

# *Innovative Federal Strategies* LLC

Comprehensive Government Relations

*Innovative Federal Strategies LLC* is a bipartisan firm whose members have over 149 years of combined federal service in the House of Representatives, the U.S. Senate, and the Departments of Agriculture, Air Force, Army, Commerce, Navy, and Treasury. We understand the complex federal planning, programming, budgeting, contracting, and regulatory processes used in the Executive Branch. Many of the members of the firm also have unique expertise in the intricate legislative process that Congress uses for annual authorizations, appropriations, regulatory and policy issues, and agency oversight. We work with our clients to understand their objectives and to develop appropriate, well-tailored strategies for working with the federal government. This can include developing and executing a Congressional relations strategy, which may involve the following: developing, strengthening or expanding relations between our clients and Members of Congress; identifying key decision-makers in Congress on items of interest; providing timely tactical information on Congressional processes, schedules, and actions by Members or Congress or Congressional Committees; providing information on activities of federal agencies; providing research and advice on legislative, policy, or business issues; facilitating communications with other companies and non-federal organizations; identifying business opportunities in the federal government; assisting in drafting legislation or legislative proposals and development and preparation of correspondence, briefings, and other written materials; providing advice on federal budgeting or contracting issues; and ensuring strict adherence to all federal lobbying disclosure policy and procedures.

## **BIOGRAPHIES**

### ***LETITIA WHITE***

Letitia White is a Principal of Innovative Federal Strategies LLC who served as a key staff member in the House of Representatives with 21 years of federal service. Having worked in both the House and the Senate, she has a unique and comprehensive understanding of the federal legislative process. As a result, she has long-standing relationships with a number of Members of Congress, their staff, and professional staff members on many Congressional Committees.

As a principal in Innovative Federal Strategies LLC, she represents before Congress and the Executive Branch a number of major corporations as well as a significant number of smaller high-technology companies and non-profit organizations to include the Battelle Memorial Institute. She also represents various cities like the City of San Bernardino and the City of Victorville. Letitia has a keen interest in mentoring small businesses, to include both representing their interests and assisting them in networking to achieve synergy on common objectives. She is a participating member on several Boards of Advisors.

Letitia White has expertise in aerospace, commercial and military aviation, and remotely operated aircraft systems and sensors. She also has a wide range of experience in domestic issues and has worked very closely with cities, counties, hospitals and water districts on a variety of their requirements such as flood control, water conservation, all modes of transportation and funding, community and economic development, hospital infrastructure, healthcare and welfare programs. Her extensive work in these areas has rounded out this firm's ability to provide a wide range of services to its clients on programs in multiple government departments and agencies.

She began her career in Congress with the late Senator John Heinz (D-PA). For many years she worked for Congressman Jerry Lewis (R-CA), now the Chairman Emeritus of the House Appropriations Committee. Within Congressman Lewis' office Letitia served in most of the functions typically found in a Congressional office. When Congressman Lewis served in a leadership position in the Republican Party in the early 1990s, Letitia served as his Senior Policy Advisor for the House Republican conference. Since very few of the 435 Members of Congress attain House leadership positions, she was afforded a valuable and very unique perspective on not only appropriations but the entire legislative process.

To support Congressman Lewis in his role on the House Appropriations Committee, Letitia was at various times his primary staff for appropriations issues in the Defense, Legislative Operations, Transportation, Energy and Water Development, and Interior appropriations bills. When Congressman Lewis became Chairman of the House Appropriations Subcommittee on Defense, Letitia served as his Appropriations Associate, which among other duties, required daily interaction with 10 subcommittee staff members, some of whom remain on the Committee today. She acted with and for Congressman Lewis to prepare his questions for hearings, and in his meetings with Members of Congress, high-ranking officials of the Executive Branch, constituents, and Congressional staff members. To perform effectively she formed long-term relationships with Congressional staff in Members offices, the House and Senate Armed Services Committees, and the Senate Appropriations Committee.

Letitia has strong relationships with members of both parties. In December 2011, *National Journal* and the *First Street Research Group* named her one of the 30 most powerful lobbyists in Washington. In July 2004, Letitia White was named by *The Hill* newspaper as

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one of the top eight Defense lobbyists in Washington, D.C. She is a graduate of Stephens College in Columbia, Missouri and attended Richmond College in London, England.

