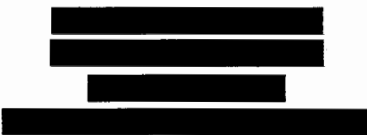


PAULA A. YOUNGLING



**EMPLOYMENT EXPERIENCE**

**City and County of Honolulu, Department of Budget and Fiscal Services, Purchasing Division**

**Central Purchasing and Contract Administrator (EM-08)**

**January 2025 – Current**

Plans, organizes, coordinates and directs the work of a central purchasing agency; reviews and controls purchasing transactions and records; develops, interprets and explains laws, ordinances and regulations relating to the procurement of materials, supplies, equipment and contractual services; and reviews contracts and agreements for propriety and legality.

Plans, develops, and administers the centralized purchasing, construction and consultant contracts program for the City and County of Honolulu; administers the city's real property management and housing relocation programs; and performs other related duties.

Supervises the Assistant Purchasing and Contracts Administrator, the Procurement Officer, six (6) branch chiefs, 22 purchasing buyers, and 3 property management specialists and administration of all City purchasing in a centralized purchasing system. Analyzes and develops the centralized procurement organization, systems and procedures, purchasing principles and practices in accordance with the laws, ordinances and regulations, governing construction contracts, purchases, expenditure of funds, agreements and sales contracts.

Ensures Federal laws and regulations are complied with when federal funding sources are used.

Develops and provides testimony on proposed laws, ordinances and regulations relating to procurement policy.

**State of Hawaii, Department of the Attorney General, Tax & Charities Division**

**Charities Program Administrator**

**November 2023 – December 2024**

The position of Charities Program Administrator is responsible for managing/monitoring over 8000 actively registered charitable organizations. This position is dedicated exclusively to the operational demands of the charities program. As program administrator I worked closely with the supervising attorney and other attorneys to ensure, amongst other things, that the registration and other "front-end" reporting processes are handled in a manner that facilitates the Division's ability to ensure regulatory compliance and take corrective or legal enforcement action as necessary. Responsibilities included identifying online registration and public registry issues, handling the day-to-day operations of the registration duties and functions, and coordinating the effective enforcement of program requirements. As the program administrator my duties included:

Management and Operations: Manage, monitor, and evaluate the overall charities program operating procedures, work methods, and other information needs as assigned and reporting findings to the division supervisor. Supervise the charities paralegals and staff.

Program Maintenance and Development: Assist the division supervisor in a review of program policies, objectives, and budgetary requirements. Develop strategies for implementing or expanding program policies, objectives, standards, or procedures as necessary. Monitor, manage, and update program contracts, subscriptions, and records, and procure additional services as directed by division supervisor. Identify additional technical services to improve upon the existing registration and case management system. Coordinate and maintain working and reporting relationships with appropriate state and national government agencies and organizations. Respond to emails and inquiries from the public as appropriate and develop community outreach opportunities to enhance public awareness of charities-related issues and program services. Administer and develop the program's communication and education strategy across various media platforms. Monitor the charities special fund.

Charities Program Liaison and Representative: Serve as a liaison between charities paralegals, staff, attorneys, and supervising attorney. Prepare legislative testimony and testify on charities related matters. Participate in training and committee opportunities to advance program objectives.

Program Expansion: Complete special projects as directed by the division supervisor. Coordinate and provide support for regulatory enforcement actions. Develop training strategies as appropriate to advance the goals of the program. Expand and develop relationships with government offices and other organizations.

**City and County of Honolulu, Department of Budget and Fiscal Services, Purchasing Division**  
**Central Purchasing and Contract Administrator (EM-08)**  
**September 2021 – November 2023**

Plans, develops, and administers the centralized purchasing, construction and consultant contracts program for the City and County of Honolulu; administers the city's real property management and housing relocation programs; and performs other related duties. Supervises the Assistant Purchasing and Contracts Administrator, the Procurement Officer, six (6) branch chiefs, and 22 purchasing buyers and administration of all City purchasing in a centralized purchasing system. Analyzes and develops the centralized procurement organization, systems and procedures, purchasing principles and practices in accordance with the laws, ordinances and regulations, governing construction contracts, purchases, expenditure of funds, agreements and sales contracts. Ensures Federal laws and regulations are complied with when federal funding sources are used. Develops and provides testimony on proposed laws, ordinances and regulations relating to procurement policy.

