

Senate Commerce Committee Nominee Questionnaire, 116th Congress

Instructions for 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): **John E. Kramer Jr.**
2. Position to which nominated: **Chief Financial Officer, DOT**
3. Date of Nomination: **05-02-2019**
4. Address (List current place of residence and office addresses):
[REDACTED]
[REDACTED] **Office:**
1200 New Jersey Avenue SE, Washington DC 20001
5. Date and Place of Birth: **November 26, 1953; Meadville PA**
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). **Spouse: Laurie M. Kramer; Children: Katherine Kramer Azzouz, Age 37; Kelly Ann Kramer, Age 21.**
7. List all college and graduate degrees. Provide year and school attended.
A.M.D. Managing Technology, Harvard Business School 1991
M.B.A., Harvard Business School 1979
M.S. in Accounting, NYU Stern School of Business 1977
B.A., Colgate University, cum laude 1975

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.

Aerosim, Inc. (2013-2017) Senior Chief Financial Officer

Nuvola Systems Corp. (2010-2012) CFO and Founding Board Member

Universal Warehousing & Logistics (2007-2010) CFO and Board Member

SIVA Corporation. (2004-07) EVP/Chief Financial Officer and Secretary/Treasurer of Board of Directors

Diam International (2002-2004) VP/Controller and Member, Board of Directors

Commerce Solutions, LLC (1998-2002) Founding Board Member and CFO/COO.

Philip Morris International. (1979-1998) Vice President, Planning and Marketing

KPMG. (1975-1977) Senior Auditor.

9. Attach a copy of your resume. (see 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. **In addition to the positions listed in Question 8 above, I have served as the uncompensated managing partner of Won Broadway, LLC since July 2016. The only asset of the LLC is a commercial rental property located in Barnegat Light, NJ.**

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. **Treasurer Parent, Student, Teachers Association, Broward Preparatory School,**

Coconut Creek, FL 2010-13; Lay Minister, St. Jude Catholic Church, Boca Raton, FL 2013-2015

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. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities. **None.**
15. 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. **No contributions in excess of \$500 and no services rendered in the past 10 years.**
16. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements. **None.**
17. Please list each book, article, column, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. 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. **None.**
18. List digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the name of an "alias" or "handle" you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.

- a. Twitter: @jekrajr John Kramer and @remarkenhoj John Kramer – both active.
- b. Facebook: <https://www.facebook.com/john.kramerjr> (active)
- c. LinkedIn: <https://www.linkedin.com/in/johnkramerjr/> (active)

19. 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**

20. 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? **In addition to my post-graduate education at Harvard Business School and NYU Stern School of Management, I qualified as Certified Public Accountant (CPA) in 1977 then served in increasing levels of financial responsibility in industry, reaching the level of CFO and Board Member in several organizations. I have a wide range of experience in different industries from consumer products to aviation, as well as domestic and international. More importantly in many respects, I have managed large numbers of people (hundreds of direct reports) in both large (\$175+ billion revenue) and small (\$10+ million) organizations. I understand both government and public accounting principles, as well as the importance of Budgets, Audits and Accountability. I believe the knowledge and skills I have acquired translate directly into managing the Department of Transportation, which, while large and complex (\$87 billion and 54,000 employees), is smaller than several other organizations I have worked for.**

21. 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?

- a. **There are three key aspects to managing the financial results and Budgets of large organizations like the DOT:**

1. **First, ensuring all transactions are entered and accounted for in accordance with Government Accounting Standards and internal controls, which are audited by the external auditors and overseen by the OIG. I have been an external auditor with KPMG and worked with auditors in all subsequent positions in my career. To achieve this objective, it is important to maintain a culture of responsibility among the Finance and Budget Staff.**
2. **Second, all transactions need to be properly authorized and approved with Budget authority and appropriated amounts confirmed and checked. Again, the CFO's and Budget Departments at all levels of the Agency need to insure appropriations are clearly tracked, identified and accounted correctly.**
3. **Third, senior administrators from the Secretary through the Modal Administrators and their staffs must be kept apprised of the status of Departmental actual obligations/spending. Management also needs to be aware of the timing and trends in obligations/spending and whom it is going to.**

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

a. **The top 3 challenges are as follows:**

1. **Congress provided DOT an additional \$20 billion in FY18 and FY19 appropriations over the amount requested in the President's Budgets, well above historic norms. The first challenge is to obligate those funds appropriately while maintaining DOT's role of fiduciary oversight to guard against waste and improper payments. In addition, the CFO's office must provide oversight of acquisitions, programs and grants related to the infrastructure initiatives.**
2. **The second key challenge facing the Department of Transportation is to avoid hampering the pace of innovation without compromising safety or picking winners. All areas of the DOT from sea to land to sky to space are challenged by technology changing at an increasing pace which will benefit all Americans if**

choices are made wisely. The CFO's office must help lead the way by innovating its own legacy systems and methodology with the latest systems and related technology to improve performance without compromising oversight.

3. The Office of the CFO must also look to continually improve its financial processes to streamline fund dissemination while maintaining oversight necessary to protect taxpayer interest and strengthen internal controls.

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.
 - a. **These arrangements are fully described in my financial disclosure report.**
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.
 - a. **None.**
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. Explain how you will resolve each potential conflict of interest.
 - a. **In connection with the nomination process, I have consulted with the Office of the Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of the ethics agreement I have entered into with DOT'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. Explain how you will resolve each potential conflict of interest.

