



**Statement of Brian McPeck  
North America Conservation Region Director  
The Nature Conservancy**

**Before the House Subcommittee on Department Operations,  
Oversight, Nutrition and Forestry of the House Agriculture Committee  
June 3, 2009**

Mr. Chairman and Members of the Committee:

Thank you for your invitation to testify today on the future of our nation's forests. My name is Brian McPeck, and I am Director of the North American Conservation Region of The Nature Conservancy.

**Introduction**

The Nature Conservancy is a leading conservation organization -- working in all 50 states and more than 30 countries around the world -- with the mission of preserving the plants, animals and natural communities that represent the diversity of life on Earth by protecting the lands and waters they need to survive.

Forests in the United States provide extensive habitat for many of the plants and animals The Nature Conservancy is committed to protect, and forests make profound contributions to the ecological health of freshwater and estuarine ecosystems. From our first acquisition of a 60-acre hemlock gorge in New York State in 1955 to the 310,000-acre purchase of Plum Creek forest lands in western Montana last year, the Conservancy has more than 50 years of experience in developing strategies to conserve forest habitats.

While acquisition of interests in land, whether outright or by conservation easements, remains an important conservation strategy for us, to address the scope and complexity of today's conservation challenges, we also use other conservation tools: policy advocacy for the management of public and private lands, conservation incentives for private landowners, implementation of payments for ecosystem services, reforestation and restoration projects, learning networks and technical assistance. In pursuing these strategies we partner with many organizations and interests -- from rural communities to large corporations, from municipal governments to federal agencies -- to achieve lasting forest conservation.

## **The Essential Values of Forests**

Forests in the United States and around the world have many values -- they improve air quality, provide clean drinking water, regulate stream flows, maintain water temperatures to improve fish habitat, filter out pollutants, mitigate flooding and erosion, moderate our climate, store carbon, supply wood fiber and wood products, and are a renewable energy source. They are habitat for an incredible diversity of plants and animals, and forests are the setting for outdoor recreation and tourism. Forests have an immensely positive impact on the American economy and on the quality and character of the American way of life.

## **Forests Are Threatened on Many Fronts**

Despite their economic and environmental importance, forests in the United States are threatened on many fronts and are showing signs of severe stress:

### Land Use Conversion and Fragmentation.

Relentless conversion of forests to other uses, especially urbanization, is a primary threat with as much as 44 million acres of forest land predicted by the U.S. Forest Service to be lost to development by 2030. In some places, including western lands adjacent to national forests and land along the Appalachians, second home development is the leading cause of fragmentation, while in other places urbanization, along with road and energy development or off-road vehicle use are the primary contributors.

### Climate Change

Climate change scientists are continually releasing new information about the impacts of climate change on U.S. forests. Recent studies have documented the effect of warmer temperatures and variability in precipitation on the length and intensity of fire seasons, the life cycle of native bark beetles, and on the viability of a wide range of species.

### Altered Fire Regimes

The typical interval between natural fires is every 1-35 years for about 2/3 of the continental United States. More than 80 million acres of these lands are now prone to catastrophic wildfires because fire suppression and other management activities have increased tree density and fuel loads. Fire risks are exacerbated by climate change impacts, such as longer summer weather, higher summer temperatures, early peak snowmelt and faster runoff. Under the drought conditions now present in some places, the woods have become tinderboxes where wildfires are likely to do long-term ecosystem damage.

## Invasive Pests and Pathogens

An astounding array of non-native insects and diseases threaten forests across the continent, most acutely in the East, the Pacific Coast, the South, the Rockies and the upper mid-west. These pests could destroy all or nearly all oaks, maples, hemlock, birch, willow and redbay adding to the existing extirpation of the American chestnut and the American elm. Estimates of economic damage for each of several pests run to the tens or even hundreds of billions of dollars, but policies to prevent these pests are out of date and inadequately funded. Climate change appears to be having an impact on native insect species causing them to spread to new areas and interact in new ways with their host trees, producing devastating impacts such as the 15 million acres currently impacted in the Rocky Mountains by the native mountain pine beetle.