### ***JEAN DENTON***

Jean Denton is a Principal of *Innovative Federal Strategies LLC* who has twenty years of experience working in the legislative arena, with a particular expertise in dealing with the appropriations process. Her work with a diverse group of clients brings a well-rounded knowledge of issues, which is extremely helpful in understanding and impacting the legislative process.

Ms. Denton served as Senior Legislative Assistant to Congressman Bill Lowery and was responsible for issues related to his assignment to the House Appropriations Committee. This first-hand knowledge of how the Appropriations Committee operates provides a vital link to developing strategy for pursuing federal funding. In addition, her Capitol Hill responsibilities included the District of Columbia Committee on which Congressman Lowery was the Ranking Republican on the Judiciary and Education Subcommittee. During the past dozen years while serving the private sector, Ms. Denton has broadened this experience by working on behalf of various interests including defense firms, municipalities, transit interests and a large public university.

### ***BILL LOWERY***

Bill Lowery is a Principal of *Innovative Federal Strategies LLC*. His experience as an elected representative in both local and federal government provides him with valuable insight into the legislative and political process. By serving in the private sector and working on behalf of interests that vary from states to municipalities and large corporations to small businesses, he has kept his hand in the public policy arena. Mr. Lowery contributes an insider perspective that has proven invaluable to the firm's clients.

Mr. Lowery served for 12 years as a Member of Congress before retiring in 1993. While serving in the House, he was the Ranking Republican on the Appropriations Military Construction Subcommittee and also served on several other Appropriations Subcommittees including: Veterans-Housing and Urban Development-Independent Agencies; Interior; and Treasury-Postal Service-General Government. Early in his congressional career, Mr. Lowery was a member of the House Banking and Science Committees. He also served as Ranking Member of the Judiciary and Education Subcommittee for the House District of Columbia Committee.

His career as a public official began in 1977 with his election to the San Diego City Council, where he was involved in economic development and downtown revitalization. Mr. Lowery served as the city's representative on the Joint City of San Diego - San Diego Unified School District School Finance Task Force. He was serving as Deputy Mayor in 1980 when he was elected to the U.S. House of Representatives.

Mr. Lowery is a member of the California Western School of Law Board of Trustees. He is a member of the Board of Directors of the California Institute on Public Policy. He also was a board member of the San Diego based ORINCON Corporation, an advanced technology firm acquired by Lockheed Martin Corporation, and a board member of DSR of Fairfax, Virginia, now a division of General Dynamics Corporation.

### ***HEATHER McNATT HENNESSEY***

## **BIOGRAPHIES**

Heather McNatt Hennessey is a Principal of *Innovative Federal Strategies LLC*. She has seven years of service in the House of Representatives, including two years as Chief of Staff for Congressman Jack Kingston of Georgia. Her diverse experience in Washington, both in public service and as an advisor to clients in the private sector, has given her deep insight into the complex federal legislative process and expertise in a broad spectrum of policy issues from many perspectives. Both on Capitol Hill and as a consultant in the private sector, Heather worked directly with a wide variety of private and public entities as they presented their legislative and appropriations agenda. She has hands-on experience with municipalities, hospitals, schools, military bases and private companies.

Heather's years of public service in the office of Congressman Jack Kingston included positions as the Congressman's Chief of Staff, Legislative Director and Counsel. Initially, Heather was personally responsible for handling individual legislative policy issues. Those duties led into a position as Legislative Director and management of the entire legislative portfolio of the Congressman's office. During the Congressman's tenure as Chairman of the Legislative Branch Appropriations Committee, Heather served as his primary staff consultant. She directly supervised 20 employees.

In addition to her duties as Chief of Staff, Heather also served as Representative Kingston's Appropriations Associate. In this capacity, she had responsibility for all aspects of Congressional hearings in which the Congressman participated, to include reviewing witness statements, meeting with senior agency officials, preparing questions for use by the Congressman, preparing the Congressman for hearings, attending hearings, and working with Committee staff to address the Congressman's issues and concerns. She also made recommendations to the Congressman on issues to be addressed in each of the twelve annual appropriations bills that address every function in the federal government. She also participated in Committee and House floor debate and procedures for passing legislation, as well as interfacing to Senate offices as legislation became law.

