cheney, and gubernatorial campaigns for Jeb Bush and Bob Martinez. Frank was also a member of the finance committee for the 2007 Crist-Kottkamp Inaugural Committee; supported campaign efforts for Charlie Crist for Attorney General and Commissioner of Education; served on the finance committee for the successful campaign for Charles Bronson for Commissioner of Agriculture and Consumer Affairs; and served as the state finance chairman for Congressman Dan Webster.

Most recently, Tsamoutales served as Florida finance chairman and national finance co-chairman for Arkansas Governor Mike Huckabee's campaign for President, as well as the successful Marco Rubio for U.S. Senate campaign, and is currently the chairman of HuckPAC of Florida, the political action committee founded by Governor Huckabee.

Frank remains active in presidential politics and numerous congressional campaigns, state legislative races, select local races and, most recently, served as finance chairman for Republican State Senator Bill Posey's successful campaign for Congress.

Tsamoutales Strategies was hired to lead the bi-partisan political activities for the ONE Foundation, which was founded by U2's Bono along with many other notables, entrepreneurs and entertainers.

Frank resides in Indialantic and Tallahassee, Fla., with his wife, Kimberly, and has two grown children, Nicholas and Cynthia. They enjoy their summers in Jackson Hole, Wyo.

Tsamoutales Strategies
225 South Adams Street
Suite 200
Tallahassee, FL 32301

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[Photo L/R: Frank N. Tsamoutales, George H. W. Bush, former director of the C.I.A. and future President.
The question is, whose tail wagged this dog story?]



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"...they broke the mold [re. Tsamoutales] for getting the job done..."
--President George H.W. Bush



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PROFILE



FRANK TSAMOUTALES

Advisory Council Member

Tsamoutales was a campus coordinator for George Bush's 1980 campaign at Florida State University in Tallahassee.

Tsamoutales was a Co-Chairman of the National Finance Committee for presidential campaigns for Ronald Reagan then-Vice President George H.W. Bush, and most recently for Governor Mike Huckabee's campaign for President of the United States in 2008. He also held leadership positions on the finance committee for all three of the Jeb Bush for Florida Governor campaigns, Bob Martinez for Florida Governor Campaign, Tom Gallagher for Florida Governor Campaign, Marco Rubio for US Senate, Bill Posey for US Congress and Daniel Webster for US Congress campaigns, as well as the Mike Haridopolos for the Florida House and Florida Senate campaigns, just to name a few.

Tsamoutales served on the RTCA special committee responsible for the establishment of aviation-related security standards. Appointed by two Governors, he has served on the East Central Florida Regional Planning Council, the Technological Research and Development Authority and former Florida Department of Commerce Economic Development Commission. He was also named one of the 100 most powerful people on the nations space coast.

He is currently Chairman of HuckPac, a national political action committee chaired by TV host and best selling author Governor Mike Huckabee.

Tsamoutales was the only non-Polish Advisor to Nobel Prize Laureate Lech Walesa's successful campaign for President of Poland.

He has led delegations of business leaders from the west to assist the budding entrepreneurs in Poland in their quest to develop a free economy. He has also represented major US corporations and negotiated on their behalf privatization agreements in the aviation, transportation, and maritime industries in Poland, then-East Germany, the Netherlands, and Hungary.

In the domestic arena, Tsamoutales consults and is registered to represent such firms as Harris Corporation, Honeywell International, Wal-Mart, Black & Veatch and Caesars Entertainment before federal, state, and local government as well as leading business development firms.

He is the President, Chairman, and CEO of Tsamoutales & Associates, a consulting firm.



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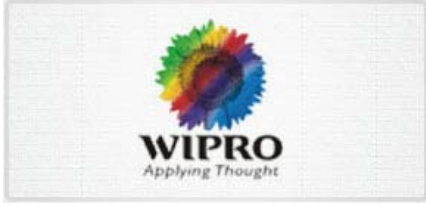
OUR FAITHFUL

SUCCESS IS MEASURED BY RESULTS.

Our expertise spans across all industries and our abilities have been battle-tested by some of the biggest names in the country. In 2012, our faithful clients included four Fortune 500 companies that collectively netted revenues amounting to more than \$698 billion.

We are honored to serve a wide-ranging list of influential clients and look forward to continuing to build on their success. We invite you to explore our faithful clients below:





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Frank N. Tsamoutales



Mr. Tsamoutales founded Tsamoutales Strategies continuing a long and distinguished career at the intersection of business and government. Known for solving the problems that keep leaders up at night, Frank's strategic thinking skills are recognized as some of the most effective in the global consulting community.

The firm has advised many of America's most recognizable and trusted Fortune 500 companies such as Wal-Mart, Honeywell International, Inc., ABM Industries, Caesars Entertainment, L3 Harris, International Speedway Corporation, Covanta Energy, Black & Veatch, GI Partners, OptumServe, SAP, SitelogIQ, Inc., EQT, Washington Nationals Baseball Club and the Florida Marlins. The firm has led sales of over \$15 billion in the public sector.

The firm has guided successful sales efforts for clients at nearly every major airport in the United States, negotiated complex settlements with state and federal agencies, engineered passage of favorable tax policy, and has been instrumental in negotiating some of the largest energy-related and infrastructure contracts in our nation's history. The firm excels in providing government relations and business development services on an outsourced basis to private equity owned companies.

Frank has also been active in international democracy-building. In 1990, he served as an election observer in Hungary's first free election since 1945. He was also the only non-Polish Advisor to Nobel Peace Prize Laureate Lech Walesa's successful presidential campaign in Poland. He served as Chief of Staff to the President of the Foundation for Free Markets and has led delegations of U.S. business leaders to Hungary, Germany, the Netherlands and Poland. Frank has successfully negotiated privatization agreements in transportation, maritime, and aviation in then-Eastern Europe.

Frank was an early supporter and member of the Finance Committees for numerous campaigns serving as National Finance Co-Chairman for Bush-Quayle in 1988, Bush-Cheney and the successful gubernatorial campaigns in Florida for both Jeb Bush and Bob Martinez. He was appointed by Jeb Bush, the-then Florida Secretary of Commerce to the Florida Department of Commerce Economic Development Commission.

Frank was also a State Finance Chairman for Congressman Dan Webster, Florida Finance Chairman and National Finance Co-Chairman for Arkansas Governor Mike Huckabee's 2008 campaign for President as well as the successful Marco Rubio for US Senate campaign. Frank was an early supporter of Florida Governor Ron DeSantis, beginning with his successful campaign for the 6th congressional district of Florida. Most recently, Frank served on the finance committee for Virginia Governor Glenn Youngkin's campaign.

Tsamoutales Strategies provided campaign management for Senator John Boozman's re-election campaign for U.S. Senate and Tom Cotton's successful bid for U.S. Senate and led the bi-partisan political activities for the ONE Foundation which was founded by rock star Bono, along with Bill and Melinda Gates and Warren Buffet.

Frank is currently Chairman of the Board for the Orthodox Christian Network and serves on the Board of Directors for Transformative Healthcare, Blue Stream Fiber and FreedomWorks. He also is on the Advisory Board of Turning Point USA and a Trustee of both the VanderCook School of Music and the Riverside Theatre's Distinguished Lecturer Series Committee. Frank and his wife remain active in charitable giving and fundraising, most notably the Cystic Fibrosis Foundation.

