

## I. Personal Information

Kashif Syed

(b)(6)
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## II. Employment Experience

Vice President

Waxman Strategies

1150 Connecticut Ave NW Ste 800

Washington, DC 20036

11/2020 - Present

Salary: 

(b)(6)
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Hours per week: 40

As vice president in a health policy consultancy, lead and supervise the provision of technical assistance, strategic counsel, and subject-matter expertise on health policy issues for clients, national philanthropic organizations, and policymakers. Focus on and maintain expert substantive knowledge of a broad range of health policy issues, including issues relating to health care costs in commercial markets, drug pricing, safety-net access to health services, sexual and reproductive health care, and health equity. Analyze legislation, budget and appropriations, regulations, and agency guidance. Provide analysis and strategic advice to support decision-making by private organizations, national philanthropies, and policymakers.

Manage junior staff in the development of research and writing projects to produce analytical and persuasive materials on health policy issues. Train team members in research and writing techniques, including the use of research tools and sources to develop analysis of health policy issues. Routinely lead a team in the production of written materials to support decision-making by clients that interpreted and evaluated emerging policy issues at the Federal- and state-level under time pressure. Review written products by junior staff and provide feedback. Communicate recommendations to external audiences in multiple written formats, like public comment letters, memoranda, studies, white papers, and more. Tailor written products to multiple audiences, like high-level summaries and talking points for senior leaders; press statements for laypersons and media; and in-depth analyses for industry members and policy experts. Protect confidentiality of sensitive written products.

Frequently orally communicate and present information and analysis of complex health policy issues to a variety of audiences. Personally provide one-on-one oral advice to clients, national philanthropic organizations, and congressional staff on issues within subject-area expertise. Organize and deliver presentations, briefings, webinars, and discussions on public policy issues

for larger audiences comprising advocacy groups, policy experts, researchers, congressional audiences, and other stakeholders.

Lead and manage mission-critical projects to complete deliverables and provide ad-hoc support to clients and national philanthropic organizations on behalf of the firm. Lead, plan, organize, and coordinate multi-phase projects involving internal staff, members of client organizations, and external stakeholders. Delegate tasks and projects to junior staff and colleagues. Drive accountability, monitor and track progress against goals, and calibrate staffing and other needs during project execution and implementation throughout the lifecycle of the project. Advise firm leadership on mechanisms to increase transparency, accountability, and performance using project management principles and techniques.

Directly manage and supervise junior staff, including communicating goals and performance expectations to staff, assessing their performance, and giving feedback. Train and motivate staff to accomplish critical objectives on timelines established by clients. Ensure that work product is high quality and meets client deadlines. Assist in the implementation of firm and practice operational processes and guidelines across the team.

Responsible for managing a portion of the firm's budget for individual projects. Includes preparing budgets, determining expenses, setting spending limits and creating a tracking system. Track income and expenses over the duration of the project, accounting for unexpected expenses. Make decisions on staffing, resource allocation, and direct expenses to reach budget goals based on projected expenses and income. Lead the development of proposals, contracts, and scopes of work with clients that included budget information based on an assessment of projected income and expenses.

Establish and maintain relationships with potential clients and partners for purposes of business development. Proactively establish relationships with advocacy organizations and foundations and translate new contacts into long-term client relationships. Lead the development and submission of proposals, contracts, and scopes of work with clients to secure new business for the firm.

Senior Director

Waxman Strategies

1150 Connecticut Ave NW Ste 800

Washington, DC 20036

01/2020 - 11/2020

Salary:

Hours per week: 40

As senior director in a health policy consultancy, led and supervised the provision of technical assistance, strategic counsel, and subject-matter expertise on health policy issues for clients, national philanthropic organizations, and policymakers. Focused on and maintained expert substantive knowledge of a broad range of health policy issues, including issues relating to

health care costs in commercial markets, drug pricing, safety-net access to health services, sexual and reproductive health care, and health equity. Analyzed legislation, budget and appropriations, regulations, and agency guidance. Provided analysis and strategic advice to support decision-making by private organizations, national philanthropies, and policymakers.

