

# Joshua C. Scott

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## Professional Summary

Led Virginia's first-in-the-nation agentic AI regulatory review pilot ([Executive Order 51](#)) and coordinated the Commonwealth's AI Task Force ([Executive Order 30](#)) through the conclusion of its mandate, working from the Governor's Office of Regulatory Management. AI policy and implementation specialist; sixteen years of cross-sector work across operations, research, and government. Liaises between technical and non-technical stakeholders, gathers requirements from subject-matter experts, and evaluates AI tools against statutory and operational needs. Anthropology background (Columbia, *summa cum laude*).

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## Skills & Technical Tools

**Artificial Intelligence & Machine Learning** - LLM evaluation, testing, and red-teaming (Anthropic Claude, OpenAI GPT, xAI Grok, open-source models) - Prompt engineering and prompt-system design for analytical and document-processing workflows - Agentic system architecture: tool use, retrieval, planning loops, multi-agent orchestration - Retrieval-augmented generation (RAG): vector embeddings, chunking strategies, hybrid retrieval, evaluation - Knowledge graphs and ontology-driven analysis of structured legal/regulatory corpora - AI vendor evaluation: proposal review and acceptance testing

**Policy & Governance** - AI governance frameworks (NIST AI RMF, EU AI Act, ISO/IEC 42001), federal executive orders, state task force outputs, AI transparency artifacts (model and system cards) - Regulatory analysis: Virginia Administrative Code, statutory authority review, Documents Incorporated by Reference (DIBR) - Legislative tracking: General Assembly committees, federal regulatory proposals, White House executive actions - Public meeting facilitation, stakeholder briefings, lobbyist and agency-coordinator engagement - Cross-functional coordination across executive-branch agencies, vendors, and elected leadership

**Business Analysis & Process Improvement** - Requirements gathering: stakeholder and subject-matter-expert interviews, structured surveys, agency-coordinator workshops - Use case definition and evaluation against statutory, business, and operational needs - Review and editing of requirements, specifications, business processes, and recommendations - Solution evaluation: vendor proposals, technical deliverables, acceptance criteria - Strengths/weaknesses analysis (including SWOT) and identification of governance and process gaps - Process documentation, standard-operating-procedure development, and re-engineering across cyclic operations - Cross-functional facilitation across executive-branch agencies and external stakeholders

**Programming & Data** - Python (data processing, automation, ML/NN study, scripting) - Go (backend services, binary-format parsing and emission, cross-platform desktop tooling) - TypeScript / Svelte (frontend application development) - SQL (querying and analysis) - Pandoc, Markdown, regular expressions, basic shell scripting - Git and GitHub: issues, pull requests, GitHub Actions / CI workflows, GitHub Projects boards, multi-worktree development - Reverse engineering and binary-format research: Ghidra-assisted analysis, wire-protocol parsing, byte-fidelity emitter design - HTML/CSS (20+ years), static site generators (Hugo)

**Research, Writing & Operations** - Advanced research and literature retrieval: scholarly databases (JSTOR, ProQuest, EBSCO, SAGE, Google Scholar; arXiv for AI/ML literature), legal databases (Westlaw, Lexis Nexis), Boolean and proximity search construction, citation chasing, systematic literature reviews - Policy research and synthesis across technical and non-technical domains - Report writing, editing, and compilation for executive and gubernatorial audiences - Project coordination: scope definition, deliverable evaluation, timeline tracking, risk and issue resolution

**Workplace Productivity & Tools** - Operating systems: Linux (Ubuntu — primary), macOS, Windows 10/11 - Microsoft Office / Microsoft 365 (15+ years): SharePoint, Excel (advanced; VBA macros, pivot models, dashboards), Word, PowerPoint, Outlook, Teams, OneDrive - Google Workspace (15+ years): Docs, Sheets, Slides, Drive, Forms - Communication and meeting production: Slack, Zoom, Microsoft Teams (including webinar format), Google Meet — high-stakes meetings end-to-end (run-of-show, technical operation, real-time speaker management) - Visualization and

dashboards: Power BI, Excel-based reporting, dashboard design and information architecture - Reference and document management: Zotero, Adobe Acrobat (advanced — form authoring, document collation and assembly, security and access control, redaction), Obsidian, Markdown/Pandoc workflows - Project and workflow methodologies: kanban, kaizen, lean / continuous improvement (both in manufacturing and software-development contexts) - Government and policy platforms: Virginia Town Hall, Federal Register, Regulations.gov