Frank and his wife, the former Kim Hill of Orlando, currently reside in Vero Beach, Florida and Jackson Hole, Wyoming. They are the proud grandparents of seven adorable children.

Close

nationally acclaimed in-house strategists. Our team of Advisors has been instrumental throughout history, from electing and serving Presidents to acting as sales intermediaries on highly complex business transactions. We will strive to expand your business strategically and financially, just as we have led successful clinical trials that save lives, negotiated settlements under litigious circumstances, managed over 26 million square feet of public building spaces, and support more than 6 billion daily mobile transactions. Our relational capital can expand your portfolio so your business will dominate and grow.

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Philippians 2:3





[Sarah Huckabee Sanders, Executive VP. (Oct. 30, 2014). Biography. Tsamoutales Strategies. Source: <https://web.archive.org/web/20141020184243/http://www.tsamoutales.com:80/team>]



WE SOLVE THE PROBLEMS THAT KEEP LEADERS UP AT NIGHT.

At Tsamoutales Strategies, our elite team of professionals is dedicated to one thing – delivering winning results to our Faithful Investors. The professionals at Tsamoutales Strategies excel in government relations, business development and management consulting, as well as serving as policy and budget advisors, and effectively serve as our Faithfuls' sales intermediary advisors with local, state and federal government agencies.

Our team consists of individuals that have and continue to serve presidential candidates (both domestic and abroad), gubernatorial candidates, Nobel Peace Prize laureates, sitting governors and presidents, as well as members of congress and state legislatures. And, in the private sector, we advise at the president, chairman, CEO and senior management level.

We also frequently complement our elite team of professionals with local experts. This gives us the ability to hit the ground running for our Faithful Investors – because so often, being fast and flexible is as important as being capable.

Meet the Leadership Team:



Sarah Huckabee Sanders

Sarah Huckabee Sanders is the Vice President of Tsamoutales Strategies.

Sarah is a government relations and campaign expert, having served as a consultant to companies and candidates across the country, including several Fortune 500 companies. She specializes in all aspects of campaign consulting, including press relations and message development, fundraising, advance, debate preparation and campaign strategy.

Most recently, Sarah served as the National Campaign Manager for The ONE Campaign, an international organization – co-founded by U2's Bono – that is aimed at helping end global poverty and preventable diseases.

Prior to joining Tsamoutales Strategies, Sarah served as the national political director for Huckabee for President, where she was responsible for laying the groundwork for Governor Huckabee's Presidential campaign. Sarah also directed Governor Huckabee's Iowa campaign and helped steer the Huckabee for President campaign to a landslide upset victory in the Iowa caucuses. Subsequently, Sarah became the executive director of Huck PAC, a national Political Action Committee focused on electing Republicans to office in all 50 states.

In 2010, Sarah served as the campaign manager for John Boozman for U.S. Senate. Sarah led Boozman's campaign to a record-breaking victory – the largest margin of victory for a challenger over any U.S. Senate incumbent in more than 25 years. Sarah's campaign experience also includes the management of the final six weeks of Governor Tim Pawlenty's Iowa campaign, helping take him from seventh to a third-place finish in the Iowa straw poll.

Sarah's experience also includes serving as a regional liaison for congressional affairs at the Department of Education, working as field coordinator for President Bush's re-election campaign in Ohio in 2004, as well as serving as a field coordinator for Governor Huckabee's 2002 re-election campaign.

In 2010, Sarah's active role and success in politics earned her the distinguished honor of being one of TIME Magazine's Top 40 under 40 political stars in America. In 2012, Sarah was named one of the top 25 Young Professionals in Arkansas by the Cystic Fibrosis Foundation.

Sarah received her Bachelor of Arts and Science in Political Science and Communications from Ouachita Baptist University in 2004. She currently resides in Little Rock, Arkansas with her husband, Bryan and their two children, Scarlett and Huck. During Florida's legislative committee weeks and session, Sarah is based full-time in Tallahassee, Florida at the firm's headquarters.

Paul Boudreau



Paul A. Boudreau is an Advisor at Tsamoutales Strategies. He is a graduate of the University of New Hampshire in Durham. After receiving his master's degree at the University of Maine, Paul ran successfully for the Maine House of Representatives in 1976 and 1978. Paul worked for Scott Paper Company after his two legislative terms as Manager of Public Affairs, New England Region.

In 1983, he joined Allied Corporation (later Honeywell) and moved to Detroit, Michigan as manager, government, and public affairs, for company operations with 30,000 employees in six mid-western states. In 1996, he returned to AlliedSignal headquarters in Morristown, New Jersey, as Director, State Government Relations. In this capacity he was responsible for state and local government relations in North America. AlliedSignal acquired Honeywell in 1999, and he also served for six years as Executive Director of the Honeywell Foundation and was a member of the company's Political Action Committee Board for ten years. During his career at Honeywell, he worked on business-critical issues in twenty-five states. He recently retired as Vice President State & Corporate Relations after twenty-five years with the company.

Paul joined the Morris County Chamber in the summer of 2008, as President. Over a ten-year period, he led the effort to grow the organization from 660 members to nine hundred. Under his leadership the Chamber's Economic Development Corporation provided value added services to organizations seeking to retain and grow jobs in Morris County. He also served in leadership roles with a number of state and local organizations including the New Jersey Business & Industry Association; Tri-County Scholarship Fund; the Chemical Industry Council of New Jersey; United Way of Morris County; the Community Soup Kitchen; the Morris County Airport Advisory Committee; the Somerset Hills YMCA and other organizations.

In 2012, Paul was nominated by Governor Chris Christie and confirmed by the NJ State Senate and served for six years as Commissioner, on the New Jersey, Public Employment Relations Commission (PERC), a state administrative agency charged with administering the New Jersey Employer-Employee Relations Act. The agency deals with certain labor relations issues involving public employers, public employees, and unions that represent public employees. He was also named by Governor Christie to the Military Installation Growth and Development Task Force collaborating with various stakeholders to protect the state's military bases and seek new missions for the future.

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General John F. Kelly



General Kelly served as the Commander, United States Southern Command, Miami, FL, from November 2012 until January 2016. He recently retired from active duty after 45+ years of service to the nation as a United States Marine—both as an enlisted infantryman and infantry officer—on 1 February 2016.

Born and raised in Boston, he enlisted in the Marine Corps in 1970. He was released from active duty as a sergeant of infantry in 1972. Following graduation from the University of Massachusetts (Boston) in 1975, he was commissioned a second lieutenant in the Marine Corps and assigned an infantry occupational specialty. In addition to attaining an MA degree from Georgetown University in National Security Affairs (1984), and an MS from the National Defense University in National Security (1995), his formal military education includes The Basic School (1976), the U.S. Army's Advanced Infantry Officer's Course (1981), the Marine Corp's Command & Staff College (1991) and School for Advance Warfighting (1992), the National War College (1995), Capstone (2004), Joint Force Land Component Commander Course (2006), and Joint Flag Officer Warfighting Course (2007).