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**KEY ACCOMPLISHMENTS:**

- Secured engagement with new clients, amounting to an additional \$220,000 in new revenues for the firm, expanding the reputation of the firm into new areas of work and increasing the firm's subject-matter expertise on particular policy topics. Included leading the process of engagement, proposal drafting, contracting, and project kick-off.
- Successfully led and managed team to complete high-profile projects in connection with three separate clients, including nonprofit pharmaceutical manufacturer and two large philanthropic organizations. Included managing budgets at the project-level and directly supervising junior staff. Managed research and writing projects for memoranda, public comment letters, and other materials under areas of work for these clients.
- Led complex project designed to convene policy experts in order to arrive at policy options to reduce health care costs. Devised plan to hold convening "virtually" in the context of the pandemic using video conferencing software. Delegated key roles to junior staff in order to develop background materials and detailed logistical plans for executing convening. Based on plans, held three virtual convenings, facilitated discussion according to pre-established questions and considerations, ensured participants' ability to fully participate, and recorded take-aways. Managed overall project, including the meeting of goals and deadlines.
- Spearheaded successful technical assistance project to draft new Federal legislation regarding nonprofit pharmaceutical organizations. Drafted objective, nonpartisan policy options for the consideration of policymakers. Briefed congressional staff on policy options through presentations and one-on-one discussion, and provided technical assistance via phone and email on the consequences of various formulations of legislative text to accomplish the objective. Communicated status of the bill and summarized its key elements for executive leadership at the client organization, as well as to outside stakeholders as appropriate.

Director

Waxman Strategies

1150 Connecticut Ave NW Ste 800

Washington, DC 20036

03/2019 - 01/2020

Salary:

Hours per week: 40

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Led and managed mission-critical projects to execute deliverables and to provide ad-hoc support to clients and national philanthropic organizations on behalf of firm. Planned, organized, and coordinated multi-phase projects involving team members, members of client organizations, and external stakeholders. Delegated tasks and projects to junior staff and colleagues. Drove accountability, monitored and tracked progress against goals, and calibrated staffing and other needs during project execution and implementation through lifecycle of project. Advised leadership on mechanisms to increase transparency, accountability, and performance using project management principles and techniques.

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#### KEY ACCOMPLISHMENTS:

- Within first year of employment, secured engagement with new client that ultimately brought in \$85,000 in new revenue, positioning the firm as a potential partner on future projects and increasing the firm's subject-matter expertise on particular policy topics.
- Spearheaded project on nonprofit pharmaceutical companies, supervising the work of junior staff to conduct background research, plan and execute a roundtable of nonprofit executives, publish findings and policy recommendations via a white paper, disseminate white paper to key audiences, and provide technical assistance to congressional offices. This project generated interest from Capitol Hill, media, and stakeholders. This project set us up for getting future grants.
- Authored white paper presenting, summarizing, and interpreting findings of qualitative research study on the factors enabling Federally Qualified Health Centers (FQHCs) to provide long-acting reversible contraceptive (LARC) methods to low-income and uninsured patients. Advised on the design and implementation of survey research. Interpreted, analyzed, and contextualized results. Based on findings and consultation with policy experts, arrived at policy recommendations aimed at improving the ability of FQHCs to deliver LARC methods to patients.

#### Senior Policy Analyst

Planned Parenthood Federation of America

1110 Vermont Ave., NW, #300

Washington DC, DC 20005 US

01/2018 - 02/2019

Salary:

Hours per week: 40

As a senior member of a 30-person team, researched and analyzed public health policy issues for the nation's largest women's health care provider. Focused on Federal public health programs authorized under the Public Health Service Act. Maintained expert substantive knowledge for public health policy portfolio, such as knowledge of Federal programs relating to HIV/AIDS and sexually transmitted disease prevention, family planning, breast and cervical cancer prevention, immigrant health, health disparities and discrimination, consumer assistance and enrollment in private health insurance, and more. Analyzed legislation, budget and appropriations, regulations, and agency guidance in an objective, nonpartisan manner. Provided objective analysis to support decision-making by Planned Parenthood's senior leaders, national Board of Directors, and the CEOs of state-level affiliates; to fulfill requests for information from members of Congress and their staff; and to inform advocacy activities.

