

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation asks you to provide typed answers to each of the following questions. It is requested that the nominee type the question in full before each response. Do not leave any questions blank. Type "None" or "Not Applicable" if a question does not apply to the nominee. Return printed answers to Committee. Begin each section (i.e., "A", "B", etc.) on a new sheet of paper.

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

1. Name (Include any former names or nicknames used):

Shoshana Miriam Lew
Nicknames: "Shosh" or "Shoshi"

2. Position to which nominated:

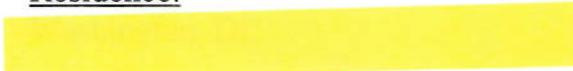
Chief Financial Officer
U.S. Department of Transportation (USDOT)

3. Date of Nomination:

September 21, 2015

4. Address (List current place of residence and office addresses):

Residence:



Office:

1200 New Jersey Avenue, SE
Washington, DC 20590

5. Date and Place of Birth:

Olney, Maryland
April 16, 1983

6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).

Not applicable.

7. List all college and graduate degrees. Provide year and school attended.
 - *Artium Baccalaureus* (A.B.); Harvard College (2005)
 - Master of Arts (M.A.), American History; Northwestern University (2007)
8. List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

Management Level/Related Positions are bolded below:

- ***U.S. Department of Transportation, Office of the Secretary (November 2013 - Present)***
 - o Deputy Assistant Secretary for Finance and Budget
 - o Deputy Assistant Secretary for Transportation Policy
- ***U.S. Department of the Interior (DOI), Bureau of Ocean Energy Management (September 2011 – November 2013)***
 - o Senior Advisor
- ***White House Office, Domestic Policy Council (August 2010 – September 2011)***
 - o Senior Policy Director for Energy and Climate Change
 - o Policy Advisor
- ***Executive Office of the President, Office of Management and Budget (January 2009 – August 2010)***
 - o Policy Advisor
 - o Special Assistant to the Deputy Director
- ***The Brookings Institution, Metropolitan Policy Program (September 2007 – January 2009)***
 - o Policy Analyst
 - o Research and Policy Assistant

9. Attach a copy of your resume.

Attached.

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above, within the last ten years.

- DOT representative, Advisory Council on Historic Preservation (November 2013 – October 2015)

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution within the last ten years.

None.

12. Please list each membership you have had during the past ten years or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religious organization, private club, or other membership organization. Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or handicap.

- Member, Rosh Pina DC (2007 – Present). *Currently serves as an organizer of prayer services. Lay-led community does not have a formal policy, but participants are, as a matter of practice, Jewish. While traditional communities place limits on women's participation in leading prayers, this community seeks greater inclusion within the constraints of tradition.*
- Associate Member, DC Minyan (2013 – 2014; 2010). *Lay-led community does not have a formal policy, but participants are, as a matter of practice, typically Jewish. Prayer services are egalitarian.*
- Member, Women in Transportation (WTS) (2013 - 2014)
- Volunteer, Miriam's Kitchen (*est.* Fall 2013-2014)
- Member, YMCA of the Nation's Capital (2007 – Present)
- Member, Keshet Israel Congregation, Washington, DC (2007 – 2008)
One typically has to be Jewish in order to be a member of an

Orthodox congregation. Traditional communities also limit participation in certain religious roles on the basis of gender.

- Member, Congregation Anshe Sholom B'nai Israel (September 2006 – 2007). *One typically has to be Jewish in order to be a member of an Orthodox congregation. Traditional communities also limit participation in certain religious roles on the basis of gender.*
- Member, Harvard Hillel, (est. 2001 – 2005). *Member/vice president for education and board member of Orthodox prayer group and student head of rabbi search committee.*
- Volunteer, Harvard Square Homeless Shelter (est. 2001 – 2005)
- Staff Writer/Managing Editor, *Harvard Political Review* (est. 2001 – 2005)

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt.

No.

14. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$500 or more for the past ten years. Also list all offices you have held with, and services rendered to, a state or national political party or election committee during the same period.

