

Ahmad J. Ramadan

Professional Experience

United States House of Representatives – Office of Congresswoman Debbie Dingell

Constituent Services Representative & Grant Manager

December 2018- Present

- Served as a link between constituents and the Congresswoman — ensuring the concerns of the people are heard and directed to the proper Federal Agency that can further assist with their concern.
- Facilitated hundreds of meetings with constituents, specifically at places of worship and schools on behalf of the Principal as part of a "listening tour" effort I led.
- Used comparative research methods to compare legislation proposed in Congress and seek to find ways to on the impact of proposals to the congressional district.
- Drafted policy recommendation on an array of legislative packages being presented on the house floor. Most notably worked on a bill package that was seeking to combat drunk driving.
- Worked with the policy and communications department to ensure that our constituents were receiving the proper information regarding the Principal's policies and announcements.
- Developed relationships with various public officials and implemented all public policies to achieve Principal's objectives.
- Worked with the communications team to draft social media and press releases on Arab American related matters, as well as, International Affairs, IRS, Dept. of Labor, and SSA.
- Developed an internal system to document and assist constituents with issues regarding Unemployment and LEO.
- Worked with legislative team to draft legislation and letters and the direction of the Principal. This included leading letters to the United Nations, Federal Agencies, White House, and other departments.
- Coordinated with various departments and colleagues and provide inputs to various local and state officials. Facilitated strategies at the direction of Principal and maintained good relations with various local and state officials. This is in addition to providing operational support to all legislative processes and objectives.
- Tracked the member's personal legislation, by working to promote passage and building a coalition of support. This includes legislation on PFAS, Water Shutoffs, and support for a Two-State Solution between Israel and Palestine.
- Assisted in further advancing the Principal's coalition of support in Congress, by building relationships with multiple Members as well as staff. This includes recently reaching out to Congressional offices for the launch of The Labor Caucus.
- Worked closely with local, federal departments and officials, Congress, employee employer associations, foreign government officials, nongovernmental organizations, and nonprofit organizations. Some of these organizations include AFT, MEA, ACCESS, and Taxpayer Advocate Service.
- Led and organized multiple events at the direction of the Principal. This includes creating and planning the Annual Congresswoman Dingell Iftar, hosting events, and inviting other members or celebrities to the district.
- Regularly advised Principal and legislative staff on any pertinent constituent concerns and issues in the district. Created an internal communications plan that prepared weekly reports for staff and Principal on any pertinent district activities and issue areas.
- Conveying Principal's positions and answering all constituents' inquiries that concern legislation by drafting letters and emails, making telephone calls, and participating in face-to-face meetings.
- Managed casework for 623 constituents with issues pertaining to the Internal Revenue Service, Social Security Administration and Department of Labor. This casework resulted in constituents receiving over \$1.8 million dollars back.
- Attended events and meetings with the Principal, as well as briefing Member beforehand on important contacts and issues.
- Provided information on Grants available to constituents and provided Letters of Support in applications. Assisted in supporting hundreds of applications and resulted in \$10 million dollars in grants to the district.

Biden for President*Michigan Deputy Coalitions Director**August 2020- November 2020*

- Managed a team of two fellows, 25 volunteers, and 300 stakeholders in Michigan. Provided daily updates and tasks to all individuals managed.
- Created an Arab American Advisory Council, Muslim American Advisory Council, and a Chaldean/Assyrian Advisory Council, and facilitated meetings every week to ensure they remained informed.
- Coordinated and communicated with all campaign departments to ensure stakeholders and Ethnic communities remain informed.
- Assisted in setting up Stakeholders and finance team for fundraising. Individuals sent over to finance team donated roughly \$100,000.
- Developed and implemented a plan to grow the Campaign's coalition building. This included facilitating bilingual trainings, stakeholder meetings, Relation organizing and translating material in multiple languages.
- Coordinated logistics with advance team, and speech writing team on Michigan trips with campaign principals, surrogates, and advisors.
- Facilitated more than 150 virtual meetings with different groups in the Arab, Muslim, Chaldean, South Asian, Armenian communities, and other Ethnic communities.
- Facilitated and organized events on specific issues that include Small Business, Foreign Policy, Economic Development, and Labor.
- Facilitated many historic events for any Presidential campaign, including the Arab LGBTQ+ event broadcasted in Lebanon.
- Helped deliver record turnout in the Arab, Muslim, and Chaldean American community. As well as winning over a large portion of the conservative Ethnic community.
- Worked with local Arab, Muslim, and Chaldean organizations to develop and execute a GOTV plan.
- Developed and implemented plan for funding to local minority organizations that helped with GOTV efforts. Provided a total of \$48,000 in funding to local organizations.
- Developed a strategy with the communications team on Ethnic community and media. This resulted in the Arab American News receiving an interview with a Vice Presidential candidate for the first time.
- Advised on setting up a Arab American landing page on the campaign website, which was the first for a Presidential Campaign.

Debbie Dingell for Congress Campaign*Senior Advisor and GOTV Director**February 2020- August 2020*

- Responsible for community outreach efforts where I developed an efficient strategy for the Primary election.
- Organized and planned three fundraisers totaling \$100,000 in the Arab and Muslim American community.
- Helped facilitate and coordinate endorsements of Ethnic, Labor, Arab and Environmental groups.
- Led a team of 4 staff and 20 volunteers each week who canvassed or passed out literature safely each week.
- Developed and implemented the organizing strategy in minority communities.
- Developed a GOTV plan for the campaign.
- Facilitated meetings with community leaders and key political stakeholders. This required liaising between the candidate and people of interest.
- Built a network of volunteers from minority communities; to knock on doors, make calls, send texts, and act as surrogates at religious institutions.
- Technology experience: VAN, NGP, Google Suite, Maestro Conference, Zendesk, Team App.

Michigan Democratic Party- Coordinated Campaign*Field Organizer & Arab American Outreach**April 2018- November 2018*

- Responsible for community outreach efforts where I developed an efficient strategy that assisted the campaign in reaching out to the Arab-American population in Michigan. The Arab American population in Michigan is estimated to be over 450,000.
- Led a team of 100 volunteers and elected slate of Democratic leaders in the State.

- Created and implemented strategies for grassroots outreach to minority communities, including: the Muslim community, the Arab community, the Chaldean community, and other communities of color.
- Maintained the highest performing field office in the state over entirety of campaign cycle, and secured Democratic victories for Governorship, Attorney General, Secretary of State, and multiple Congresswomen after the 2018 campaign cycle.
- Recruited community leaders, activists, local politicians, and religious leaders to join forces and support the candidate.
- Facilitated meetings with community leaders and key political stakeholders. This required liaising between the candidate and people of interest.
- Developed a foreign language program for texting and phone banking.
- Technology experience: VAN, NGP, Google Suite, Maestro Conference, Zendesk, Team App.
- Developed the distributed organizing strategy in minority communities. This included: phone banking, texting, email, and other methods of outreach.

