

**James C. (JC) Sandberg, II**  
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**Summary**      A lawyer and skilled negotiator with significant and substantial experience working in domestic and global markets to accomplish statutory and regulatory policy objectives. A consensus builder with a demonstrated ability to complete complicated initiatives involving hundreds of competing constituencies. Experienced manager and team leader committed to the professional development of those working on my team.

## **Professional Experience**

### **American Clean Power Association**

*Interim Chief Executive Officer, October 2022 to January 2023*

*Chief Advocacy Officer, June 2021 to present*

- Lead team of 35 professionals in covering state and federal advocacy, legal, trade, research, siting and permitting, and technology verticals
- Make resource allocation decisions for \$25 million dollar advocacy budget
- Reworked organizational structure to clean up reporting lines, maximize existing talent and recruit key new talent, and set up policies and procedures to carry out performance management reviews
- Develop and execute policy and advocacy strategies for the domestic clean energy industry
- Successfully developed and executed a strategy to shape the policy provisions in the Inflation Reduction Act of 2022; efforts included driving consensus among industry participants, negotiating provisions with key congressional staff, and crafting a strategy to push for final passage
- Lead industry efforts on IRA implementing guidance including organizing ACP committees and working groups to find consensus positions on key provisions
- Successful lead team and coordinate industry efforts to secure key trade policy wins including extension of 201 exclusions,

### **General Electric Company**

*Senior Executive, June 2020 to May 2021*

*Managing Director and Executive Counsel, Global Government Affairs and Policy, GE Renewable Energy, 2015 to May 2020*

- Serve on leadership team of CEO of GE Renewable Energy, a \$15 billion business unit, developing and coordinating strategy for global government engagement on legislative and regulatory matters
- Manage state and foreign government engagement to ensure safe and expeditious post-COVID return to operations of GE and supplier manufacturing facilities; effort includes securing government-administered testing in certain jurisdictions
- Led company efforts to secure COVID relief from the U.S. Department of Treasury through an extension of key tax credit provisions
- Created and executed strategy to build a multibillion-dollar market to refurbish older wind farms in the United States utilizing federal tax regulations; known as “repowering,” the effort involved securing support from key Members of Congress to obtain the necessary regulatory guidance from the U.S. Department of Treasury

- Lead cross-functional teams in Europe, Asia and North America in negotiating favorable terms for localization of various GE Renewable Energy manufacturing facilities
- Established external funding program to streamline GE Renewable Energy's approach to government funding in the U.S. and Europe
- Devised and implemented strategy to mitigate tariff impacts on GE Renewable Energy and U.S. wind industry including advising business leadership on trade policy and supply chain decisions impacting multimillion-dollar sourcing decisions
- Lead teams combating tower anti-dumping cases in Europe and the U.S. with significant impacts on equipment margins including filing public comments in the International Trade Commission and European Commission processes
- Lead teams negotiating memoranda of understanding for power purchase agreements and equipment sales with governments in Africa, Eastern Europe, and Southeast Asia leveraging direct advocacy from governments in GE's manufacturing footprint
- Developed advocacy plan involving thought leadership, study tours by foreign officials, and U.S. government advocacy to bring global best practices to public and private sector decision-makers in key markets for GE Renewable Energy; effort facilitated hundreds of millions of dollars of overseas sales
- Co-led team and partnered with academics at the Massachusetts Institute of Technology to develop a climate engagement plan in 20 developing countries to assist policymakers in creating stable policy and regulatory frameworks to facilitate the use of best available technology to meet Paris Agreement commitments; initiative involved partnerships with key regional influencers including international financial institutions
- Develop and execute strategies to secure favorable regulatory outcomes in various foreign and domestic jurisdictions including U.S. states
- Managed spend for consultant engagement as well as global trade association relationships and budgets for GE Renewable Energy
- Position business leaders as energy sector thought leaders in key global markets

*Human Rights Program Leader, GE Renewable Energy, December 2020 to present*

- Created program to implement GE Company's Human Rights Enterprise Standard; program involves risk management and mitigation, audit functions, site visits, and training programs
- Established cross-functional steering committee of key senior leaders including human resources, legal, supply chain, sourcing, project management, and commercial to advise on program implementation and operation
- Serve on GE Company's Human Rights Advisory Group

*Executive Counsel, Global Government Affairs and Policy, GE Power & Water, 2013 to 2015*