As one of only 435 Chiefs of Staff to Members of Congress in the House of Representatives, Heather participated in a number of leadership functions unique to that position. This included working with party leadership and with other Members of the Georgia delegation to advance common objectives. On a daily basis she worked with many Members of Congress, their staffs, military general officers, senior federal agency officials, senior corporate leaders, and the press as they brought issues before the Congressman or to work issues with them on behalf of the Congressman. She also regularly attended Chief of Staff luncheons and training sessions. In doing so, she developed strong professional ties with key staff on Capitol Hill. She is especially knowledgeable about the Appropriations process and Healthcare, Transportation and Defense appropriations issues.

A native of South Georgia, Heather received her undergraduate degree from the George Washington University and her law degree from the University of Georgia. She practiced law for two years with the firm of Whelchel, Brown, Readdick and Bumgartner in Brunswick, Georgia, handling litigation cases for a broad range of clients. Heather remains a member of the State Bar of Georgia.

## ***DAVE KILIAN***

Dave Kilian is the Managing Director of *Innovative Federal Strategies LLC*. He has about twenty-nine years of service to the federal government in both the executive and legislative branches. This includes eight years as a civilian budget analyst for the U.S. Air Force in the Pentagon, one year as a supervisory budget analyst in the Department of the Treasury with the U.S. Customs Service, and twenty years as a Professional Staff Member of the House

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Appropriations Committee. On the hill, he worked 17 years for the Defense Subcommittee where he primarily handled weapon system acquisition, and research and development of advanced technologies, for each of the military services and defense agencies under both political parties. During the last three years of his federal career, Dave worked for the Democratic staff of the House Appropriations Committee under Congressman Dave Obey, as Minority Staff Director for Defense Appropriations under Congressman Jack Murtha and later as Minority Staff Director for Energy and Water Development Appropriations under Congressman Pete Visclosky. In the energy field, Dave worked with programs of the Departments of Energy and Interior, and the Army Corps of Engineers. During his career Dave held some of the highest security clearances in the federal government for programs in the Department of Defense, the Intelligence Community, and Department of Energy nuclear weapons.

Besides weapons system issues, Dave has considerable experience in information technology development. He was once named by Federal Computer Week in its "Federal 100" of the most influential individuals. He has also handled space programs, ballistic missile defense, intelligence programs, defense conversion, military construction, foreign military sales, and homeland security issues during his career. He is intimately familiar with the science programs in the Department of Energy and the programs of the national laboratories, as well as DOE's efforts to environmentally restore former nuclear weapons manufacturing facilities.

Dave has a Masters of Business Administration degree in Federal Procurement and Contracting, and a Bachelor of Science degree from the University of Notre Dame in mathematics.

### ***JOHN LITTLE***

John Little comes to *Innovative Federal Strategies LLC* having served with distinction as the Deputy and later Acting Director of the Secretary of the Navy's Congressional Budget Liaison Office under the Assistant Secretary of the Navy for Financial Management, Budget. He brings to *Innovative Federal Strategies LLC* extensive knowledge of the Pentagon, the DOD budget process and current worldwide joint operations. During his career he worked directly for and learned extensively from civilian financial executives in both Navy and DOD budget offices. His experience working with the Assistant Secretary of the Navy for Financial Management and the Budget provides the firm with unique and vital insight into the DOD acquisition and budget building processes.

John served most recently at the rank of Captain on the staff of Commander, Second Fleet, as Director of Fleet Operations. His successful 22-year career included four years composite time at the command and executive levels at sea. His broad experience base includes building a \$1 billion warship from the keel up to command of a Destroyer on the front lines of the Global War on Terrorism. His most recent deployment was in command of the three ships Surface Strike Group 03-2 to the Mediterranean Sea, Red Sea, Gulf of Aden and Indian Ocean in support of Operations Iraqi Freedom and Enduring Freedom.

John Little has a Bachelors Degree in Political Science from Auburn University, a Masters of Science Degree in Education from Old Dominion University, and is a graduate of the Air Force Air Command and Staff College and the Armed Forces Joint Command and Staff College. John was competitively selected from a Navy-wide candidate list to teach for two years in the Seamanship and Navigation Department at the United States Naval Academy.