Focus: HOPE

VISTA Leader- AmeriCorps

January 2018- July 2018

- Supported the VISTA project and general operations of the Focus: Hope Volunteer Department.
- Trained and oversaw a group of 50 volunteers and interns.
- Assisted and built capacity for professional development opportunities for VISTA members, support data collection and report building, communications, and grant writing.
- Built a communication plan for the VISTA program, including internal communications to VISTA members and supervisors, and external communications to potential members and the public.

American Red Cross

Disaster Cycle Services- AmeriCorps

December 2016- January 2018

- Facilitated and organized Presentations for community members on Disaster Preparedness.
- Worked on Disaster Preparedness Partnerships with Disney, DTE, and Public Schools.
- Created a program specifically to students with Autism through the Pillowcase Project with Disney.
- Helped advance the preparedness presentations to children with functional and educational needs through the American Red Cross.
- Assisted in setting up emergency shelters and provided casework assistance for people impacted by natural disasters.
- Deployed to Texas and Louisiana to assist with Hurricane Harvey Recovery operations.
- Helped manage over 100 volunteers in Texas.
- Helped manage the largest emergency shelter in Texas with a group of American Red Cross team.
- Recruited volunteers from underrepresented communities.
- Created and built an Arab American outreach strategy.
- Developed and implemented Disaster Preparedness events in the Arabic language.

Education

Wayne State University, Bachelor of Arts in Political Science; December 2015

- Arab Student Association leadership
- Lebanese Student Association leadership
- Muslim Students' Association member
- Political Science Students' Association member

Qualifications

- Works well under high pressure and strict timelines.

- Strong foundation in the areas of American Government and Public Administration.
- Strong leadership skills and significant management experience, managing over 300 individuals.
- Exceptional understanding of both politics as well as policy.
- Excellent in coalition building and the ability to work across party lines.
- Excellent oral and written communication skills, as well as basic research and editorial skills.
- Excellent organizational skills and able to prioritize and delegate work as needed.
- Experienced in public administration and private business.
- Demonstrated ability in designing, contracting for and managing evaluative research
- Superior organizational and analytical skills.
- Exceptional experience with public engagement, communicating, and selling complex policy ideas.
- Excellent Arabic and French proficiency.
- Volunteered in Lebanon with local Nongovernmental organizations providing aid during 2006 Lebanese conflict.
- Able to work well independently, as well as in a group setting.

Accomplishments

- Certification in Leadership and Management
- Annual Cybersecurity Awareness Training, Congressional Staff Academy
- Annual Ethics Training, Congressional Staff Academy
- Annual Workplace Rights and Responsibilities Education Program
- Certification in 30 Disaster Cycle Services education with the American Red Cross
- State certified as a CERT for emergency situations.
- Certificate of Recognition by City of Dearborn
- 2018 and 2020 Political Leader of the Year by the Arab American Political Action Committee.
- 2018 Organizer of the Year by the Dearborn Democratic Club.
- Congressional Certificate of Appreciation.
- 2015 Difference Maker Award, an award awarded to the top 50 leaders and activists from across campus

Sammy Jonny

EXPERIENCE

Independent Contract Work

Aug. 2012 - Present

Contracted Event Producer, Media Consultant, and Production Designer

- Oversaw production and operations projects in support of a variety of large-scale events, ranging from parades and music festivals to international sporting competitions.
- Produced photoshoots and music videos for high-profile musicians and performers.
- Designed and sourced sets for multiple photo and music video shoots for clients ranging from Clorox to Warner Studio Records.
- Managed project budgets in excess of \$50,000, and coordinated teams of 20+ for pre and post-production.

Joe Biden for President 2020

Sep. 2020 - Nov. 2020

Advance Team – Site Lead & Crowd, Event Production, and Advance Consultant

- As Site Lead, assisted in the vetting, walkthrough, and preparation of campaign event sites. Managed all technical and logistical aspects of campaign events, including staging, lighting, sound, and audience seating. Ensured all in-person events adhered to the campaign's strict Covid-19 guidelines. Adapted all rally events to an outdoor drive-in style format, and took the lead technical role in adapting fundraising events to a virtual format.
- Responsible for coordinating and implementing logistics and strategic planning for events and public appearances of one of the nation's most high-profile elected officials, I worked closely with the VP's scheduling, press, speechwriting, intergovernmental, constituency, and policy teams, as well as entities and agencies across state government and beyond.
- Major projects included facilitating a socially distant campaign car rally attended by over 1000 vehicles, a hybrid-virtual fundraiser featuring President Obama that raised over \$1.5 million, and multiple live-streamed campaign rallies and concerts viewed by over a million voters.

Tom Steyer for President 2020

Oct. 2019 - Mar. 2020

Advance Team – Motorcade Lead/Director, RON Lead, Site Lead, Event Production, and Advance Consultant

- As Motorcade Director, worked closely with both State and National HQ to oversee and execute state trips. Assisted in the vetting, walkthrough, and preparation of campaign event sites in regards to vehicles and Tour Bus logistics.
- As R.O.N. Lead, worked with the National Director of Advance to oversee and execute state trips. Drove, staffed, and managed the day-to-day needs of Tom Steyer and the traveling team.
- As Site Lead, assisted in the vetting, walkthrough, and preparation of campaign event sites. Managed all technical and logistical aspects of campaign events, including staging, lighting, sound, and audience seating. Served in multiple roles on the National Advance Team in multiple states, including in IA, CA, NV, and SC
- Major projects included overseeing: Multiple cross-state, multi-week bus tours consisting of a campaign bus and 4 support vehicles; Campaign concert rallies attended by over 1000 voters, and multiple debates featuring 10+ presidential primary candidates.

The Walt Disney Company

Dec. 2016 - Mar. 2020

Special Events Cast Member

- Served as Disney Parks event liaison to high-profile VIP guests, including celebrities and Disney executives. Provided direction, support, and coordination for VIP guest special events.
- Directly oversaw crowd control in Disney Parks during evening event transitions; managed crowd flow consisting of over 50,000 guests most nights.
- Facilitated and oversaw perimeter setup for nightly park parades; managed crowd control and detour paths for over 50,000 guests every night.
- During daytime park activities, coordinated with a team of 30 staff to safely conduct the Davy Crocket experience for over 3500+ park visitors each day.
- Ran point on crowd-escalation activities in the case of irritated guests interrupting park special events. Trained new Cast Members on safe de-escalation procedures.