## Energy Development and Woody Biomass Use

Forests are a renewable resource and can be used as an alternative energy source. However, without sideboards to encourage sustainable use, such activities could lead to huge losses of native forests and biodiversity. When wood-fueled energy facilities are out of balance with wood supplies overcutting of native forests or their conversion to non-native species could result.

## Reductions in Funding for State Forestry Programs and Technical Assistance

In recent years, budgets for many state forestry programs have been drastically reduced as have some Federal programs providing technical assistance to private land owners. At a time of shifting markets and increasing threats, the lack of management information and technical assistance presents a distinct threat to privately owned forests.

## **The Nature Conservancy Recommends Five Overall Strategies to Address These Threats**

A wide and balanced range of strategies are needed to address these threats. The Nature Conservancy believes that successful forest conservation must incorporate five overall management strategies:

1. Wherever possible forest planning and management should take place at the landscape scale.

Forest managers have experience working at small scales, whether at the stand level on a large ownership or across small properties in a fragmented

landscape. Our experience tells us that we cannot address threats like altered fire regimes or land use conversion unless we are working at a larger, landscape scale. Large blocks of contiguous forest are increasingly more and more important where they exist in the United States, providing critical habitat for an array of endangered and sensitive species that are often confined to forest remnants and rare forest habitats.

## 2. Focus adequate resources to conserve private forests

Threats to the nation's forests cannot be addressed only by attention to the management of public lands. In the 13 Southern states, for example, more than 85% of the forest land is privately owned. While over time a small proportion of these lands may shift to public ownership, the great majority will not. Private land conservation incentives, including robust funding for the Forest Legacy Program, will be essential to keeping forests in forests.

## 3. Manage forests for their full range of values and benefits

Traditionally forests have been managed for only a few purposes, such as wood production and recreation. We now realize that forests provide other very important values such as protection of water resources, carbon storage, protection from natural disasters, control of soil erosion and maintenance of stream water temperatures. Market strategies and valuation of the benefits forests are essential if landowners are to have an economic rationale for long-term forest stewardship. Similarly, public land management must achieve a more encompassing balance of uses.

## 4. Make restoration a key component of forest policy

Many American forests have been lost or degraded over time, compromising their values, and making restoration critically important. While forest management is increasingly targeted at restoration of habitat elements that were once common in forests, it is insufficient to address the scale of the problem. Across the nation many restoration efforts are underway: old timber roads are being decommissioned, culverts removed, fish structures installed, and overgrown brush and trees thinned out by mechanical means or with controlled fire that replicate natural conditions, all demonstrating the efficacy of restoration to forest conservation. In addition, many areas where forests have been removed or significantly altered can, and where appropriate, should be restored back to more natural conditions.

## 5. Forest management must take climate change into account

The impacts of a warming climate are already being seen in our forests. Long range forest planning should include evaluation of likely climate impacts and

adopting measures to help forests become more resilient and more able to adapt to change, whatever the rate and scope of impacts turns out to be.

### **A Number of Policy Barriers Impede Management that Carries Out These Overall Strategies**

On private lands, the current set of funding and incentive programs function effectively at smaller scales, but are difficult to coordinate across agencies and jurisdictions to achieve landscape scale outcomes. State land policies vary widely, but to the extent that they rely on federal funding and programs, they are impeded by similar policy barriers.

Federal land management is inhibited by policies that require longstanding forest management practices be continued into the future, even though public needs and expectations have changed. Legislation that was ground-breaking and innovative in its time – for example the Multiple Use/Sustained Yield Act of 1960, National Forest Management Act of 1976 and Federal Land Policy and Management Act of 1976 – now creates barriers to the development of markets for water and carbon, and management of environmental services from forests that are critical to sustain people and nature.