**Department of Transportation Services, Transportation Performance and Development Division**  
**Assistant Chief Planner (EM-07)**  
**March 2020 — September 2021**

Performed complex duties in building contractual relationships to produce revenue; oversaw regional transportation planning studies, programs, data warehouses, and parking initiatives;

reviewed environmental assessments and impact statements; administered federal funding programs; and reviewed division operations, efficiency, and inspired timely and professional division performance.

Assisted in administering and coordinating overall divisional planning activities relating to the development and maintenance of all comprehensive plans for the improvement and orderly development of the City and County of Honolulu.

Assisted in administering the effectuation of development plans through public presentation for information and acceptance, and enforcement of controls and limitations for specific land use commensurate with the objectives and intentions as presented in the plans.

Assisted in formulation and implementation of policies and procedures and assisted in directing divisional activities to meet departmental goals and objectives; assisted in formulating and establishing work programs in connection with technical research, analysis, projection and implementation of the general plan and its related development plans.

Assisted in reviewing divisional operation and organization and recommended changes as required; represented the division head or department administration before the City Council, Planning Commission, Legislature, Oahu Metropolitan Planning Organization, Public Utilities Commission, and community groups; participated in conferences and meetings involving departmental programs and functions; participated in strike contingency planning; directed and reviewed the preparation of reports and records; promoted an effective public relations program of the staff; acted for the division head in his absence.

**State of Hawaii, Office of Enterprise Technology Services (ETS), Honolulu, HI**  
**Administrative Services Officer**  
**November 2019 — March 2020**

Responsible for the formulation of policies and the general framework of procedures governing administrative staff services in support of the various programs of ETS. ETS has varied funding requirements that involve extensive self-financing from such revenue sources as revenue and general obligation bonds and extensive capital improvement activities. Responsible for providing and assisting in program planning and evaluation, and directs and coordinates well-developed fiscal, personnel, records and property management functions.

Directs and coordinates the fiscal management of the organization including the maintenance of accounts, review and processing of expenditures, budget formulation and presentation, preparation of financial reports, etc.; supervises purchasing activities; directs and performs property management activities; directs and participates in the personnel management program; conducts studies of organization, management methods and procedures, manpower and space requirements, and other administrative matters; directs the compilation, analysis and evaluation of statistical and other data; directs office services activities including stenographic, typing, filing, reception and other related activities; advises and assists operating personnel in matters pertaining to administrative services; participates in overall planning and programming activities for the organization; serves as liaison with staff and other operating agencies, the general public and others; keeps the agency head informed of problem areas; drafts measures for introduction to the

legislature; keeps abreast of legislation which affects agency programs; represents the agency head in legislative hearings and meetings with various groups regarding administrative matters; prepares reports and correspondence.

**Honolulu Authority for Rapid Transportation (HART), Honolulu, HI**  
**Director of Procurement and Consultant Contracts**  
**March 2017 — October 2019**

Provides direction and administrative support in the procurement and contract management of all contracts for the project throughout the acquisition lifecycle to include: coordinating the development and implementation of a comprehensive management program to monitor contractor performance in support of project objectives and to manage established budgets and schedules; conducting independent reviews and analyses to report cost and schedule progress status and performance on all project contractual activities to ensure that all contracted scope of work is properly performed in compliance with contract provisions. The project contract packing plan includes varied methods of procurement and contract types to include design-bid-build, design-build, design-build-operate-maintain, professional architectural and engineering services, and professional construction management and program management services. Estimated total contract value awarded \$4.1 billion. Responsible for:

- Planning, organizing, coordinating and administering HART's program of centralized purchasing and execution of contracts supporting the Honolulu Rail Transit Project (H RTP). Directs the work involved in the purchase of construction, consultancy, materials, supplies, equipment and contractual services through negotiations, informal contracts or purchase orders and/or formal competitive bids. Reviewing, analyzing and revising purchasing and construction and consultant contract policies, procedures and activities to ensure that operating needs are met economically and to assure compliance with laws, ordinances and other requirements governing expenditures of government funds (State, City, and Federal), procurement sales and contracts. Supervising and directing subordinates in conducting studies of commodities and services to be procured.
- Activities in support of project procurements including acquisition planning, market research, solicitation development inclusive of determination of procurement method (Invitation for Bids; Multi-Step Invitation for Bids; Requests for Proposals and Design Build Request for Proposals, Requests for Qualifications, Requests for Quotes), contract type (Firm-Fixed Price, Lump Sum, Cost Plus Fixed Fee, Indefinite Delivery Indefinite Quantity, Time and Materials), requirements gathering and development, proposal evaluation criteria development, assessment of contract standard terms and general conditions and drafting/coordination of special provisions as required, creation of standard procedures and documentation associated with proposal evaluation, contractor selection and award, and protest evaluation, assessment, recommendations and Chief Procurement Officer designee final determination (including DCCA OHA filings).
- Reviewing proposals, specifications and terms of contracts for purchases necessitating formal bid procedures including design-bid-build, design-build, design-build-operate-maintain, professional services, etc. Advising evaluation committees during source selection on procurement laws, rules, and DCCA OAH decisions governing procurement. Reviewing bids and agreements and making awards of contracts. Signing contracts on behalf of HART after proper execution by contractors

and within delegated procurement authority. Certifying as to the proper application of purchasing and contracting laws and regulations, and establishing policies and procedures for all transactions.

- Negotiating or assisting project staff in negotiating favorable terms and conditions for HART. Monitors budgets and works with Project staff to ensure that budgets contain internal cost estimates that are reasonable, allowable, and allocable with respect to project objectives.
- Oversight of contract management activities for design-build, design-bid-operate-maintain, design-bid-build, and professional services contracts to include serving, with delegated signature authority, on HART's Change Control Committee (CCC). The CCC is HART's oversight body charged with reviewing all contract changes for merit/no merit determinations and approving all negotiation strategy memoranda target price and/or term adjustments.
- Developing and maintaining proper relations with line agencies, vendors and their representatives, legal, technical and accounting personnel and the public to include development of HART operating policies and procedures for procurement and post award contract administration and change management.
- Responsible for FTA Triennial Procurement Audit and monthly coordination with the FTA Program Management Oversight Consultant performance reviews to ensure compliance with FTA Circulars and applicable OMB circulars and pricing guidance.

**University of Hawaii, Honolulu, HI**

**Capital and Facilities Procurement and Contracts Officer**

**April 2016 — March 2017**

- Provides strategic leadership, direction and management of all business-related functions, including procurement, and contract administration, for the University's system-wide planning and execution of its Capital Improvement Program (CIP) for the division, consisting of the University of Hawaii (UH) at Manoa, UH West Oahu, UH at Hilo, and the seven (7) campuses of the University Community College System.
- Supervises and oversees the provision of contract, procurement, business analysis, and administrative support for the development and implementation of the University's CIP.
- Engages in a system-wide Business Process Reengineering (BPR) to develop procedures to aggregate system-wide requirements to establish procurement vehicles and tools leading to greater efficiency and cost effectiveness in the procurement of construction services and architectural and engineering services in support of construction. Emphasis on developing procedures for use of design-build (DB), construction manager at risk (CMAR), construction manager general contractor (CMGC) and other innovative methods of procurement and project delivery models.
- Directs the development and implementation of policies, procedures, and best practices which conform to applicable federal and state laws, rules and regulations, University policies and procedures, and professional management principles and practices.
- Plans, organizes, directs, coordinates, and evaluates the short and long-term goals of the division in order to increase efficiency, productivity, and cost effectiveness in project delivery.
- Supervises the work of subordinate staff members.

