



K&L GATES

K&L Gates Response to Proposal (RFP) 24-0018

City of Richland

Submitted by:
Tim L. Peckinpaugh

February 26, 2024

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A. PREFACE



City of Richland

Solicitation Number: RFP 24-0018

Attachment A
RFP Signature Form and Addendum Acknowledgement

Federal Lobbyist Services

ALL PROPOSERS COMPLETE THIS PAGE AND INCLUDE WITH SUBMITTAL:

- 1. By submitting a response, the Proposer certifies that the Proposer has fully read and understands this RFP document...
2. The Proposer certifies that they have read and understand all terms and conditions of this solicitation.
3. By signing this document, the Proposer certifies that they have not, either directly or indirectly, entered into any agreement...
4. The Proposer acknowledges that the person who signs below is fully authorized to sign on behalf of the firm listed...
5. The Proposer acknowledges receipt of the following addenda: _____ through _____.

Respectfully submitted this 26 day of February, 2024.

Name of Firm: K&L Gates LLP

Address: 925 Fourth Avenue, Suite 2900 Seattle WA 98104-1158 ; 1601 K Street, N.W. Washington, DC 2006

Signature: [Handwritten signature of Tim Peckinpaugh]

Name (Print): Tim Peckinpaugh

Title: Partner

Email: Tim.Peckinpaugh@klgates.com Phone: +1.202.302.5936

B. EXECUTIVE SUMMARY

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Introduction and our Personal Statement of Commitment

Thank you very much for the opportunity to submit our qualifications to serve as Federal Government Lobbyist for the City of Richland. We are excited at the prospect of working with you and are very confident that we can provide the requested services in the RFP request.

We have an excellent understanding and knowledge of the City's federal funding needs and priorities since I essentially **worked for the Tri-Cities for 40 years as a congressional staff aide and as a lobbyist**. I have successfully helped secure hundreds of millions in federal funds for Hanford cleanup and PNNL as the longstanding federal lobbyist for TRIDEC. I have also successfully lobbied for prominent Richland institutions, like Kadlec, and local companies like Infinia/American Superconductor and Zeno Power, and contractors such as Veolia Nuclear Services.

I have a keen appreciation and passionate desire to advocate for Richland. I grew up in the Tri-Cities. I spent two summers working at the construction site for Columbia generation station to help pay for college. I interned for then home-town Congressman Mike McCormick during college and returned to Washington, DC to be a legislative assistant and professional staffer from Congressman Sid Morrison, the 4th district's representative in the 1980's and early 90's, while attending law school at night. My first client when I joined my law firm was TRIDEC, as I was hired by the legendary Sam Volpentest as his federal lobbyist. Despite having built a multi-facilitated federal lobbying practice representing public institutions, associations, and companies throughout the Pacific Northwest and the country, **my first love has always been advocating for the interests of the communities I still call home.**

I propose to utilize my firm's resources and connections to help Richland. The breadth and depth of my firm's federal government lobbying capabilities to identify and secure federal funds and our unparalleled understanding of Richland and the Tri-Cities uniquely qualify us to serve the City. Advocating for Washington State communities like Richland s has been the primary focus of my career. It is the work that I am most passionate about and explains why I re-located last year to live in Washington State where I can better serve clients while deploying the full resources of our large and diverse federal public policy and lobbying team. It would be my honor to serve, along with my partners, as federal lobbyist to the City of Richland.

About K&L Gates

Our History: The firm was founded in Seattle in 1883 by Harold Preston. It expanded over the years opening up a Washington, DC office in 1973, the first such office of any Northwest-based firm. The firm merged with the Shidler Gates firm in 1990 and added Microsoft as a client. It then merged with Kirkpatrick & Lockhart in 2007 to become K&L Gates and grew to be one of the largest law firms in the world with over 45 offices on five continents. Despite the global growth, the firm retains its heritage of serving local communities, including those in Washington State and especially the Tri-Cities, including the City of Richland.

A hallmark of the firm is our federal public policy practice, one of the oldest and largest based in Washington, D.C. This practice group, which is celebrating its 50th anniversary last year, is consistently rated one of the best public policy/lobbying groups in Washington, D.C. We are a large, diverse, and bipartisan group of over 60 lawyers and policy professionals, including former Members of Congress, senior congressional staff, and executive agency officials.

Our Public Policy Practice: With a significant team of bipartisan lawyers and policy professionals who have more than 500 years of combined government experience, we help clients meet their needs through the entire policy life cycle—from legislation to federal appropriations and to federal grants.

Our Public Policy and Law group is built on a philosophy that emphasizes a deeply substantive and teamwork-based approach to public policy. The goal is to understand a policy issue from every direction—substantively and politically—and to use the collective knowledge and experience of our team to help our clients like Richland achieve their objectives.

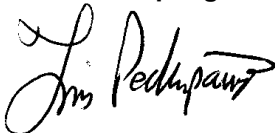
This practice has thrived through administrations and Congresses as far back as the 1960s and has grown to one of the largest policy practices of any global integrated law firm. The firm has a strategic geographic footprint, with regional substantial presence in Washington State. In fact, as noted earlier, the firm’s founding was in Seattle before the statehood. The firm with its prominent Pacific Northwest footprint opened the first Washington, DC offices of any law firm to better serve Washington State clients at the federal level. We trace our rich heritage to helping Washington State public institutions like Richland serve their local communities.

Full-Service, Fully Integrated Firm: K&L Gates is a full-service firm that provides its clients with innovative, client-tailored advice. Our public policy team includes several former U.S. House members, senior executive branch staff, senior congressional staff, senior counsel and staff at various government agencies like the Departments of Energy and Transportation, and officials who have worked in the White House. Even though our team of lawyers and public policy professionals is well-suited to assisting large global institutions, we are proud of our legacy of also advocating for local communities like Richland to help them better serve the needs of their residents.

Cost-effective flexibility: We are enthusiastic about the opportunity to work with you, as reflected by our highly competitive fee proposal. We take a flexible approach to pricing and are happy to structure our fee and billing arrangements to suit your requirements.

Offices: Our Seattle office is closest to Richland (about 200 miles away). We expect our work under this RFP to be managed mostly out of the Washington, D.C. office with close coordination with our Seattle office. Plus, I as the overall team leader live in Cle Elum (2 hours from Richland) and will be available to participate in-person at meetings and activities in Richland as the need arises.

Tim Peckinpaugh



K&L Gates

Partner

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C. QUALIFICATIONS AND EXPERIENCE OF THE FIRM AND KEY STAFF

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1. Work Plan: Describe the proposed sequence of specific tasks to accomplish this Project. Indicate all key deliverables and their contents. Include a list of information required or tasks to be completed by City staff. Identify any pitfalls or hurdles that may be foreseen with each task.

We stand ready to support City of Richland engagement efforts in the following ways:

Monitoring & Strategic Advice

Development of Priorities and a Strategic Engagement Plan. We will collaborate with Richland City Council and Mayor and staff to identify and develop current federal policy priorities. We will then identify emerging opportunities and threats, prioritize short-term and long-term objectives, and develop and implement a strategic engagement plan to achieve them. We recognize that local governments, including cities like Spokane, face significant internal and external stakeholder pressures, all of which need to be balanced while advancing its agenda. We are well positioned to help think strategically about how to weigh these considerations to advance Richland's goals while being responsive to stakeholders. We will continue to assist the City of Richland in communicating these objectives and strategies to internal and external stakeholders.

