Jake Almeida

From:

Su

Sent:

ivionday, February 25, 2019 6:52 AM

To:

Jake Almeida; Sen. Natasha Von Imhof; Sen. Bert Stedman; Rep. Bryce Edgmon; Sen.

Peter Micciche

Subject:

Kelly Tshibaka Confirmation Hearings

Senators and Representative:

I strongly support the nomination of Kelly Tshibaka by Govenor Dunlevy for "Commissioner of Administration".

Kelly graduated high school in Anchorage, has strong family ties here, and loves Alaska. She graduated "suma cum laude" from Texas A&M. Then later from Harvard Law School. Kelly is extremely qualified for the position of "Commissioner of Administration". Her work experience in Washington D.C. would be a great asset to our state government. She has proven to be a honest hardworking individual ready to accomplish any task that is set before her.

My knowledge of Kelly personally is that she is a proven leader and intelligent person who is up to the task. Kelly is confident and worthy of this position. Her integrity is beyond reproach. I strongly recommend that you appoint Kelly Tshibaka to the position of "Commissioner of Administration".

Sincerely,			
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Jake Almeida

From:

Sent:

Tuesday, February 26, 2019 9:51 PM

Subject:

Confirmation of Kelly Tshibaka, Commissioner of Administration

Dear Senator and Representatives,

I am writing to ask for your support in the confirmation of Kelly Tshibaka as the Commissioner of Administration.

While I do not know Ms. Tshibaka personally, I have reviewed her resume' and it is evident to me that she is a very qualified candidate and worthy of your consideration for this position. Born and raised in Alaska, she represents everything we encourage our children to aspire to become.

Thank you for your support in confirming Kelly Tshibaka for Commissioner of Administration.

Juanita Ross Soldotna, AK

Scott S. Dahl

Inspector General
U.S. Department of Labor
Office of Inspector General
200 Constitution Ave., NW
Room S-501
Washington. DC 20210

February 18, 2019

Senate State Affairs Committee Senator Mike Shower, Chair Capitol Room 510 Juneau AK, 99801

Dear Chairman Shower and Committee Members:

I have worked with Kelly Tshibaka in various roles for more than 15 years and have always been impressed with her enormous capacity to accomplish important and complex objectives efficiently. In the last 7 years, I have interacted with Kelly in her leadership roles, first as a senior leader at the Federal Trade Commission Office of Inspector General (OIG) and as the Chief Data Officer for the past 5 years at the US Postal Service OIG. In this last role at Postal, Kelly has built the office from a very small staff to the largest data analytics office among all the OIGs. She has masterfully and diplomatically broken down organizational barriers and succeeded in persuading reluctant offices within Postal OIG to collaborate with her office and achieve successful outcomes.

Kelly is one of those leaders who has the support of her staff and the respect of her peers because she is solution-oriented in her management style. She is a champion of inclusion and cultivates diverse perspectives. The State of Alaska will be fortunate to have such a capable leader as Kelly serving as the Commissioner for the Department of Administration.

Sincerely yours,

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Scott S. Dahl

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Senate State Affairs Committee Senator Michael Shower, Chair Capitol Room 510 Juneau, AK 99801

Dear Senator Shower:

It is my honor to write on behalf of my friend, Kelly Tshibaka, whom I have been privileged to know since 2006, when I moved with my family to the Washington, D.C. area to begin working at the U.S. Department of Justice. I came to know Kelly through her husband, Niki, with whom I worked at the Justice Department. Upon hearing that my wife and I were newly-arrived in Washington, Niki and Kelly opened their home to us, and our families quickly became friends. As anyone who knows her can attest, Kelly is a faithful friend, a fearless leader, and a diligent public servant.

Kelly's accomplishments and qualifications speak for themselves. She is a skilled executive of unparalleled integrity, possessed with a servant's heart and a fierce commitment to excellence in the administration of government. She is a natural leader who has proven herself time and again in federal service. Friends of mine who have worked directly with Kelly have praised her—one friend called Kelly "the best boss I ever had." And, as my wife and I know firsthand, she is a compassionate friend who has never failed to offer encouragement and support when it is needed the most.

I am honored to support Kelly with my highest recommendation as she continues in public service, and I am proud to have known her and Niki for over a decade. You will not find finer people. I have every confidence that Kelly will serve the State of Alaska and its people well.

Thank you for your time and consideration.

