

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

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

James William Morhard

Nicknames: Jim, Jim Bob (used 40 years ago)

2. Position to which nominated:

Deputy Administrator of the National Aeronautics and Space Administration

3. Date of Nomination: 7/17/18

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

Residence 

Office: The Sergeant at Arms, S-151, The Capitol,
Washington, D.C. 20510

5. Date and Place of Birth:

09/20/1956, District of Columbia

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).

Children: Daniel Thompson, 34
Hannah Thompson, 31

7. List all college and graduate degrees. Provide year and school attended.

J.D., 1993, Georgetown University Law Center, Washington, DC
M.B.A., 1984, George Washington University, Washington, DC
B.S. in Accounting, 1978, St. Francis University, Loretto, PA

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.

United States Senate Deputy Sergeant at Arms (SAA), 2015-Present. Manage 841 employees along with 190 contractors and work with the U.S. Capitol Police which have 2,264 sworn officers and civilians.

Sole proprietor of Morhard & Associates, L.L.C., 2005-2015. Developed and helped implement comprehensive strategies to aid and streamline organizations while keeping a focus on corporate leadership goals which primarily focused on their quarterly numbers.

Adjunct Professor for the Center for Defense and Homeland Security at the Naval Post Graduate School, 2005-2015. Lectured and participated in terrorism exercises for State and local officials.

Staff Director of the United States Senate Committee on Appropriations, 2003-2005. Led a staff of 68 to review and pass the annual discretionary appropriations for the United States.

Clerk of the Senate Appropriations Subcommittee on Commerce, Justice, State, Judiciary & Related Agencies, 1997-2003.

Clerk of the Senate Appropriations Subcommittee on Military Construction and Professional Staff Member on the Defense Subcommittee, 1991-1997.

Legislative Director and National Security Legislative Assistant for Senator Robert W. Kasten, Jr. 1984-1991, and Legislative Fellow for Senator Pete Wilson, 1983. Working for Senator Kasten I led a Legislative staff for two years.

Accountant and Budget Analyst for the Office of the Secretary of the Navy and Comptroller of the Navy, 1978-1983.

9. Resume is 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.

None

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.

Sole proprietor of Morhard & Associates, LLC, 2005-2015.

Trustee at Saint Francis University, Loretto PA, 2005-2015.

As stated in the answer to question #8, lectured as an Adjunct Professor and participated in terrorism exercises for State and local officials as part of the Center for Homeland Defense and Security at the Naval Post Graduate School, Monterey CA, 2005-2014.

Board member of the National Center for Missing and Exploited Children, Alexandria VA, 2005-2007.

Member of the United States Institute of Peace Advisory Council, Washington, D.C., 2008-2015.

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 of the District of Columbia Bar.

Member of the Pennsylvania Bar.

Frogs – breakfast group who worked in the defense world, 2005-2014.

116 Club -- private restaurant open for lunch a block from the Senate office buildings, 2003-Present.

None of the above clubs or organizations restricted membership on the basis of sex, race, color, religion, national origin, age, or handicap.

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.

Arlington County Transportation Advisory Board member.

It was non-elected and appointed. There was never a campaign or any related funds. Served approximately one year sometime in the 1980s or early 1990s. The Board does not keep records before 1999, so they have no record of my membership.

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.

Collins, Susan M via Collins for Senator 07/31/2010 \$500.00

Johanns, Michael O via Johanns for Senate Incorporated 08/05/2008 \$1,000.00

Allen, George via George Allen for US Senate 06/16/2011 \$1,000.00

Murray, Patty via People for Patty Murray 12/21/2007 \$1,000.00

Inouye, Daniel K via Dan Inouye for US Senate 10/23/2007 \$1000.00

McCaul, Michael via McCaul for Congress, Inc. 07/15/2010 \$500.00

McCaul, Michael via McCaul for Congress, Inc. 03/02/2011 \$500.00

McCaul, Michael via McCaul for Congress, Inc. 11/16/2011 \$500.00

Praireland Leadership PAC 09/24/2009 \$1,000.00. Affiliated with Michael O. Johanns (R-Neb)