### **Specific Actions Are Needed to Conserve America’s Forests on Both Private and Public Lands**

In conformance with the overall strategies that I have outlined in this testimony, The Nature Conservancy makes the following specific recommendations for conservation of private and public forest lands:

*On Private lands:*

#### Increase Funding for and Expand Farm Bill Forest Programs

The 2008 Farm Bill included important steps forward for forest conservation. We are grateful to the Committee for this progress. Given our growing understanding of forest threats, however, the forestry incentives included in the 2008 Bill should be better funded and greatly expanded, particularly to address the water resource and carbon values of forests. While there is much discussion of ecosystem service markets, these have been slow to develop. In the meantime, the reserve and cost share programs in the Farm Bill can become, in effect, surrogates for true markets by paying forest land owners for forest practices that provide additional, significant and quantifiable values to society. Toward that end:

- Increase funding for the reserve and cost share programs included in the 2008 Farm Bill (Wetlands Reserve Program, Conservation Reserve Program, Environmental Quality Incentive Program, and the Wildlife Habitat Incentive Program).

- The Wetlands Reserve Program should be expanded and funded to explicitly address the conservation of forested headwater streams
- A new reserve program is needed to reward landowners for forest practices that increase long term carbon storage on their lands. Such a program would be different from a framework for tradable emissions offsets and designed to be more suited to the needs of small and medium sized landowners.
- Funding is needed to complete the State Forest Resource Assessments required by the 2008 Farm Bill as a guide to the strategic and landscape scale application of Farm Bill incentives. In the past, incentive programs have been so distributed across states that they have not achieved a critical mass of protection and management in watersheds or landscapes. State Forest Management Plans can be used to better focus these programs.
- Funding should be restored to the State and Private Forestry Program of the Forest Service for state forestry programs to again provide technical assistance to private landowners.

#### Extend and Expand Tax Incentives for Forest Conservation

Tax policies can be significant incentives and disincentives for forest land stewardship. The Conservancy recommends that:

- Tax deductions for conservation easements be made permanent
- Legislation should increase the tax limitation on the amount excluded from a gross estate for lands covered by a conservation easement

#### Define Forests Offsets in the Climate Bill to Meet International Standards

A framework for defining tradable forest carbon offsets should be adopted as part of climate change legislation that is robust and credible, including clear principles on additionality, permanence, leakage, measurement, verification, and environmental criteria.

In addition, while strongly supporting market-based approaches, the Conservancy believes that other complementary policies are needed to ensure the full climate mitigation potential of the forest sector.

## *On Public Lands*

### Fund the Forest Landscape Restoration Act and Address Wildfire Budget Issues

With passage of the Forest Landscape Restoration Act (FLRA) as part of the Omnibus Public Lands Bill of 2009, a new tool is available for accomplishing large scale forest thinning and restoration over an extended time period. To meet its promise, the FLRA should be funded at \$40 million annually, as provided in its authorization. This should be a priority for Congress, along with restructuring the appropriation process for the U.S. Forest Service to provide funding for fighting wildfires that does not compromise other spending by the Service.

### Revise Forest Service Organic Statutes to Reflect Additional Forest Values

Revise the Multiple Use Sustained Yield Act of 1960 (MUSYA), to allow for “ecosystem services and compatible recreation” that meets the needs of the American people in the 21<sup>st</sup> century. Reshape the Organic Act to provide a foundation for the definition of ecosystem services and values in authorizing legislation that modifies the multiple use mandate, i.e., managing each acre for all uses, and provides a framework to ensure that the ecological health of federal lands is restored and maintained for future generations. Revise existing targets for products and services to include targets for ecosystem services, and realign the Forest Service budget to support the transition from multiple-use to restoration and ecosystem services. Incorporate mechanisms into Forest Service policies that encourage payment for ecosystem services that directly benefit communities, and use these funds to maintain and expand ecosystem benefits.