Intelligence & Information Gathering. A critical first step is to gather intelligence, gleaned from sources in Washington, DC, and then to communicate what we learn through formal and informal emails, memoranda and reports, telephone calls, virtual meetings, and in-person presentations in whatever combination meets your needs. We will serve as your "eyes and ears" on the ground in Washington, DC. We have the capability to offer 24/7 real-time monitoring of the relevant federal funding opportunities that are most likely to assist the City of Richland. We have two internal research and reporting teams. Firmwide, our Library & Research Services group provides a variety of services to assist client teams on new and pending federal funding and grant opportunities. In addition to our substantive legislative and regulatory experience in areas of interest to the City of Richland, our government affairs professionals monitor activities and federal funding opportunities and annual appropriations on a daily basis to assist our local community clients.

Track and Report on Legislative and Regulatory Developments. We employ our team of analysts and specialists to closely track the progress of legislation and federal funding opportunities as well as executive agency actions of importance to the City of Richland. We also provide copies of relevant documents, along with summaries, analyses, and notice of applicable deadlines for federal funding and grant opportunities. This information is used to prepare reports for the City of Richland on periodic and as-needed basis in accordance with format and timing requests. We provide the City of Richland with reports on policy developments focused on your priorities on transportation, energy, infrastructure, public safety, housing, and land management on a regular, timely basis and continuously coordinate and update the Richland on the status of various federal projects and funding opportunities by maintaining regular contact with your staff. To be clear, we are not in the news reporting business. Rather, our role is to provide insights, analysis, as well as strategic recommendations on what is best for City of Richland.

Drafting Communication Materials. To the extent needed, we will assist the City of Richland in creating, updating, or reviewing innovative advocacy “products” to communicate your message. These may include white papers, one-pagers, talking points, and research memoranda intended for policymakers in Congress and relevant federal agencies.

Federal Funding Drafting. We can assist the City of Richland with grant applications for federal funding opportunities, to the extent needed, as well as support letters from Congress and local stakeholders. We can also prepare and submit congressional directed spending or “earmark” request forms for the City.

Outreach to Policymakers and Other Stakeholders

Working with Congress and the Biden Administration. As outlined below, and as directed by the City of Richland, our direct outreach will continue to include targeted engagement with key policymakers, including your federal elected representatives and key officials with relevant federal agencies, such as the Departments of Transportation, Energy, Commerce, Justice, and Housing & Urban Development. We will develop a strategic outreach plan, prioritized by where we see the greatest opportunity for proactive relationship-building based on our intelligence and information gathering on the alignment of interests, jurisdiction, constituency, and opinion leadership, as well as were directed by the City of Richland’s leadership team in order to expand the City’s network of strategic relationships.

Tactical Positioning. Our objective is to present the City of Richland as a key, responsible, innovative, and recognized standard-setter to various federal agencies and Congress. Positioning and strengthening Richland as a resource for effective municipal government is critical. It is important to develop and foster relationships with key stakeholders, Members of Congress, and federal agencies before they are needed so that these individuals are favorably inclined to assist when asked.

Cultivating City of Richland Relationships with Key Policymakers. There are several groups of federal elected leaders who are very important to City of Richland based on the committees on which they sit or their general interest, such as Rep. Dan Newhouse, a prominent member of the Appropriations Committee and chair of the Western Caucus, Senator Patty Murray as chair of the powerful Appropriations Committee, and Senator Maria Cantwell as chair of the Commerce, Science and Transportation Committee.

2. Methodology: This section should clearly describe the methodology or methodologies planned to provide the specific tasks described in the Work Plan. Include project management tracking tools and communication plans.

Our methodology starts with knowing the public policy issues, The K&L Gates policy team is very involved in federal policy issues in the State of Washington and in the Tri-Cities. We have represented several local clients (like TRIDEC, Kadlec, Infinia/American Superconductor, Zeno Power, Hanford contractors, and Battelle) and have provided them the assistance and key relationship building connections.

Our mythology also includes knowing the political landscape and the players. In order to be effective, it is essential to understand the greater political environment and agendas of the Republican and Democratic Leadership, committee chairs, regulatory agencies, and private sector stakeholders. We maintain close contact with Members of Congress (especially those that represent Richland), congressional staff, and officials of the

relevant federal government departments and agencies, ensuring that we are aware of developments on the horizon while offering the opportunity to make inquiries on specific issues when needed.

Our mythology obviously includes effective advocacy. For over 50 years, K&L Gates has based our federal lobbying efforts on the following basic elements:

- know your client and their substantive public policy issues;
- know the federal policymaking process;
- know the key decision-makers in Congress and in the federal agencies; and, most importantly
- understand how to overlay process knowledge and access to develop and execute an effective strategy to advance the City's federal objectives.

The fundamental approach and methodology of K&L Gates is to deploy all of these elements of public policy advocacy. We would start by renewing our commitment to completely understanding the City's priorities.

Our firm already has an extensive working knowledge of the federal public policy process. The professionals proposed for our public policy team to assist the City have over 60 years of experience working in Congress or within the federal agencies.

Our bipartisan relationships with the Washington State Congressional delegation are second to none, as we interact everyday with delegation members directly or through their staff. We also have excellent working relationships with senior officials in the federal agencies of interest to the City of Richland, including the Departments of Energy, Transportation, Commerce, Housing and Urban Development Department, Justice (law enforcement), and Labor.

However, our firm understands that process knowledge and relationships only go so far. The key to success for a public policy project is through developing and implementing a strategy that integrates our knowledge of the priorities and issues with process expertise and outstanding access. We pride ourselves on creative strategies that focus on a client's strengths while minimizing or working around possible weaknesses. Once a strategy is in place, it needs to be executed with a specific plan, including milestones to ensure proper follow-up.

3. Team Organization: Provide an organizational chart showing all proposed team member roles and responsibilities, including any subcontractors/sub-consultants. Identify the Proposer's Project Lead Consultant/Project Manager. Include a resume (two (2) pages maximum) for each Project Team member.

Here is a summary of the team we propose to help the City of Richland achieve its federal policy objectives. Tim Peckinpaugh, who grew up in the Tri-Cities and has advocated for Tri-Cities interest in Washington, D.C. as a congressional staffer and lobbyist for 40 years, will be the Team lead and will be supported by Matt Leggett, Amy Carnevale, Finch Fulton, Lacy Stanage, and Abby Dinegar.

Additionally, should the need arise that depending on the interest of the City our Public Policy team has a deep bench of professionals to assist the City. We have provided biographies of the team identified below in Appendix A and have also included examples of other professionals at the firm who can be called upon should the need arise for the City.

K&L Gates Team for the City of Richland



Tim Peckinpaugh will manage and supervise work.