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## Professional Experience

### Office of Governor Glenn Youngkin, Office of Regulatory Management — Richmond, VA

**Policy Analyst / AI Policy Lead** | June 2025 – January 2026

*Appointed position in a cabinet-level office. Took over the AI policy portfolio after the Deputy Director's and a senior analyst's departures, absorbing portions of their responsibilities.*

- Led implementation of Virginia's agentic AI regulatory review pilot under Executive Order 51, a retrieval-augmented generation and knowledge-graph system analyzing the Commonwealth's regulatory corpus (Virginia Administrative Code) against claimed statutory authority.
- Evaluated technical deliverables against business and governance needs; refined scope and acceptance criteria as the pilot progressed; managed timeline and budget across project rescoping and vendor staffing changes.
- Hand-analyzed Documents Incorporated by Reference (DIBRs), instruments that carry the force of law but were poorly cataloged within the regulatory corpus, quantifying a gap previously suspected by leadership; worked with director and vendor to implement an agentic workflow that surfaces and flags findings to promulgating agencies.
- Coordinated Virginia's AI Task Force (EO 30) to mandate completion; managed iterative content development across Task Force members and cabinet secretariats, then edited and compiled its final strategy report.
- Conducted stakeholder interviews and meetings with lobbyists, agency-level regulations coordinators, and cross-functional executive-branch teams; supported major public meetings, including a Task Force meeting attended by the Governor.
- Contributed to AI policy briefings of Governor Youngkin: prepared materials and spoke to areas of expertise as part of director-led meetings.
- Reviewed regulations under Executive Orders 19, 30, 39, 46, and 51, contributing to the Commonwealth's 35% regulatory streamlining.
- Monitored state and federal AI policy developments: General Assembly legislative committees, White House executive orders, and federal regulatory proposals.

### Career Transition Period — Washington, DC

**Independent** | October 2024 – May 2025

- Relocated from New York to transition into AI policy and government service.
- Researched AI governance frameworks, state regulatory modernization, and federal AI policy; practiced LLM evaluation across frontier providers (Claude, GPT, Grok), prompt engineering, retrieval architectures, and process automation.
- Studied LLM literature and neural-network internals, training dynamics, and interpretability.
- Worked full-time as a baker at an artisan bakery in DC (early-morning shifts) to support my family during the transition.

### Paul, Weiss, Rifkind, Wharton & Garrison LLP — New York, NY

**Legal Personnel Assistant, Litigation Department** | April 2023 – September 2024

- Implemented department leadership's operational priorities across a 200+ attorney litigation department at a top-10 Am Law firm; coordinated daily case staffing, scheduling, attorney assignments, and operational execution.
- Participated in the firm's Harvey AI pilot; used Harvey hands-on for select research and drafting tasks.
- Reviewed and edited process documentation across cyclic personnel operations (performance reviews, lateral integration, promotions, bonus cycles); identified ambiguous or duplicative procedures and recommended improvements.

- Built automated reporting workflows and analytical models in Excel and against internal databases to support ad-hoc and standing management requests on staffing, performance, and case strategy.
- Synthesized case-staffing data from multiple internal sources to inform attorney assignment and operational decisions.

### **Odin Partners Americas — New York, NY**

**Research Associate, FICC Headhunting** | August 2022 – April 2023

- Conducted research on fixed-income and credit trading employment markets to support executive search engagements; synthesized market intelligence from multiple sources into client-facing deliverables.
- Maintained candidate-tracking and market-mapping databases; produced weekly and on-demand reports for senior partners; cultivated relationships across investment banking and trading seats and seniorities to expand the firm’s candidate network.
- Drafted candidate write-ups, search progress reports, and client advisory memoranda; coordinated interview scheduling across candidates, clients, and partners.

### **Fragomen, Del Rey, Bernsen & Loewy, LLP — New York, NY**

**Business Immigration Coordinator, Case Assembly Team** | January 2022 – August 2022

- Reviewed and prepared thousands of immigration filings for USCIS submission under service-level agreements; verified regulatory format, evidentiary, and signature requirements at the QC checkpoint.
- Built Excel macros and automated workflows for case tracking, deadline management, and team-wide handoff visibility; reduced repeat manual work across the case-assembly pipeline.
- Authored and revised internal process documentation; trained and supervised new hires on case-assembly procedures, internal systems, and quality-control standards.
- Coordinated with attorneys, paralegals, and corporate clients to gather missing documentation, resolve discrepancies, and escalate exception cases requiring solution definition outside standard workflows.