## *For All Lands*

### Ensure Rules Governing Live Plant Imports Move Forward Swiftly

USDA’s Animal and Plant Health Inspection Service (APHIS) needs to move swiftly to implement programs to prevent insects and diseases from entering our country from overseas, and to improve response to those pests that do arrive. Because American trees did not evolve in concert with these pests, they often have little resistance, and devastation can result.

The most critical need is to move forward revision of rules governing live plant imports. These rules have become outdated over several decades as the number of plants imported each year has risen from a few thousand

to more than 2 billion plants. APHIS announced its intent to revise them in 2004, but action has been too slow due to a combination of insufficient resources and insufficient leadership attention. For example, putting forward the first phase of a planned three phase rule-making has taken more than four years. The first phase still has not been published in the federal register, although it has been substantially complete for a year. This committee could help highlight the problem and encourage faster action on the remaining phases of the rule revision via oversight hearings.

#### Ensure that Renewable Energy Standards Protect Forests from Over-cutting and Conversion

Renewable Energy Standards (RES) should not encourage the large scale destruction of forest resources. While forests can be used to provide renewable biomass for the production of energy (including biofuels), recent studies have shown that if facilities for the generation of energy from woody biomass are not scaled to available wood supplies, and these supplies are not harvested in a sustainable manner, forests in those woodsheds are at risk from overcutting to meet the demand and natural forests may be converted to plantations, often of non-native species, to meet the demand. The Nature Conservancy believes the RES regulations should be developed to avoid these outcomes.

Similarly, while wood and other plant materials from National Forests can provide energy and fuels, it is our view that federal lands should not be expressly harvested for this purpose but rather fuel should come as a by-product of forest restoration.

#### Provide Funding for the Careful Expansion of Public Forest Lands Including the Conservation of Large-scale Landscapes and Corridors

The Land and Water Conservation Fund and the Forest Legacy Program have been important in securing additions to federal and state forests and, in the case of the Forest Legacy Program, to buying easements over private forest lands. These programs have been greatly underfunded in relation to the demand. The Conservancy recommends that LWCF be funded at the authorized level of \$900 million annually and the Forest Legacy Program increased to at least \$150 million annually. We are gratified by the President's FY10 budget request of \$90 million for the Forest Legacy Program; however, we are concerned that the budget request for the Forest Service's portion of LWCF has been reduced by more than \$20 million from FY09 enacted.

These existing programs, however, are not sufficient to create the large and connected forested landscapes needed to sustain critical habitat and other forest values in the face of climate change. To accomplish this we



are supportive of a new federal matching program designed to catalyze large landscape conservation through planning and capital funding to create landscape connections. In tandem with such a program, we propose that Farm Bill Programs give priority to these same larger landscapes.

#### Use a Mitigation Protocol: Avoid, Minimize, and Compensate

Our country is moving into a period of large scale investment in energy, transportation and other infrastructure. This investment has the potential to fragment and otherwise damage forests. Where wetlands, large blocks of unfragmented forest, or endangered species are involved, or on public lands, infrastructure planning should employ the mitigation protocol (avoid, minimize, compensate) to plan the location and design of infrastructure such that it avoids the most significant forest habitat and, where, impacts cannot be avoided, provides compensatory investments that most effectively offset the impacts. Here, too, State Forest Resource Assessments can be important in identifying areas best avoided as well as areas where forest restoration can be most useful.

#### No Net Loss of Natural Forests

Given the importance, and rapidly diminishing extent, of our native forests, the federal government should consider establishing a national policy goal to maintain and expand the existing ecological benefits of forests. A federal target could be established, to be reached in the near future, e.g. 2020, with the intent that federal forest and other policies be modified, developed and implemented to meet this goal. Attainment of this goal should not preclude periods of time where there may be a decline in stocks (e.g., natural disturbance or restoration of forest health) - the goal would be to drive policies that seek to maintain and/or expand our forests over time.