- Ensures that the workflow and operations of the University's capital program office contain appropriate fiscal, procurement and contract safeguards that comply with all legal requirements, as well as generally accepted business practices in compliance with state and federal requirements, as applicable.
- Advises University executives and administrators on capital project procurement issues.
- Serves as the University's technical representative on capital project procurement matters at meetings with University administrators, the BOR, federal and state agency officials, auditors, legislators, the business community, & the general public.
- Studies trends in CIP expenditures to determine if work processes need to be established or modified to preserve fiscal integrity of the program and implement proper checks and balances.
- Exercises delegated authority to execute contractual documents and approve fiscal expenditures for the implementation of the University's capital program in accordance with University and VP Administration goals and objectives.
- Renders decisions for the University relating to the capital program for bid protests and disqualification of consultant, contractors, and vendors. Maintains the integrity of the review and decision process.
- Drafts legal documents relating to the procurement of construction related services and agreements.
- Serves on various University, governmental, and community committees. Directs the conduct of special studies relating to University capital program procurement and contract administration.

**State of Hawaii, State Procurement Office, Honolulu, Hawaii**

**Assistant Administrator (EM-08)**

**August 2014 —April 2016**

- Administers the day-to-day activities and operations of the State Procurement Office (SPO) and acts on behalf of the Administrator of the SPO during official Plans, organizes, and directs the work of the SPO's major programs: Policy and Compliance; Purchasing, Inventory Management, Surplus Property, procurement of health and human services, and electronic procurement (including, travel and pCard programs).
- Supervises the work of five Branch Chiefs (Purchasing, Compliance, Electronic Procurement, Inventory and Surplus) and manages approximately 5 managers and 15 staff members. Issues statewide contracts; develops and advises on legislation, amends procurement rules, advises and assists all state and county agencies, and reviews the procurement practices of agencies and other procurement jurisdictions.
- Plans, directs, and coordinates educational programs for all State and county procurement personnel. Administers contracts by approving types of contracts, resolving controversial/politically sensitive bidding and contracting issues including resolving protests received over bidding procedures, evaluation or award.
- Engage in Business Process Reengineering (BPR) of procurement policies and procedures for the executive branch leading to a state-wide, interactive, online Procurement Manual for the entire procurement lifecycle. Successfully launched, see <http://spo.hawaii.gov/procurement-wizard/>
- Approves and issues procurement circulars to purchasing agencies statewide providing policy direction and guidance to procurement personnel.

- Serves as the principal agent of the State dealing with the Federal government on surplus property and ensures the program is not jeopardized through improper actions. Reviews and approves revisions to the State inventory manual used by all agencies as a guide to input into the statewide inventory database. Maintains the excess property redistribution program. Approves/disapproves applications to dispose of State- owned property through sale, exchange, or other means.

**Honolulu Authority for Rapid Transportation (HART), Honolulu, HI**

**Director of Procurement and Contracts**

September 2011 —July 2014

Provides direction and administrative support in the procurement and contract management of all contracts for the project throughout the acquisition lifecycle to include: coordinating the development and implementation of a comprehensive management program to monitor contractor performance in support of project objectives and to manage established budgets and schedules; conducting independent reviews and analyses to report cost and schedule progress status and performance on all project contractual activities to ensure that all contracted scope of work is properly performed in compliance with contract provisions. The project contract packing plan includes varied methods of procurement and contract types to include design-bid-build, design-build, design-build-operate-maintain, professional architectural and engineering services, and professional construction management and program management services. Estimated total contract value awarded \$3.2 billion. Responsible for:

- Planning, organizing, coordinating and administering HART's program of centralized purchasing and execution of contracts supporting the Honolulu Rail Transit Project (H RTP). Directs the work involved in the purchase of construction, consultancy, materials, supplies, equipment and contractual services through negotiations, informal contracts or purchase orders and/or formal competitive bids. Reviewing, analyzing and revising purchasing and construction and consultant contract policies, procedures and activities to ensure that operating needs are met economically and to assure compliance with laws, ordinances and other requirements governing expenditures of government funds (State, City, and Federal), procurement sales and contracts. Supervising and directing subordinates in conducting studies of commodities and services to be procured.
- Activities in support of project procurements including acquisition planning, market research, solicitation development inclusive of determination of procurement method (Invitation for Bids; Multi-Step Invitation for Bids; Requests for Proposals and Design Build Request for Proposals, Requests for Qualifications, Requests for Quotes), contract type (Firm-Fixed Price, Lump Sum, Cost Plus Fixed Fee, Indefinite Delivery Indefinite Quantity, Time and Materials), requirements gathering and development, proposal evaluation criteria development, assessment of contract standard terms and general conditions and drafting/coordination of special provisions as required, creation of standard procedures and documentation associated with proposal evaluation, contractor selection and award, and protest evaluation, assessment, recommendations and Chief Procurement Officer designee final determination (including DCCA OHA filings).
- Reviewing proposals, specifications and terms of contracts for purchases necessitating formal bid procedures including design-bid-build, design-build, design-build-operate-maintain, professional services, etc. Advising evaluation committees during source selection on procurement laws, rules, and DCCA OAH decisions governing procurement. Reviewing bids and agreements and making awards of contracts. Signing contracts on behalf of HART after proper execution by contractors

and within delegated procurement authority. Certifying as to the proper application of purchasing and contracting laws and regulations, and establishing policies and procedures for all transactions.

- Negotiating or assisting project staff in negotiating favorable terms and conditions for HART. Monitors budgets and works with Project staff to ensure that budgets contain internal cost estimates that are reasonable, allowable, and allocable with respect to project objectives.
- Oversight of contract management activities for design-build, design-bid-operate-maintain, design-bid-build, and professional services contracts including the monitoring of contract performance and compliance with general and special contract provisions; the review and verification of supporting documentation and approval of invoices and requests for progress payments; the evaluation of changes, initiation of notices, amendments, and change orders; the processing of contractual documents; the review and resolution of potential claims; the processing of final claims; and the coordination of final payment and closeout of contracts, including inspection and audit activities.
- Developing and maintaining proper relations with line agencies, vendors and their representatives, legal, technical and accounting personnel and the public to include development of HART operating policies and procedures for procurement and post award contract administration and change management.
- Responsible for FTA Triennial Procurement Audit and monthly coordination with the FTA Program Management Oversight Consultant performance reviews to ensure compliance with FTA Circulars and applicable OMB circulars and pricing guidance.
- Planning, directing and coordinating preparation of the division's annual operating budget and management and special reports as necessary.

**Weston Solutions, Inc., Honolulu, HI**  
**Global Division Contract Manager**  
**May 2007 — August 2011**

As the Global Division Contract Manager, I was responsible for management and oversight of all Weston global division construction, construction management, and other contracts. Major projects included design-bid-build, design-build and construction manager at risk projects in support of Department of Defense contracts in our Europe, Asia-Pacific and Middle East Regions and Department of State projects to include embassy renovations in Vilnius, Lithuania and the American Institute of Taiwan (AIT), Phase I infrastructure project.

- Experienced in prime and subcontract management of various Federal ID/IQ contracts including: Air Force Center for Engineering and Environment (AFCEE) 4P A&E, AFCEE Environmental Remediation and Construction (ENRAC, WERC and HERC), AFCESA SATOC, Army MATOC (Israel), NFESC Fuels and MACC contracts, and various GSA Schedules.
- Experienced in managing the entire contracting lifecycle from procurement planning through contract closeout. Highly experienced in managing change on a variety of projects including Construction Manager at Risk, Design-Build Construction, Architect and Engineering services, performance-based contracts, environmental remediation and projects from the prime and subcontract level for effective and efficient project performance and controls.
- Highly effective in supporting contracting, procurement and contract-related risk management activities for prime contracting (General Contractor), subcontracting, purchasing/procurement, pricing, negotiation, project audit / Federal Contractor Procurement System Review management

and response (internal/external), property management, SB/SDB/MBE/WBE utilization, and financial analysis and reporting.