International Volunteer - Rabat, Morocco

July 2018 - Oct. 2018

Women's Education and Empowerment Volunteer / Event Producer

- Produced events for the charity foundation; scouted locations and managed event sites.
- Enabled local Moroccan women to improve their literacy levels in both English and Arabic.
- Provided local women with professional development opportunities through the National Initiative for Human Development -- resulting in a 20% increase in employment among the client population.
- Developed a custom-built curriculum; led classes that taught women and girls of all ages English, Arabic, as well as methods to effectively assimilate into a professional environment.
- Supported women in their efforts to better both their domestic and professional lives through a multitude of means, including coordinating medical assistance, mentorship programs, and counseling services.

- Coordinated and executed charity events on a \$50,000 USD budget, hosting over 5000 guests.

Splore LLC.

Jul. 2013 – Dec. 2016

Start Up Business Development Senior Analyst / Operations

- Managed a budget of \$2 million in investor dollars.
- Produced in-person and virtual events reaching millions of customers around the globe to launch flagship products.
- Conducted market research to identify components to better the platform.
- Met with investors to present the current progress, maintained quarterly reports and all filing, project managed a team of researchers and created presentations to summarize research for executives.
- Assisted with domestic and international tax and mobility issues for various projects including management of gross up calculations and benefits analysis.
- Completed financial reports and analysis for all company projects including cost analysis, marketing ROI, revenue projection, home to revenue expectancy, cash flow planning, and budget analysis among others.
- Presented report findings and projections at management meetings on a regular basis.
- Completed month end closings including P&L, Balance Sheet, and bank reconciliations. Oversaw full cycle accounts payable and accounts receivable. Reviewed and updated accounting systems and procedures.
- Developed financial projections and forecasting models based on company needs to provide analytical support to senior management.

Office of California State Assemblymember Freddie Rodriguez - 52nd District

Aug. 2015 – Jan. 2016

Intern

- Responsible for coordinating and implementing logistics and strategic planning for events and public appearances of Assemblymember Freddie Rodriguez.
- Produced and led multiple community charity events, including food drives, present-giveaways for underserved youth, and turkey dinners for over 500 families at risk of hunger.
- Produced community service events to inform residents of current laws being passed and provide recognition to special businesses and nonprofits operating within the Assembly District.
- Organized events for the community such as food drives and Thanksgiving dinners.
- Met with companies and residents to understand and relay concerns for current legislation.
- Conducted legislation research and presented them as reports.

EDUCATION

California State University, Pomona

Class of 2018

B.A. Business Economics

Specialty in Mathematics

Valedictorian

Coursework: Microeconomics, Macroeconomics, Financial Accounting, Managerial Accounting, Intermediate Accounting, Accounting Information Systems, Investments, Corporate Tax, Corporate Finance, SQL, MATLAB, SAS, and STATA.

SKILLS / AWARDS / OTHER

- Fully vaccinated against COVID-19 (essential worker recipient of the Pfizer-BioNTech vaccine) as of March, 2021
- College Valedictorian, Presidential and Dean's Honors list.
- Recipient of Leadership award for taking on out-of-scope projects and performing above expectations despite short deadlines.
- Multicultural-Speaks fluent English and Arabic and has traveled to over 38 countries
- Staffed dozens of educational travel programs in Latin America, the Middle East, and Europe for various nonprofit organizations
- Technical Skills: Proficient with DiVinci Resolve and Adobe Creative Cloud Suite, including Photoshop, Lightroom, and Premiere Pro. Proficient in the use of lighting equipment and DSLR, mirrorless, and film photographic/videographic equipment.
- Focus areas: financial projection, market research, project management, proposal writing, senior accounting responsibilities, profit analysis and Development of internal procedures with regards to finance, accounting, and payroll.

ALEXANDER HERTEL-FERNANDEZ

AFFILIATIONS

School of International and Public Affairs (SIPA), Columbia University

- Assistant Professor: July 2016 to February 2020
- Associate Professor, with tenure (and Political Science, by courtesy): February 2020---

Primary responsibilities for Columbia University include:

- Designing and leading instruction for graduate students at the School of International and Public Affairs, including for “The Politics of Policymaking”, a core class in the Masters in Public Administration sequence (teaching 60-90 students; leading team of 3-5 teaching and writing assistants; coordinating two other sections of class); “Labor Politics and Policy”, a writing and policy research seminar for graduate students (12-25 students); and “State Politics and Policy”, a writing and policy research seminar for graduate students (12-25 students).
- Conducting academic research alone and in collaboration with teams of varying sizes (2-5 members, plus overseeing up to five research assistants and a research manager. Academic research funded by external grants (in 2020, external grants totaled approximately \$2.1 million; see more detail below).
- Co-leading the Columbia University Labor Lab, an academic center for implementing rigorous, data-driven evaluations in partnership with worker organizations and labor unions (three research principals, one research manager, one post-doc, and 1-2 research assistants).
- Regularly presenting and communicating research and policy analysis in presentations and talks, public writing, and consultations with policymakers, policy staff, community organizations, and advocacy groups (usually 2-6 public engagements per month; see more detail below). In the past two years, I have given academic talks at Cornell, Harvard, Johns Hopkins University, MIT, Oxford, Princeton, University of Pennsylvania, and the University of Wisconsin, among others, and policy-oriented presentations at the AFL-CIO, the Ford Foundation, the Economic Policy Institute, and the Washington Center for Equitable Growth, among others. I have also written for public outlets like *Democracy Journal*, the *Harvard Business Review*, the *New York Times*, the *Washington Post*, and *Vox*.
- Participating in university governance, including participating on and leading committees related to school administration, faculty promotion and hiring, and diversity, equity, and inclusion. Most recently, co-leading a school-wide diversity, equity, and inclusion self-study.

Stone Center on Socio-Economic Inequality, The Graduate Center, CUNY

- Affiliated Scholar: September 2019---

Data for Progress

- Fellow: February 2020---

Roosevelt Institute

- Fellow: January 2020—

Recent responsibilities for think tank affiliations include:

- Writing policy-oriented briefs and reports and presenting findings to policymakers, journalists, and advocacy groups (in 2020, authoring or co-authoring four policy reports with the Roosevelt Institute, three policy reports with Data for Progress, and two reports for the Washington Center for Equitable Growth).
- In partnership with the Economic Policy Institute, overseeing the commissioning and production of six research papers for the Unequal Bargaining Power Initiative from external academics.
- In partnership with the Social and Economic Justice Leaders Project, a coalition of the leaders of Color of Change, Community Change, the Leadership Conference on Civil and Human Rights, Planned Parenthood, MoveOn, and SEIU, co-leading an initiative bringing academic and policy researchers together to develop a policy agenda for the incoming administration.

EDUCATION

Harvard University, Cambridge, MA—2010 to 2016

- Ph.D. in Government and Social Policy: May 2016. Dissertation: “Corporate Interests and Conservative Mobilization Across the U.S. States, 1973-2013.”
- Winner, **2017 Harold D. Lasswell Prize** for best dissertation in the field of public policy, American Political Science Association and Policy Studies Organization.