- Created and executed a strategy for engagement with the Internal Revenue Service and U.S. Department of Treasury to issue revised guidance on the renewable energy production tax credit; effort resulted in preserving billions of dollars in project and equipment revenue for the U.S. wind industry in 2014
- Worked with industry and key stakeholders to obtain a long-term extension and orderly phase-out of the U.S. renewable energy production tax credit
- Developed strategies leveraging U.S. Department of Commerce advocacy support and assistance from U.S. Department of State to advance GE interests in key emerging markets; efforts resulted in securing several multimillion-dollar projects
- Identified key global markets for company to government agreements in specific energy sectors and developed strategies for engagement in those markets including direct advocacy, U.S. government intervention, and in-country industry trade association participation
- Worked with the U.S. Export Import Bank and Overseas Private Investment Corporation to facilitate equipment sales

**Baker, Donelson, Bearman, Caldwell & Berkowitz, Washington, DC**

*Counsel and Senior Public Policy Advisor, 2007 to 2013*

- Developed a national strategy to educate business leaders and Washington policymakers on the potential of technology to advance domestic energy production
- Organized a national summit on shale gas production and the potential of shale to transform America's energy future; sponsored by leading energy, science, and policy organizations, the summit brought together government and private sector officials for a dialogue on shale gas
- Advised aviation clients on carbon policy and Next Generation Air Transportation System (NextGen) including developing strategies to engage the federal congressional authorizing and appropriating committees
- Created a series of regional energy technology forums focusing on domestic oil and gas production, renewable energy, energy-efficient buildings, and smart grid technology
  
- Advised clients on federal energy policy issues including oil and gas production, a renewable electricity standard, federal tax and grant incentives for renewable energy projects, and nuclear loan guarantees
- Organized major legislative coalitions around energy and environmental issues and crafted strategy for congressional engagement
- Counseled client on federal statutory and regulatory requirements implicated in a land exchange; coordinated client efforts in a transaction involving federal government entities, state regulatory bodies, and concerned constituent and advocacy groups
- Advised client on rail issues including freight movement and passenger rail service in the Northeast Corridor
- Advised client on funding sources for a multibillion-dollar surface transportation project including the use of Federal and State funds, Federal loan and loan guarantee programs, tolling options, and public-private partnerships
- Represented client in a Federal Election Commission inquiry related to campaign finance issues
- Advised clients on Congressional gift and travel and Lobbying Disclosure Act compliance and changes to the law pursuant to passage of the Honest Leadership and Open Government Act of 2007

**United States Senate Committee on Environment and Public Works, Washington, DC**

*Counsel, 2001 to 2006*

- Drafted and negotiated major bipartisan \$286 billion reauthorization of the Transportation Equity Act for the 21<sup>st</sup> Century (highway bill); bill passed Senate 76-21 in the 108<sup>th</sup> Congress and 89-11 in the 109<sup>th</sup> Congress
- Served as lead negotiator for members of the United States Senate in conference negotiations with United States House of Representatives to reauthorize transportation bill; conference report passed Senate 91-4 and became Public Law 109-59
- Advised and counseled the Senate Democratic Leader on multi-modal transportation (including highways, transit, and aviation) and environmental policy
- Organized oversight hearings and stakeholder roundtable discussions on the Federal transportation program including budget analysis and the role of technology in improving multi-modal transportation networks
- Helped set federal environmental policy over several transportation modes
- Conducted oversight of and organized hearings on the Environmental Protection Agency's regional enforcement practices
- Guided legislation through the Senate to aid in the relief and recovery efforts in New York City and Washington, DC following the September 11<sup>th</sup> terrorist attacks
- Conducted oversight of the Federal Emergency Management Agency's (FEMA) response to the September 11<sup>th</sup> terrorist attacks, including a series of Congressional hearings

**Hillyer & Irwin, PC, San Diego, CA**

*Associate, 2000*

**Education**      B.S., Accounting, Brigham Young University, 1997  
Juris Doctor, University of Arizona, 2000

**Awards and Honors**

- CEO Award for Flawless Execution, GE Renewable Energy
- *Member*, Board of Visitors, University of Arizona James E. Rogers College of Law, 2008 to present
- *Fellow*, John C. Stennis Center for Public Service, 109<sup>th</sup> Congress
- Named one of *National Journal's* "Hill 100" Key Congressional Staff Members, 2005
- *Recipient*, University of Arizona College of Law Public Service Award

**Additional Information**

- Admissions—State Bar of California and District of Columbia Bar Association
- Eagle Scout, Boy Scouts of America
- Proficient in Spanish