

## SUMMARY

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Economic development and urban policy strategist blending skill sets across research and policy analysis; program strategy and delivery; and stakeholder engagement to build more innovative and inclusive city-regions. Specific areas of expertise include growth strategies for lagging and distressed regions; state support for regional economic development; and economic and workforce development alignment (i.e. "talent-to-industry exchange.")

## PROFESSIONAL EXPERIENCE

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<b>CITIES GPS LLC</b>	Washington, DC (remote)
<i>Senior Strategist and Portfolio Director</i>	2023-present
<i>Senior Research and Policy Strategist</i>	2022 – 2023
<i>Policy and Program Advisor</i>	2019 – 2022

Co-design and execute intensive engagements with public-private collaboratives and other partners across the U.S. to produce and implement long-term strategies for inclusive economic growth, addressing topics such as economic development, workforce, innovation, and governance. Representative outcomes across seven regions and two states include formation of a new seven-county Chicagoland regional economic development partnership; launch of new regional industry initiatives in multiple California regions (e.g. aerospace, bio-industrial manufacturing); and establishment of a framework informing design of California's signature \$600M Community Economic Resilience Fund.

### ***Research Design and Delivery***

- Design and execute large-scale qualitative research processes (e.g. interviews, roundtables) engaging dozens of regional leaders (e.g. business, government, civic) to inform understanding of overall regional economic performance and drive industry-specific recommendations; assess effectiveness of regional governance and alignment between economic development, workforce development, and other strategy efforts; and test potential to organize new initiatives and collaborations (e.g. talent-to-industry exchanges).
- Conceptualize and conduct research on comparative policy and practice efforts across regions to provide benchmarking and/or inform local and regional strategies.
- Refine and interpret quantitative research findings on industry performance, job quality and access, and other competitive factors towards actionable implications.
- Analyze existing regional strategies and reports to identify baseline for action and inform findings on regional governance and civic capacity.
- Co-author reports and strategies presenting complex findings for diverse stakeholders and positioning regions for resource pursuit and implementation.
- Present findings to regional stakeholders to drive local action and/or solicit feedback on output and messaging.

### ***Strategy Development***

- Engage national peer leaders to identify transferrable best practices to inform local strategy development.
- Author and/or co-author decision and strategy memorandum framing core choices and considerations for major regional or stakeholder action.
- Inform regional workgroups organizing industry and other ecosystem leads to generate concrete strategies and tactics positioned for local ownership and implementation.
- Create “activation plans” providing local leaders with frameworks for immediate strategy implementation, including staffing, resource pursuit, and initiative stand-up.

### ***Program Design and Management***

- Contribute to and support local implementation of Bakersfield-Kern / Antelope Valley Aerospace Cluster Initiative; the regional cluster encompasses Edwards Air Force Base (including AFRL Rocket Lab, 412<sup>th</sup> Test Wing, and Plant 42), China Lake NAWCWD, NASA Armstrong Research Center, and the private Mojave Air and Space Port, representing among the nation’s most significant cross-service concentrations of military and civilian facilities and expertise for researching, developing, testing, and manufacturing defense and aerospace weapons, systems, and vehicles.
- Advance initiative design and implementation around two major priorities: (1) talent development to improve regional talent supply and local access to good aerospace jobs, and (2) tech transfer / commercialization and ecosystem-building for expanded regional economic benefit from substantial closed-door innovation assets. Coach local staff across all aspects of cluster initiative implementation.
- Led the design of a pilot “talent-to-industry exchange” initiative applying principles and best practices from review of leading national efforts and regional initiatives.
  - Undertook baseline assessment of regional aerospace talent challenges through employer and provider interviews, offering findings to frame launch of regional initiative.
  - Together with colleagues, collaborated to organize cross-border employer and provider collaborative spanning large primes, mid-sized companies, federal installations, university and community college systems, and local K-12 and workforce board representatives.
  - Co-design/facilitate employer-provider sessions to surface actionable input refining occupational needs and prioritizing “systems alignment” reforms. Engage participants between meetings to promote problem-solving and action.
- Worked with local leaders and colleagues to design concept for innovation hub “storefront” filling gaps in typical program supports for industry engagement and cross-service collaboration.

### ***Policy Development and Advising***

- Undertook research and collaborated on development of a policy framework for state support of regional economic development presented at the California Economic Summit (2019), providing foundation for ultimate enactment of \$600M California Community Economic Resilience Fund (CERF). Explored design and implementation of comparable initiatives (e.g. New York, Colorado, Nevada) and informed recommendations on tangible policy/program elements.
- Advise and collaborate with California regions to realize synergies between state / federal policy and local strategies, such as links to place-based industrial policy and funding opportunities that advance regional clusters.

### ***Project Management and Execution***

- Collaborated to scale operations to concurrent delivery of ~4 major regional initiatives and ~6-7 smaller engagements, concentrated in California, but with a national footprint.
- Draft / co-define project scopes, reconciling regional goals with interests and capacity to deliver.
- Design and manage complex project workplans and processes to meet ambitious deadlines, integrating contributions from multiple sub-contractors and accounting for regional partners and additional collaborators (e.g. major national consultancies, local researchers).
- Develop project staffing plans and scopes; engage with candidates to explore potential for collaboration.