Northwestern University, Evanston, IL—2004 to 2008

- B.A. in Political Science (Honors): June 2008.

BOOKS

- *Politics at Work: How Companies Turn Their Workers into Lobbyists*, Oxford University Press Studies in Postwar American Political Development, March 2018. Reviewed in *Choice*, *The Guardian*, *Industrial and Labor Relations Review*, *Kirkus*, and *Publisher's Weekly*. Winner, **2019 Robert A. Dahl Award** for scholarship of the highest quality on the subject of democracy by an untenured scholar, American Political Science Association. Winner, **2019 Gladys M. Kammerer Award** for best book in the field of U.S. national policy, American Political Science Association.
- *State Capture: How Conservative Activists, Big Businesses, and Wealthy Donors Reshaped the American States – and the Nation*, Oxford University Press Studies in Postwar American Political Development, February 2019. Reviewed in the *American Prospect*, *Choice*, *Crooked Timber*, *HistPhil*, the *Journal of Politics*, *Kirkus*, the *Nation*, and *Perspectives on Politics*.
- *Millionaires and Billionaires United*, with Theda Skocpol and Vanessa Williamson. Under contract with University of Chicago Press. Book in progress documenting the rise and impact of wealthy donor networks on the left and right.
- *American Political Economy in Comparative Perspective*, edited with Jacob S. Hacker, Paul Pierson, and Kathleen Thelen. Edited volume under contract for publication in 2021 with Cambridge University Press laying out a framework for understanding the American political economy in cross-national perspective and establishing a subfield

within political science around these issues.

**PEER-REVIEWED
ACADEMIC
PUBLICATIONS**

- “Why Public Sector Union Members Support Their Unions: Survey and Experimental Evidence,” with Ethan Porter. *Social Forces*.
- “What Forms of Representation Do American Workers Want? Implications for Theory, Policy, and Practice,” with William Kimball and Thomas Kochan. 2020. *Industrial and Labor Relations Review*.
- “Schooled by Strikes? The Effects of Large-Scale Labor Unrest on Mass Attitudes Towards the Labor Movement,” with Suresh Naidu and Adam Reich. 2020. *Perspectives on Politics*.
- “Asymmetric Partisan Polarization, Labor Policy, and Cross-State Political Power-Building.” 2019. *Annals of the American Academy of Political and Social Science*. 685(1).
- “Legislative Staff and Representation in Congress,” with Matto Mildemberger and Leah Stokes. 2018. *American Political Science Review*: 113(1). Winner, **2017 Patrick J. Fett Award** for best paper presented at the Midwest Political Science Association meeting on Congress and the presidency. Winner, **2019 Jack Walker Award** for best paper presented at the American Political Science Association meeting on political organizations and parties.
- “The Study of the Federal Reserve and Power in American Politics.” 2018. *PS: Political Science & Politics*: 51(4).
- “When Political Mega-Donors Join Forces: How the Koch Network and the Democracy Alliance Influence Organized US Politics on the Right and Left,” with Theda Skocpol and Jason Sclar. 2018. *Studies in American Political Development*: 32(2). Lead article.
- “Policy Feedback as Political Weapon: Conservative Advocacy and the Demobilization of the Public Sector Labor Movement.” 2018. *Perspectives on Politics*: 16(2).
- “American Employers as Political Machines.” 2017. *Journal of Politics*: 79(1). Winner, **2017 Fiona McGillivray Award** for best paper presented in the Political Economy section of the American Political Science Association Annual Meeting.
- “The Koch Network and Republican Party Extremism,” with Theda Skocpol. 2016. *Perspectives on Politics*: 14(3).
- “How Employers Recruit Their Workers into Politics – And Why Political Scientists Should Care.” 2016. *Perspectives on Politics*: 14(2).
- “Explaining Liberal Policy Woes in the States: The Role of Donors.” 2016. *PS: Political Science & Politics*: 49(3).
- “Explaining Durable Business Coalitions in U.S. Politics.” 2016. *Studies in American Political Development*: 30(1). Lead article.
- “Businesses, Conservatives, and the Ongoing Republican War Over Medicaid Expansion,” with Theda Skocpol and Daniel Lynch. 2016. *Journal of Health Politics, Policy, and Law*: 41(2).
- “Asymmetric Interest Group Mobilization and Party Coalitions in US Tax Politics,”

with Theda Skocpol. 2015. *Studies in American Political Development*: 29(2).

- “Who Passes Business’s ‘Model Bills’? Policy Capacity and Corporate Influence in U.S. State Politics.” 2014. *Perspectives on Politics*: 12(3).
- “Dismantling Policy through Fiscal Constriction: Examining the Erosion in State Unemployment Insurance Finances.” 2013. *Social Service Review*: 87(3). **Finalist for the 2014 Best Paper Prize** in the *Social Service Review*.
- “Infant Mortality in Chile Reflects Socioeconomic Status.” 2007. *Health Affairs*: 26(5).
- “The Chilean Infant Mortality Decline: Improvement For Whom? Socioeconomic and Geographic Inequalities in Infant Mortality, 1990-2005,” with Alejandro E. Giusti and Juan Manuel Sotelo. 2007. *Bulletin of the World Health Organization*: 85(10).

BOOK CHAPTERS

- “Conservative Extra-Party Coalitions and Statehouse Democracy.” 2021. *Democratic Resilience: Can the United States Withstand Rising Polarization?* eds, Robert Lieberman, Suzanne Mettler, and Kenneth Roberts: Cambridge University Press.
- “Dissecting the Conservative Triumph in Wisconsin.” 2020. *Upending American Politics*, eds. Theda Skocpol and Caroline Tervo: Oxford University Press.
- “How Employers and Conservatives Shaped the Modern Tax State,” with Cathie Jo Martin. 2018. *Worlds of Taxation: The Political Economy of Taxing, Spending, and Redistribution Since 1945*, eds. Gisela Huerlimann, W. Elliot Brownlee, and Eisaku Ide: Palgrave Studies in the History of Finance.
- “Congress Makes Tax Policy: Democrats and Republicans at Two Critical Junctures,” with Theda Skocpol. 2016. *Congress and Policymaking in the 21st Century*, eds. Jeffrey Jenkins and Eric Patashnik: Cambridge University Press.

OTHER ACADEMIC PUBLICATIONS

- Review of *Divided Unions*, by Alexis Walker. 2020. *Political Science Quarterly*.
- “Power and Politics in America’s Private Governments.” 2019. *Journal of Politics* Review Essay 82(1).
- Review of *Billionaires and Stealth Politics* by Benjamin I. Page, Jason Seawright, and Matthew J. Lacombe, University of Chicago Press. 2019. *Perspectives on Politics* 17(3).
- Review of *Open for Business: Conservatives’ Opposition to Environmental Regulation* by Judith Layzer, MIT Press. 2014. *Perspectives on Politics* 12(3).