Sincerely,

David Reese, Esq. Springfield, Virginia

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Jake Almeida

From:

Sent: Monday, February 18, 2019 6:39 PM

To: Rep. Bryce Edgmon

Cc: Jake Almeida; Sen. Natasha Von Imhof; Sen. Bert Stedman

Subject: Kelly Tshibaka Confirmation

My name is Wayne Coggins, an Alaska resident since 1971. I have served as pastor of North Kenai Chapel for the past fifteen years. In that capacity I have known Kelly and her family for about five years or so. It takes very little time when talking to Kelly to observe that she is indeed one very sharp and talented lady with solid values and integrity. She has demonstrated noteworthy skills at managing multiple tasks at the same time...a skill that her new job definitely requires. The State of Alaska will be the better for her involvement and service. I highly recommend her confirmation as Commissioner of Administration.

Wayne Coggins

David G. Yacobucci

February 16, 2019

The Honorable Mike Shower Chair, Senate State Affairs Committee Capitol Room 510 Juneau, AK 99801

Dear Senator Shower:

My name is David Yacobucci and I live in Fairfax, Virginia. I currently have a daughter in elementary school, and I want to leave her a better community based on common values such as integrity, opportunity, excellence, and respect for differences. With her in mind, I write this letter to affirm that Kelly Tshibaka promotes those values and is an outstanding choice for Commissioner of the Department of Administration.

I worked with Kelly at the Postal Service Office of Inspector General since 2015, where she was the Chief Data Officer (CDO). I was a Director of several agency-level functions including strategic planning and training. At times, I and my team reported directly to her while, at other times, we collaborated on joint initiatives. I have seen firsthand and often her professional temperament, character, judgment, and values in both positive and difficult work situations, and they are beyond reproach. Kelly brought a positive energy to the agency, an unwavering commitment to the people, an ability to focus on results and ignore distractions unrelated to the job at hand, and an open mind for different perspectives.

I remember when Kelly became the CDO and inherited four disparate teams, including mine. Her first priority was to reach out and engage all team members, seek different viewpoints, and learn about individual work goals. Over the next year, she continued to emphasize effective team building and communication and respect for different personalities. Kelly always welcomed my and my team's strong voices, even when she or others disagreed.

I also remember a later time when Kelly led a larger CDO office after merging with the investigative analytical team. The merger not only doubled the data analytics operation in size, but added to its diversity. Kelly aligned the new organization to maximize effectiveness, promoted teamwork, and prioritized staff learning and development. It was no easy task given a finite budget and competing priorities, but Kelly approved several merit-based promotions that mirrored the team's diversity.

At first, I knew Kelly simply as a work colleague. In time, I also got to know her as a person. Kelly the person exhibits the professional demeanor, aptitude, perspective, values, and focus that would serve Alaska and the Department of Administration well. I am certain that Kelly's efforts and contributions will make me and my daughter proud. I recommend you approve her nomination.

Thank you for your time and considering this letter in your deliberations.

Sincerely,

David Yacobucci



February 13, 2019

Senate State Affairs Committee Senator Mike Shower, Chair Capitol Room 510 Juneau, AK 99801

Dear Chairman Shower.

I am writing to offer my recommendation for Kelly Tshibaka to serve in a leadership position in the state government. Upon her arrival to my office, the United States Postal Service Office of Inspector General (OIG) in late 2015, Kelly was appointed to an executive position as the first Chief Data Officer (CDO). She was responsible for a component comprised of approximately 55 employees and contractors with various skill sets including data analysts, investigators, and forensic auditors.

Early on, Keily was challenged to merge teams from different parts of the organization under one umbrella to create the first CDO office in the OIG. This required her strong leadership and vision to ensure that her team provided expert analysis and complex research capabilities for OIG investigations and audits. Kelly oversaw the expansion of the OIG's use of data analytics and predictive data modeling tools to identify vulnerabilities and develop investigative and audit leads. In no time, this component became the leader in its discipline among federal Inspectors General—a community of 73 Federal OIG offices across government. Because of her strong leadership and great communication skills, Kelly was frequently asked to participate on panels and represent the OIG in many forums highlighting the game-changing investigative and audit results her team supported.

Kelly's dedication and commitment speaks volumes and is reflected in the successful team she built. In addition, Kelly has developed lasting relationships with key stakeholders that our organization will benefit from in the years to come. She has been a trustworthy, engaged member of our executive team, and I take great pleasure in recommending her for this new position.