Tim Peckinpaugh (Team Leader): Tim is a senior equity partner working out of both the firm’s Washington, DC and Seattle offices. He grew up in the Tri-Cities and currently lives in the State just a two-hour drive from Richland. He has over 35 years experience managing lobbying for federal funding projects for Washington State public institutions and community economic development groups. Tim has lead efforts to secure hundred of millions of additional federal funding for programs at Hanford and PNNL, as well as earmarks and community development grants for Washington state public institutions and local communities.

Percentage assigned to project: 25%

(Please see Resume/Biographies in Appendix A)

Team Members



Amy Carnevale is a government affairs advisor in the firm's Boston and Washington, D.C. offices. Her practice focuses on implementing a variety of advocacy strategies to advance client federal policy objectives in the fields of health care, labor and employee benefits, federal funding, and economic development. She has also worked extensively on natural resources and energy policy issues. Prior to joining the firm, Amy was chief of staff to former Congressman George Nethercutt from Spokane, where she focused on appropriations issues.

Percentage assigned to project: 10%

[Read Amy Carnevale's full biography to learn more.](#)



Finch Fulton is a government affairs advisor in the firm's Washington, D.C., office. He is a member of the Public Policy and Law practice group.

Prior to joining the firm, Finch served as vice president of policy and strategy for an autonomous truck company where he led their regulatory, legislative, communications, marketing, and standards development strategies. Finch was also previously deputy assistant secretary for policy, and the nominee to be assistant secretary for transportation policy, at the United States Department of Transportation (USDOT). There, Finch co-led the development of the USDOT's infrastructure proposal, which set the foundation for the Bipartisan Infrastructure Law and organized and advised on the Department's discretionary grant programs.

Percentage assigned to project: 10%

[Read Finch Fulton's full biography to learn more.](#)



Matt Leggett is a partner in the firm's Washington, D.C., office. He is a member of the Public Policy and Law practice group.

Prior to joining the firm, Matt served as minority chief counsel for the U.S. Senate Energy and Natural Resources Committee. He managed the legal, policy, and communications teams which developed and implemented the strategic plan of the committee agenda. Before this, Matt had served as majority chief counsel for the U.S. Senate Environment and Public Works Committee. Through the experience, Matt has become an authority on energy and environmental policy and has connections through Congress and the relevant executive agencies.

Percentage assigned to project: 10%

[Read Matthew H. Leggett's full biography to learn more.](#)



Lacey Stange is a government affairs analyst in the firm's Seattle office. She is a member of the Public Policy and Law practice group.

Prior to joining the firm, Lacey served as a contract lobbyist representing client interest areas in environment, education, agriculture, health care, and consumer protection. Before becoming a lobbyist, Lacey was the legislative assistant for the Deputy Majority Leader in the Washington State House of Representatives where she advised the member on legislative issues such as housing and homelessness, tax policy, natural resources, and education. In this role she also organized stakeholder meetings and directed correspondence with constituents.

Percentage assigned to project: 25%

[Read Lacey Stange's full biography to learn more.](#)



Abby Dinegar is a government affairs analyst in the firm's Washington, D.C., office. She is a member of the Public Policy and Law practice group.

Prior to joining the firm, Abby served as a strategic communications and government affairs intern at a Washington, D.C. firm where she supported senior associates and directors by monitoring congressional hearings, as well as collaborated on long-term research projects across different sectors.

Abby also served as a Government Affairs Fellow at K&L Gates, where she researched and monitored government affairs and public policy issues and provided clients with real-time policy updates.

Percentage assigned to project: 20%

[Read Abby Dinegar's full biography to learn more.](#)

4. Project Schedule: Provide a schedule for completing each task in the Scope of Work and proposed Work Plan. The schedule should demonstrate the proposed team's ability to perform the work requested within an established budget and schedule. Project schedule should include deadlines and milestones meeting project deliverables and identify potential risks that may impact the schedule with recommendations for the mitigation and/or elimination of such risks.

If selected for this contract, please find the suggested project schedule for 2024, which we would adjust with the input from the City in order to meet your needs.

April: Visit City of Richland and meet with City Council members, the Mayor, and other City officials and staff to assist, as appropriate, as priorities are developed. This meeting would enable us to know precisely your priorities and objectives for the year and use our experience to help align your priorities with the overall federal agenda.

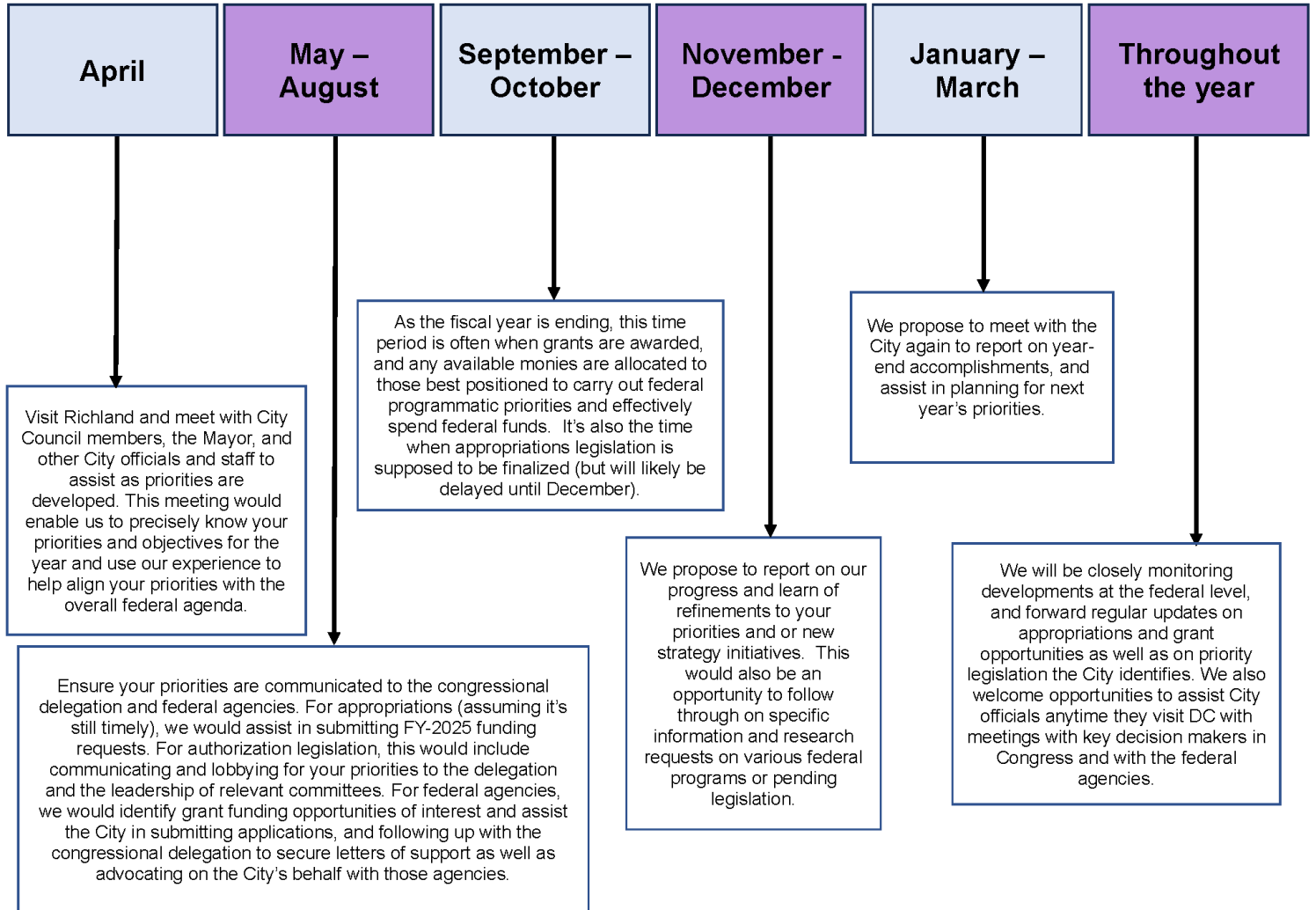
May – August: Ensure your priorities are communicated to the congressional delegation and federal agencies. For appropriations (assuming it's still timely), we would assist in submitting FY-2025 funding requests. For authorization legislation, this would include communicating and lobbying for your priorities to the delegation and the leadership of relevant committees. For federal agencies, we would identify grant funding opportunities of interest and where appropriate, assist the City in submitting applications, and following up with the congressional delegation to secure letters of support as well as advocating on the City's behalf with those agencies.