Romney, Mitt/Paul D. Ryan via Romney for President, Inc. 11/01/2011 \$500.00 for Primary

Romney, Mitt/Paul D. Ryan via Romney for President, Inc. 08/07/2012 \$2,500.00 for Primary

Romney, Mitt/Paul D. Ryan via Romney for President, Inc. 08/15/2012
-\$500.00 credit for Primary
Romney, Mitt/Paul D. Ryan via Romney for President, Inc. 08/15/2012
\$500.00 for General
Ed Gillespie for Governor 09/15/2017 \$250.00

Joint Fundraising Contributions:

McConnell Victory Kentucky 09/29/2014 \$2,600.00
Romney Victory, Inc. 08/21/2012 \$1,000.00

Recipient of Joint Fundraiser Contributions:

These are the Final Recipients of Joint Fundraising Contributions

McConnell, Mitch via McConnell Senate Committee 147 09/30/2014
\$2,600.00
Romney, Mitt/Paul D. Ryan via Romney for President, Inc. 08/21/2012
\$1,000.00

Have not held any office for a political party. Did work as staff on the
1988 Republican Platform National Security Subcommittee.

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

Fellowships: OPM Legislative Fellows Program, 1983.

Recognition: Navy Meritorious Civilian Service Award, 2004.

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.

Articles: Are Prosecutors Above the Law?, Wall Street Journal 12/03/11

Columns: None.

Publications: Appropriations bills, reports, and Conference Reports for Military Construction, District of Columbia, Commerce, Justice and State and the Federal Judiciary, Supplementals and Omnibus bills (1991-2004)

1988 Republican Platform, National Security section

Speeches relevant to the position: None.

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?

Background and Employment Experiences

Earning an MBA at George Washington University and a Juris Doctorate at Georgetown University were integral to securing my public service positions. My father's public service as the top civilian at the U.S. Navy Naval Air Systems Command and my experience working on a suicide hotline were catalysts for my journey, service and practiced leadership.

Organizational success requires the ability to attract, retain, and mentor talented people, develop and communicate a clear vision, and create an atmosphere of teamwork to turn that vision into a reality. Our nation has long held that NASA embodies the qualities of a visionary agency whose successes are driven through integrity, hard work, country above self, sacrifice, perseverance, resilience, and team work. My life's successes have resulted from having these practical traits, having a vision, and engagement of a committed team.

Improving the Sergeant at Arms culture to one of "Service to the Senate" has been my main focus over the last three years. This fundamental principle is demonstrated through two core missions of safety for

members, staff, visitors, buildings, and grounds, and continuity of government and operations in any and all circumstances. The creation and execution of a strong financial management system has allowed for timely decision-making and more effective operations that keep the Senate functioning at acceptable risks levels in all conceivable circumstances. As part of that effort, our cyber-security program has become the template to follow within the Capitol complex.

My position as the Staff Director of the Appropriations Committee required me to pass the annual discretionary appropriations for the United States. At the time, it totaled \$731 billion and it included all funding for NASA. It was my responsibility to assemble and negotiate the fiscal years 2004 and 2005 Omnibus appropriations bills. Final passage required that I work collaboratively with Senate and House Leadership, the OMB Director, and the Offices of the Vice President and President. These efforts required a complete command of the federal budget and legislative processes.

As Clerk of the Appropriations Subcommittee on Commerce, Justice, State, Judiciary & Related Agencies, I understood that spending taxpayer dollars neither defines a program nor ensures its success. This bill was crafted to provide sufficient agency funding while discouraging a culture of funding for growth's sake. Passage of this \$35 billion spending package failed to pass off the Senate floor in each of the two years prior to my tenure there. At the time, it was surprising to see an appropriations bill not pass. My team's efforts led to its passage in each of the years during which I ran that subcommittee.

The Commerce Department's portion of this bill allowed me to manage the funds for many science-related programs. These programs included the acquisition and launching of both Polar and Geostationary spacecraft, scientific and technical research within the National Institute of Standards and Technology, mapping and charting, tide and current data, the Ocean Assessment Program, and the National Weather Service including aviation forecasts and satellite observing systems.