### ***ALEXANDRA HESLOP SHOCKEY***

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### ***HILLSCAPE ASSOCIATES, LLC***

#### ***AN INDEPENDENT CONSULTANT AFFILIATED WITH INNOVATIVE FEDERAL STRATEGIES LLC***

Alex Shockey is experienced in many aspects of the legislative process, particularly issues involving appropriations for transportation and public works. She has her own consulting practice, *Hillscape Associates LLC*. Prior to her consulting work, her career involved service as Legislative Assistant to Congressman Jerry Lewis for nearly nine years and as a professional staff member of the House Republican Conference.

In her work for Congressman Lewis, Ms. Shockey handled a range of legislative issues including Transportation, Foreign Affairs, Education, Veterans Affairs, Judiciary Issues, Taxes and the Budget. She was responsible for Veterans Affairs Appropriations when Congressman Lewis served as Chairman of the Veterans Affairs-Housing and Urban Development and Independent Agencies Appropriations Subcommittee. She also handled the Congressman's Foreign Operations Appropriations work relating to his Membership on that Appropriations Subcommittee panel.

Formerly a California resident with extensive contacts in the Inland Empire and the San Gabriel Valley, Ms. Shockey received her Bachelor's Degree from Sophie Newcomb College, Tulane University.

### ***SUSAN CARR***

#### ***SUSAN CARR AND ASSOCIATES, LLC***

#### ***AN INDEPENDENT CONSULTANT AFFILIATED WITH INNOVATIVE FEDERAL STRATEGIES LLC***

Susan Carr served as Senior Legislative Assistant for Appropriations to Congressman David Price from 1991-2005. In this capacity, Ms. Carr played a major role in helping to secure funding critical to the needs of North Carolina in the areas of defense, agriculture and justice programs. In addition to her other Appropriations Committee responsibilities for Mr. Price, Ms. Carr staffed the Congressman on the Homeland Security Appropriations Subcommittee, a panel upon which Mr. Price sits, from its creation in 2004. Due to the sensitive nature of her work for this Subcommittee, Ms. Carr has her top-secret clearance. Ms. Carr's responsibilities for Congressman Price have included military construction, foreign operations, labor, and social welfare policy. From 1998-2001, Ms. Carr served as Deputy Administrator of the Food and Nutrition Service, with the U.S. Department of Agriculture (USDA), overseeing a staff of 150 and a budget of \$23 billion. From 1995-1998, she was employed in the Office of White House Liaison where she was responsible for the oversight of USDA advisory committees and the Promotion and Research marketing boards. Ms. Carr served as Legislative Director and Constituent Services Director for former Congressman Martin Lancaster (1987-1995) and also worked in the area of constituent services for former Congressman Charlie Whitley. Prior to joining Congressman Whitley, Ms. Carr was employed in the environmental office of the Economic Development Administration focusing on projects involving historic preservation issues. She has also taught in the Greensboro, North Carolina public school system. A graduate of the University of North Carolina at Chapel Hill with a degree in Education and a concentration in social studies, Ms. Carr has her Master's degree in Public Administration from the University of North Carolina at Greensboro.

### ***REBECCA HOBBS***

Rebecca Hobbs comes to *Innovative Federal Strategies LLC* having served almost four years as Scheduler and Office Manager to Congressman Geoff Davis (KY-04). In 2008, she joined the Office of Congressman Geoff Davis as he began his ascent to becoming member

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of the powerful Ways and Means Committee and then Chairman of the Human Resources Subcommittee. While there she managed Mr. Davis' schedule both in Washington and Kentucky, directed the day to day activities of the office, supervised the Capitol Tours Program and directed the office's Congressional Internship Program.

A native of Kentucky, Rebecca received her Bachelor's Degree in Secondary Education, with an emphasis in Biology and Chemistry, from the University of Kentucky in 2005. Upon graduating, she spent three years serving as the Assistant Director of Admissions for Recruitment at the University of Kentucky. During her tenure there, she worked to recruit prospective high school students from Kentucky, Tennessee, and Washington, D.C. to the University. Rebecca is an active member of the University of Kentucky Alumni Association and the Kentucky Society of Washington, D.C.