- Volunteer, Obama for America (2008; 2012)
- Volunteer, Hillary Clinton for President (2008)

15. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

- Finisher, Marine Corps Marathon (2010-2014)
- Northwestern University Graduate Fellowship, Northwestern University (2006 – 2007)
- Recipient, Segal AmeriCorps Education Award, Southwest Conservation Corps (2006)
- Fellowship, Drisha Institute for Jewish Education (2005 – 2006). *Participated in a Talmud and Jewish law fellowship program.*

- Graduated A.B. *cum laude* with high honors in history, Harvard College (2005)

16. Please list each book, article, column, or publication you have authored, individually or with others. Also list any speeches that you have given on topics relevant to the position for which you have been nominated. Do not attach copies of these publications unless otherwise instructed.

I have done my best to identify all books, articles, columns, or other publications and relevant speeches, including a thorough review of my personal files and searches of publicly available electronic databases. Despite my searches, there may be other materials that I have been unable to identify, find or remember. I have located the following:

Publications:

- M-10-29, Memorandum for the heads of Departments and Agencies, "Identifying and Documenting Costs of Government Activities Related to the BP Deepwater Horizon Oil Spill," Office of Management and Budget, 2010 (identified as named point of contact): https://www.whitehouse.gov/sites/default/files/omb/assets/memoranda_2010/m10-29.pdf.
- "Restoring Prosperity: the State Role in Reviving Ohio's Core Communities." Brookings Institution and Greater Ohio, working paper, September 2008 (with Jennifer Vey and Alec Friedhoff): http://www.brookings.edu/~media/Events/2008/9/10-restoring-prosperity/report_vey.PDF.
- "Stabilizing Communities: A Federal Response to the Secondary Impacts of the Foreclosure Crisis." Brookings, 2009 (Alan Mallach, with the assistance of David Warren and Shoshana Lew): http://www.brookings.edu/~media/Research/Files/Reports/2009/2/foreclosure-crisis-mallach/02_foreclosure_crisis_mallach_brief.PDF.
- MetroPolicy: Shaping a New Federal Partnership for a Metropolitan Nation." Brookings, 2008 (contributed sidebar content; Authors were Bruce Katz, Mark Muro, Sarah Rahman, and David Warren): <http://www.brookings.edu/research/reports/2008/06/metropolicy>.

- “Education: the State we’re in.” Center for American Progress, 2005 (contributor): <https://americanprogress.org/wp-content/uploads/kf/ALASKA-FINAL.PDF>
- “Public Memory and a Private Family.” Public program at the Artemas Ward House Museum. Shrewsbury, MA, June 2005.
- “‘Necessary Articles’: Advertising and Political Discourse in the Boston Gazette and Country Journal on the Eve of Revolution”. Harvard University, Senior Thesis, 2005: https://books.google.com/books/about/Necessary_Articles.html?id=g2JFNwAACAAJ&hl=en
- “Nutrition Facts and Fiction.” *Harvard Political Review* (with Jessica Marlin), 2003. I wrote several articles for the *Harvard Political Review* while in college, but this is the only one that is readily accessible.

Speeches:

In my official capacity as Deputy Assistant Secretary for Transportation Policy at USDOT, I have spoken publicly at the following events:

- InfraAmericas U.S. P3 Infrastructure Forum, 2015 (panelist): <http://www.inframation-events.com/p3americas/p3americas-focus-agenda.html>
- “Transportation for Sustainability, an International Conference.” (Panelist), Transportation Research Board, 2015: <http://onlinepubs.trb.org/onlinepubs/conferences/2015/sustainability/PreliminaryProgram.pdf>.
- “Good Jobs, Green Jobs conference.” (panelist) BlueGreen Alliance, 2015: <http://www.greenjobsconference.org/program/speakers/shoshana-lew>.
- “Infrastructure 102 Webinar with the Department of Transportation.” U.S. Department of Commerce/SelectUSA, 2014: <http://selectusa.commerce.gov/infrastructure-101-webinar-series<#Inf102>

- Groundbreaking ceremony for Ranson-Charlestown TIGER project:
<http://www.apus.edu/news-events/news/2013/12-02-2013-host-groundbreaking-ceremony-for-100-million-charles-town.htm>.