In his many assignments to the Fleet Marine Force as a company and field grade officer, General Kelly qualified in various infantry battalion staff assignments as well as commanding a number of infantry platoons and companies. He also commanded the 1st Light Armored Vehicle Battalion (LAR), Camp Pendleton, CA, as a major and lieutenant colonel. Finally, during formative years he was a proud "sea going" Marine serving aboard the aircraft carriers Forrestal and Independence (1979-1980).

General Kelly was also a trainer and an educator at The Basic School, Quantico, VA, first as the head of the Offensive Tactics Section, Tactics Group, and later as the Director of the Infantry Officer Course (1987-1990). After three years of instructing, shaping and mentoring some of the very finest young men and women this country produces to be Marine Officers, he then attended the Marine Corps Command & Staff College and the School for Advanced Warfare, both located at Quantico (1990-1992).

After completing two years in command of 1st LAR (1992-1994) and duty under instruction at the National War College, he was selected by the Commandant of the Marine Corps to serve as his personal liaison to the U.S. House of Representatives, Capitol Hill (1995-1999). Promoted to colonel while on the Hill he next served on joint duty as the Special Assistant to the Supreme Allied Commander (Generals Clarke & Ralston), Europe, Mons, Belgium.

Returning to the U.S in 2001 he was assigned to a third tour of duty at Camp Lejeune, now as the Assistant Chief of Staff for operations (G-3) with the 2nd Marine Division. Then the Trade Towers and pentagon were attacked. Selected for brigadier general that year he was transferred for duty with the 1st Marine Division as the assistant division commander assisting the commanding general in preparing the unit for the war we knew was coming. The majority of the two years with the division (2002-2004) was spent fighting in Iraq most notably participating in the "March Up" to Baghdad, then as Commander, "Task Force Tripoli," that liberated the Baghdad - Tikrit - Baiji corridor of operations, then back with the division main executing counterinsurgency operations in al Anbar Province including the cities of Fallujah, Ramadi, Hit, Rawah, and al Qaim.

Returning home from the war zone General Kelly was assigned duties as the Legislative Assistant to the Commandant of the Marine Corps, and Deputy Assistant Legislative Assistant to the Secretary of the Navy (2004-2007). During this time in the pentagon General Kelly was promoted to major general and returned to Camp Pendleton, CA. He now assumed duties as the Commanding General, I Marine Expeditionary Force (Forward) deploying back to Iraq in early 2008 for a 12+ month tour in the west (al Anbar and western Ninewa Provinces). Almost immediately after his return in 2009 General Kelly was nominated, confirmed by the senate, and promoted to lieutenant general. He was privileged to take command of Marine Forces Reserve and Marine Forces North, New Orleans, LA (2009-2011). A second assignment as a lieutenant general brought him back to the pentagon as the Senior Military Assistant to Defense Secretaries Gates and Panetta until October 2012. Again, confirmed for promotion he was subsequently promoted to the rank of general assuming command of United States Southern Command on November 19, 2012. General Kelly relinquished command on 12 January 2016 and transferred to the retired list on 1 February.

On 20 January 2017, having been previously confirmed by the U.S. Senate for the position, he assumed duties as the Secretary, Department of Homeland Security. On 31 July 2017 Secretary Kelly was asked by the president to assume the duties of the White House Chief-of-Staff, a position he held until January 2019.

Close

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Kevin Madden



Kevin Madden is an Advisor at Tsamoutales Strategies. He has been a global innovator in the control, energy, and services industry for over three decades and is recognized as a passionate sales leader that focuses on people to drive culture to positive results.

Most recently, Kevin served as President and Chief Executive Officer for the private equity owned start-up, SiteLogIQ, pulling nine different organizations together into one, creating a full-service facility planning, design and management company that serves over 11,000 customer sites for a total construction project value of \$5 billion, and an energy and operational savings of \$1 billion. During Kevin's tenure and at the height of the pandemic, he guided a successful and profitable sale of the company to a larger private equity firm.

Kevin worked for Honeywell for over 33 years in various senior leadership roles, including Vice President of Worldwide Sales. Kevin was instrumental in creating and growing Honeywell's Federal business unit and served as Vice President/General Manager, Managing Director of the Energy Services Group, responsible for delivering 5,000 energy savings performance contracts and \$4.8 billion in savings to public sector clients. During his last ten years, Kevin participated in the CEO and Chairman's Conference, limited to only the top Honeywell executives. He received Honeywell's most prestigious Lund Award, which recognizes the top five leaders in Leadership/People Development Excellence.

He has been a recipient of several prestigious sales and leadership awards and has served as a visionary for creating customer-centric business transformations. Kevin is a highly sought-after inspirational speaker around topics that include sales, leadership and creating a positive culture. His philosophy is also noted in a variety of magazines and sales-related books.

Kevin earned a Bachelor of Arts degree from the University of Virginia where he received a full baseball scholarship and was captain of the Cavaliers during his Junior and Senior years. He is a graduate of the Advanced Managers Program and Advanced Directors Program from Harvard University and has served on several boards.

Kevin and his wife of 36 years, Kay Madden, currently reside in South Carolina and are the proud parents of four children and many grandchildren.

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Milan M. Ozdinec



Mr. Ozdinec is an Advisor at Tsamoutales Strategies. He is a recently retired member of HUD's Senior Executive Service where he served as the Deputy Assistant Secretary for the Office of Public Housing and Voucher Programs. In this capacity Mr. Ozdinec was responsible for the largest subsidy programs in the country, including the Housing Choice Voucher Program. With over \$17 billion in annual outlays, Mr. Ozdinec oversaw more than fifty percent of the entire department's budget serving over 2 million low-income Americans. In addition, during his tenure, Mr. Ozdinec served in two other critical Deputy Assistant Secretary (DAS) positions participating in high visibility projects at HUD with increased levels of responsibility.

From the reformation and revitalization of distressed public housing neighborhoods to the development of financial management and program management systems, Mr. Ozdinec was responsible for leading work that was critical to HUD's mission to increase homeownership, promote decent affordable housing, and strengthen communities. Notable achievements under his leadership include the successful implementation of HUD's flagship public housing revitalization effort, the HOPE VI Program. Mr. Ozdinec also successfully implemented the Section 8 core book of business while creating new and improved housing conditions for low-income families. During his tenure, and in coordination with FEMA, Mr. Ozdinec led a dynamic team to rapidly implement a disaster housing voucher program for hurricanes Katrina, Rita, Ike, and Gustav.

Mr. Ozdinec has received numerous HUD and industry awards including a Presidential Distinguished Executive Award as well as an Innovations in Government Award for the HOPE VI Program. In 1998, he was selected by Harvard University to Serve as a Loeb Fellow.

Milan M. Ozdinec began his career with the Bethlehem Housing Authority as a Section 8 Moderate Rehabilitation Coordinator, restoring 100 distressed rental units in the City of Bethlehem and placing them under a 15-year contract in the Section 8 Program. Mr. Ozdinec continued his work in the Section 8 program as a Housing Management Specialist in the HUD Region III Office as he expanded his responsibility as the Regional Modernization Coordinator overseeing the modernization of public housing within Region III. After moving to HUD Headquarters Mr. Ozdinec was assigned the responsibility of the newly appropriated and authorized Urban Revitalization Program (HOPE VI) where he ultimately became Director.