Oversaw research and writing projects to produce analytical and descriptive background materials on issues related to public health policy and research. Used and trained team members in the use of research tools and sources (e.g. Westlaw, the Federal Register, and public health research journals) to develop interpretations and analysis of law and policy. Routinely produced objective, nonpartisan reports to support decision-making by managers that

interpreted and evaluated emerging policy issues of national significance affecting Federal public health programs under time pressure. Communicated recommendations to external audiences in multiple written formats, like public comment letters, fact sheets, and objective memoranda. Tailored written products to multiple audiences, like high-level summaries and talking points for senior leaders and congressional staff; press statements for laypersons; and detailed guidance for clinicians and health care administrators. Protected confidentiality of sensitive written products.

Frequently orally communicated and presented information and analysis of complex public policy issues to a variety of audiences. Orally advised members of Congress and their staff, attorneys, and healthcare leaders operating 600 health centers nationwide on issues within subject-area expertise. Delivered briefings and webinars on public policy issues to inform organizational and affiliate staff, congressional staff, and coalition colleagues at meetings, briefings, and conferences.

Led and managed projects at the highest level of importance involving dozens of staff, including senior managers. Planned, organized, and coordinated projects to analyze, evaluate, and quickly respond to emerging public policy issues. Monitored and tracked progress against goals, reviewed written products by team members, and provided feedback.

#### KEY ACCOMPLISHMENTS:

- Promoted into current position after progressively responsible experience in previous role. In doing so, took on several duties previously performed by my manager, e.g., planning and facilitating meetings; managing high-level projects that cut across organizational divisions; reviewing and providing feedback to staff on written analysis; advising on litigation and written legal products; and frequently presenting orally to senior stakeholders on complex public health policy issues.
- Spearheaded analysis of proposed regulatory changes to Federal public health programs. Designed research and writing project plan. Trained and supervised team of analysts to research existing regulations, previous attempts to make similar changes, and the likely public health effects of such changes. Drafted objective, nonpartisan policy memoranda analyzing potential changes. Based on memo, wrote multiple documents intended for different audiences summarizing the proposed changes and their operational impacts on Planned Parenthood's health service delivery. Shared analysis through written materials and oral presentations to hundreds of individuals, including members of Congress and their staff; attorneys; public policy professionals; and health care administrators. Throughout, shared status updates and incorporated feedback from managers.
- Led large-scale technical assistance project designed to assist over 20 state-level affiliates in applying for Federal public health grants. Devised plan for the development and dissemination of written materials. Delegated key research and writing responsibilities to analysts from across organizational divisions to contribute to material development. Synthesized, reviewed, and edited written analytical products. Based on analysis, provided guidance to state-level affiliates through written resources, individual

oral consultation, webinars, and conference presentations. Managed overall project, including the meeting of goals and deadlines.

Public Policy Analyst

Planned Parenthood Federation of America

1110 Vermont Ave., NW, #300

Washington DC, DC 20005 US

11/2014 - 01/2018

Salary:

Hours per week: 40

As public policy analyst on a 30-person team, researched and analyzed public health policy issues for the nation's largest women's health care provider. Focused on Federal public health programs authorized under the Public Health Service Act. Maintained extensive substantive knowledge for public health policy portfolio, such as knowledge of Federal programs relating to HIV/AIDS and sexually transmitted disease, family planning, breast and cervical cancer, immigrant health, health disparities and discrimination, consumer assistance and enrollment in health insurance, and more. Analyzed legislation, budget/appropriations, regulations, and agency guidance in objective, nonpartisan manner. Provided objective analysis to support decision-making by organizational leaders and state-level affiliates; to fulfill requests for information from congressional staff, senior U.S. Department of Health and Human Services (HHS) personnel, and White House; and to inform advocacy activities.

Researched and wrote analytical, persuasive, and descriptive background materials on issues related to public health policy and research. Used research tools and sources (e.g. Westlaw, the Federal Register, and public health research journals), to develop interpretations and analysis of law and policy. Produced objective, nonpartisan reports to support decision-making by managers that interpret and evaluate emerging policy issues of national significance affecting Federal public health programs under time pressure. Communicated recommendations to external audiences in multiple written formats, like public comment letters, fact sheets, and persuasive memoranda. Tailored written products to multiple audiences, like high-level summaries and talking points for senior leaders and congressional staff; press statements for laypersons; and detailed guidance for clinicians and health care administrators. Protected confidentiality of sensitive written products.