In my official capacity as Senior Advisor in the Bureau of Ocean Energy Management at DOI, I participated as a panelist at the following event:

- “Offshore Oil and Gas in the U.S. Arctic: the next five years.”
(panelist) Environmental Law Institute, 2012:
<http://www.eli.org/events/offshore-oil-gas-arctic-next-five-years> .

17. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

None.

18. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

A range of experiences over the course of my career qualify me for different aspects of the position for which I am being considered, including important elements of my portfolio at USDOT.

Over the course of my time at USDOT, I designed and led departmental efforts related to the Administration’s Build America Investment Initiative – a government-wide effort to increase infrastructure investment and economic growth by engaging with state and local governments and private sector investors to encourage collaboration, expand the market for public-private partnerships (P3s) and put federal credit programs to greater use. As part of that initiative, the President tasked USDOT to establish the Build America Transportation Investment Center (BATIC), a one-stop-shop for state and local governments, public and private developers and investors seeking to utilize innovative financing and P3s to deliver transportation projects. After designing the underlying policy proposal for the initiative, I established and lead a cross-disciplinary team at USDOT to help accomplish a range of

objectives, including expanding access to USDOT credit programs, developing technical assistance tools to assist projects contemplating P3s, and providing project-specific technical assistance to a range of projects across transportation modes. As the CFO plays a key role in coordinating USDOT's "Credit Council," my work with the credit programs through this initiative – as well as my familiarity with the experiences of different projects engaging with those programs, will provide important perspective and background.

Prior to my time at USDOT, my professional experience included positions at the U.S. Department of the Interior's Bureau of Ocean Energy Management (BOEM), and at the Office of Management and Budget (OMB).

At BOEM, where I served as a Senior Advisor while the agency (formerly a subset of the Minerals Management Service) was undergoing a reorganization following the Deepwater Horizon Oil Spill, my portfolio covered a range of issues, and included oversight of the agency's budget formulation process.

At OMB, I served as an advisor to the Deputy Director, with a portfolio that covered both management and budget issues. One of my primary responsibilities was serving as the lead staff member within the Director's office for implementation and oversight of the American Recovery and Reinvestment Act (ARRA), including through development of guidance, execution of recipient reporting requirements, tracking of financial information, and coordination with other agencies. I also worked to coordinate OMB staff across a range of topics throughout the Budget development process, and in preparation of testimony and memos that required expertise from across the agency. I coordinated OMB's efforts related to the Deepwater Horizon oil spill and supported the Director's office on other disaster response and recovery efforts – including development of supplemental funding request packages and supporting communities recovering from Hurricanes Katrina and Rita. In 2013, I returned to OMB for a detail in order to assist with coordination related to sequestration cuts, and to support the Director's office on other priority policy initiatives.

19. What do you believe are your responsibilities, if confirmed, to ensure that the department/agency has proper management and accounting controls, and what experience do you have in managing a large organization?

The Office of the Chief Financial Officer (CFO) is responsible for providing sound budget development, disciplined performance review, rigorous financial management, and responsible credit administration for the Department. This includes a range of responsibilities such as leading the Department's efforts to support formulation of the President's Budget; financial management, which includes providing a detailed report to Congress through USDOT's Agency Financial Report (AFR); development of the Department's Strategic Plan and Performance Report, pursuant to the Government Performance and Results Act (GPRA) and OMB Circular A-11; and a range of other functions. The CFO serves as the key fiscal advisor to the Secretary and serves as Vice Chair of the USDOT "Credit Council," which sets the Department's credit policies and oversees credit and financing programs, including recommending the approval or disapproval of financing support for specific projects.