Mr. Ozdinec holds a B.A. in Political Science from the Moravian College, Bethlehem, Pennsylvania.

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Partnering with Tsamoutales Strategies means joining industry experts, entrepreneurs, sector specialists, founders, and nationally acclaimed in-house strategists. Our team of Advisors has been instrumental throughout history, from electing and serving Presidents to acting as sales intermediaries on highly complex business transactions. We will strive to expand your business strategically and financially, just as we have led successful clinical trials that save lives, negotiated settlements under litigious circumstances, managed over 26 million square feet of public building spaces, and support more than 6 billion daily mobile transactions. Our relational capital can expand your portfolio so your business will dominate and grow.

*"Don't push yourself to the front;
don't sweet-talk your way to the
top. Put yourself aside, and help
others get ahead."*

Philippians 2:3



Emmitt Rodriguez



Emmitt Rodriguez is an Advisor at Tsamoutales Strategies. Emmitt is a distinguished 35-year logistics and acquisition veteran with the Department of Army Civilian. In that time, he has held key leadership positions, culminating his career as the Director for Logistics in the U.S. Army Program Executive Office for Non-Standard Rotary Wing Aircraft.

Key leadership position throughout his tenure include:

- Chairman, Royal Saudi Land Forces Aviation Command (RSLFAC) CLS Source Selection and Evaluation Board
- Chief of Staff, Army Materiel Command Responsible Reset Task Force (Kuwait)
- Chief of Operations (G3), U.S. Army Program Executive Office – Aviation
- Director, U.S. Army Aviation and Missile Command, Aviation Resource Assessment and Analysis Directorate
- Chief Operating Officer, U.S. Army Aviation and Missile Command, Aviation Reset Program
- Director for Maintenance, U.S. Army - Europe G4
- Case Manager, U.S. Army Security Assistance Directorate, Royal Netherlands Air Force AH-64A/D Helicopter Training Program
- U.S. Army Liaison, Dutch Ministry of Defense for AH-64D Apache Helicopter Training and Training Systems Development
- Chairman, U.S. Army Aviation Command RAH-66 Comanche Helicopter T-800 Turbine Engine Source Selection and Evaluation Board
- Deployed in support of Operation Desert Shield/Storm, Operation Provide Comfort (Turkey), Stabilization Forces in Bosnia and Herzegovina (SFOR), Operation Kosovo Force (KFOR), and Operation Enduring Freedom.

Emmitt's greatest accomplishment begin with being married to Debra for nearly 40 years, a recently retired Department of Army Civilian. They have two sons, Justin and Brandon. Justin is the Director of Software Architecture at Workiva Inc. Brandon is a Commercial Pilot (Piedmont Airlines), a Medical Services Officer, and UH-60 Pilot in the Tennessee Army National Guard.

Emmitt has been awarded a master's degree in strategic studies from the U.S. Army War College; Bachelor of Science Degree in Aeronautics from St Louis University and an Associate of Applied Science Degree in Aviation Maintenance Technology from Belleville Area College. Additionally, he is a member of the U.S. Army Acquisition Corps with a Level III Certification in Acquisition Logistics, Federal Aviation Administration Certified Airframe and Powerplant Technician, and holds a Top Secret security clearance.

As hobbies, Emmitt competes in the World Karting Association where he earned the title of 2017 National Champion and enjoys all aspects of home construction, having built several homes for family and friends.

Close

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Stephen Mark Studdert



Stephen M. Studdert has a distinguished professional career and a long record of public service and is currently Chairman of the Board of Advisors of Tsamoutales Strategies. A corporate executive and former senior White House Advisor to Presidents, he has a demonstrated background of proven leadership at the corporate, national and international levels.

He has devoted recent years in working with executives and boards of governance in businesses, associations, organizations, and law firms to provide vision, strategy, messaging, and crisis management – especially international crisis management – to solve unique and complex internal and external challenges. He is a clear, strategic thinker with a diverse and broad policy background, with extensive engagement in Middle East, Asia, Central America and Europe, especially post-conflict reconstruction and personnel/asset extrication in Iraq and Russia.

He is founder of Mantford Advisors, providing strategy and discreet counsel to individuals and businesses, and especially regarding federal government issues and doing business in frontier economies. and founder of i3 Technologies. He also founded a commercial bank and has many corporate board directorships. He helped create the FORTUNE 500 Forum for senior executives and participated in TIME magazine's leaders' world news-tour. He is author of America in Danger.

Mr. Studdert served as a White House advisor to U.S. Presidents George Bush, Ronald Reagan, and Gerald Ford, and represented U.S. Presidents in diplomatic assignments to over one hundred nations. By presidential appointment he served on the President's Export Council, the Export Advisory Now Council, and the Foreign Trade Practices and Negotiations Subcommittee, and as a United States Delegate to the United Nations Energy Conference in Africa, to the United States Delegation to the 40th NATO Summit, and to the funeral of Emperor Hirohito of Japan. He was appointed Federal Home Loan Bank Chairman in the Clinton Administration.

Since the fall of the Soviet Union and the Balkans, he has been involved in helping developing democracies and in humanitarian efforts including leading the largest non-governmental emergency team after Haiti's earthquake. He has directed post-conflict reconstruction efforts in Iraq and Kurdistan. He directed the 1989 Presidential Inaugural, served as Advisor to the 1981 and 1985 Presidential Inaugurals, and provided counsel to the 2001 and 2005 Presidential Inaugurals. He serves as an advisor to the Under-Secretary General of the United Nations and is active in international religious liberty issues.

A strong advocate of affordable housing, he headed the national Native American Housing Initiative. He chaired the Housing and Community Development efforts of a \$44 billion Federal Home Loan Bank, where he served as its Chairman. He was elected by his peers to chair the Federal Home Loan Bank System Council of Chairs.

His many civic responsibilities have included service as chair of the Utah Statehood Centennial Commission and chair of This is the Place Foundation. He serves as chairman of the George Washington Center for Freedom and Understanding. He was national co-chair of the New American Revolution, a foundation for helping youth in need. He has been a youth baseball coach and Scoutmaster, and serves on the Executive Committee of Scouting's Utah National Parks Council. His four sons are Eagle Scouts.

Mr. Studdert is a graduate of Brigham Young University, a former elected City Council member, and a past Jaycee President. He is a recipient of the Distinguished Citizen Award from the Boy Scouts of America, the National Guard Minuteman Award, the People of Vision award, the Farm Bureau's Friend of Agriculture Award, and the citizen Distinguished Service Medal from the United States Army. He served on the Board of Trustees of Southern Virginia University, from which he was awarded an Honorary Doctorate.

He and his wife Bonnie have six children.