My tenure also allowed me to help institute a Research and Development budget process at NOAA that was similar to that of the Department of Defense. The process established internal controls that allowed for better program management and ultimately improved undersea research.

As Clerk of the Appropriations Subcommittee on Military Construction we enacted over \$5 billion a year for construction worldwide.

Management of these funds included the first private/public partnerships, as well as repair, rehabilitation, revitalization, and modification of existing facilities. These private/public partnerships focused on military housing. Facilities management, planning and design, environmental compliance, and condemnation of real property as authorized by law are all challenges that NASA may also be required to address.

As a Professional Staff Member on the Defense Subcommittee, I reviewed the Shipbuilding Construction, Navy appropriation and attained approval of all the Navy's large ships and boats including the Seawolf Class Submarine. At the time, it was the most technologically advanced attack submarine in the world.

Finally, as a Budget Analyst for the Office of the Secretary of the Navy I reviewed and managed RDT&E, Navy and Other Procurement, Navy programs to assure their programmatic stability, and readiness to continue forward. It included performing the Navy Comptroller yearly budget review with program managers and ensuring that programs remained intact during the OMB budget review. I was one of two people who reviewed all Navy RDT&E programs.

The Executive and Legislative Branches are uniquely complex. Their respective requirements, operations, "language", and media interest require its leaders to be adaptive, resilient, and quick studies of the fabric of these unique environments. I have been afforded a keen understanding of the Executive Branches' needs and challenges. The positions on Appropriations provided opportunities to apply my skill sets to a myriad of agencies' procedural and budgetary processes, coupled with oversight and funding responsibilities. Differently, the Deputy Sergeant at Arms position presents additional leadership tasks posed by the day to day operational and security challenges equivalent to that of a small city.

Working with people with diverse and often opposing views in the ever-changing legislative landscape has often challenged me to "lead change", as change is constant in life and is a required leadership skill at NASA. I have experienced the joys of success, and more importantly the humility

that comes from setbacks. All are invaluable experiences that are complimentary ingredients of a leader.

As shown above, my responsibilities have grown as each of my career opportunities have gotten more and more complex. These challenging positions required integrity, courage, honesty, people skills, and the ability to communicate and lead. It is my hope that the Committee will find that my practice of leadership and success has prepared me for this position.

Why I wish to serve in this position

My record is of a public servant who enjoys the challenges of “leading change” and building teams. I am un-afraid to respectfully challenge the status quo, do things differently, and have the courage to think “outside the box.” The “what, how and whys” of NASA have to be answered to be able to keep the Committee informed as well as making sure the NASA team knows where they are, where they are heading, and what is important to the Committee. It means involving everyone in the process.

Also, bringing together the traditional and new space companies, as well as our international partners, into a new vision for both science and exploration is the beginning of a new era for NASA. We must continue to be the protector of the “priority domain” of space while leading the way for new and free space lanes of commerce. These challenges are why I wish to serve in this position

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?

Responsibilities

My primary responsibility as the Deputy Administrator of NASA, if confirmed, is to ensure that the agency faithfully and efficiently executes the programs and policies of NASA as directed by the President and authorized and appropriated by the Congress. It includes providing clarity to the Agency's strategic vision and serving as a source of internal leadership to achieve NASA's mission.

In addition, the Deputy Administrator is responsible for the management of NASA operations, its programs and all its financial controls. This effort includes establishing the Agency's priorities, policies, personnel and budgets, legalities and contracts, interactions with the Congress, communications, and cost and performance assessments. Also, if confirmed, it would be my responsibility to ensure the ethical operations of all NASA activities and that NASA continues to be a diverse and equitable workplace.

Management Experience

As Deputy Sergeant at arms for the Senate, I supervise a staff of 841 and 190 contractors. Additionally, through the Capitol Police Board the the Sergeant at Arms supervises and directs the Chief of the U.S. Capitol Police who has a force of 2,264 sworn officer and civilians working to protect the Senate and the House.