- Experienced in assessing risk and advising project teams on host-nation laws including tax, VAT, customs, and SOFA-related issues in Korea, Japan, Italy, Germany, and countries in the USAFE and PACAF areas of responsibility.
- Proactive in ensuring compliance with applicable federal contracting and procurement policies, procedures, regulations, laws and internal policies and procedures, including FAR, DFAR, DOSAR, etc.
- Highly specific experience in working one-on-one with Government contracting activities as a member of the project team, to include the Contracting Officer, at both the awarding entity and the host-nation contracting organization, Contract Specialist, Contracting Officer's Representatives, and other Department of Defense personnel.
- Experienced in establishing policy-level support in Weston's global sourcing procedure, standardized Price Negotiation Memorandum (PNM), subcontractor due diligence protocol and procurement internal audit controls.

**Kaiser Permanente, Honolulu, HI**

**Facilities Design & Construction (FD&C), Regional Contract Manager — Hawaii and Northwest**

**May 2006 — April 2007**

Responsible for:

- Management and administration of all Hawaii Facilities Design and Construction (FD&C) Capital project contracts for construction of new and/or retrofit hospital buildings and other medical facilities.
- Construction contract formation, administration and change order management activities for all architect/engineering, design —build and design-bid-build construction, and specialty contracts.
- Reviewing complex solicitations and prepares specialized, non-routine response for proposals, bids, and contract modifications.
- Compliance with Kaiser Permanente Policy and Procedures and Principles of Responsibility to include reporting and resolving issues of non-compliance. Served on advisory council in establishing new policies and procedures to ensure compliance with Sarbanes-Oxley internal control requirements.
- Confidentiality and protecting organizational assets.
- Adherence to applicable federal and state laws and regulations, accreditation and licensing requirements, policies and procedures.
- Analysis of new law, regulations and contract trends for potential impact on FD&C goals and objectives. Considered the domain expert on contractual areas and issues and acts as the focal point for all communication with law, finance, and project team disciplines for resolution of contract issues.

**The TITAN Corporation, Ramstein, Germany**

**Senior Contract Manager**

**April 2004 to July 2005**

Responsible for:

- Performed all contracting, procurement, and contract-related risk management activities for the USAFE A&AS program, including prime contracting, subcontracting, purchasing/procurement, pricing, negotiation, project audit management, and financial analysis and reporting.
- Served as senior contracts/procurement resource and ensured compliance with applicable federal contracting-related and procurement policies, procedures, regulations, laws and Titan's internal procedures.
- Experienced in assessing risk and advising project teams on host-nation laws including tax, VAT, customs, and SOFA-related issues in Korea, Japan, Italy, Germany, and countries in the USAFE and PACAF Areas of Responsibility.

**CH2M HILL, Inc., Kaiserslautern, Germany**

**Federal Contract Manager, Europe/Middle East (EMR) Region**

**May 2002 to April 2004**

- Performed procurement and contract management in support of all federal prime contracts in the Europe/Middle East Region.
- Primary focal point for the preparation and pricing of all federal proposals in the region. Proposals included Design-Build, Design-Bid-Build, and construction management and A/E contracts.
- Ensured compliance with FAR, other federal law and federal pricing principles.
- Prime Contracting vehicles managed and supported included: Air Force Center of Engineering and Environment (AFCEE) 4P A&E, AFCEE Environmental Remediation and Construction (ENRAC and WERC), GSA MOBIS, GSA IT, GSA LOGWORLD, GSA PES, GSA Environmental Schedule, Army COE A&E contract Europe, among others. Responsibility for the acquisition lifecycle including: proposal preparation, contract formation, sub-consultant research and evaluations, subcontract proposal evaluation, sub-consultant negotiations, site visits, solicitation development, invoice evaluations and approvals, and contract/subcontract award and surveillance.
- Primary point of contact for proposal and rate development for other federal and commercial contracts for the European and Middle East Region including forward pricing rate proposals for CH2M Hill direct labor and indirects for the Europe and Middle East Region in support of AFCEE and other federal contracts.