I believe that my experience is well suited to meet these challenges. As described above, my role at USDOT has provided me with extensive exposure to the Department's credit programs. In addition, my current portfolio at USDOT includes a significant focus on improving the efficient management of environmental review and permitting processes for infrastructure projects within the Department's purview – with the goal of expediting the delivery of infrastructure projects across the country. This work advances one of the Administration's "Cross Agency Priority" goals, pursuant to the GPRA Modernization Act of 2010. Since 2011, the Administration has supported an interagency effort to reform permitting and review of infrastructure projects, with the goals of cutting timelines and improving outcomes for communities and the environment. In partnership with OMB and the Council on Environmental Quality (CEQ), USDOT leads cross-agency efforts to implement this initiative – including through the Administration's online permitting dashboard and through other efforts to scale best practices like synchronizing agencies' respective reviews of projects and expanding the use of large-scale, programmatic, reviews to support the approval of numerous projects. I serve as an OMB-designated "Deputy Cross Agency Priority Goal Leader" for this initiative.

My time at the Department of the Interior (DOI) was also focused on addressing management and organizational challenges as the leadership team the Bureau of Ocean Energy Management (BOEM) worked to reorganize a subset of the former Minerals Management Service (MMS) in the wake of lessons learned from the Deepwater Horizon Oil Spill. I served as the senior policy staff lead for the bureau, supporting all areas of agency jurisdiction, including offshore leasing; resource evaluation; oil and gas exploration and development planning; renewable energy development; and environmental analysis and studies. Our team's efforts focused on ensuring that implementation of organizational and policy changes were orderly, transparent, and executed in a manner that maintained a significant degree of process certainty for lessees and other stakeholders. A significant part of my role was to coordinate resources from across the agency of roughly 500 employees, including maintaining regular communication with staff at field offices in the Gulf of Mexico, Alaska, and California to ensure that the agency operated as a single organization.

20. What do you believe to be the top three challenges facing the department/agency, and why?

USDOT faces a number of key challenges, which align with the priority areas of focus for the team at the Department, and would guide my work, if confirmed, for this position.

- **Protecting the Safety of the Traveling Public:** In 2012, vehicle crashes killed 33,561 Americans and injured more than 2.3 million, making motor vehicle crashes one of the leading causes of death in the United States. The need to protect safety crosses the Department's portfolio, be it in the context of road travel, the rail network, aviation, or ensuring the safety of America's pipeline network. The critical need to protecting safety must inform USDOT's budget priorities. For example, the Administration's six-year surface reauthorization proposal, the GROW AMERICA Act, addresses safety vulnerabilities on our transportation network, both through increased investment in safety programs, and through policy changes that strengthen oversight and increase accountability. In a similar vein, past budget requests for the Pipeline and Hazardous Materials Safety Administration have reflected the need for increased funding levels – and recent appropriation levels have provided for some resource increases to

support mission critical roles like those of safety inspectors. These are just a few examples of the safety needs across the Department, and the way they translate into budget priorities.

- **Closing the Infrastructure Deficit:** Transportation is a critical engine of the Nation's economy. Investments in our transportation network over the country's history have been instrumental in developing our Nation into the world's largest economy and most mobile society. Over time, however, our level of investment as a percentage of GDP has dropped significantly, as it fails to keep pace with our growing economy and population or with our global competitors. The costs of inadequate infrastructure investment are exhibited all around us. Americans spend 5.5 billion hours in traffic each year, costing families more than \$120 billion in extra fuel and lost time. American businesses pay \$27 billion a year in extra freight transportation costs, increasing shipping delays and raising prices on everyday products. In addition, 65 percent of our Nation's roads are in less than good condition; one in four bridges requires significant repair or can't handle current traffic. For USDOT, working with Congress to pass, and fund, long-term reauthorization legislation for surface transportation and aviation is critical to addressing the infrastructure deficit and to providing communities across the country with the resources and certainty that they need to invest in the future. Absent such investment, current problems are worsening; at the current rate of highway funding, for example, it would take another 26 years just to repair today's backlog of structurally deficient bridges.

While continuing to work towards growth and long-term federal investment, it is also important for USDOT to utilize all available tools to increase overall investment in infrastructure. To that end, USDOT is working to encourage use of innovative financing, and to expand opportunities for public-private collaboration in support of overall increased infrastructure investment.