Close

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David A. Vargas



Mr. Vargas is an Advisor at Tsamoutales Strategies. He is a recently retired Meritorious Executive and a former career member of the Senior Executive Service at HUD, OPM and GSA. Mr. Vargas was Deputy Assistant Secretary for the Real Estate Assessment Center (REAC) at HUD where his responsibilities included the independent assessment of the physical and financial condition of over 33,000 properties and 2.2 million units of assisted housing. In addition, he was responsible for the management of all development and maintenance of web-based information technology applications and business intelligence for the assisted housing business segment.

At OPM, he has served in multiple positions as Associate Chief Information Officer, Acting Deputy CIO, Acting CIO, and Director of HR Information Technology Transformation where he led OPM's initiative to develop a strategic approach for using information technology to support human capital initiatives in the Federal government. His work at OPM on a prototype federal employee digital record resulted in his recognition as a Fed 100 award recipient.

Mr. Vargas's 22-year tenure at HUD included leadership positions with responsibility for policy development, strategic planning, budgeting, and financial management. He was responsible for the day-to-day operations of the Housing Choice Voucher, the largest assisted housing program in the nation assisting over 2.2 million families nationwide. He also had direct responsibility for HUD's disaster response to hurricanes Katrina, Rita, Ike, and Gustav. Prior to working with the Section 8 program, he was Advisor to the Assistant Secretary for Public and Indian Housing. In this capacity, he was responsible for all activities related to the Rental Housing Integrity Improvement Program (RHIIPs) charged with reducing improper payments for which he received the prestigious Presidential Rank Award.

Mr. Vargas holds both a master's and bachelor's degree in accounting from George Mason University. He is a licensed CPA in the Commonwealth of Virginia.

Close

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Dr. James Yankaskas



Before he became one of the world's leading physicians for the treatment of Cystic Fibrosis, Jim Yankaskas was an MIT-trained engineer at Sikorsky Aviation, where he helped to revolutionize helicopter design. Dr. Yankaskas' key insight was to develop cockpits, instruments, and controls to meet the pilots' needs, rather than require that pilots adapt to convenient engineering designs. This paradigm shift helped secure Sikorsky's leadership in the industry. As part of the leadership team that designed the famous Blackhawk helicopter, Dr. Yankaskas' designs are very much a part of current aviation.

Even as Dr. Yankaskas' professional interests turned to human biology, where his work led to fundamental improvements in the treatment of Cystic Fibrosis, his passion for aviation has never dimmed. Today, after 51 years as a licensed pilot with more than 7,500 flight hours, Dr. Yankaskas is an airplane, instrument, and glider flight instructor who pilots his own Piper Malibu for business and personal travel. He served as the president of the Malibu/Mirage Owners and Pilots Association (MMOPA) and is credited with building a synergistic working relationship between MMOPA and Piper Aircraft.

Dr. Yankaskas is Professor of Medicine at the University of North Carolina at Chapel Hill where he served as Associate Chair of the Pulmonary Disease and Critical Care Medicine Division, and as Medical Director of the Medical ICU and the Medical Progressive Care Unit. He founded the UNC CF Center Tissue Procurement and Cell Culture Core Facility that provides research specimens to CF researchers around the world.

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Tsamoutales Strategies

“

The work done by Tsamoutales Strategies has been key to Space Florida creating jobs, economic growth, and to the future of the space industry.

Frank A. DiBello, President, Space Florida

“

Frank, express my appreciation and love for all your hard work.

Stephen R. Covey, Founder/Chairman, Covey Leadership Center

“

Tsamoutales Strategies consistently brings together experts from a wide range of backgrounds to help us think about new ways to solve our client's challenges. Frank and his team never fail to bring new ideas to the table to help us grow our business.

Paul Orzeske, CEO, Jensen Hughes

“

They've proven themselves time and again at the highest levels of American politics, but what makes me most grateful to work with them is their honesty, integrity, and commitment to doing what's right.

Governor Mike Huckabee

“

Tsamoutales Strategies' vision and strategic alliances with world class thought leaders and industry trail blazers has been crucial to our success.

Mike Waterman, Chief Sales Officer at Visit Orlando

“

TS has been instrumental in helping resolve significant business challenges, encouraging shifts in business paradigms, and opening doors to new opportunities we would not have otherwise realized. TS has become a true partner in pursuit of new targeted markets.

Tsamoutales Strategies

Dan Adley, Chief Executive Officer, KTA-Tator, Inc.

“

I first worked with Tsamoutales on behalf of the Jackson Hole Energy Summit, transforming it from an information-based summit to a launching pad for cutting edge energy measures that are positioning Jackson's energy future for coming generations.

Mark Barron, Teton County Commissioner and former Mayor of Jackson Hole, Wyoming

“

Frank, they broke the mold for getting the job done when they made you.

President George H.W. Bush

“

Your efforts to help obtain income tax credits of \$100 million, workforce training grants of nearly \$10 million, and road construction assistance totaling nearly \$6 million, were essential.

Robert L. Duffy, Senior Vice President, Human Resources and Administration, Harris Corporation

“

Tsamoutales Strategies has the ability to look beyond immediate challenges to build and enact long term strategic plans. It has been essential for our success...

Cindi Marsiglio, Senior Vice President, Corporate Real Estate, Walmart

“

A large part of our joint success was due to Tsamoutales Strategies guidance, experience and knowing what would serve the client best.

Donna Arduin, President of Arduin, Laffer & Moore

“

Source: Sliding banner of quotes,

<https://web.archive.org/web/20201202193740/http://tsamoutales.com/index.html>

Accessed Jan. 10, 2024, first published on the website Dec. 02, 2020

Tsamoutales Strategies

Tsamoutales Strategies is our trusted Advisor. Whether it's a large project pursuit or a complex challenge, we can count on them to deliver.

Ed Wojtowicz, Vice President, Honeywell Global Finance



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We invite you to view our success stories in Direct Lobbying:



Harris Corporation

Tsamoutales Strategies has successfully positioned Harris Corporation, a longtime faithful client, to be seen as an integral business interest in the State of Florida; and through strategic and proactive lobbying efforts, our firm has been able to successfully:

- Include Harris Corporation and a Florida University in pivotal dialogue regarding legislation creating a Federal Aviation Administration Center of Excellence in Central Florida. As a leading FAA partner, Harris Corporation, through our lobbying efforts will continue to monitor and weigh in on substantial policy changes that affect their local business interests;
- Lobby the legislature on restructuring the Corporate Income Tax and discuss potentially detrimental policies to Harris Corporation's ongoing business interests in the State of Florida. Tsamoutales Strategies was instrumental in the defeat of any harmful Corporate Income Tax restructuring in Florida. Moreover, we were able to secure a seat at the table in upcoming discussions regarding the future restructuring of such tax policies;
- Lobby the legislature for Workers Compensation Reform Legislation. As a key part of the business community, we were instrumental in lobbying for reform, due to the Florida Supreme Court decision striking down previous statutory provisions regarding attorney's fees;
- Lobby for the passage of the "Florida Health Records Exchange Act." As a leader in the development of Health Information Technology and Support Services, our team was able to promote, on behalf of Harris Corporation, legislation creating the Florida Electronic Health Records Exchange Act. This legislation provides for definitions of terms related to electronic health records and the exchange of health information. The bill requires the Agency for Health Care Administration develop a universal patient authorization form for the use or release of a patient's identifiable health record and provides