September-October: As the fiscal year is ending, this time period is often when grants are awarded and any available monies are allocated to those best positioned to carry out federal programmatic priorities and effectively spend federal funds. It's also the time when appropriations legislation is supposed to be finalized (but will likely be delayed until December).

November - December: We propose to report on our progress and learn of refinements to your priorities and or new strategy initiatives. This would also be an opportunity to follow through on specific information requests and research requests on various federal programs or pending legislation.

January – March: We propose to meet with the City again to report on year-end accomplishments, and assist in planning for next year's priorities.

Throughout the year: We will be closely monitoring developments at the federal level, and forward regularly updates on appropriations and grant opportunities as well as on priority legislation the City identifies. We also strongly welcome opportunities to assist Richland City officials anytime they visit DC with meetings with key decision makers in Congress and within the federal agencies.



D. DEMONSTRATION OF SUCCESSFUL OUTCOMES FOR COMPARABLE CLIENTS

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Provide a list and identify successful outcomes for comparable clients.

- Served as TRIDEC's federal lobbyist for over 35 years and helped secure hundreds of millions of federal funding for Hanford and PNNL above the President's request. A recent "record card" prepared at TRIDEC's request for their board concluded that our federal lobbying efforts have had an **82% success rate** and have netted about **\$3.6 billion** in *additional* funding above the baseline for Hanford and PNNL priorities over the past 23 years, or **an additional \$157 million per year**.
- Represented TRIDEC on other important public policy initiatives, such as:
 - creation of the Manhattan Project National Historical Park;
 - the transfer of 1641 acres of Hanford land for local economic development;
 - public access to Rattlesnake Mountain;
 - expanded mission for the HAMMER facility;
 - positioned the Tri-Cities to be a hub for advanced energy technologies;
 - efforts to lay the foundation for conveyance of the Columbia Rivershore to the local communities;
 - secure the authority and funding to refurbish the historic B-Reactor and
 - help nurture the "cleanup to clean energy" initiative.
- Lobbied for Kadlec Regional Medical Center in securing an earmark to help complete their neonatal incentive care unit.
- Lobbied for Infinia/American Superconductor to secure a tax policy change to help solar energy and federal appropriation plus-ups to the DOD budget for technologies using superconducting technologies.
- Lobbied for Zeno Power to gain access to radioisotopes from the Hanford Waste Encapsulation and Storage Facility (WESF) to create a new industry of assembling heat and power sources for NASA and DOD missions.
- Lobbied for the City of Spokane for economic development projects, support for Fairchild Air Force Base, and relief from EPA water quality restrictions.
- Lobbied for the City of Port Angeles to protect their water quality systems in the aftermath of removing the Elwha dams.
- Lobbied for a community in North Carolina to receive a federal earmark for the local police department and grants for various federal transportation, sewer projects, and economic development projects.

E. PROVIDE FEE/COST FOR THE PROJECT

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For the deliverables described earlier, we propose a **monthly fixed fee of \$8,000 for an annual total of \$96,000** plus reasonable expenses incurred.

We also propose a cooperative bi-annual review of the terms and scope of the agreement. If a situation exists where either party does not perceive the value received to be commensurate with the fees paid, this will give everyone an opportunity to consider adjustments to the agreement, which would require mutual agreement.

F. RELATED PROJECT EXPERIENCE/REFERENCES

F. RELATED PROJECT EXPERIENCE/REFERENCES

1. Describe recent, within the last five (5) years, directly related experience with federal lobbying. Past experience with funding large transportation projects or affecting federal energy policy is highly desired.

Here are two examples of longstanding clients from Eastern Washington for which we have provided federal lobbying services. We would be happy to discuss others.

(1) Tri-City Development Council (TRIDEC)

We have served as TRIDEC's federal affairs advocate for 38 years. Our work has included significant efforts to secure signification additional appropriations for Hanford cleanup, help build local and regional support for a four-year WSU campus in the Tri-Cities, transportation and land management projects, coordinate community support for several research projects with the Pacific Northwest National Laboratory, and the creation of a National Park. See additional details in section D.

- i. **Name of the client, address, email, telephone number and name of the project manager:**
Tri-City Development Council, **Karl Dye**, CEO, 7130 W. Grandridge Blvd, Suite A, Kennewick, WA 9936, +1.509.735.1000
- ii. **Date(s) of the service, description of the work performed.** We have been providing services to Tri-City Development Council since 1986 and that continues to this day. Federal lobbying on grants and appropriations and advocacy on public policy issues focused on Hanford cleanup, community development, transportation, and workforce issues.
- iii. **Original time schedule and completed time schedule.** This project is a continuous relationship with the client which has taken place since 1986.
- iv. **Discuss if the project stayed within agreed upon budget.** Our representation of the Tri-City Development Council has always remained within agreed upon fees/budget and as such the relationship has continued over many years.

(2) Greater Spokane Inc. (GSI)

We have worked with GSI for several years to secure federal funding to move forward with the North Spokane Corridor transportation project. This was a concerted effort that started with unifying the community to make the NSC project a priority for the region. It included substantial work with the congressional delegation, especially Senator Patty Murray, to secure TIGER grant funding that served as a catalyst to leverage additional state funding. We closely coordinated with the regional transportation authority, WSDOT, and the DOT regional and headquarter offices to build support for the federal grant funding. We lobbied Congress to ensure the TIGER funds appropriated were robust to support grant awards. The result was the NSC project received two substantial TIGER federal grants, one of handful of transportation projects throughout the country that did so.