SELECTED WORKING PAPERS AND PROJECTS

- “The Enduring Political Consequences of Right to Work Laws in the U.S. States,” with James Feigenbaum and Vanessa Williamson. 2019.
- “Mass Retail Strikes and Labor Action.” 2019.
- “Legislative Staff in Congress: Who they are, what they do, and why they matter for US policymaking,” with Matto Mildemberger, Leah Stokes, and Geoffrey Henderson.
- “In Search of American Political Economy,” with Jacob Hacker, Paul Pierson, and

Kathleen Thelen. 2019.

- “Collective Action and the Past and Future Development of the American Labor Movement.” 2019.

AWARDS AND GRANTS

- National Science Foundation Graduate Research Fellowship
- Harvard Multidisciplinary Program in Inequality and Social Policy Fellowship
- Harvard Kennedy School Wiener Center for Social Policy Grant—2012
- Scholars Strategy Network Graduate Fellowship—2012 to 2013
- Tobin Project Graduate Research Fellowship—2011 to 2012; 2014 to 2015
- Named to *Pacific Standard*’s “30 Under 30 Thinkers”—2016
- Dirksen Congressional Center Research Award (\$3,500) for “Power, Perceptions, and Policy: Survey of Legislative Staff,” with Matto Mildenberger and Leah Stokes—2016
- Russell Sage Foundation Social Inequality Program Grant (\$75,606) for “The Impact of Wealthy Donor Consortia on U.S. Politics and Public Policy,” with Theda Skocpol—2017 to 2019
- Columbia University Institute for Social and Economic Research and Policy Seed Grant for “How U.S. Employers Mobilize Employees to Change Policy: A Survey of State Legislators” (\$8,952) —2017 to 2018
- Columbia University Institute for Social and Economic Research and Policy Conference Grant for an East-Coast Consortium on American Political Economy (\$12,000), with Kathleen Thelen (MIT) —2017 to 2018
- Columbia University School of International and Public Affairs Faculty Research Grant for a book workshop on *State Capture*—2017 to 2018
- Washington Center for Equitable Growth and the Russell Sage Foundation for “Unbundling Worker and Manager Preferences for Workplace Organization” (\$36,135)—2017 to 2018
- Columbia University School of International and Public Affairs Faculty Research Grant for research on union democracy in the United States (\$8,079)—2018 to 2019.
- Hewlett Foundation for the “Development of a Field of American Political Economy” within political science, with Jacob Hacker (Yale), Paul Pierson (Berkeley), and Kathleen Thelen (MIT) (\$560,000)—2019 to 2021.
- Hewlett Foundation for “Advancing a New Field of American Political Economy” within political science with Jacob Hacker (Yale), Paul Pierson (Berkeley), and Kathleen Thelen (MIT) (\$1,500,000)—2021-2023.
- Russell Sage Foundation for “How Inequality in Communication to Congress Perpetuates Political Inequality,” with David Broockman (Berkeley), Leah Stokes (UCSB), and Matto Mildenberger (UCSB) (\$158,250)—2020-2021.
- Russell Sage Foundation Visiting Scholarship—2018-2019 Academic Year
- Emerging Scholar Award, APSA Section on Political Organizations and Parties—2020

SELECTED ACADEMIC TALKS

I have presented my research at invited talks, workshops, seminars, and conferences at many leading universities, including 7 talks in 2020 and 16 talks in 2019 at institutions including Stanford, Harvard, Cornell, Princeton, MIT, Oxford, the University of Pennsylvania, Johns Hopkins, and the University of Wisconsin.

- Presenter, Conference on Corporations and Democracy, Stanford University Graduate School of Business Corporations and Society Initiative. December 2020.
- “What We Can Learn from Political Coalition-Building on the Right.” CUNY Graduate Center/Stone Center on Socio-Economic Inequality Conference on Coalitions. October 2020.
- Remarks on Julia Cage’s book *The Price of Democracy*. Columbia University. October 2020.
- “Protests and U.S. Democracy.” Cornell University and American Democracy Collaborative Webinar Discussion. October 2020.
- East Coast Political Economy Workshop at Temple University Law School (co-organizer). February 2020.
- American Political Economy in Comparative Perspective Workshop (co-organizer), MIT Department of Political Science. February 2020.
- “Institutional Weakening in U.S. Labor Law.” Columbia University World Projects, Democracy Studio. January 2020.
- Participant, Harvard Political Economic of Justice Conference, Harvard Business School. December 2019.
- “State Capture.” Harvard University Kennedy School Ash Center. November 2019.
- “Conservative Extra-Party Coalition and Statehouse Democracy.” Cornell University Democracy Collaborative Conference on Democratic Resilience. November 2019.
- “Preemption Policy Focus.” Fordham Law School, Local Solutions Support Center, and Change Lab Solutions Event on Preemption. October 2019.
- “Inequalities in U.S. Political Influence.” CUNY Stone Center Inequality by the Numbers Workshop. June. 2019.
- “Representation in State Legislatures.” Stanford Junior Scholars Forum, Center on Philanthropy and Civil Society. June 2019.
- “State Capture.” University of Minnesota Humphrey School Forum with Larry Jacobs (broadcast on MPR). April 2019.
- “Strike for America: The Consequences of Mass Public Sector Strikes.” University of Minnesota American Politics Colloquium. April 2019.
- “Strike for America: The Consequences of Mass Public Sector Strikes.” Princeton University Program in Law and Public Affairs Workshop. April 2019.
- “State Capture.” Scholars Strategy Network Book Talk at Washington University in Saint Louis. April 2019.
- “The Right to Strike and State Law: Causes and Consequences.” Princeton University

Workshop on Democracy in the States. March 2019.