Sincerely,

Tammy L. Whitcomb Inspector General



Scott Wilson

Inspector General

Federal Trade Commission (Retired)

February 15, 2019

Senate State Affairs Committee Senator Mike Shower, Chair Capitol Room 510 Juneau, AK 99801

Subject: Nomination of Kelly Tshibaka for Commissioner for the Department of Administration

Dear Senator Shower,

I am writing you to highly recommend Kelly Tshibaka for the subject position. She served as my legal counsel and chief investigator during the time I was the Inspector General at the Federal Trade Commission (FTC). In my 16 years as a Senior Executive at five agencies, I worked with and observed hundreds of leaders in the Federal Government. None were of higher caliber than Ms. Tshibaka. I believe I have the standing to make that judgment given that I twice received the Presidential Rank Award, an honor bestowed on the top five percent of Senior Executives for meritorious service over a five year period.

Only a handful of senior leaders I observed over the years possessed the full range of competencies to be highly effective leaders and change agents. Ms. Tshibaka was one of those rare leaders. During the time that I worked with her, she demonstrated the ability to not only form a strategic vision for our organization, but also to implement the tactical plans and change initiatives to deliver on it. As a result, the Office of Inspector General completed work that led to sweeping recommendations geared at helping FTC management significantly improve on the delivery of their core mission, which in this case was consumer protection. Ms. Tshibaka worked very closely with the responsible management officials to reach agreement on the actions to be taken; thereby achieving a "win-win" for both the agency and consumers throughout the United States.

Ms. Tshibaka excels at garnering the support and cooperation of her staff and stakeholders. She is highly respected by those who work for and with her because she listens and respects each person for their diversity of opinions and ideas. It's not just lip service with Ms. Tshibaka. She enacts the positive change needed to make her organization better, factoring in feedback and breakthrough ideas from both her staff and the many stakeholders she serves. She views stakeholders as "partners" and always focuses on providing a high level of customer service to meet their needs.

One of the primary reasons that Ms. Tshibaka has been so successful is her exceptional communication skills. During my time with her, she often prepared briefing documents for presentation to Congressional and/or agency staff and followed up in meetings by clearly and convincingly articulating the positions she was advocating for.

Finally, I might add that Ms. Tshibaka's integrity and desire to do the right thing are beyond reproach. We need more people like her in government leadership positions.

Please feel free to contact me should you have any questions.

Sincerely,

Scott Wilson

February 17, 2019

Senate Affairs Committee Senator Mike Shower Capitol Room 510 Juneau, AK 99801

Re: Recommendation for Kelly Tshibaka

Dear Senate Affairs Committee:

I am writing this letter to recommend Kelly Tsibaka for the position of Commissioner of the Department of Administration for the State of Alaska.

I have known Kelly for over 15 years. When I was the Inspector General of the Department of Justice from 2001 to 2011, I hired Kelly as a special counsel to me in that office. She did an outstanding job in a very sensitive and important role.

From an early stage, she handled high profile matters with skill, objectivity, and thoroughness. She is able to bring together divergent views from many people to reach supportable and reasonable conclusions and results. She exhibited initiative and can handle matters independently and professionally. She is a strong writer and thinker. She also is adept in addressing matters in sensitive environments, where people have strong opinions. She is adept at translating a vision into actionable, tangible results.

I have also watched her career develop even beyond her role in the Department of Justice Office of the Inspector General. I have seen her branch out into many important positions in the federal Inspector General community. She has handled those varied assignments with dedication and integrity.

Kelly assimilates information and concepts easily, and she becomes a leader in whatever field she takes up. She understands how to implement change. I have confidence that she can be entrusted to solve complex organizational problems and implement solutions that will result in greater efficiency and effectiveness.

I know that Kelley will perform her duties in Alaska with skill, objectivity, and energy. I recommend her highly.

Sincerely, Shew a Fur

Senate Affairs Committee Senator Mike Shower Capitol Room 510 Juneau, AK 99801

Re: Recommendation for Kelly Tshibaka

Dear Senate Affairs Committee:

I am writing this letter to recommend Kelly Tsibaka for the position of Commissioner of the Department of Administration for the State of Alaska.