- **Modernizing the U.S. Transportation System Through Technology and Process Innovation:** It is important for USDOT to accelerate the identification and deployment of innovation. Technological changes and innovation have the potential to transform vehicles and infrastructure, logistics, and delivery of transportation services to promote efficiency and safety. Likewise, process

innovation has the potential to improve the way that the Government operates in the service of the American people. This includes efforts to modernize and streamline federal permitting processes, which are key to expediting the delivery of projects with real-world impact for communities across the country.

The challenge facing USDOT and other federal agencies is to turn best practices into common practices – expanding innovative processes that work so that they become standard procedures for federal operations, and expedite the delivery of projects that achieve meaningful impact for the American people and economy. For example, replacement of the Tappan Zee Bridge in New York will improve mobility, reduce congestion, and make travel safer on one of the east coast’s busiest routes. This critical Hudson River crossing north of New York City carries approximately 138,000 vehicles per day between Westchester and Rockland counties, approximately 20 miles north of New York City. The current bridge is nearly 60 years old and traffic volumes on the bridge have increased by about 30 percent since 1990. Using a series of best practices such as a coordinated timeline; use of concurrent, rather than sequential review; identification of aggressive targets; and increased transparency and accountability, federal agencies were able to complete the permitting and review of the project in 1.5 years for a project that could otherwise have taken 3-5 years. In order to up-scale the innovations that worked for projects like this one, USDOT is working to drive a range of systematic process improvements. This includes work within USDOT to drive efficiencies like the use of programmatic environmental reviews through the “Every Day Counts” initiative, as well as work with other agencies to expand the use of tools like the online permitting dashboard, which drives coordination and synchronization of project review schedules and provides transparency and accountability to the public.

B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts.

I have a TIAA-CREF account through a former employer, The Brookings Institution, with a value of under \$1,000. Neither I, nor my former employer, make any further contributions to this account.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association or other organization during your appointment? If so, please explain.

No.

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify any potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with USDOT's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify any potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance

with the terms of an ethics agreement that I have entered into with USDOT's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

5. Describe any activity during the past ten years in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

My activities related to both pending and current legislation have been conducted as an employee of the federal government. During my tenure at different federal agencies, I have worked to implement the statutes governing the operations of those agencies. With respect to pending legislative activity, I have commented on proposed legislative text or positions through the legislative review process run by the Office of Management and Budget (OMB), and worked to formulate new proposals, including through the annual budget process, development of supplemental requests, and development of other Administration positions – such as the GROW AMERICA Act, the Administration's six-year surface transportation reauthorization proposal.

6. Explain how you will resolve any potential conflict of interest, including any that may be disclosed by your responses to the above items.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify any potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with USDOT's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special Counsel, professional association, disciplinary committee, or other professional group? If yes:
 - a. Provide the name of agency, association, committee, or group;
 - b. Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
 - c. Describe the citation, disciplinary action, complaint, or personnel action;
 - d. Provide the results of the citation, disciplinary action, complaint, or personnel action.

No.

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.

No.

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.

No.

4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? If so, please explain.

No.

5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.

No.

6. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

None.

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees?

Yes.

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistle blowers from reprisal for their testimony and disclosures?

Yes.

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee?

Yes.

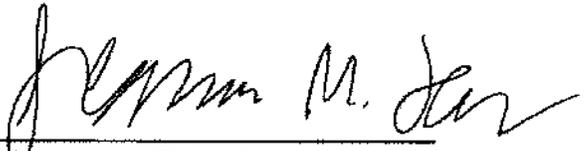
4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

Yes.

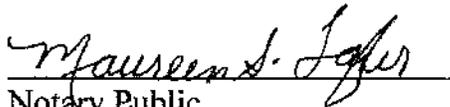
(Nominee is to include this signed affidavit along with answers to the above questions.)

F. Affidavit

SHOSHANA M. LEW being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.


Signature of Nominee

Subscribed and sworn before me this 15 day of OCT., 2015.


Notary Public

MAUREEN S. TAYLOR
NOTARY PUBLIC DISTRICT OF COLUMBIA
My Commission Expires August 31, 2017