- “Why Public Sector Union Members Support their Unions.” University of Pennsylvania American Politics Workshop. March 2019.
- “Finance and the Decline of the U.S. Labor Movement.” Workshop on “The Politics Central Banks Make” at Nuffield College, Oxford. February 2019.
- “Smart ALEC: Private Power, Organization, and Representation in the U.S. States.” Johns Hopkins University Department of Political Science. February 2019.
- “Dilemmas of Solidarity in the Public Sector Labor Movement: Evidence from Iowa.” University of Wisconsin, Madison Workshop on American Politics. February 2019.
- “Elite Extra-Party Coalitions and American Democracy.” SSRC-Freeman Spogli Institute Joint Conference on Political Institutions and Challenges to Democracy. January 2019.
- Presenter and participant, MIT Sloan School of Management Worker Voice Workshop, Good Jobs Good Work Initiative. November 2018.
- “Elite Extra-Party Coalitions and the Erosion of the U.S. Political Parties.” Parties, Representation, and Governance in the 21st Century Workshop, Stanford Center on Democracy, Development and the Rule of Law. November 2018.
- “Money and Politics: How Inequality and Wealth Concentration Are Shaping American Democracy.” Harvard Inequality and Social Policy Panel Discussion, with Danielle Allen, Raymond Fishman, Jacob Hacker, Benjamin Page, and Theda Skocpol. October 2018.
- “State Capture and the Enduring Political Consequences of State Anti-Labor Laws.” Robert R. Wilson Lecture Series; Behavior and Identities Workshop, Department of Political Science and Sanford School of Public Policy. Duke University. October 2018.
- “What Progressives Can Learn from Conservative Cross-State Policy Successes: The Case of Labor Politics.” Scholars Strategy Network Workshop on Policy Feedback Effects, Harvard University. September 2018.
- “State Capture and the Enduring Political Consequences of State Anti-Labor Laws.” Columbia University American Politics Research Workshop. May 2018.
- “Politics at Work: How Companies Turn their Workers into Lobbyists.” Harvard University Multidisciplinary Program in Inequality and Social Policy Speaker Series. April 2018.
- “How Employers Rediscovered their Employees’ Political Voices.” University of California, Los Angeles Organizations and Markets Research Workshop. April 2018.
- “When Political Mega-Donors Join Forces.” Stanford University Center for the Study of Philanthropy and Civil Society. April 2018. Discussion with Adam Bonica, Gara LaMarche, and Rob Reich.
- “Politics at Work: How Companies Turn their Workers into Lobbyists.” University of California, Berkeley Institute for Labor Research and Education, Discussants: Ann Ravel and Kim Voss. April 2018.
- “State Capture and the Enduring Political Consequences of State Anti-Labor Laws.”

University of California, Berkeley Research Workshop on American Politics. April 2018.

- “Politics at Work: How Companies Turn their Workers into Lobbyists.” Purdue University Public Policy Research Institute and Scholars Strategy Network. April 2018
- “Politics at Work: How Companies Turn their Workers into Lobbyists.” Cornell University Center for the Study of Inequality, Discussants: Suzanne Mettler and Rosemary Batt. March 2018.
- “What the Trump Presidency Teaches Us About Big Money Influence in Politics.” University of California, Irvine Conference on Money and Politics (Part II). March 2018.
- “How Employers Rediscovered their Employees’ Political Voices.” Princeton University Qualitative Research Colloquium/Center for the Study of Democratic Politics Seminar. February 2018.
- “Demobilizing Democrats: The Enduring Political Consequences of State Right to Work Laws.” Harvard University Seminar on the State and Capitalism Since 1800. February 2018.
- “State Capture: How Conservative Activists, Big Businesses, and Wealthy Donors Reshaped the American States – and the Nation.” Northwestern University Comparative-Historical Social Science Workshop. February 2018.
- “Interest Groups and Associational Life at Work.” Russell Sage Foundation Workshop on Linking Institutions and Associational Life, November 2017.
- “Cross-State Networks in American Politics: Lessons for Money in Politics” and “What Difference Does Big Money Make in Congress?” Nuffield College, Oxford. September 2017.
- “When Wealthy Donors Join Forces.” Rockefeller Foundation Junior Scholar Forum at Stanford University. June 2017.
- “Politics at Work: Turning Americans into Employee Voters.” University of California, Santa Barbara Colloquium for the Study of Work, Labor, and Democracy. May 2017.
- “Demobilizing Democrats: The Enduring Political Consequences of State Right to Work Laws.” University of California, Santa Barbara American Politics Workshop. May 2017.
- “Politics at Work: Employer Mobilization and Corporate Power.” *Stetson University Law Review* Annual Symposium on “Can Corporations Be Good Citizens? How Corporate Law, Litigation, Lobbying, and Money in Politics Intersect.” March 2017.
- “State Capture: How Conservative Activists, Big Businesses, and Wealthy Donors Reshaped the American States – and the Nation.” University of Iowa, co-sponsored with Scholars Strategy Network and the Iowa Policy Project. February 2017.
- “Policy Feedback as Political Weapon: Conservative Advocacy and the Demobilization of the Public Sector Labor Movement.” Yale University American Politics & Policy Workshop. February 2017.
- “Business and Politics in Trump’s America.” Third Roundtable on Corporate Political Accountability: Money and Influence in Politics, Accountability & Beyond. NYU Stern.

February 2017.

- “Understanding the Organizational Landscape on the Right and Left.” Building Strong Redistricting Reform: A Path to 2021. Ford Foundation Convening. January 2017.
- “Inequality and American Politics: Causes and Consequences.” China Leaders Lecture: Columbia University Visit. November 2016.
- “Turning Americans into Employee Voters.” Joseph S. Murphy Institute for Worker Education and Labor Studies, CUNY. November 2016.
- “Legislative Staff and Congressional Responsiveness on Climate Policy.” Sustainable Development Seminar, Columbia University. October 2016.
- “Employer Mobilization as Corporate Political Power.” Purchasing Power Convening on Money and Politics, Ford Foundation. July 2016.
- Discussant for Tobin Project Graduate Student Prospectus Workshop. June 2016.
- “Wealthy Donors and American Politics.” Freedom Project, Wellesley. April 2016.
- “Funding the State Policy Battleground: The Role of Firms and Foundations.” Scholarly Symposium on Philanthropy, Politics, and Democracy, Duke University. January 2015.
- “Employer Mobilization in U.S. Politics.” Political Economy of Labor Regulation Workshop at Columbia Law School. January 2015.
- “Progressive Taxation and Social Solidarity,” with Cathie Jo Martin. Workshop on Taxation and Redistribution, German Historical Institute. December 2015.

**CONFERENCE
PRESENTATIONS**

- American Political Science Association: 2014, 2015, 2016, 2017, 2018, 2019, 2020
- Midwest Political Science Association: 2013, 2015, 2016, 2017, 2018
- Social Science History Association: 2012
- Southern Political Science Association: 2016
- State Politics and Policy Conference: 2017
- Cooperative Congressional Election Survey Conference: 2017

**RECENT
CAMPAIGN
POLICY WORK**

- Volunteer member, Biden-Harris 2020 Campaign Employment Policy Subcommittee/Economic Policy Committee (including co-chair of working group review on worker voice and power).
- Volunteer member, Biden-Harris 2020 Campaign Collaboration and Community Engagement Policy Subcommittee/21st Century Government Committee.

**NON-ACADEMIC
INVITED TALKS
& SELECTED
MEDIA**

I have presented my academic research and policy work in numerous public forums and in partnership with a variety of policy-oriented organizations, including 10 such talks in 2020 and 14 in 2019. My recent outreach has included presentations for Democracy Journal, the Economic Policy Institute, the Washington Center for Equitable Growth, the Ford Foundation, and the Democracy Alliance.