- i. **Name of the client, address, email, telephone number and name of the project manager:** Greater Spokane Inc., Alisha Benson, CEO, 801 W. Riverside Ave, Suite 100, Spokane WA 99201; +1.509.321.3608.
- ii. **Date(s) of the service, description of the work performed.** Federal lobbying on grants and appropriations and advocacy on public policy issues focused on community development, transportation, workforce issues, and support for Fairchild Air Force Base.
- iii. **Original time schedule and completed time schedule.** This project continues a 20-year relationship with the client.
- iv. **Discuss if the project stayed within agreed upon budget.** Our representation of Greater Spokane Inc. has always remained within agreed upon fees/budget and as such the relationship has continued over many years.

2. Provide at least three (3) references.

Reference 1:

- i. **Name:** Tri-City Development Council
- ii. **Contract name, address, and telephone number:** Karl Dye, CEO, 7130 W. Grandridge Blvd, Suite A, Kennewick, WA 9936, +1.509.735.1000
- iii. **Description of the services performed:** Federal lobbying for Hanford and PNNL programs and funding and advocacy for public initiatives, such as creating a new national park, conveying land for economic development, supporting new agribusiness development and local economic, helping a advanced energy technology, and support for the Lower Snake River dams.
- iv. **Timeframe of services provided:** 1986 to present

Reference 2:

- i. **Name:** Greater Spokane Inc.
- ii. **Contract name, address, and telephone number:** Alisha Benson, CEO, 801 W. Riverside Ave, Suite 100, Spokane WA 99201; +1.509.321.3608
- iii. **Description of the services performed:** Federal lobbying on grants and appropriations and advocacy on public policy issues focused on community development, transportation, education, healthcare, and workforce issues.
- iv. **Timeframe of services provided:** 2003 to present

Reference 3:

- i. **Name:** Association of Washington Business
- ii. **Contract name, address, and telephone number:** Kris Johnson, CEO, 1414 Cherry Street, SE, Olympia, WA 98507, +1.360.943.1600
- iii. **Description of the services performed:** Federal lobbying on economic development, job creation, international trade, infrastructure, Export-Import Bank reauthorization, and workforce issues for WA state business.
- iv. **Timeframe of services provided:** 2015 to present

APPENDIX A: TEAM BIOGRAPHIES



Tim L. Peckinpaugh

Partner

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OVERVIEW

Tim Peckinpaugh's practice focuses on energy, environmental, and natural resource legislative and funding issues.

Tim has represented clients for over thirty years in all aspects of energy policy, including nuclear (fission and fusion), hydroelectric, coal, oil and natural gas, electricity, as well as a variety of clean technology and energy efficiency issues. He also represents major international corporations and local communities on Department of Energy nuclear waste cleanup, nuclear security, and contracting issues. In addition, Tim represents regional chambers of commerce and companies from the Pacific Northwest on appropriations, grant funding, energy, technology, natural resource, trade, agriculture, workforce, and economic development opportunities.

Tim provides assistance on appropriations and legislative drafting, and counsels many of the firm's clients on campaign finance, lobbying, and governmental ethical issues. Finally, he is a previous chair of the firm's public policy group and currently manages the K&L Gates Political Action Committee, one of the largest law firm PACs in the country.

Tim came to the firm in 1985 from Capitol Hill, where he had five years' experience as a professional staff aide to the House Science Committee, former U.S. Congressman Sid Morrison (R-WA), and the Republican Study Committee. While on the Hill, he focused on energy, natural resource, science, technology, and defense issues.

EDUCATION

- J.D., Georgetown University Law Center, 1985 (*cum laude*)
- B.A., Claremont McKenna College, 1981 (*magna cum laude*)

BAR ADMISSIONS

- Bar of District of Columbia



Amy Carnevale

Government Affairs Advisor

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OVERVIEW

Amy Carnevale is a government affairs advisor in the firm's Boston and Washington, D.C. offices. Her practice focuses on implementing a variety of advocacy strategies to advance client objectives in the fields of health care policy, labor and employee benefit issues, federal funding, and economic development. She has also worked extensively on natural resources and energy policy issues. In these efforts, Amy provides both legislative and regulatory advice. She leads policy campaigns that include lobbying, coalition building, and third party advocacy.

Prior to joining the firm, Amy was chief of staff to a Northwest Member of Congress who served on the House Appropriations Committee. She managed all aspects of the office and was the Congressman's top advisor for all political and policy matters. Prior to becoming chief of staff, Amy served as legislative director and legislative assistant in the same Congressional office. In this capacity, she was responsible for a wide range of issues, including appropriations, natural resources, energy, housing, health care, labor, education, banking, budget, and taxes. Amy also has prior experience at a Washington, DC-based think tank, and worked in the George H.W. Bush Administration at both the White House and the Office of National Drug Control Policy.

Amy is an elected member of the Massachusetts Republican State Committee and has served since 2016 on the State Party's Executive Committee. She was an elected delegate to the 2012, 2016, and 2020 Republican National Conventions and served on the Rules, Platform and Credentials Committee at the national level.

Amy was appointed in 2017 by Massachusetts Governor Charlie Baker to serve on the Governor's Commission on Intellectual Disability.

PROFESSIONAL / CIVIC ACTIVITIES

- Member, Governor's Commission on Intellectual Disability
- American Council of Young Political Leaders (ACYPL)
- New England Council
- House Chiefs of Staff Association (organization of former U.S. House chiefs of staff)

- Republicans Associated for Mutual Support (organization of current and former Republican chiefs of staff, agency heads and staff directors)
- 302(b)s (organization of former Professional Appropriations Committee staff)

SPEAKING ENGAGEMENTS

- "SWOT for Lobbying' - Lobbying in the Age of Social Media," *Professional Women in Advocacy and Women in Government Relations*, October 9, 2018, Washington, D.C.
- "Presidential Debate Forum," *John F. Kennedy Presidential Library and Museum*, October 18, 2016, Boston, MA.
- "Presidential Debate on Health Care Issues," *Columbia University Medical Center*, September 26, 2016, New York, NY.
- "Getting to Know You: How to Network with Your Federal Officials," *International Economic Development Council 2006 Economic Development Summit*, March 20, 2006, Washington, D.C.
- "Networking with Your Federal Officials," *International Economic Development Council 2005 Economic Development Summit*, March 14, 2005, Washington, D.C.

EDUCATION

- B.A., George Washington University, 1993 (*with honors*)



Finch Fulton

Government Affairs Advisor

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OVERVIEW

Finch Fulton is a government affairs advisor in the firm's Washington, D.C., office. He is a member of the Public Policy and Law practice group.

PROFESSIONAL BACKGROUND

Prior to joining the firm, Finch served as vice president of policy and strategy for a Pittsburgh-based autonomous truck company. He led their regulatory, legislative, communications, marketing, and standards development strategies. Finch was also previously deputy assistant secretary for policy, and the nominee to be assistant secretary for transportation policy, at the United States Department of Transportation (USDOT).

There, Finch co-led the development of the USDOT's infrastructure proposal, which set the foundation for the Bipartisan Infrastructure Law, organized and advised on the Department's discretionary grant programs, and developed the Department's automated vehicle, drone, and advanced technology policies.