### **Several Projects from Our Work in the Field Exemplify What Needs to Be Done**

To illustrate our recommendations I would like to describe three projects in which the Conservancy has been involved with a particular emphasis on the role of forests in the protection of water resources.

#### Mollicy Farms and the Mississippi Delta

The 25 million acre floodplain of the Mississippi River north of New Orleans was once one of the great bottomland hardwood forests on Earth. 80% of the Delta, however, has now been converted to farmland. While most of this land should remain in agriculture, there are at least a million

acres of very wet and flood prone soils that should be restored to bottomland hardwoods for their multiple values, including reducing the impacts of flooding, trapping nutrients, providing wildlife habitat and storing carbon.

In a prototype of such restoration, a 20,000 acre tract on the Upper Ouachita National Wildlife Refuge has been replanted in bottomland hardwoods by the U.S. Fish and Wildlife Service and through the Economic Stimulus Bill the levees separating the tract from the Ouachita River will be breached to allow the Mollicy tract to flood during times of high water. Ecosystem services such as carbon storage, flood mitigation, nutrient removal and wildlife production from these lands will be monitored over time in an attempt to better quantify ecosystem values. The Forest Service has already made investments in the Delta, and would be an excellent location for piloting coordination of a new carbon reserve initiative with an enhanced Wetland Reserve Program. LWCF and new landscape conservation funds might also be used here to expand the chain of National Wildlife Refuges along the region's rivers to better manage flood waters, reduce the flow of nutrients to the Gulf of Mexico, and provide even more wildlife habitat.

### The Jemez Mountains

The Jemez Mountains in northern New Mexico are a candidate area for the newly created Forest Landscape Restoration Act. This million acres of forested, mountainous land is truly multi-jurisdictional with lands managed by Bandolier National Monument, Valles Caldera National Preserve, Santa Fe National Forest, Bureau of Land Management, Los Alamos National Laboratory, Jemez Pueblo and Santa Clara Pueblo. The forest supplies water to several cities and towns, as well as recreation for locals and New Mexico's urbanites, grazing for local communities and modest amounts of timber products. The forest sustained one of the first large scale wildfires in 2000, the Cerro Grande Fire, and across the entire region the mid-elevation forests are severely overgrown and in need of fuels treatment. In addition, the low-elevation pinon juniper woodlands suffered a massive infestation of native pine beetles during the drought period 2002-2005, killing 90% of the pinon pines across the entire landscape.

Climate change studies by The Nature Conservancy and others have recently identified the Jemez Mountains as having New Mexico's most extreme temperature increases and precipitation decreases during the recent period of global warming. Partners have been working together to plan and manage the various jurisdictions in this landscape for more than a decade. While their piece meal approach has already achieved some results, designation of this landscape to receive sustained funding for treatments under the Forest Landscape Restoration Act would allow

restoration at a much larger scale, boost resiliency of the forest to climate change impacts, and sustain critical water supplies for New Mexico's largest urban areas.

### The Garcia River Forest

The 23,780 acre Garcia River Forest is almost 24,000 acres of forest in Mendocino County, California and is among the first and largest forest to be recognized by the California Climate Action Registry as a verified source of carbon credits. The Conservation Fund owns and manages the property as a sustainable working forest that safeguards wildlife habitat, improves water quality and preserves the traditional economic base of the local community. In partnership, The Nature Conservancy owns the conservation easement on the property, ensuring protection, regardless of ownership, that makes verification possible. The redwoods and Douglas fir in the Garcia River Forest have the capacity to store more than 77,000 tons of carbon emissions annually, which is the equivalent of taking more than 14,000 cars off the road every year. By achieving the Registry's high standard of carbon verification, Garcia River Forest is poised to offer the most reliable and valid carbon credits in the country to private companies and public organizations seeking to offset their greenhouse gas emissions, as well as protecting water quality, fish and wildlife habitat particularly for Pacific salmon restoration while also providing forest and wood product jobs in the local economy.