### **INDEPENDENT ECONOMIC / URBAN POLICY CONSULTANT**

Chicago, IL  
2019 – Present

- **Results for America:** Undertook research to launch external initiatives and inform internal strategy.
  - Contributed to start-up of signature Gates Foundation-supported Economic Mobility Catalog through research of evidence-based strategies, drafting of case studies, and advising on overall approach and design. Reviewed program evaluations and conducted interviews with selected initiatives (e.g. Per Scholas, ProjectQUEST, READI Chicago), with emphasis on workforce-focused programs.
  - Worked with cross-organizational impact taskforce to document past project outcomes and advise on new practices for tracking impact across program areas.
- **Pritzker Traubert Foundation:** Partnered on research and grantmaking over 18 month-period to advance signature workforce and community development strategies.
  - Conducted in-depth analysis of workforce grantmaking strategy and results.
  - Advanced ongoing workforce portfolio, engaging with current and potential grantees to shape investments and coordinating with other Chicago-based funders on shared priorities.
  - Contributed to intensive process for identification and announcement of inaugural finalists of \$10M Chicago Prize neighborhood development initiative.
- **Brookings Metro:** Led a nine-month research and storytelling project defining and communicating the program's 25-year "impact narrative."
  - Produced a detailed written impact report based on interpretations of two dozen interviews with current and former staff and extensive document review.
  - Drove development of signature video product enlisting broad array of practitioners, elected officials, and other high-profile experts to attest to the program's impact in shaping a resurgent narrative on the essential role of U.S. cities and metro areas in driving national prosperity.

### **BROOKINGS INSTITUTION, METROPOLITAN POLICY PROGRAM**

Washington, DC

***Policy Analyst & Engagement Strategist/Outreach Manager***

2016 – 2019

***Impact Manager/Coordinator***

2013 – 2016

- Managed and contributed to applied research projects and strategic partnerships deploying Brookings expertise to support strategy and policy development across diverse U.S. communities. Projects included a three-region **Inclusive Economic Development Lab** and an engagement supporting the Minneapolis-St. Paul-based **Center for Economic Inclusion** in its first year of work.

- Led strategies to capture, analyze, and report on programmatic outcomes and impact for diverse internal and external audiences and purposes. Managed monitoring & evaluation efforts for \$20+ million **Brookings-Rockefeller Project on State and Metropolitan Innovation**, including conceptualizing new project theory of change and metrics; designing research processes and guiding local researchers; editing and contributing to reports; and advising and guiding final evaluator.
- Spearheaded research projects to codify lessons and stories from Brookings projects and other field-leading initiatives through practitioner-focused reports, case studies, blogs, and other medium. Led or co-authored publications including:
  - ***The making of global cities: Stories from the Global Cities Exchange report*** (with Amy Liu and Marek Gootman)
  - ***Metro-to-metro economic partnerships: How to network global assets to fuel regional growth report*** (with Marek Gootman and Max Bouchet)
  - ***Committing to inclusive growth: Lessons for metro areas from the Inclusive Economic Development Lab report*** (with Ryan Donahue and Brad McDearman)
  - ***Advancing opportunity in the Inland Empire podcast*** (with Marek Gootman, Chad Shearer, and Fred Dews)
  - ***How cities are creating inclusive economies three-part podcast series*** (with Fred Dews)
  - ***Metropolitan Innovations blog series*** (co-editor with Owen Washburn), launched to accompany signature *Remaking Economic Development* paper by Amy Liu (served as member of research team)
- Produced programming for practitioner convenings and networks to advance inclusive economic development practices through the Kresge Foundation-led **Shared Prosperity Partnership** and the Brookings-led **Practitioners' Network on Economic Inclusion**.
- Developed and led customized **outreach and network management** approaches to engage city and community leaders.
- Collaborated with Brookings Metro Director (now Interim Brookings Institution President) Amy Liu on **special writing assignments and thought-leadership strategies**.

**AMERICAN ARCHITECTURAL FOUNDATION**  
**Research/Development Assistant**

Washington, DC  
 2012-2013

- Researched the impact of major programmatic initiatives on city design and sustainability to identify lessons learned and showcase organizational success.

**INTERNSHIPS**

2009-2012

- **Woodrow Wilson International Center for Scholars** (Program on America and the Global Economy)
- **Urban Land Institute**
- **U.S. Department of State** (Embassy Rome, Executive Office)
- **U.S. Senate** (Sen. Dick Durbin)
- **U.S House of Representatives** (Rep. Debbie Halvorson)
- **Illinois Historic Preservation Agency**

## EDUCATION

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**Bachelor of Arts in International Affairs**, magna cum laude, Phi Beta Kappa  
**The George Washington University, Elliott School of International Affairs**

2012  
Washington, DC

- Honors Thesis: *"Not Monoxide Streets, But Gardens: The Fort Dearborn Project and Urban Renewal in 1950s Chicago."* (Winner, Deixler-Swain Prize for Best Undergraduate Theses).
- Reporter/Staff Writer, *GW Hatchet*.