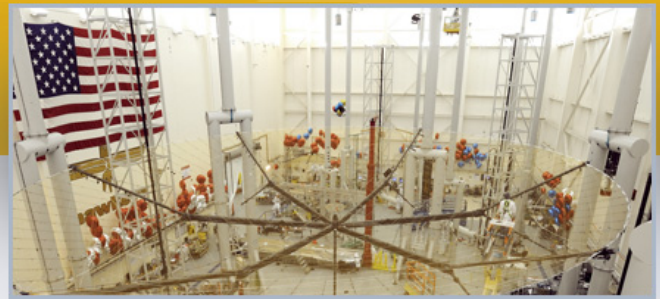


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MANAGEMENT

DIAGNOSE BEFORE YOU PRESCRIBE

At Tsamoutales Strategies, we believe it is vital to first have an in-depth understanding of the operation, logistics and demands of a company before recommending business strategies. To accomplish that goal, our elite team of professionals collaborate with our faithful clients to fully understand the details of a company. Only then, do we offer and implement unique solutions grounded in sound and principled practices to help companies become high-performing businesses that consistently outpace the competition.



Hear what our faithful are saying about our Management Consulting practice:



"Your efforts to help obtain income tax credits of \$100 million, workforce training grants of nearly \$10 million, and road construction assistance totaling nearly \$6 million, were essential to the launch of this project."

--Robert L. Duffy, Senior Vice President, Human Resources and Administration, Harris Corporation

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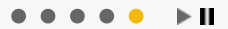
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Walmart

"Tsamoutales Strategies has the ability to look beyond immediate challenges to build and enact long term strategic plans. It has been essential for our success..."

--Cindi Marsiglio, Senior Director, East Business Unit Public Affairs & Government Relations, Walmart

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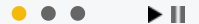
PEOPLE DON'T BUY FROM WHO THEY LIKE,
THEY BUY FROM WHO THEY TRUST.

We combine our superior industry knowledge and a deep understanding of what inspires confidence with our track record of being a trusted business partner to expand your business strategically and financially, and we put that knowledge and expertise to work to expand our faithful clients bottom lines.

At Tsamoutales Strategies, we never stop working for our faithful clients, and to ensure that they stay ahead of the competition, we constantly explore new and innovative techniques to successfully develop and evolve their businesses.



Hear what our faithful are saying about our Business Development practice:



"The work done by Tsamoutales Strategies, on behalf of Brevard County, has been key to Space Florida creating jobs, economic growth, and to the future of the space industry in Brevard."

--Frank A. DiBello, President, Space Florida

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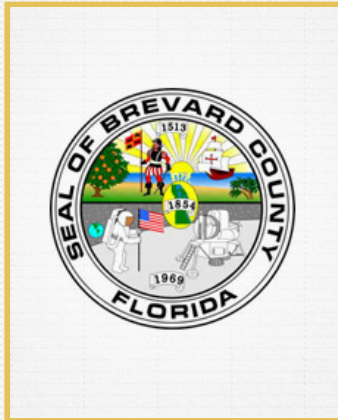
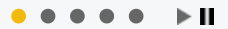
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Brevard County, Fla.

With the state legislature facing a harsh economic landscape and a severely diminished state budget, counties have struggled to garner state funding for economic development projects. During the 2011 Florida Legislative Session(s), Tsamoutales Strategies aggressively lobbied the legislature on behalf of Brevard County and produced measurable results, including:

- Successfully lobbying the legislature for an economic development and jobs package that allocates \$19.8 million to Space Florida, in addition to \$7.5 million to build roads for Exploration Park, as well as \$3,839,943 for Space Florida Operations;
- Successfully lobbying for and passing the "Space Transition and Revitalization Act," which authorizes the use of specified amount of resources for projects to retain or create high-technology jobs directly associated with developing a more diverse aerospace economy in Florida;
- Successfully lobbying for the allocation of \$4 million for construction of the St. Johns Heritage/Palm Bay Parkway;
- Successfully lobbying for the allocation of more than \$11 million in appropriations for beach restoration; and
- Successfully lobbying for and passing the red light camera enforcement, which allows the use of cameras to enforce traffic violations for a driver's failure to stop at a traffic signal. At the time of passage, the provisions in the bill were estimated to increase local government revenues by \$10.1 million in FY 2010-11, increasing to \$65.7 million in FY 2013-14.



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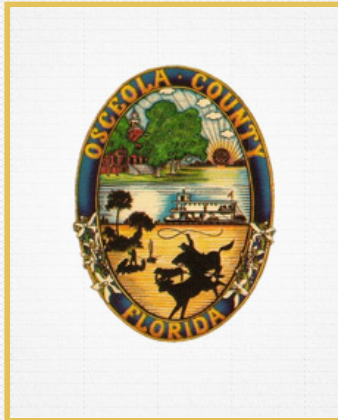
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Osceola County, Fla.

With 67 counties in the State of Florida, it is imperative that legislative proposals do not get lost in the noise, especially at a time when lawmakers are faced with an extreme budget shortfall. When Osceola County brought Tsamoutales Strategies online, we quickly and strategically began advocating for their most important issues. During the 2011 Legislative Session, we successfully lobbied for the creation of the Osceola Expressway Authority that establishes a six-member governing body and obtained appropriations of more than \$21 million to build a library at the Osceola branch of Valencia Community College.

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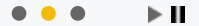
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--Mark Barron, Mayor of Jackson Hole, Wyo.

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Hear what our faithful are saying about our Management Consulting practice:



"The time I spent with both your group and you was very meaningful. I appreciate, too, the tremendous effort you put forth in making this such a successful trip, Frank, and express my appreciation and love to you for all your hard work."

--**Stephen R. Covey**, Founder/Chairman, Covey Leadership Center

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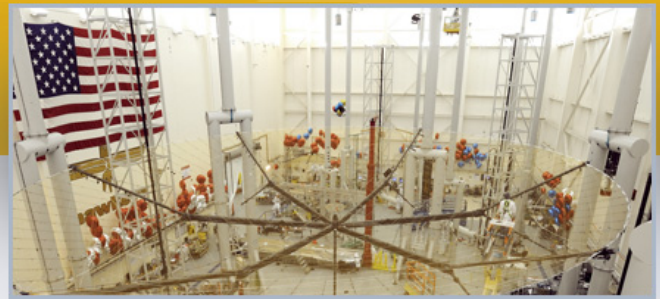


MANAGEMENT CONSULTING BUSINESS DEVELOPMENT GOVERNMENT AFFAIRS
OUR FAITHFUL TEAM CONTACT

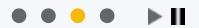
MANAGEMENT

DIAGNOSE BEFORE YOU PRESCRIBE

At Tsamoutales Strategies, we believe it is vital to first have an in-depth understanding of the operation, logistics and demands of a company before recommending business strategies. To accomplish that goal, our elite team of professionals collaborate with our faithful clients to fully understand the details of a company. Only then, do we offer and implement unique solutions grounded in sound and principled practices to help companies become high-performing businesses that consistently outpace the competition.