Over the last three years, we have implemented needed changes to an operational organization that have resulted in more consistent and timely products and services. I led initiatives to break down "Stove Pipes" within the organization that had resulted in a lack of communication and collaboration. These changes have positively affected operations, acquisitions, operational and physical security, training and human resources. Once these bureaucratic restraints were lifted we began to see strategic results, functionality, and prompt action being taken for the Senate.

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

First, if confirmed, NASA must establish and implement a clear, compelling, and executable direction for the future of human space exploration. Without clarity and continuity in this core NASA competency, all others activities will suffer and languish. Setting NASA on a sustainable path for human exploration that draws together the entire space community including the rapidly expanding private sector enterprises and our international partners is the highest priority.

Next, NASA must define and adopt a new role in relation to emerging commercial and non-governmental space activities. For decades, NASA has led a national industrial team in accomplishing our national space goals. In the future, NASA must learn to strategically partner with private sector entities to provide guidance, leadership, strategic investments and technical expertise in support of national goals. NASA will always be the indispensable partner for American space enterprises, however, it may not necessarily be the sole actor in achieving our goals.

Third, NASA must recognize that our national space acquisition process is outdated and inefficient. Many of the programs cost too much, take too long and underperform. 'We need to innovate at the speed of relevance' said Secretary of Defense James Mattis, and so does NASA. If confirmed, we will work to address the national space acquisition process, to radically reduce cost, improve schedules and safety, exceed performance expectations and bring NASA's culture back to the "cutting edge." It will require a unity of effort that integrates all the space sectors.

We will do so recognizing NASA's unique requirements and responsibilities, but also acknowledging that we all must adhere to the Federal Acquisition Regulations (FAR) process. We will improve the NASA way, and learn from and shamelessly borrow from the innovations of others. Ultimately, it will provide the Committee improved results, better risk analysis, and flexibility in its decision-making.

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.

There are no financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Outside of my Federal retirement and TSP, I have two IRAs valued at less than [REDACTED] in total and a SEP valued at less than [REDACTED]

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.

Have a bank account with the Royal Bank of Canada. It was set up to take advantage of currency differences. Besides minimal interest income, there has been no activity since the funds were deposited.

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.

None.

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.

During the course of my time in the private sector I provided advice and guidance on the intricacies of appropriations legislation for such issues as the NEXGEN Air Traffic Control System, energy efficiency, and network hardware and infrastructure.

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

I will resolve any potential conflicts by assuring beforehand that this official position is not used for personal gain and not undertake any outside activity that creates a conflict of interest, as well as following the guidance of the Office of Government Ethics and NASA's Legal Counsel and their of Office of Inspector General.

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?

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.

Was coming home from a wedding in October 1982 and was arrested for Driving While Intoxicated in Loudon County, VA. I was released the same day.

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.

Based on the charge stated in #2, I was convicted of a misdemeanor in the General District Court of Loudon County Virginia. My license was suspended but that sentence was not implemented due to taking a course on the subject matter.

In 2009, the Archives Department of the Circuit Court in Loudon County indicated that the records of the General District Court had been destroyed due to their age. It is my understanding that the records were held by the Circuit Court up until their destruction.

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.

F. Affidavit

JAMES W. MORHART 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.

James W. Morhart
Signature of Nominee

Subscribed and sworn before me this 30 day of July, 2018.

Loris A. Ruiz
Notary Public



JAMES MORHARD



OBJECTIVE

Serve as the Deputy Administrator of NASA.

BACKGROUND

Senior executive leader integrating internal controls and processes affecting organizational and cultural change for the Senate Majority Leader. These changes include acquisitions, facilities management, budgeting, operational and physical security and human resources. Practiced in rebuilding outdated financial management systems rather than building around evolved bureaucratic constraints - such as base budgeting. At the same time, implementing needed changes to an operational organization which resulted in consistent and timely products and services. Known for cutting through unnecessary bureaucracies and using available funds to ensure effective strategic results, functionality and prompt action.