- Just Recovery Survey Research Project Briefing. December 2020. TIMES'S UP Foundation, National Employment Law Project, Color of Change, and Cornell Industrial and Labor Relations School Worker Institute.
- Webinar Panel on Rebuilding Enforcement Capacity in a New Administration. December 2020. Democracy Journal and National Student Legal Defense Network.
- Roundtable Discussion with Meaghan Winter and Daniel Squadron on State Politics and Policy. Future Now. October 2020.
- Participant, Economic Policy Institute Launch Event on Unequal Power. October 2020.
- Participant, Convening on Permanent Reforms to the Unemployment Insurance System. Washington Center for Equitable Growth, Employ America, National Employment Law Project, Center for Popular Democracy, and the Georgetown Center on Poverty and Inequality. October 2020.
- "A Power-building Agenda for the Transition and New Administration." Democracy Alliance Partner Hour. October 2020.
- "Collective Action in America's Private Governments." May 2020. Jain Family Institute.
- Money in Politics in the 2020 Election Panelist. Academy of Political Science. April 2020.
- "Building Cross-State Political Power." Political Science Master Class for Future Now State Legislative Fellows. March 2020.
- Scholars Strategy Network Research Presentation to the Ford Foundation. January 2020.
- Participant and panelist, Equitable Growth Vision 2020 Policy Summit. November 2019.
- Participant and presenter, Ford Foundation Realizing Democracy: Governance Panel. September 2019.
- Participant and presenter, Demos Idea Lab: Policy Making as Power-Building. August 2019.
- Research Presentation for AFSCME. June 2019.
- Research Presentation to Los Angeles Alliance for a New Economy. June 2019.
- Briefing for Indiana Democratic Caucus (with Future Now). June 2019.
- Briefing for Los Angeles Alliances for a New Economy (LAANE). June 2019.
- Research Presentations for AFL-CIO Executive Assistants Meeting and State Battles Table. May 2019.
- Panelist, Harvard Law School Labor and Worklife Program Clean Slate Initiative "The First Amendment as Obstacle and Opportunity for Labor Reform." May 2019.
- Research Presentation to Colorado Education Association. April 2019.
- Research Presentation to Education Minnesota. April 2019.

- Panel discussion on “State Capture” with Mark Schmitt and Lydia Bean. New America Political Reform Program. April 2019.
- “Worker Preferences for Labor Organization and Representation.” Washington Center for Equitable Growth. April 2019.
- Oral and Written Testimony in the Connecticut General Assembly Judiciary Committee on behalf of S.B. 440: An Act Protecting Employee Freedom of Speech and Conscience. March 2019.
- Participant and Memo-Writer, AFL-CIO Commission on the Future of Work and Unions. “Rebuilding Worker Power Through Targeted Benefits” and “Summary of Recent Surveys on Worker Voice and Interest in Unions and Professional Associations,” with Tom Kochan and Will Kimball. December 2018.
- Participant, AFL-CIO Roundtable on Polling. December 2018.
- Participant, William F. Buckley Firing Line Debate on the Future of U.S. Public Sector Labor Unions (with Dan DiSalvo). Yale University. December 2018.
- External Reviewer and Roundtable Participant, Hewlett Foundation Madison Initiative Money in Politics Grantmaking. December 2018.
- Keynote Speaker, “Policy as Political Weapon: The Enduring Effects of Anti-Labor Advocacy.” Harvard Law School Labor and Worklife Program Clean Slate Initiative. October 2018.
- “What We Can Learn from Surveys of State Legislatures and State Think Tanks.” Presentation for the Economic Analysis and Research Network Directors Conference (hosted by the Economic Policy Institute). October 2018.
- Participant, “What We All Can Learn From the 2018 Educator Walkouts.” Harvard Law School Labor and Worklife Program and the National Education Association. September 2018.
- Participant, “Rebalancing Economic and Political Power: A Clean Slate for the Future of Labor Law Opening Conference: What Problems Should We Be Solving For?” Harvard Law School Labor and Worklife Program. July 2018.
- “When Political Mega-Donors Join Forces.” Catalyst. May 2018.
- “Politics at Work: How Companies Turn their Workers into Lobbyists.” Network for Responsible Public Policy, Ridgewood, NJ. May 2018.
- “Politics at Work: How Companies Turn their Workers into Lobbyists.” New America Foundation and Economic Policy Institute, Discussants: Thea Lee and Mark Schmitt. April 2018.
- “Politics at Work: How Companies Turn their Workers into Lobbyists.” Roosevelt Institute and Scholars Strategy Network, Discussant: K. Sabeel Rahman. March 2018.
- “Politics at Work: How Companies Turn their Workers into Lobbyists.” Book Culture on West 112th. Discussant: Jacob S. Hacker. March 2018.
- “State Capture: How Conservative Activists, Big Businesses, and Wealthy Donors Reshaped the American States – and the Nation.” Indivisible, Waverly IA Chapter. June 2017.

- “Turning Americans into Employee Voters.” Scholars Strategy Network Summer Donor Salon. Cambridge, MA. June 2017.
- “State of the States: Lessons for Building Cross-State Political Power,” with Theda Skocpol. Scholars Strategy Network Leadership Retreat. May 2017.
- “State Capture: How Conservative Activists, Big Businesses, and Wealthy Donors Reshaped the American States – and the Nation.” Des Moines Public Library and Iowa Policy Project. February 2017.
- “The Shifting Organizational Landscape on the U.S. Right and Left,” with Theda Skocpol. Presentation to the Democracy Alliance Board of Directors. February 2017.
- “Building Progressive Power in the States,” with Theda Skocpol. Economic Analysis and Research Network Annual Conference. December 2016.
- “Building Progressive Power in the States,” with Theda Skocpol. State Priorities Partnership Annual Conference. July 2016.
- Radio interview about state-level conservative mobilization on *The Kathleen Dunn Show* on Wisconsin Public Radio. January 2016.
- New America Foundation roundtable on employer mobilization of workers. July 2015.
- TV interview about employer mobilization of workers on *Nerding Out with Dorian Warren*, MSNBC. May 2015.
- Radio interview about state-level conservative mobilization on *The Signorile Show*, Sirius XM. January 2015.
- Election 2014 Cambridge Forum Event (broadcast on public television and radio). May 2014.
- Radio interview about state-level conservative mobilization on AM 620 *The Pulse*, Maine. February 2014.
- Scholars Strategy Network Talks at the University of Maine. February 2014.
- Social Security Summer Academy for Washington Interns, National Academy of Social Insurance. July 2013.