I have known Kelly for over 15 years. When I was the Inspector General of the Department of Justice from 2001 to 2011, I hired Kelly as a special counsel to me in that office. She did an outstanding job in a very sensitive and important role.

From an early stage, she handled high profile matters with skill, objectivity, and thoroughness. She is able to bring together divergent views from many people to reach supportable and reasonable conclusions and results. She exhibited initiative and can handle matters independently and professionally. She is a strong writer and thinker. She also is adept in addressing matters in sensitive environments, where people have strong opinions. She is adept at translating a vision into actionable, tangible results.

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I know that Kelley will perform her duties in Alaska with skill, objectivity, and energy. I recommend her highly.

Sincerely, a fur

UNIVERSITY OF LOUISVILLE

February 15, 2019

Dear Senate State Affairs Committee;

I am writing this letter of professional reference for Kelly Tshibaka, nominee for Alaska State Commissioner for the Department of Administration. By way of background, I am a rising Associate Professor of Medicine at the University of Louisville School of Medicine, where I am a practicing cardiologist, medical educator, and published biomedical researcher. I completed all of my medical training at Johns Hopkins University School of Medicine, graduating at the top of my class with multiple awards. It was during my time in Baltimore that I first met Kelly, and I have been her close friend for the last 16 years.

Although we work in varying fields, I feel well suited to speak to Kelly's professional and personal qualities, as both her friend and as a professional woman. I have observed Kelly not only in the intimacy of her home and family, but also in the context of her natural leadership roles. Over the years, we have spoken at length about how to face and overcome challenges in the professional workplace, and I have seen Kelly's career develop and blossom. It is my great honor to write this letter in strongest and unequivocal support of Kelly as a professional, a leader, and as a compassionate human being.

There is no doubt as to Kelly's superior intellect, sharp mind, superb analytic capabilities, and her remarkable ability to quickly learn the nuances of any topic/field. What makes these skills all the more effective, however, is her intellectual humility and willingness to learn. Many extremely capably people naturally assume they are right; Kelly, on the contrary, is always willing to accept a different perspective, new information, and seeks continual growth. This marriage of impressive skill with honest humility and openness make her a particularly excellent leader, especially in new roles or situations. Kelly quickly assimilates available information, assesses and analyzes the data, charts a course of action, and seeks input from team members and her own leaders to continually course adjust as the winds and conditions dictate. She is the opposite of dogmatic, but she is also no push-over. Like a straight, tall shoot of bamboo, she is both strong and flexible, allowing her to grow and excel in any field of work.

Kelly is a servant-leader. This means that her express goal is to promote and champion the people she leads. Instead of seeking to self-promote, Kelly actively looks for opportunities to let her team grow and shine. This style of leadership (which I have also seen reflected in her parenting) is actually more work than the typical top-down management; instead of doing everything herself, she will take the time and effort to teach or allow for growth in her staff. She realizes that while this may take longer or be less efficient the first time around, in the long run it leads to a high-performance team with members whose skills are expansive, allowing for efficient and effective functioning.

I count myself truly honored to call Kelly one of my closest friends, and to be one of the small handful of people who know her personality and character best. Over the past 16 years, I have watched Kelly

in every imaginable situation, good, bad, and mundane. I have seen her character and resolve tested, and I can truly say that Kelly is a woman I admire, respect, and seek to emulate. In every season of life, she is reliably motivated to do good on behalf of others, even when the cost to herself is great. She seeks justice and peace, and she is willing to do the hard work in pursuit of both. Whether deciphering how best to parent her children with different personalities, caring for friends in deep crisis, offering wisdom during crucial moments of decision in my own life, or deciding how best to approach her co-workers. Kelly does what is right and does it with great love. While her faith is a strong motivator for Kelly's actions, her faith is not a wall to segregate or to cower behind. Her faith brings greater love and unity with her fellow human, rather than separation.

I have rarely met so capable, talented, and wonderfully complex a person as Kelly Tshibaka. I have witnessed her up close and personal, and I am no stranger to a workplace with high stakes, high ethical standards, and high intensity. I can say with total confidence and no reservations whatsoever that Kelly Tshibaka is the highest caliber of professional, leader, and human being that I have had the privilege to know. Any organization she is a part of is made better because of her. Any person privileged to serve with her will grow, be challenged, and ultimately be promoted beyond what they thought possible. She is loyal. She is talented. She is wise. She is the real deal, and I am honored to know her.