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5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.
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6. 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.
 - a. None**

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.
 - a. **Two DUI's: Madison County New York – 1975; New London County Connecticut - 1992**

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.
 - a. **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.
 - a. **Two DUI's: Madison County New York – 1975; New London County Connecticut - 1992**

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.

a. **No.**

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

a. **None that I am aware of.**

D. RELATIONSHIP WITH COMMITTEE

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

a. **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?

a. **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?

a. **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?

a. **Yes**

JOHN E. KRAMER

Summary Profile

Results oriented **Senior Executive** and **Chief Financial Officer** with strong domestic and international operating/financial expertise in multiple industries. Currently Mr. Kramer is utilizing those skills and his transportation experience in with the **US Department of Transportation**. He has a proven track record for management as well as strategic and operational leadership. Mr. Kramer was recruited from Harvard Business School to Philip Morris International where he remained for 17 years. Later in his career, he founded and/or grew several Tech/Software companies including E-Commerce Solutions (internet retail), Nuvola Systems (embedded technology) and Siva Corporation (Point of Sale). He has worked with Private Equity/VC groups to successfully grow, reposition and sell investments in several industries including SIVA, Diam International, and Aerosim.

Work Experience:

- **Deputy Assistant Secretary, Budget and Finance, US Department of Transportation (US DOT)** (2017-present). Mr. Kramer is currently the Presidential appointee to the senior Budget and Finance job in the Office of the Secretary under Secretary Elaine L. Chao. He is responsible for the Budget with \$87 billion in appropriations for FY19; Finance including the Audited Financials for US DOT; and agency Program oversight. Mr. Kramer oversees the financial functions of the US DOT administrations of FAA, Federal Highway, Federal Transit, Federal Motor Carriers, National Highway Safety, Pipelines and Hazardous Materials, Federal Railroads and Maritime. Mr. Kramer also reports to the White House through the Office of Management and Budget. He serves as one of 8 members of the Senior Staff of the Department of Transportation.
 - Nominated 05/02/2019 by **President Trump** to be **CFO** and appointed as **Assistant Secretary (Budget and Programs) US DOT**.
 - **Member, Northeast Corridor Commission (NECC)**: Appointed by Secretary Chao to represent US DOT; serves on the NECC Executive Committee and Cost Allocation Task Force.
- **Aerosim, Inc.** (2013-2017) Completed assignment with this Private Equity owned flight training company with a very successful sale to L3 Technologies, providing positive returns to all investors after 5 years of losses. As Senior Chief Financial Officer, was responsible for 3 divisions (*ab-initio* Flight Training, Advanced Training and Flight Simulators) Doubled revenue to over \$50 million through revenue enhancement primarily by adding new programs and negotiating improved pricing, while increasing margin by 8 percentage points through cost containment and restructuring. Received **CFO of the Year Award** from Orlando Business Journal (out of 35 nominees).
- **Nuvola Systems Corp.** (2010-2012) As CFO and Founding Board Member of this multi-platform embedded systems and software provider based in China and US. He was instrumental in obtaining financing and selling the product line of this company.

- **Universal Warehousing & Logistics.** (2007-2010) As CFO and Board Member of this multi-modal (Trucking, Air, Sea and Brokerage) Transportation Company based in Orlando, FL, repositioned company for sale to EFS Worldwide freight services company.
- **SIVA Corporation.** (2004-07) Served as EVP/Chief Financial Officer and Secretary/Treasurer of Board of Directors for this restaurant technology company that developed the first internet based Point of Sale System. Mr. Kramer was responsible for Finance, Accounting, Treasury, Audit, Risk Management, Back Office Operations and Investor Relations. Major customers included Olive Garden, Red Lobster and Applebee's. Raised over \$15 million from private investors, VC Firms and Private Equity groups, as well as successful sale to a publicly traded restaurant company.
- **Diam International.** (2002-2004) As VP/Controller and Member, Board of Director of this permanent point of purchase company with \$270 million in sales owned by Private Equity firm (Harbor Capital). Mr. Kramer acquired plastic molding plants in Germany and China, performing all negotiations for acquisition, fund raising, due diligence and integration into global operations. Major customers included L'Oreal and Estee Lauder.
- **E-Commerce Solutions, LLC** (1998-2002) Founding Board Member and CFO/COO of this start up pioneer in internet retail company that was named a "Deloitte & Touche Fast 50 Technology". Major national/global customers including AOL/Time Warner, DELL, The Gap, ABC TV, Prodigy and Excite. Successfully raised \$25 million in three pre-IPO financing rounds, bringing in two VC firms.
- **Philip Morris International.** (1979-1998) Vice President, Planning and Marketing for all non-US businesses of Philip Morris International including cigarettes (Marlboro), beer (Miller), and soft drinks (7-Up). Recruited out of Harvard Business School with this division of Philip Morris Inc., and rose through the executive ranks. Directed aggressive international expansion via \$5B in mergers, acquisitions and licensing, increasing unit volume 25% vs. industry growth of 1%. Overseas postings included Hong Kong (4 years), London and Switzerland.
- **KPMG.** (1975-1977) Began career as auditor for the former Peat, Marwick, Mitchell & Co. in New York. Senior Auditor on NYSE, AMEX, and other financial services and consumer product companies.

Education and Certification:

A.M.D. Managing Technology, Harvard Business School

M.B.A., Harvard Business School

M.S. in Accounting, NYU Stern School of Business

General Economics, London School of Economics

B.A., Colgate University, cum laude

Certified Public Accountant, NY

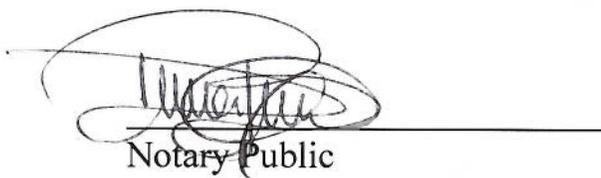
(Nominee is to include this signed affidavit along with answers to the above questions.)

F. Affidavit

John Kasner 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 18 day of July, 2019.


Notary Public