PROFESSIONAL / CIVIC ACTIVITIES

- Board Member and Treasurer: BEST Robotics (May 2021 - Present)
- Board Member and Treasurer: Partners for Automated Vehicle Education (PAVE) (Oct 2021 - Present)

SPEAKING ENGAGEMENTS

- July 2023: 2023 Automated Road Transportation Symposium; presentation on the history of automated vehicle policy and what is coming next from the Federal government
- May 2023: International Foodservice Distributors Association; presentation on AVs, EVs and the Future of Trucking
- August 2022: SAE Tomorrow Today podcast on re-engineering the supply chain with automation

- April 2022: Fireside Chat with FMCSA Chief Council Earl Adams Jr. on automated truck regulations
- May 2021: PAVE Fireside Chat hosted by Ohio LG Jon Husted and featuring Brett Roubinek, President of the Transportation Research Center
- January 2020: Roundtable discussion on automated vehicle development and data sharing the Governors Meeting: Automotive and Autonomous Mobility Policy at the World Economic Forum in Davos
- January 2020: CES panel “What’s Next for Vehicle Automation”
- October 2019: ITS World Congress on automated vehicles and the 5.9GHz spectrum
- October 2019: Regulatory Perspectives on Autonomous Mobility at the Autonomous Mobility Summit in Singapore
- October 2019: USDOT Access and Mobility for All Summit - Inclusive Design Challenge
- May 2019: September 2019: The Hill's Future of Mobility Summit panel discussion
- May 2019: World Economic Forum Drones and Aerial Mobility Global Council roundtable
- March 2019: SXSW fireside discussion with Secretary Elaine Chao introducing the New and Emerging Transportation Technology (NETT) Council
- December 2018: G7 Multistakeholder Conference on Artificial Intelligence on “Unleashing Innovation - Reducing Barriers to Innovation” discussion paper breakout session in Montreal
- October 2018: USDOT unveiling of *Automated Vehicles 3.0: Preparing for the Future of Transportation*
- July 2018: Automated Vehicle Symposium plenary speech on USDOT's AV research activities
- March 2018: FAA UAS Symposium speech “Legislation and Regulation -- Who's in Charge of What?”
- January 2018: CES Panel on “The Key to UAS Integration”
- December 2017: Western Governors Association Winter Meeting in Arizona - presentation on Federal AV efforts

EDUCATION

- M.B.A., The Johns Hopkins University, 2013
- B.S., University of Alabama, 2008



Matthew H. Leggett

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OVERVIEW

Matt Leggett is a partner in the firm's Washington, D.C., office. He is a member of the Public Policy and Law practice group.

PROFESSIONAL BACKGROUND

Prior to joining the firm, Matt served as minority chief counsel for the U.S. Senate Energy and Natural Resources Committee. He managed the legal, policy, and communications teams which developed and implemented the strategic plan of the committee agenda. Before this, Matt had served as majority chief counsel for the U.S. Senate Environment and Public Works Committee.

In both of these jobs, Matt was responsible for overseeing committee staff, preparing for hearings, coordinating media strategies, and participating in the regulatory process. He provided legal counsel, advice, and legislative solutions to the Ranking Member and Chairman of the respective committees, Wyoming Senator John Barrasso, members of the committees, Senate Republican leadership, and other Senate offices. He directed committee hearings and Senate consideration of more than 65 presidential nominations in the energy, environment, natural resources, and transportation space. Matt also ensured compliance with Senate, committee, and Republican conference rules. He devised rules-based strategies to pass legislation, process nominees, defend committee jurisdiction, and advocate before the Senate Parliamentarian. Additionally, he managed oversight and investigation activities, while also serving in an official role at committee business meetings.

Matt led his committees' legislative activities on the Senate floor relating to the Inflation Reduction Act, Infrastructure Investment and Jobs Act, and CHIPS and Science Act of 2022. He oversaw bipartisan enactment of an environmental innovation package to promote carbon capture and sequestration technologies, reduce diesel emissions, and phasedown hydrofluorocarbons. In addition, he managed committee passage of bipartisan infrastructure legislation to reauthorize the federal highway program and support the build-out of hydrogen, natural gas, and electric vehicle fueling infrastructure. The America's Transportation Infrastructure Act served as the basis for the Infrastructure Investment and Jobs Act.

Prior to his service as chief counsel, Matt worked for Senator Barrasso as policy counsel with the Senate Republican Policy Committee where he provided the Senate Republican Conference with strategic guidance,

policy solutions, and communications support on energy, environment, natural resources, infrastructure, and agriculture matters. He oversaw all major legislation and drove the Senate Republican Conference's response to federal agency regulatory activities in these spaces. He frequently served as a featured speaker at legal, policy, and energy conferences, including the Energy Bar Association, Hudson Institute, Federalist Society, Institute for Energy Law, and Energy Policy Research Foundation.

Earlier in his career, Matt managed a U.S. Congressman's assignment to the U.S. House Energy and Commerce Committee, co-chairmanship of the Congressional Natural Gas Caucus, and chairmanship of the Congressional Steel Caucus. He also served on the staff of the U.S. House Agriculture Committee and for a senior U.S. Senator.

Much of Matt's tenure in the U.S. Congress focused on natural gas, liquefied natural gas (LNG) imports and exports, and other energy infrastructure matters. As a result of his oversight and his management of all nominations for the Department of Energy, the Federal Energy Regulatory Commission, the Environmental Protection Agency, the Department of the Interior, and the Nuclear Regulatory Commission, and his review of environmental impact statements throughout his career, Matt has deep knowledge of the inner workings of these agencies and the individuals who run them.

EDUCATION

- J.D., Vanderbilt Law School, 2007
- B.A., University of Virginia, 2000

BAR ADMISSIONS

- Bar of District of Columbia
- Bar of Virginia



Lacey Stanage

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OVERVIEW

Lacey Stanage is a government affairs analyst in the firm's Seattle office. She is a member of the Public Policy and Law practice group.

ACHIEVEMENTS

Prior to joining the firm, Lacey served as a contract lobbyist representing client interest areas in environment, education, agriculture, health care, and consumer protection. Before becoming a lobbyist, Lacey was the legislative assistant for the Deputy Majority Leader in the Washington State House of Representatives where she advised the member on legislative issues such as housing and homelessness, tax policy, natural resources, and education. In this role she also organized stakeholder meetings and directed correspondence with constituents.

Lacey also served as a caucus coordinator in the Michigan State Senate, where she worked with the Caucus Director to manage consultants for ten targeted races, wrote funder updates regarding finance and field progress, and briefed directors on polling developments.

EDUCATION

- B.A., University of Michigan, 2015



Abby Dinegar

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OVERVIEW

Abby Dinegar is a government affairs analyst in the firm's Washington, D.C., office. She is a member of the Public Policy and Law practice group.

PROFESSIONAL BACKGROUND

Prior to joining the firm, Abby served as a strategic communications and government affairs intern at a Washington, D.C. firm where she supported senior associates and directors by monitoring congressional hearings, as well as collaborated on long-term research projects across different sectors.

Abby also served as a Government Affairs Fellow at K&L Gates, where she researched and monitored government affairs and public policy issues and provided clients with real-time policy updates.