**United States Air Force, Brooks Air Force Base, San Antonio, TX**

**Contract Specialist, Copper Cap Program (GS-1102-11)**

**August 1999 - April 2002**

- 311 HSW Contracting Trainee of the Year (2000) - COPPER CAP Program
- Resourceful contract specialist on Commander's award-winning \$350M Combined Mission Support-'Super SETA' (CMS) source selection.
- Within one year in R&D negotiated and administered over \$11.3M in contracting actions.

- Flawlessly negotiated \$2.5M contract for Congressionally-ear-marked research into advanced oxygen system utilizing specialized contracting procedures and tailored contract clauses.
- Specialized training in Grants and Cooperative Agreements Management — DAU course GRT201.
- Hand-selected member of HQ/Air Force Center for Engineering and the Environment (AFCEE) Tiger Team aiding in the award of over \$8.5M in end-of-year contracting actions leading to a record AFCEE EOY of \$416M. Super buyer on AFCEE Massachusetts Military Reservation (MMR) cleanup program. Final rotation in AFCEE gained critical experience in design-bid-build, design-build, performance-based and other hybrid contracting methods.
- During contract pricing rotation worked cases totaling over \$25M. Pricing team member on AFCEE's Environmental Remediation and Construction (ENRAC) source selection, 14 specialized, hybrid contracts awarded with \$750M program ceiling utilizing specialized contracting procedures
- APDP (DAU) Level II certified.

**Central Texas College, Geilenkirchen, Germany**

**Adjunct Assistant Professor**

1995-1998

**Embry-Riddle Aeronautical University, Geilenkirchen, Germany**

**Adjunct Assistant Professor**

1995-1997

**Legal Aid of Western Oklahoma, Inc., Norman, OK**

**Staff Attorney**

April 1994 - July 1995

- Specific tasks included: interviewing clients and witnesses; drafting motions and pleadings, drafting appeal pleadings, researching specific legal issues and analyze specific facts in accordance with applicable law; preparing memorandum of law setting forth legal positions; arguing before civil authorities in defense of legal and factual position of clients at both motion and trial level.
- Priority cases involving domestic violence and/or child abuse and neglect.

**University of Oklahoma Health Sciences Center—Center Child Abuse & Neglect,**

**Oklahoma City, OK**

**Attorney**

July 1993 - April 1994

- Attorney-representative on a nine-month interdisciplinary program training twenty graduate-level students from six separate disciplines in the area of child abuse and neglect.
- Member Child-Death Review Board.

**EDUCATION:**

**Universiteit Maastricht, Faculty of Law**

Maastricht, The Netherlands (Magister Iuris Communis Programme)  
Master of Laws (LL.M.) in Comparative and European Union Law - July 1998  
GPA: 9.08/10.00 Cum Laude

**University of Oklahoma College of Law**

Juris Doctorate (J.D.) with Honors - May 1993  
GPA: 9.455/12.000  
Class Rank: 15/217 Order of the Coif

**University of Kentucky**

Bachelor of Arts-Political Science/Russian Area Studies — May 1985  
GPA: 3.85/4.00 with High Distinction

**ORGANIZATIONS / HONORS:**

Order of the Coif 1993  
American Jurisprudence Award, Civil Procedure II  
American Jurisprudence Award, Constitutional Law II  
Finalist: Outstanding Senior in Political Science 1985

**DEGREES / CERTIFICATIONS:**

Juris Doctorate (J.D.)  
Master of Laws (LL.M.) European and Comparative Law  
APDP Level II (DAU) Contracts Certified (Air Force)