Hear what our faithful are saying about our Management Consulting practice:



"We became engaged with Frank Tsamoutales nearly 10 years ago. He has done an excellent job... We would have never made the connections with them had it not been for Frank and his associates, and the resulting relationships have become a win-win for us all. He also demonstrated creative and insightful thinking when we were faced with a unique challenge a few years ago. We are pleased to be associated with Tsamoutales Strategies."

--Ken Trimber, President, KTA-Tator, Inc.

Tsamoutales Strategies
225 South Adams Street
Suite 200
Tallahassee, FL 32301

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GOVERNMENT AFFAIRS OUR FAITHFUL TEAM CONTACT

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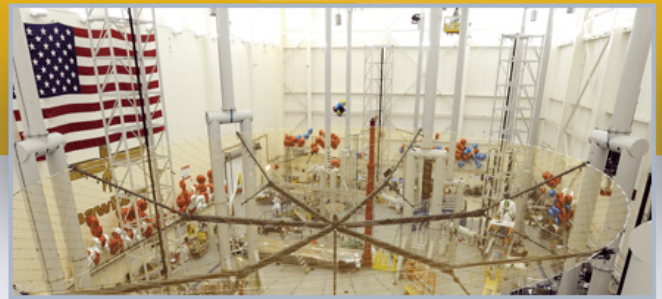


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MANAGEMENT

CONSULTING

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Hear what our faithful are saying about our Management Consulting practice:



""As an owner of a business too often you are told what you want to hear... Not the case with Tsamoutales Strategies! They have time and time again earned the confidence and trust of our Leadership Team and the courage to 'tell EBA what they need to hear.' Then they help us solve the client problems. GENUINE PEOPLE WITH UNRIVALED PROFESSIONAL AND BUSINESS ETHICS... a treasured asset to have on our team !"

--Curt Huston, Managing Partner and Interim CEO, Evidence-Based Associates

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Tallahassee, FL 32301

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OUR FAITHFUL TEAM CONTACT

CONTACT

NO MATTER WHERE YOU ARE, TSAMOUTALES STRATEGIES WILL GET YOU WHERE YOU NEED TO GO.



Tsamoutales Strategies provides services to clients nationwide. Our home office, located in Tallahassee, Florida, is located in a historic building just a stone's throw away from the State Capitol.

Home Office – Tallahassee, Florida

225 South Adams Street
Suite 200
Tallahassee, FL 32301
(850) 294-4009

contact@tsamoutales.com

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Executive Branch Personnel Public Financial Disclosure Report (OGE Form 278e)

[Sarah Huckabee Sanders. (Jan. 23, 2017). OGE Form 278e Public Financial Disclosure. US Office of Government Ethics. Source: <https://s3.documentcloud.org/documents/3766654/Sanders-Sarah-H.pdf>]

Filer's Information

Sanders, Sarah Huckabee

Principal Deputy Press Secretary, White House

Date of Appointment: 01/23/2017

Other Federal Government Positions Held During the Preceding 12 Months:

None

Electronic Signature - I certify that the statements I have made in this form are true, complete and correct to the best of my knowledge.

/s/ Sanders, Sarah H [electronically signed on 03/22/2017 by Sanders, Sarah H in Integrity.gov] - Filer received a 5 day filing extension.

Agency Ethics Official's Opinion - On the basis of information contained in this report, I conclude that the filer is in compliance with applicable laws and regulations (subject to any comments below).

Other review conducted by

U.S. Office of Government Ethics Certification

1. Filer's Positions Held Outside United States Government

#	ORGANIZATION NAME	CITY, STATE	ORGANIZATION TYPE	POSITION HELD	FROM	TO
1	Second Street Strategies	Little Rock, Arkansas	Corporation	Partner	2/2016	1/2017
2	Tsamoutales Strategies	Tallahassee, Florida	Corporation	Executive Vice President	1/2011	4/2015

2. Filer's Employment Assets & Income and Retirement Accounts

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1	Second Street Strategies (Political Consulting)	N/A		Salary	\$205,158
2	Tsamoutales Strategies (Political Consulting and Government Affairs)	N/A		Consulting Fees	\$345,000
3	Retirement Account	No	\$15,001 - \$50,000	Interest	\$201 - \$1,000
3.1	IRA: US Bank Account number 1 (Cash)	N/A	\$25,000,001 - \$50,000,000		None (or less than \$201)
4	US Bank Account (savings/cash)	No	\$100,001 - \$250,000	Interest	\$2,501 - \$5,000

3. Filer's Employment Agreements and Arrangements

None

4. Filer's Sources of Compensation Exceeding \$5,000 in a Year

#	SOURCE NAME	CITY, STATE	BRIEF DESCRIPTION OF DUTIES
1	Second Street Strategies	Little Rock, Arkansas	[ETHICS BREACH: SHE LEAVES IT BLANK!]
2	Tsamoutales Strategies	Tallahassee, Florida	[ETHICS BREACH: SHE LEAVES IT BLANK!]
3	Huckabee for President	Little Rock, Arkansas	Campaign manager
4	American Principles PAC	Washington, District of Columbia	Executive Director

5. Spouse's Employment Assets & Income and Retirement Accounts

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1	The Wickers Group (Political Consulting)	N/A		salary, bonus, partnership share	
2	Retirement Account (US Bank - Cash Account)	N/A	\$15,001 - \$50,000	Interest	\$1,001 - \$2,500

6. Other Assets and Income

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1	529 - College Account (Cash Account)	N/A	\$50,001 - \$100,000	Interest	None (or less than \$201)
2	Life Insurance Policy	N/A	\$500,001 - \$1,000,000		None (or less than \$201)
3	Life Insurance Policy	N/A	\$500,001 - \$1,000,000		None (or less than \$201)

7. Transactions

(N/A) - Not required for this type of report

8. Liabilities

None

9. Gifts and Travel Reimbursements

(N/A) - Not required for this type of report

Endnotes

Summary of Contents

1. Filer's Positions Held Outside United States Government

Part 1 discloses positions that the filer held at any time during the reporting period (excluding positions with the United States Government). Positions are reportable even if the filer did not receive compensation.

This section does not include the following: (1) positions with religious, social, fraternal, or political organizations; (2) positions solely of an honorary nature; (3) positions held as part of the filer's official duties with the United States Government; (4) mere membership in an organization; and (5) passive investment interests as a limited partner or non-managing member of a limited liability company.

2. Filer's Employment Assets & Income and Retirement Accounts

Part 2 discloses the following:

- Sources of earned and other non-investment income of the filer totaling more than \$200 during the reporting period (e.g., salary, fees, partnership share, honoraria, scholarships, and prizes)
- Assets related to the filer's business, employment, or other income-generating activities that (1) ended the reporting period with a value greater than \$1,000 or (2) produced more than \$200 in income during the reporting period (e.g., equity in business or partnership, stock options, retirement plans/accounts and their underlying holdings as appropriate, deferred compensation, and intellectual property, such as book deals and patents)

This section does not include assets or income from United States Government employment or assets that were acquired separately from the filer's business, employment, or other income-generating activities (e.g., assets purchased through a brokerage account). Note: The type of income is not required if the amount of income is \$0 - \$200 or if the asset qualifies as an excepted investment fund (EIF).