Orally communicated and presented information and analysis of complex public policy issues to a variety of audiences. Orally advised congressional office and committee staff and healthcare leaders operating 600 health centers nationwide on issues within subject-area expertise. Deliver briefings and webinars on public policy issues to inform organizational and affiliate staff, congressional staff, and coalition colleagues at meetings, briefings, and conferences.

Led and managed projects involving multiple team members, colleagues from other departments, and external partners. Planned, organized, and coordinated projects to analyze,



evaluate, or quickly respond to emerging public policy issues. Monitored and tracked progress against goals, reviewed written products by team members, and provided feedback.

#### KEY ACCOMPLISHMENTS:

- Spearheaded successful multi-year project to secure new HHS regulation. Drafted objective, nonpartisan policy memoranda summarizing status of law and evaluating its impact on public health. Researched alternative policy approaches using existing public health research studies and original quantitative analysis of internal data. Wrote analyses detailing scope of HHS's authority to issue rules. Briefed organizational leaders, affiliates, and congressional staff on findings. Made recommendations to senior HHS officials through multiple meetings and presentations. Collaborated internally and externally to produce written public comments. Throughout process, communicated progress to national office and state-level clinicians and administrators through written summaries, personal consultations, and oral presentations. Received formal recognition by organization for accomplishment.
- In response to requests from administrators and clinicians, developed and executed year-long technical assistance project, which included writing a memorandum that interprets Federal public health program requirements, studying relevant law and policy, and consulting with Federal agency staff and other experts. Presented recommendations to over 100 Planned Parenthood staff and advised 10 affiliates on implementing recommendations, which improved clinical workflow efficiency and patient experience.
- Led a 12-person team during annual effort to analyze the President's budget plan under significant time-pressure. Analysis focused on Federal public health programs, like prevention and wellness programs, private health insurance marketplaces, and Medicaid. Within 24 hours of release, wrote and presented detailed summaries and analyses of budget to multiple audiences, like organizational staff and affiliates, congressional staff, external partners, and media.
- Based on reputation as an expert in maternal health policy, was selected by U.S. Senator to present on a panel regarding emerging policy issues in maternal and child health. Collaborated with congressional office staff and other panelists for presentation. Presented to 100 attendees in U.S. Capitol building.

#### Non-Federal Reviewer

Office of the Assistant Secretary for Health  
U.S. Department of Health and Human Services  
200 Independence Ave., SW, #716G  
Washington DC, DC 20201 US  
04/2016 - 04/2016  
Hours per week: 20

Selected by Federal agency to serve on an objective review panel regarding Federal public health program grants based on substantive knowledge of Federal public health programs.

Applied broad knowledge of public health policies and programs in order to review, evaluate, score, and provide detailed narrative comments on applications from public and nonprofit private entities seeking Federal grant to implement public health programs authorized under Title X of the Public Health Service Act. Exercised objectivity in all phases of grant review process to support HHS's selection of awardees based on merit.

Presented analysis and information to objective review panel through verbal briefings as primary reviewer of two grant applications, noting strengths and weakness of applicants in their ability to accomplish Federal public health program goals.

**KEY ACCOMPLISHMENT:**

- Successfully reviewed, evaluated, scored, and provided detailed narrative comments on nine federal grant applications.

Non-Federal Reviewer

Center for Consumer Information and Insurance Oversight  
Centers for Medicare and Medicaid Systems  
7500 Security Blvd.  
07/2015 - 07/2015  
Hours per week: 20

Selected by Federal agency to serve on objective review panel regarding Federal Navigator grants based on substantive knowledge of consumer assistance and enrollment programs.

Applied broad knowledge of Federal policies and programs relating consumer assistance and enrollment in private health insurance in order to review, evaluate, score, and provide detailed narrative comments on applications from public and private entities seeking Federal grant to fund Navigator grant projects authorized under the Affordable Care Act to provide conduct outreach and enrollment activities to inform and enroll consumers into public and private health insurance. Exercised objectivity in all phases of grant review process to support selection of awardees by Center for Consumer Information and Insurance Oversight based on merit.