Please do not hesitate to contact me if I can be of any assistance in this process, or if I can further endorse this remarkable woman.

Sincerely,

Lorrel E. Brown, M.D.

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Rising Associate Professor of Medicine, University of Louisville School of Medicine

Program Director, Cardiovascular Fellowship Training Program

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Senate State Affairs Committee Senator Mike Shower, Chair Capitol Room 510 Juneau, AK 99801

Dear Mr. Chairman,

I am writing to testify to the integrity, fidelity and temperament of Ms. Kelly Tshibaka, the governor's nominee for Commissioner of the Alaska Department of Administration. I have known Kelly for over 3 years and I know she is an excellent candidate for the post of Commissioner.

As background, on May 31st, 2018, I retired as a Federal Law Enforcement Executive from the US Postal Service Office of Inspector General after serving more than 28 years as a special agent. During my time in service, I had the privilege of being assigned to a variety of executive positions, including Executive Special Agent in Charge of the Northeast Area Field Office, Deputy Assistant Inspector General for Investigation and Deputy Chief Data Officer responsible for accountability and integrity in an agency with nearly \$70 billion in revenue and over 600,000 employees.

My relationship with Kelly has been predominantly in the workplace where I had the privilege of working with her, as well as for her. Kelly is one of the most dedicated leaders I have ever met who never stops looking for ways of making everyone around her better. Her dedication to achieve the mission is only rivaled by her dedication to her staff whom she nurtures and develops in order to achieve organizational success. Kelly has many talents, including a remarkable ability to digest information quickly and apply that knowledge to her organizational strategic plans, a skill that will serve her well as Commissioner.

Kelly led the Office of Chief Data through one of the most transformational changes any organization can undergo. Kelly's commitment to honest and constant communication with the staff were instrumental in easing the anxiety created by many organizational changes. Kelly's leadership and vision, turned the Office of Chief Data into the gold standard for data analytics in the federal Inspector General community. Kelly's legacy and contributions to the Postal Service Office of Inspector General will live on for years.

In closing, I would like to offer my strongest possible endorsement for Kelly Tshibaka to fill the post of Commissioner of the Alaska Department of Administration. In the time that I have known her she has remained unabashedly proud of her heritage as an Alaska native and I am confident that she will serve her home state with integrity and distinction.

Sincerely,

Rafael A. Medina

Deputy Assistant Inspector General (Retired)

Senate State Affairs Committee Senator Mike Shower, Chair Capitol Room 510 Juneau, AK 99801

Esteemed Senator,

I write you in support of Kelly Tshibaka, the governor's nominee for Commissioner of the Alaska Department of Administration. My knowledge of her and her character date back from just shortly after she finished Law School, and began working for the Federal Government. Knowing that I was looking for bright, innovative *take-charge* sorts of people to serve voluntarily in the non-profit sector, someone I respected highly (because of those same traits) recommended Kelly to me. That recommendation was one of the most singular in my life—and I'm passing along the favor.

Though I retired from Academia some time ago, my PhD (UCLA, 1982) is in the field of Higher Education—the study of colleges/universities as systems. In my studies and professional career, I was especially keen on organizational change and leadership development. For the last 15 years 65% of my consulting and lecturing work has been international (as I write this I'm just returning from Uganda and the Netherlands). The simple theory I teach—and the practices for how to actually implement it—is that the greatest change in an organization happens when the workers within that entity are inspired and believed in by their leaders.

Ms. Tshibaka excels in this arena. Her internal drive and intellectual energy create positive momentum in everyone around her. She is, at once, both *no-nonsense* about expected results from those who work for her, and yet she retains an understanding/compassionate persona people feel they can appeal to if they are getting stuck.

Kelly is highly innovative, but you will discover that she has an incredibly high level of propriety; in other words, she 'sticks to the book' and faithfully carries out her assignment exactly as prescribed, but she is utterly unafraid to try different strategies to do her job well. She is bold without being pushy (except toward any who are just 'putting in their time'). Knowing her as I do, I can promise that she will bring order to disorder, and she will quickly build teams among the various departments. People like working for her—even though she will be stern and demanding when necessary.

As a resident of California, I don't understand, exactly, all that the Commissioner of the Department of Administration oversees in Alaska. If you're looking for someone who will maintain the status quo, or someone who will tell you all the reasons why they cannot implement meaningful change, you will not be pleased with Kelly Tshibaka.