### **Conclusion**

Thank you for your interest in the future of the nation's forests. As we have outlined in this testimony, forests are critical to the American way of life and are necessary to sustain our water supplies and provide products we use daily. Forests are threatened in numerous ways, and we run the risk of losing too much forest land, and of unhealthy forests that are killed by fire, insects, or climate stress. The Nature Conservancy looks forward to working with this Committee, the entire Congress, and the Administration as opportunities emerge to enact forward-looking legislation that protects our nation's forests and the benefits they provide to people.

## Brian McPeek

1430 Larimer Street  
Denver CO 80202

Work: (720) 974-7052  
Email: [bmcpeek@tnc.org](mailto:bmcpeek@tnc.org)

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### *Experience*

#### **THE NATURE CONSERVANCY**

##### **Chief Conservation Strategy Officer and North American Regional Managing Director**

Brian McPeek manages The Nature Conservancy's programs in the United States, Canada, and the Caribbean and oversees strategy and planning for all of The Nature Conservancy's work globally. He has been instrumental in the launch of the Forever Costa Rica project and strengthened the management of conservation programs by creating and launching the Conservation Measures Business Plan. As the Deputy Director of the Conservancy's Colorado program, he oversaw the community-based work in 12 Colorado landscapes as well as statewide science, land conservation, forest health, water and public policy initiatives. In Colorado, he helped create the Great Sand Dunes National Park and Baca National Wildlife Refuge, catalyzed a land conservation partnership with the US Army at Fort Carson that became a national model of collaboration, and brought together diverse stakeholders in the Front Range Roundtable to create a vision for restoring Colorado's forests to good health.

##### **Deputy Director, Conservation Programs Division**

**January –December 2008**

Manages and supports the Conservancy's field conservation programs and priority projects across the world, including over 3,000 staff working in over 30 countries.

- Led effort to launch the Forever Costa Rica Project, a “big deal” to help Costa Rica become the first developing nation to complete its CBD goals, as well as replication efforts in Mexico.
- Worked with ET members and RMDs to resolve long-standing budget and campaign issues that created shortfalls and bucket problems for our international and global strategy programs.
- Created and launched the Conservation Measures Business Plan to use measures to improve TNC's conservation work and enable better management of its conservation programs.
- Designed a comprehensive strategy to increase TNC's ability to leverage the know-how of the conservation community to influence partners and multiply the impact of our on-the-ground work.
- Led review of all campaign priorities and projects to identify top priorities, improve conservation projects, and begin design of an improved phase 2 of the Campaign.

##### **Deputy State Director, Colorado Field Office**

**January 2005 – December 2007**

Responsible for day-to-day management of all conservation, science, policy, operations, finance, and philanthropy efforts. The Colorado Program encompasses 12 landscape-scale on-the-ground projects; statewide initiatives in freshwater, fire and forest health, energy, and outreach; a robust state and federal policy program; and over 200,000 acres of managed properties.

- Led design and launch of the \$70 million “Countdown Colorado” campaign, which leverages over \$250 million in public funds toward a comprehensive vision for conservation success in CO.
- Launched new statewide programs in fire and forest health, energy, and public lands.
- Created the Center for Conservation Science and Strategy to build robust capacity for the Chapter's policy and expertise-driven work on water, fire, energy, and public lands issues.

- Created and led the Front Range Roundtable, a high-profile, collaborative effort endorsed by the Governor of Colorado and State Legislature to define a long-term vision and roadmap for restoring forest health and reducing fire risk across 10 million acres in Colorado's Front Range.
- Led effort to create new partnerships and tools to dramatically increase the scale of our land protection efforts. Worked with Colorado's land trust community to develop a common set of priority landscapes; established formal partnerships with 6 land trusts; and engaged private investors to develop new private investment approaches to land conservation.
- Attracted top talent from other state programs and environmental groups to re-build the Colorado Program's senior leadership team following promotions of several key staff.
- Developed management system for the chapter, incorporating team-based approaches and accountability systems to improve the overall effectiveness of conservation programs.
- Improved financial sustainability by outsourcing ranching operations, eliminating debt, creating a \$5 million operations reserve and building the endowment toward a \$30 million goal.