Presented analysis and information as primary reviewer of two grant applications by leading a detailed oral conversation between panelists, noting strengths and weakness of each applicant in their ability to accomplish Federal Navigator grant program goals.

**KEY ACCOMPLISHMENT:**

- Successfully reviewed, evaluated, scored, and provided detailed narrative comments on seven federal grant applications.

Reproductive Justice Law & Policy

Advocates for Youth 2000 M St., NW, #750  
Washington DC, DC 20036 US  
08/2013 - 10/2014

Salary: (b)(6)

Hours per week: 40

As member of policy team at a national nonprofit, performed objective, nonpartisan analysis of public health policy issues related to youth access to public health programs and Medicaid and health insurance coverage for preventive health services. Maintained substantive knowledge on a range of complex legal and public policy issues, including Medicaid, private health insurance, public health programs, and confidentiality in health care. Applied knowledge of public health policy issues to answer emerging policy questions by summarizing, interpreting, and analyzing Federal and state legislative and administrative proposals using legal and public policy analytical approaches. Produced analyses for the purpose of supporting decision-making by managers, external partners, and Federal and state policymakers.

Researched and wrote objective, nonpartisan analytical materials, as well as persuasive materials, on public policy issues related to youth access to public health programs, Medicaid, and health insurance coverage for preventive health services targeting a variety of audiences. Wrote memoranda objectively analyzing law and public policy issues for managers; produced policy briefs and reports analyzing and providing recommendations on emerging issues of national significance for policy experts; wrote advocacy materials such as letters and factsheets directed to lawmakers; and wrote persuasive and informative materials for laypersons through blogs and press releases. Assignments often required response to emerging policy issues under time pressure. Used research tools and sources – such as WestLaw and public health research journals – and standard analytical techniques and methods – including legal and public policy approaches to analysis – to draft written materials independently and in collaboration with other team members. Planned, coordinated, and managed longer-term group research projects with junior staff.

Presented orally through multiple presentations, webinars, and lobby visits. Planned, researched, and delivered presentations to provide information and analysis on public policy issues tailored to a range of audiences and differing levels of expertise. Collaborated with external partners to deliver webinars on complex health law and policy issues targeted to attorneys, law students, and health care providers; presented on public health topics at law and public policy conferences, symposia, and meetings; and participated as a panelist to educate youth about Federal pregnancy prevention policy.

#### KEY ACCOMPLISHMENTS:

- Led research and writing of policy report regarding youth access to preventive services under Affordable Care Act (ACA), including private health insurance and Medicaid expansion provisions. Developed survey instrument and conducted qualitative phone interviews with 10 subject experts. Identified important provisions in the ACA that improved young people's access to preventive health services. Used research and survey results to structure and draft a policy report that analyzed the benefits of the ACA for young people, identified and explained the barriers that continue to block or deter youth from receiving the health care that they need, and recommended changes in law

and policy. Report was distributed among policymakers and health advocacy coalitions, and was cited in an amicus brief joined by 29 national organizations to the U.S. Supreme Court in *Zubik v. Burwell*, 136 S.Ct. 1557 (2016).

- Researched and wrote lengthy internal memorandum providing background, status, and comprehensive analysis of law and public policy issues regarding minor consent for medical care. Employed standard research and analytical techniques to produce memo, including using case laws, reading different approaches adopted by Federal and state statutes and regulations, and examining public health concerns. Recommended alternative public policy approaches to balance various interests of policymakers and courts. Memo was consulted extensively by managers to support organizational decision-making on advocacy efforts, the production of additional written materials, and advising external partners in related work.
- Collaborated with the American University Washington College of Law and external partners to present seminar for attorneys and law students on the medical autonomy of minor patients and youth access to confidential health care services. Drafted detailed talking points and a slide deck based on prior legal and policy research. Presentation analyzed common law, prevailing state and Federal statutes, and public health perspective. Seminar's audience consisted of 40 health law attorneys and law students, and seminar was available for continuing legal education (CLE) credit. Later, delivered similar presentation to group of 33 healthcare clinicians and tailored information to target new audience.

#### Volunteer Domestic Violence Legal Advocate

Family Rescue, Inc.