EDUCATION

- B.S., Northeastern University, 2022



Michael F. Doyle

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OVERVIEW

Michael Doyle is a government affairs counselor in the firm's Pittsburgh office and a member of the Public Policy and Law practice.

PROFESSIONAL BACKGROUND

Michael previously represented the 18th District of Pennsylvania in the United States Congress for 14 terms serving the City of Pittsburgh and 53 suburban communities in Allegheny County.

Michael served on the House Energy & Commerce Committee where he chaired the Communications and Technology subcommittee and was a senior member of the Energy subcommittee. Throughout his career, Michael has worked extensively to address climate change through the development of energy efficient technologies and renewable energy sources.

As chair of Communications and Technology, Michael has worked to provide all Americans with reliable, affordable high-speed broadband internet service and to restore net neutrality.

Michael co-founded and co-chaired the House Robotics Caucus to ensure that the United States remains globally competitive in the field of robotics. He was also one of the founders of the Distributed Generation Caucus, which works to promote widespread adoption of decentralized power generation technology that is both fuel efficient and environmentally friendly. Michael has also served as a member of the House Hydrogen and Fuel Cell Caucus.

Michael was the founder and co-chair of the House Autism Caucus, also known as the Coalition for Autism Research and Education (C.A.R.E.). The caucus is responsible for an exponential increase in federal research and services to families with autistic children.

PROFESSIONAL / CIVIC ACTIVITIES

- Representative for the 18th District of Pennsylvania, United States Congress
- Member, House Democratic Caucus
- Member, House Energy and Commerce Committee

- Chairman, Communications and Technology subcommittee
- Member, Energy subcommittee
- Founder and Co-Chair, Congressional Autism Caucus
- Founder and Co-Chair, House Distributed Generation Caucus
- Co-Founder and Chair, House Robotics Caucus
- Member, House Hydrogen and Fuel Cell Caucus
- Member, Leadership Pittsburgh Alumni Organization

EDUCATION

- B.S., Pennsylvania State University, 1975



Bart Gordon

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OVERVIEW

Bart Gordon joined the firm as partner in the Washington, D.C. office after 26 years representing the state of Tennessee in the United States House of Representatives. Bart served as Chairman of the House Committee on Science and Technology from 2007 to 2010. He was also a senior member of the House Committee on Energy and Commerce, and served on the House Committee on Financial Services and the House Committee on Rules, Transatlantic Parliamentary Dialogue, and NATO Parliamentary Assembly.

Bart is a member of the Tennessee bar and the District of Columbia bar.

During his distinguished congressional career, Bart developed a reputation as the undisputed bipartisan leader in innovation policy in the US Congress. During his chairmanship the committee passed 151 bills and resolutions and all were bipartisan. In 2007, he championed the America COMPETES Act, signed into law by President Bush, which promotes federal investments in innovation in order to make the United States more competitive. In 2010, as Chairman of the Science and Technology Committee, he engineered the passage of the America COMPETES Reauthorization Act. Signed by President Obama, the act renewed the federal commitment to R&D and education, adding new provisions such as support for prize competitions.

Bart played a key role in developing and passing the 21st Century Nanotechnology Research and Development Act, which encouraged the federal government to promote the transfer of nanotechnology breakthroughs from laboratories to commercial products. He also promoted legislation that would implement a research program focusing on the environmental, health, and safety aspects of nanotechnology.

Throughout his political career, Bart led the debate on a wide range of technology issues and formulated legislative initiatives on a number of other subjects, including health information technology, nuclear power, rare earth minerals, and synthetic biotechnology. Additionally, he led the effort to enact the Energy Independence and Security Act of 2007, which increased mileage standards, improved vehicle technology, promoted alternative energy research, and improved energy efficiency in a variety of ways. Bart was also a leading proponent of America's space program, and of improving the nation's performance in science, technology, engineering, and math (STEM) education. He is also a "Distinguished Fellow" on the Council on Competitiveness and appointed by President Obama to the Blue Ribbon Panel of the Antarctica and Southern Oceans. He is a member of the Brookings Leadership Advisory Board and is a project member for the American Academy of Arts and Sciences' New Models for U.S. Science and Technology Policy.

He is a Board Member of the US Association of Former Members of Congress and the Middle Tennessee State University Foundation, and he is on the Board of Counselors for the Center for the Study of the Presidency and Congress.

In 2012, Bart received the Insignia of Officier de la Légion d'Honneur, the highest decoration that the Republic of France can confer on an individual. In 2012 he also received an honorary Ph.D. from Rensselaer Polytechnic Institute and in May of 2013 he received an honorary doctorate from his alma mater Middle Tennessee State University.

Active in Democratic politics early on, Bart served as executive director of the Tennessee Democratic Party in 1979 and state party chairman from 1981 to 1983.

Prior to his public service, Bart was a lawyer in private practice. He served in the United States Army Reserve from 1971 to 1972.

ACHIEVEMENTS

- *The Hill's*: Top Lobbyists 2023, *The Hill*, December 2023

EDUCATION

- J.D., University of Tennessee College of Law, 1973
- B.A., Middle Tennessee State University, 1971 (*with honors*)

BAR ADMISSIONS

- Bar of District of Columbia



Jamie L. Jackson

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OVERVIEW

Jamie Jackson is a partner in the firm's Washington, D.C., office. She is a member of the Public Policy and Law practice group and focuses her practice on national security, emerging technologies, and congressional investigations matters.

PROFESSIONAL BACKGROUND

Jamie is well-versed in federal legislative and regulatory processes having previously held senior positions in both the legislative and executive branches of government. Most recently, she served as Senior Counsel to former U.S. House Majority Leader Steny H. Hoyer.

Jamie previously served as Deputy General Counsel and Staff Lead for Oversight and Investigations for the House Armed Services Committee (HASC). On HASC, Jamie advised committee Chairman Adam Smith on matters related to passage of the annual National Defense Authorization Act (NDAA). She also crafted bipartisan legislation on cybersecurity, artificial intelligence, acquisition policy, supply chain security, the Committee on Foreign Investment in the United States (CFIUS), and military justice matters.

Jamie has held national security-related positions in both the Obama and Biden presidential administrations. Prior to her service on HASC, Jamie was appointed by President Obama to serve as special assistant to the assistant secretary of defense for legislative affairs and, subsequently, as national security director in the White House Office of Presidential Personnel. She recently served as security clearance counsel at the Biden White House.

Earlier in her career, Jamie served as a foreign policy legislative assistant to Rep. Eddie Bernice Johnson, a former chair of the House Science, Space, and Technology Committee. She also served as associate director of legislative affairs in Mayor Muriel Bowser's Office of Policy and Legislative Affairs.

In 2018, Jamie was selected by New America as a "next generation leader" in national security and foreign policy. She is also a recipient of the Secretary of Defense Award for Outstanding Achievement.

Jamie is a member of the board of directors for the National Institute of Military Justice.