3. Filer's Employment Agreements and Arrangements

Part 3 discloses agreements or arrangements that the filer had during the reporting period with an employer or former employer (except the United States Government), such as the following:

- Future employment
- Leave of absence
- Continuing payments from an employer, including severance and payments not yet received for previous work (excluding ordinary salary from a current employer)
- Continuing participation in an employee welfare, retirement, or other benefit plan, such as pensions or a deferred compensation plan
- Retention or disposition of employer-awarded equity, sharing in profits or carried interests (e.g., vested and unvested stock options, restricted stock, future share of a company's profits, etc.)

4. Filer's Sources of Compensation Exceeding \$5,000 in a Year

Part 4 discloses sources (except the United States Government) that paid more than \$5,000 in a calendar year for the filer's services during any year of the reporting period.

The filer discloses payments both from employers and from any clients to whom the filer personally provided services. The filer discloses a source even if the source made its payment to the filer's employer and not to the filer. The filer does not disclose a client's payment to the filer's employer if the filer did not provide the services for which the client is paying.

5. Spouse's Employment Assets & Income and Retirement Accounts

Part 5 discloses the following:

- Sources of earned income (excluding honoraria) for the filer's spouse totaling more than \$1,000 during the reporting period (e.g., salary, consulting fees, and partnership share)
- Sources of honoraria for the filer's spouse greater than \$200 during the reporting period
- Assets related to the filer's spouse's employment, business activities, other income-generating activities that (1) ended the reporting period with a value greater than \$1,000 or (2) produced more than \$200 in income during the reporting period (e.g., equity in business or partnership, stock options, retirement plans/accounts and their underlying holdings as appropriate, deferred compensation, and intellectual property, such as book deals and patents)

This section does not include assets or income from United States Government employment or assets that were acquired separately from the filer's spouse's business, employment, or other income-generating activities (e.g., assets purchased through a brokerage account). Note: The type of income is not required if the amount of income is \$0 - \$200 or if the asset qualifies as an excepted investment fund (EIF). Amounts of income are not required for a spouse's earned income (excluding honoraria).

6. Other Assets and Income

Part 6 discloses each asset, not already reported, that (1) ended the reporting period with a value greater than \$1,000 or (2) produced more than \$200 in investment income during the reporting period. For purposes of the value and income thresholds, the filer aggregates the filer's interests with those of the filer's spouse and dependent children.

This section does not include the following types of assets: (1) a personal residence (unless it was rented out during the reporting period); (2) income or retirement benefits associated with United States Government employment (e.g., Thrift Savings Plan); and (3) cash accounts (e.g., checking, savings, money market accounts) at a single financial institution with a value of \$5,000 or less (unless more than \$200 of income was produced). Additional exceptions apply. Note: The type of income is not required if the amount of income is \$0 - \$200 or if the asset qualifies as an excepted investment fund (EIF).

7. Transactions

Part 7 discloses purchases, sales, or exchanges of real property or securities in excess of \$1,000 made on behalf of the filer, the filer's spouse or dependent child during reporting period.

This section does not include transactions that concern the following: (1) a personal residence, unless rented out; (2) cash accounts (e.g., checking, savings, CDs, money market accounts) and money market mutual funds; (3) Treasury bills, bonds, and notes; and (4) holdings within a federal Thrift Savings Plan account. Additional exceptions apply.

8. Liabilities

Part 8 discloses liabilities over \$10,000 that the filer, the filer's spouse or dependent child owed at any time during the reporting period.

This section does not include the following types of liabilities: (1) mortgages on a personal residence, unless rented out (limitations apply for PAS filers); (2) loans secured by a personal motor vehicle, household furniture, or appliances, unless the loan exceeds the item's purchase price; and (3) revolving charge accounts, such as credit card balances, if the outstanding liability did not exceed \$10,000 at the end of the reporting period. Additional exceptions apply.

9. Gifts and Travel Reimbursements

This section discloses:

- Gifts totaling more than \$375 that the filer, the filer's spouse, and dependent children received from any one source during the reporting period.
- Travel reimbursements totaling more than \$375 that the filer, the filer's spouse, and dependent children received from any one source during the reporting period.

For purposes of this section, the filer need not aggregate any gift or travel reimbursement with a value of \$150 or less. Regardless of the value, this section does not include the following items: (1) anything received from relatives; (2) anything received from the United States Government or from the District of Columbia, state, or local governments; (3) bequests and other forms of inheritance; (4) gifts and travel reimbursements given to the filer's agency in connection with the filer's official travel; (5) gifts of hospitality (food, lodging, entertainment) at the donor's residence or personal premises; and (6) anything received by the filer's spouse or dependent children totally independent of their relationship to the filer. Additional exceptions apply.

Privacy Act Statement

Title I of the Ethics in Government Act of 1978, as amended (the Act), 5 U.S.C. app. § 101 et seq., as amended by the Stop Trading on Congressional Knowledge Act of 2012 (Pub. L. 112-105) (STOCK Act), and 5 C.F.R. Part 2634 of the U. S. Office of Government Ethics regulations require the reporting of this information. The primary use of the information on this report is for review by Government officials to determine compliance with applicable Federal laws and regulations. This report may also be disclosed upon request to any requesting person in accordance with sections 105 and 402(b)(1) of the Act or as otherwise authorized by law. You may inspect applications for public access of your own form upon request. Additional disclosures of the information on this report may be made: (1) to any requesting person, subject to the limitation contained in section 208(d)(1) of title 18, any determination granting an exemption pursuant to sections 208(b)(1) and 208(b)(3) of title 18; (2) to a Federal, State, or local law enforcement agency if the disclosing agency becomes aware of violations or potential violations of law or regulation; (3) to another Federal agency, court or party in a court or Federal administrative proceeding when the Government is a party or in order to comply with a judge-issued subpoena; (4) to a source when necessary to obtain information relevant to a conflict of interest investigation or determination; (5) to the National Archives and Records Administration or the General Services Administration in records management inspections; (6) to the Office of Management and Budget during legislative coordination on private relief legislation; (7) to the Department of Justice or in certain legal proceedings when the disclosing agency, an employee of the disclosing agency, or the United States is a party to litigation or has an interest in the litigation and the use of such records is deemed relevant and necessary to the litigation; (8) to reviewing officials in a new office, department or agency when an employee transfers or is detailed from one covered position to another; (9) to a Member of Congress or a congressional office in response to an inquiry made on behalf of an individual who is the subject of the record; (10) to contractors and other non-Government employees working on a contract, service or assignment for the Federal Government when necessary to accomplish a function related to an OGE Government-wide system of records; and (11) on the OGE Website and to any person, department or agency, any written ethics agreement filed with OGE by an individual nominated by the President to a position requiring Senate confirmation. See also the OGE/GOVT-1 executive branch-wide Privacy Act system of records.

Public Burden Information

This collection of information is estimated to take an average of three hours per response, including time for reviewing the instructions, gathering the data needed, and completing the form. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Program Counsel, U.S. Office of Government Ethics (OGE), Suite 500, 1201 New York Avenue, NW., Washington, DC 20005-3917.

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