## **Earlier Experience (2013–2018)**

### **The Seattle Collegian — Seattle, WA**

**Editor in Chief** | January 2018 – June 2018

- Re-founded Seattle Central College’s student publication with a board of five other editors; represented the publication to the college administration.
- Oversaw a five-figure annual budget; hired editorial and production staff; contracted a team to build the publication’s website.
- Authored the publication’s foundational policies and procedures; led editorial planning across campus, neighborhood, and national/international coverage; contributed photography and reporting alongside editorial leadership.

### **Bainbridge Island Volunteer Firefighters Association — Bainbridge Island, WA**

**Treasurer (Elected)** | January 2017 – December 2017

- Elected Treasurer of a volunteer firefighters’ nonprofit supporting fire-department outreach, education, and equipment/training fundraising; managed a mid-five-figure annual budget on cash-basis accounting.
- Maintained accounts and books; coordinated with donors, vendors, fire-department administration, and the State of Washington to keep the association in good standing.
- Worked alongside an elected board of officers; accountable to a board of trustees; chaired member meetings and acted as Secretary when needed.
- Guided members in drafting motions and proposals to direct donated funds; handled administrative tasks directly.

## Bainbridge Island Fire Department — Bainbridge Island, WA

Volunteer Firefighter (IFSAC FF-I) / Emergency Medical Technician (NREMT-B) | May 2014 – December 2016

*Concurrent service with Bainbridge Island Ambulance Association (March 2015 – December 2016) providing Basic Life Support patient care and transport, freeing fire-department assets for primary response.*

- Responded to medical, property, and environmental emergencies in collaboration with law enforcement, regional EMS, and hospital partners; made transportation decisions, upgraded level of care, and coordinated on-scene resources.
- Trained for response scenarios including mass casualty incidents, wildland firefighting, and hazmat operations; certified in emergency vehicle operation.

## Sage Manufacturing — Bainbridge Island, WA

Production Worker | April 2013 – February 2014

- Night-shift production worker building fly-fishing rods; applied resin to fishing-line guide wraps under strict safety regulations and lean-manufacturing principles; cross-trained in adjacent processes.

## Food Service and Hospitality

Front-of-house and back-of-house roles across **Bread Alley** (Baker, 2025), **Wayward Cafe** (Server, 2018), **Bar Vacilando** (Bartender/Server/Busser, 2017 – 2018), and **Doc's Marina Grill** (Expediter/Dishwasher/Busser, 2014 – 2015) — high-volume hospitality, team training, inventory, and POS systems.

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## Selected Work

### Reports & Publications

- **Commonwealth of Virginia AI Strategy: Executive Order 30 Task Force Report** (2025). Contributing editor and compiler — primary research contributions, design and formatting lead, point of contact for iterative drafting with Task Force members and cabinet secretariats.

### Technical Projects

- **Annode — Annotation Authoring Tool for Counter-Strike 2** (2026, pre-launch private repository). Desktop authoring application for Workshop guides on Counter-Strike 2 — Wails v2 architecture (Go backend, Svelte/TypeScript frontend), MIT license at public release, operating within the broader Source 2 modder and security-research community. Directed reverse-engineering of Valve's KV3 binary annotation format using Ghidra to produce a byte-perfect round-trip emitter. Set product, UX, security, and original-research direction across the codebase. Implementation was LLM-augmented; primary work was code audit, architecture design, and original research.
- **joshuascott.com — Personal professional website** (2026). Hugo-based static site authored end-to-end: Go templates, Markdown content, vanilla CSS with custom-property design tokens, deferred vanilla JS, Cloudflare Pages with GitHub-driven CI. WCAG 2.1 AA conformance; Lighthouse 100 on accessibility, best-practices, and SEO. No frameworks beyond Hugo; design philosophy documented separately.

### Presentations & Public Engagement

- Produced the Task Force's statewide public meeting on Virginia's AI regulatory review initiative (Governor Youngkin in attendance, 2025) — authored briefing materials and run-of-show, ran live technical operation.
- Coordinated stakeholder briefings with agency regulations coordinators on AI Task Force findings and EO 51 pilot results (2025).
- Presented findings and insights from the Virginia Permitting Transparency platform to government and think-tank leaders at a private summit (2025).

## **Education**

**Columbia University** — New York, NY *B.A., Sociocultural Anthropology, summa cum laude* | June 2021

- Dean's List, School of General Studies Honor Society

**Seattle Central College** — Seattle, WA *A.A.* | June 2018

- President's List, Phi Theta Kappa Honor Society