9204 South Commercial Ave., # 401

Chicago, IL 60617 US

09/2012 - 05/2013

Hours per week: 3

While volunteering at nonprofit serving domestic violence survivors, provided in-person consultation to 2-3 clients weekly applying for emergency orders of protection at Domestic Violence Courthouse. Informed clients of requirements under state law. Asked legally relevant questions to clients and used information to draft factual record. Attended hearing dates with client for emergency and plenary orders. Assisted with filling out subsequent documentation.

#### Legal Intern

Women's Law Project

401 Wood St., #1020

Pittsburgh, PA 15222 US

05/2012 - 08/2012

Hours per week: 40

Researched and wrote analytical and persuasive materials on several legal and public policy issues, including issues relating to university compliance with Federal civil rights law, policies



regarding transgender access to university facilities, and the validity of state health facilities regulations under constitutional law. Conducted research using the application of standard methods of legal research to the U.S. Constitution, statutes, regulations, agency guidance, case law, and public university policies. Used research to evaluate factual records by performing legal analysis and used research to compare university policies. Produced written products for different audiences, including objective legal memoranda assessing the validity of legal claims for use by managers; internal policy reports evaluating specific policies at public institutions within the State of Pennsylvania and making recommendations about improving access to facilities for transgender students; and persuasive demand letters sent to university officials regarding Federal civil rights law. Performed duties within deadlines established by managers, sometimes requiring rapid response.

#### KEY ACCOMPLISHMENTS:

- Provided senior attorney with confidential, objective research and written analysis of recently issued regulations governing health facilities. In particular, researched and analyzed case law in other appellate jurisdictions where courts of appeal had decided claims challenging the constitutionality of similar state regulations. Applied legal analytical techniques to analogize and distinguish the factual and legal aspects of those cases to draft an analytical memo on the validity of the Pennsylvania regulations. Memo was used to support decision-making by senior attorneys in assessing the prospect for litigation.
- Researched and wrote objective legal memorandum and persuasive demand letter for senior attorney that applied Federal civil rights law to alleged discrimination by public university against female students. Summarized relevant statutes, regulations, and case law. Using legal analytical methods, applied legal principles and rules to factual record to assess the validity of university's conduct. After review and approval by senior attorney, drafted demand letter clearly and succinctly alleging unlawful discrimination to be sent to university.
- Performed research on and wrote objective, comprehensive memorandum analyzing existing public policy issues regarding transgender access to university facilities for use by senior attorneys involved in dispute with public university. Specifically, wrote memo identifying history and trends, and evaluating a variety of alternative approaches of a range of public and private universities and colleges to reconcile sex-segregation practices with the needs of transgender students to access restrooms, facilities, and housing. In doing so, summarized the views of legal and public policy commentators on the value and cost of each option. Based on available evidence, wrote recommendations to senior attorney proposing the best courses of action.

#### Legal Intern

Northside Latin Progress  
3043 N. Francisco Ave.  
Chicago, IL 60618 US  
05/2011 - 08/2011  
Hours per week: 40

While a legal intern at a small nonprofit, researched and compiled a resource book with a focus on legal aid and basic needs for immigrant day laborers. Educated immigrant laborers on their rights under state wage-theft laws. Was responsible for administrative support and tasks.

#### Staff Intern

Office of Senator Hansen Clarke  
123 Allegan St, #710  
Lansing, MI 48933 US  
Hours per week: 20

As an intern at state lawmaker's office, responded to a variety of requests from constituents, connecting individuals to legal and financial resources. Planned, coordinated, and executed forum in Detroit attended by hundreds of constituents to offer them access to personnel from community-based organizations and city agencies. Conducted policy research, summarized news clips, and reviewed documents for writing quality.

### **III. Education**

#### Juris Doctor

Chicago-Kent College of Law  
Chicago, IL US  
Graduation: 05/2013

#### RELEVANT COURSEWORK:

- Constitutional law, administrative law, legal research and writing, contracts, commercial law, business organizations, employment law.

#### LICENSURES:

- Admitted to Illinois bar in October 2013.

#### Bachelor of Arts

Michigan State University  
East Lansing, MI US  
Graduation: 12/2009  
Major: Political Science