However, if you are hoping to confirm someone who instigates and manages change, a person who executes agreed-to priorities, sets strategic goals and achieves results through flexibility as well as team building, you will not find a finer daughter of Alaska for the job.

Respectfully submitted,

Daniel A. Brown, PhD

Senate State Affairs Committee Senator Mike Shower, Chair Capitol Room 510 Juneau, AK 99801 Email to: jake.almeida@akleg.gov

Dear Senator Shower:

I am writing today to urge the Alaska Senate to confirm Gov. Dunleavy's appointment of Kelly Tshibaka as Commissioner of Administration. I have known Kelly since we were classmates at Harvard Law School back in 2000. Over the last 19 years Kelly has been my classmate, my pastor, and my friend. I have come alongside her as she planted churches in Boston and in the Washington, D.C. area that ultimately became viable and successful. She also has the ability to work across the aisle. I should know...I am a card carrying Democrat and lifelong liberal who works as counsel at the Service Employees International Union ("SEIU"), a union united by the belief in the dignity and worth of workers and the services they provide and is dedicated to improving the lives of workers and their families and creating a more just and humane society.¹ To be clear, I am NOT writing on my employer's behalf, but rather on my own behalf as someone who has partnered alongside her for almost 20 years. Based on that experience, I have no doubt that she has the integrity, grit, grace, and skills to be an effective Commissioner of Administrator for the State of Alaska.

It should be clear that Kelly and I do not share similar political beliefs. In fact, on most political issues, Kelly and I tend to be very far apart. However, the fact that I have collaborated with Kelly consistently for the better part of the last nineteen years should speak volumes about her ability to work with the State of Alaska's varied constituencies, including progressive groups and labor. A major reason I moved to Washington, D.C. involved my desire to come alongside Kelly and her husband as they worked to plant their church. Over the years I saw how she handled thorny issue after thorny issue at our fledgling church with a very diverse constituency with a deft hand. She was able to broker a balance between factions in our church who deeply cared about social justice issues and those who did not share that same fervor. Typically, those types of factions cause churches to split, but she was able to hold it together.

Kelly and I have been able to have open and frank conversations about a number of difficult political issues including gun control, the minimum wage, labor rights, the role of media, and the relationship between church and state. I specifically remember how we spoke about gun control, and she told me about how as a teen in Alaska she had to handle a gun in order to hunt. I told her stories about being shot as a teenager in inner-city Chicago, and how it led me to support further gun control. While Kelly and I have not fundamentally changed our positions, our interactions have allowed us to grow in our mutual respect for one another, and more importantly, a better understanding of each other's positions and fruitful conversations about what a reasonable compromise looks like.

That skill is crucial for navigating the difficult conversations she will have to have with disparate and conflicting stakeholders, including bargaining with the state's labor unions. I firmly believe that Kelly is a

¹ I am writing this letter solely in my personal capacity. Nothing in this letter should be seen as a statement or endorsement of the SEIU in any way, shape, or form.

person who "accepts the premise" that collective bargaining is a legitimate way to resolve disputes and achieve compromise on tough issues. My nearly 20 years of experience engaging with her as a classmate, parishioner, friend, and political sparring partner have confirmed that bias.

I also have no doubt that the people of Alaska can trust her with their tax dollars, as I have with my own money. When we were in law school, Kelly fundraised for an acting group in a lower income area of Boston. When I asked her why she was willing to run a long race for that purpose, she told me it was because she wanted the kids in Dorchester to have the resources to succeed. She asked me to donate, and I ended up donating a large amount for a student from the inner city because I believed in her ability to run the raise, and get that money to where it needed to go. True to form, that is exactly what happened! Even though Kelly and I disagree about the role of the government in people's lives, we could come together and agree to get money raised for a cause that was near and dear to both our hearts.

I should note that I do not regularly write these types of letters, especially in today's hyper-partisan environment. However, I felt compelled in this instance to do so because the people of Alaska are getting a hyper talented, thoughtful, and effective protector of their tax dollars. I have seen Kelly make tough decisions, but I know she will do so an open enough mind to look for effective solutions and meaningful compromise. It is for that reason that I urge the Senate to confirm Kelly Tshibaka.

Thank you for your time and attention to this letter.

Sincere<u>l</u>y,

Alvin Velazquez