ACHIEVEMENTS

- Wonderful Women Award, Issued by Lawyers of Color, July 2023
- 2022 Top Capitol Hill Staffer, Issued by Lawyers of Color, September 2022
- Capitol Hill "Woman on the Rise" Nominee, Issued by Congressional Alliance, January 2019
- Next Generation Leader in National Security & Foreign Policy, Issued by New America, January 2018
- Office of the Secretary of Defense Award for Outstanding Achievement, Issued by Office of the Secretary of Defense, January 2017

PROFESSIONAL / CIVIC ACTIVITIES

- Councilmember, Leadership Council for Women in National Security (LCWINS)
- Board of Directors, National Institute of Military Justice (NIMJ)

SPEAKING ENGAGEMENTS

- Panelist, "Honoring Black Women in House & Senate Staff Leadership," Black Women's Congressional Alliance, 2023
- Panelist, Continuing Legal Education (CLE), "State & Federal Policy Priorities Remaining for 2022 & Legislative Forecast for 2023," Ice Miller LLP, 2022
- Panelist, "Career Opportunities in National Security," Duke Center on Law, Ethics, and National Security (LENS), 25th Annual National Security Law Conference, 2020

EDUCATION

- J.D., University of Maryland School of Law, 2008
- M.Ed., University of Virginia, 2005
- B.A., University of Virginia, 2004

BAR ADMISSIONS

- Admitted only as indicated below. Not admitted in the District of Columbia. Supervised by a member of the D.C. Bar.
- Bar of Maryland



Scott C. Nelson

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OVERVIEW

Scott Nelson has spent the last two decades working at the intersection of policy, politics, and law, working as senior staff to a U.S. Senator, a Governor, a political appointee in the federal executive branch, on several political campaigns, and as a lawyer and lobbyist in private practice.

His practice has most recently focused on helping clients with complex federal policy issues, including risk mitigation and tax provisions of the Affordable Care Act, international provisions and elements impacting trade in what became the Tax Cut and Jobs Act, and various environmental, energy, and infrastructure finance policy issues.

Scott is also a member of the K&L Gates political law and government ethics team. He has helped clients develop enterprise-wide compliance programs for lobbying disclosure and political engagement at the federal level and in many states. He has co-edited several editions of "A Guide to Political and Lobbying Activities," released periodically by K&L Gates.

Before returning to the private sector in 2014, Scott served as the jobs and economy policy advisor to Oregon Governor John Kitzhaber and was the policy director for the Governor's 2010 campaign and the campaign coordinator for the Governor's re-election in 2014. In the Governor's office, he managed the development and execution of the Governor's economic policy agenda, covering energy, tax, communications, consumer affairs, and economic development among other key policy issues.

Prior to joining the Governor's office, he previously spent nearly five years with K&L Gates, counseling clients on a range of regulatory and policy issues including tax, energy, trade, telecommunications, political law, and government ethics.

Before originally joining K&L Gates, Scott served on the staff and campaigns of U.S. Senator Byron Dorgan for several years, most recently as deputy chief of staff. He was also a political appointee in the Clinton administration at the U.S. Department of Energy. During law school, he was legal fellow in Governor Mark Warner's office and a work-study clerk at the U.S. Attorney's Office, Western District of Virginia. Scott grew up in Corvallis, Oregon.

PROFESSIONAL BACKGROUND

Prior to joining the firm, Scott was a principal/partner at his own law firm based in Washington, D.C. and Portland, Oregon. In addition, he worked for Governor John Kitzhaber of Salem, Oregon as a jobs and economy policy advisor and policy director from 2010-2014. Scott was an associate in the firm's Washington, D.C. and Portland offices for more than four years.

EDUCATION

- J.D., University of Virginia School of Law, 2004
- B.A., Carleton College, 1997 *magna cum laude*

BAR ADMISSIONS

- Bar of District of Columbia
- Bar of Oregon



Karishma Shah Page

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OVERVIEW

Based in Washington, D.C., Karishma Shah Page is a member of the firm's public policy and law practice. Karishma concentrates her practice on federal legislative and regulatory policy, focusing on tax, financial services, health care, retirement, and employee benefits issues. She has extensive experience working on a variety of legislation, such as the Tax Cuts and Jobs Act, the Protecting Americans from Tax Hikes Act, the Dodd-Frank Wall Street Reform and Consumer Protection Act, and the Affordable Care Act. She also works on related rulemaking and regulatory activity.

Karishma develops and implements a variety of advocacy strategies to advance client objectives, both from a Congressional and administrative perspective. In particular, she leads complex, multi-faceted policy campaigns incorporating lobbying, coalitions and third-party advocates, grassroots/grasstops strategies, and traditional and new media. Additionally, she has experience building, managing, and working with coalitions.

Karishma counsels clients with respect to the key legislative and regulatory developments that impact their operations. Her clients include Fortune 500 companies, trade and member associations, and tax-exempt entities. Karishma also advises clients on the intersection between social responsibility initiatives and the policy debate.

Karishma works closely on issues involving the House Ways and Means Committee, Senate Finance Committee, House Financial Services Committee, Senate Banking Committee, House Education and the Workforce Committee, Senate Health, Education, Labor, and Pensions Committee, and Senate Aging Committee, as well as the Department of the Treasury, Internal Revenue Service, Department of Labor, and financial regulators.

PROFESSIONAL BACKGROUND

Prior to joining the firm, Karishma worked as a lobbyist and policy analyst for a government relations firm based in Michigan. She has also served as a legal clerk for the House Committee on Foreign Affairs, the Office of the United States Trade Representative in the Executive Office of the President, and the United States Agency for International Development, and an intern for the Tax-Exempt Organization Division of the Internal Revenue Service.

Karishma was a summer associate with the firm in 2007.

ACHIEVEMENTS

- Recognized by Chambers USA for Government Relations: Federal nationally (2023)
- Emerging Women Leaders in Private Practice - DCA Live Award (2020)
- Nominee, Professional Women in Advocacy - Excellence in a Federal Issue Campaign Award (2017)
- Nominee, Professional Women in Advocacy - Excellence in Advocacy by an Up and Coming Practitioner Award (2014, 2015, 2016)

PROFESSIONAL / CIVIC ACTIVITIES

- Special Counsel, Secretary, and Director, Board of Directors, Truman Center for National Policy
- Co-Chair, Steering Committee, Will on the Hill, Shakespeare Theatre Company
- Host Committee, Campaign for Fair Sentencing Healing & Hope Annual Dinner
- Outreach Committee Co-Chair, Tax Coalition
- Tax Council
- Women in Housing & Finance

EDUCATION

- J.D., Georgetown University Law Center, 2008 (*Georgetown Journal on Poverty Law & Policy, Article Solicitations & Selections Editor*)
- M.P.P., University of Michigan, 2003 (*University Honors*)
- B.A., University of Michigan, 2002 (*University Honors*)

BAR ADMISSIONS

- Bar of District of Columbia
- Bar of New York

K&L GATES

K&L Gates is a fully integrated global law firm with lawyers located across five continents. The firm represents leading multinational corporations, growth and middle-market companies, capital markets participants and entrepreneurs in every major industry group as well as public sector entities, educational institutions, philanthropic organizations and individuals. For more information about K&L Gates or its locations, practices and registrations, visit www.klgates.com.

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