#### **Southeast Colorado Program Manager**

**2003-2005**

- Played key role in purchase of the 100,000 acre Baca Ranch and creation of Great Sand Dunes National Park and Baca Wildlife Refuge, protecting an area over 500 square miles.
- Developed a comprehensive buffer program around Fort Carson to protect over 50,000 acres of shortgrass prairie habitat and create a national model for TNC-Department of Defense partnerships that was recognized at the White House Conference on Cooperative Conservation.
- Launched the Peak-to-Prairie Project to work with state and local partners to expand protected lands around Fort Carson to encompass a broad, intact grassland landscape.
- Raised \$300,000 in private donations to launch a new community-based program in Southeast Colorado's Upper Purgatoire watershed focused on forest restoration and invasive species issues.
- Outsourced agricultural operations of the Medano-Zapata Ranch to save over \$250,000 in annual operating costs and improve ecological management, creating a model for TNC's working ranches.

#### **MCKINSEY & COMPANY, Engagement Manager**

**1999-2002**

Advised Fortune 500, private equity, and selected start-up companies on strategic issues, specializing in capital markets and corporate strategy. Worked directly with top management and directed teams of consultants to produce compelling analysis in support of business plan development and strategic recommendations. Industry focus on technology, to include aerospace & defense, software, and m-commerce. Engagements focused on developing corporate strategy for global, multi-business corporations on issues including portfolio mix, growth initiatives, investor communications, and CEO agenda-setting. Member of the Corporate Finance Practice.

#### **U.S. AIR FORCE, CAPTAIN**

**1992-1999**

Served in a variety of positions during 8 years on active duty as an officer in the U.S. Air Force, including assignments at Mountain Home Air Force Base in Idaho and Air Force Headquarters and the Office of the Secretary of Defense in Washington DC.

- **Military Assistant to Secretary of Defense Bill Cohen:** Responsible for managing the Secretary's personal military and civilian office staff, reviewing daily intelligence, speechwriting, and resolving military and political issues. Key staff member in the development of the Department's Defense Reform Initiative, a program to improve OSD efficiency and reduce costs by over \$6 billion annually. Led OSD policy, communications, security, and media relations staff on multiple overseas trips with the Secretary of Defense in support of U.S. diplomacy. Conducted review of

intelligence support to the Secretary to ensure inputs from all military and civilian intelligence agencies received appropriate vetting.

- **HQ, U.S. Air Force Staff Officer:** Designed and led process to prepare and articulate Air Force views on major weapons systems requirements. Responsible for analyzing issues, developing positions, and briefing results to the Chief of Staff, and Secretary of the Air Force. Selected by the Air Force and White House to serve as a Military Social Aide to the President, greeting guests and escorting dignitaries at White House events.
- **Idaho Training Range Project Officer:** Air Force project officer and spokesman in effort to expand airspace and training facilities in Idaho. Worked daily with the Idaho Governor's Office, Idaho Congressional delegation, Shoshone-Paiute Tribes, Bureau of Land Management, Fish and Wildlife Service, local ranchers, environmental and wildlife advocacy groups, scientific contractors, and senior Air Force officials to design and forge consensus on a land swap and airspace restructuring proposal.

***Education***

<b>Georgetown University, School Of Foreign Service, Master of Arts</b>	<b>1997</b>
<b>Defense Intelligence Agency, Post-Graduate Intelligence Program</b>	<b>1997</b>
<b>Duke University, BA, Philosophy and Economics</b>	<b>1991</b>