EXPERIENCE

Sergeant at Arms of the United States Senate

Deputy Sergeant at Arms (2 years)

2015-Present

- Moving the culture of over 3,000 employees to one of service to the Senate.
- Established effective operations based on timely decision-making to keep the Senate functioning at acceptable risk levels. This effort includes challenges with cyber-security and IT. Built a multi-functioning cyber security program that is now a template for others.
- Establishing planning, programming, budgeting, and execution processes to create better financial management for proposing, managing and defending the \$204 million Senate legislative appropriation.

Morhard & Associates, L.L.C.

Sole Proprietor (10 years)

2005-2015

- Developed and helped implement comprehensive strategies to streamline organizations such as Cisco Systems, DRS Technologies, LexisNexis, Owens Corning, and Booz Allen.

Committee on Appropriations, United States Senate

Chief of Staff (2 years)

2003-2005

- Lead a staff of 68 to review and pass the annual discretionary appropriations for the United States, which at the time totaled \$731 billion. Required a complete command of the federal budget and legislative processes.
- Assembled and negotiated the 2004 and 2005 Omnibus appropriations bills which included funding to conduct and support space flight, spacecraft control and NASA communications.
- Worked closely with Senate and House Leadership, the OMB Director and the Offices of the Vice President and President to win passage of all these bills.

Appropriations Subcommittee on Commerce, Justice, State, Judiciary & Related Agencies
Senate Clerk (6 years) 1997-2003

- Passed legislation appropriating \$38 billion for these agencies - while routinely requesting the lowest possible funding allocation from the full committee to reduce the culture of growth. Beforehand, the bill had not passed out of the Senate for two years.
- Helped institute a budget process at NOAA similar to DOD's R&D process to establish internal controls that allowed for better program management and ultimately better undersea research.
- Reviewed and managed all funding for acquisition and launch of Polar and Geostationary spacecraft, NIST, mapping and charting, tide and current data, climate, air quality and weather research, and the National Weather Service including aviation forecasts and satellite observing.
- Before 9-11, created a vision of preparedness against terrorism. Passed legislation through mark-ups, floor action, and conferences with House Appropriations, OMB and the NSC.

Appropriations Subcommittees on Defense and Military Construction

Professional Staff Member and Senate Clerk (6 years) 1991-1997

- Enacted \$7 billion for military construction worldwide. These funds included repair, rehabilitation, revitalization, modification and consolidation of existing facilities.
- Reviewed and approved facility planning and design, environmental compliance, acquisition and condemnation of real property as authorized by law.
- Reviewed the Shipbuilding Construction, Navy appropriation and attained approval for the Seawolf Class Submarine, the most technically advanced submarine of its time. Worked with program managers to address specific challenges to shipbuilding programs and DOD's Real Property Maintenance backlog.
- Created accounting controls for the Defense Environmental Restoration account.

Offices of Senator Pete Wilson (R-CA) and Senator Robert W. Kasten, Jr. (R-WI)

Legislative Director, National Security Legislative Assistant and Fellow (8 years) 1983-1991

- Secured authorization and appropriations for numerous defense programs.

Office of the Secretary of the Navy and Comptroller of the Navy

Accountant and Budget Analyst (5 years) 1978-1983

- Reviewed and managed Other Procurement, Navy and RDT&E, Navy appropriations. Recommended changes for the Navy's internal program review for accounts in both appropriations. Afterwards, performed the final Navy Comptroller budget review and ensured that programs remained intact during the OSD budget review.
- Trained as a Financial Management Trainee and worked at the Naval Audit Service.

EDUCATION

- J.D., Georgetown University Law Center, Washington, DC 1993
- M.B.A., George Washington University, Washington, DC 1984
- B.S. in Accounting, St. Francis University, Loretto, PA 1978

MEMBERSHIPS & CLEARANCES

- Member of Bar in Washington, DC and Pennsylvania 1994-present
- Trustee at Saint Francis University, Loretto, PA 2005-2015
- Board member of National Center for Missing and Exploited Children 2005-2007
- Top Secret, SCI clearances