**OTHER
SELECTED
PAPERS AND
PROJECTS**

- “Labor Organizations and Unemployment Insurance: A Virtuous Cycle Supporting U.S. Workers’ Voices and Reducing Disparities in Benefits,” with Alix Gould-Werth. Washington Center for Equitable Growth. October 2020.
- “Understanding the COVID-19 Workplace: Evidence from a Survey of Essential Workers,” with Suresh Naidu, Adam Reich, and Patrick Youngblood. Roosevelt Institute. May 2020.
- “How Policymakers Can Craft Measures that Endure and Build Power.” Roosevelt Institute. June 2020.
- “Americans’ Experiences with Power, Information, and Rights on the Job: A Roadmap for Reform.” Roosevelt Institute. May 2020.
- “Why workers are engaging in collective action across the United States in response to

the coronavirus crisis,” with Kate Bahn and Carmen Sanchez Cumming. Washington Center for Equitable Growth. May 2020.

- “What Americans Think About Worker Power and Organization.” Omidyar Network and Data for Progress. May 2020.
- “Why Workers Need Physical Spaces for Workplace Discussions—And What Labor Law Can Do.” Memo for Data for Progress. February 2020.
- “Aligning U.S. Labor Law with Worker Preferences for Labor Representation.” Chapter in *Vision 2020: Evidence for a Stronger Economy*, Washington Center for Equitable Growth. January 2020.
- “Revitalizing People-Based Democracy,” with Florida State Representative Carlos Guillermo Smith. November 2019. *Stanford Social Innovation Review* Special Issue with the Ford Foundation.
- “How to Rebuild the Labor Movement, State by State.” February 2019. *The American Prospect*.
- “Summary of Recent Surveys on Worker Voice and Interest in Unions and Professional Associations,” with Thomas Kochan and William Kimball. December 2018. AFL-CIO Commission on the Future of Work and Unions.
- “Building Worker Power Through Targeted Benefits.” December 2018. AFL-CIO Commission on the Future of Work and Unions.
- “Citizens Coerced,” with Paul Secunda. 2016. *UCLA Law Review Discourse*.
- “How the Right Trounced Liberals in the States,” with Theda Skocpol. Winter 2016. *Democracy: A Journal of Ideas*.
- “Employer Political Coercion: A Growing Threat.” November 2015. *The American Prospect*.
- “Who Owns Your Politics? The Emergence of Employer Mobilization as a Source of Corporate Political Influence.” July 2015. *The New America Foundation*.
- “A Young Person’s Guide to Social Security,” with Kathryn Edwards and Anna Turner. July 2012. *National Academy of Social Insurance*.
- “A New Deal for Young Adults: Restoring the Social Security Student Benefit.” June 2010. *National Academy of Social Insurance*.
- “The Kids Aren’t Alright: Young Adults in the Recession,” with Kathryn Edwards. April 2010. *Economic Policy Institute*.
- “Paving the Way through Internships,” with Kathryn Edwards. March 2010. *Demos*.

TEACHING EXPERIENCE

- “Labor in America: Power, Politics, and Policy in the Workplace.” Seminar for SIPA students. Spring 2018, Fall 2019.
- “State Politics and Policy: The Promises and Pitfalls of American Federalism.” Seminar for SIPA students. Spring 2017, 2018. Fall 2018.
- “The Politics of Policymaking: American Institutions in Comparative Perspective.”

Core MPA class for SIPA students. Fall 2016, 2017, 2018, 2019, 2020.

- “Business, Power and Policy in America: Comparative and Historical Perspectives” (designed and led research seminar for Harvard undergraduates); Spring 2015; average student evaluation: 4.6/5; received Certificate of Distinction for teaching.

**SERVICE AT
COLUMBIA -
COMMITTEES**

- Member, SIPA Diversity Committee —2016 onwards
- Member, SIPA Committee on Faculty Research Grants—2017 onwards
- Member, Truman Scholarship Faculty Selection Committee—2017 onwards
- Member, Search Committee for Politics of Policymaking and Economic and Political Development Term Lecturer—2018, 2019
- Member, Search Committee for Latinx Politics Tenure-Track Junior Professor—2018
- Member, University Just Societies Citizenship Subcommittee—2018 onward
- Chair, Search Committee for Politics of Policymaking and Economic and Political Development Lecturer—2019
- Co-chair, Diversity, Equity, and Inclusion Self-Study of SIPA—2020 onward

**SERVICE AT
COLUMBIA -
EVENTS**

- Organized Election 2016 Event for SIPA. November 2016.
- Organized Author Meets Critics Event for *Read Their Lips* (Vanessa Williamson) with Alex Raskolnikov (Columbia Law School) and David Stasavage (NYU). April 2017.
- Organized “The Politics of Not Shutting Up” Event for SIPA. April 2017.
- Panelist, Citizen.America.Voter Event, SIPA with Robert Shapiro. February 2017.
- Panelist, “Populism in the Americas Event”, Latin American Student Association at SIPA. October 2018.
- Panelist, “Why Policy Matters: Access, Equity, and Voting in the U.S.” event with Mayor Michael Nutter, Jonathan Brater, Farai Chideya, Irene Jor, and Chiraag Bains. October 2018.
- Panelist, “American Government: Constitutional Design and Crisis?” roundtable for SIPA Environmental Science and Policy MPA students. October 2018.
- Panelist, SIPA Admitted Students Day Lunch Discussion. 2018, 2019.
- Co-organizer (with Justin Phillips) of the American Politics Workshop in the Political Science Department—2017 onwards

**SERVICE TO THE
DISCIPLINE**

- Co-organizer, East Coast American Political Economy Annual Workshop, with Kathleen Thelen (MIT).
- Editorial Board Member, *Journal of Politics*—2017-2020.
- Member, American Political Science Association Public Policy Section Council—2018

onwards

- Member, American Political Science Association Public Policy Section Best Paper Award Committee—2016-2017
- Member, American Political Science Association Political Economy Section Best Paper Award Committee—2018-2019
- Chair, American Political Science Association Class and Inequality Section Outreach Committee—2017 onwards
- Board Member, National Academy of Social Insurance—2016 onwards
- Referee: *American Journal of Political Science*, *American Politics Review*, *American Political Science Review*, *Business and Politics*, *Comparative Political Studies*, *Economics and Politics*, *Journal of Politics*, *Journal of Public Policy*, *Interest Groups and Advocacy*, *Mobilization*, *Legislative Studies Quarterly*, *Perspectives on Politics*, *Political Behavior*, *Polity*, *Political Science Quarterly*, *Proceedings of the National Academy of Sciences*, *Publius*, *Review of Economic Studies*, *State Politics and Policy Quarterly*, *Social Forces*, *Social Service Review*, *Studies in American Political Development*, *Work and Occupations*; grant reviewer for the Russell Sage Foundation and the Washington Center for Equitable Growth; reviewer for Columbia University Press, Harvard University Press, and Cambridge University Press; reviewer for Scholars Strategy Network post-doctoral fellowship.

**OTHER
LANGUAGES
SPOKEN**

- Spanish (write, speak, read)

**OTHER
EMPLOYMENT**

- Research assistant, Economic Policy Institute, Washington DC—2008 to 2010

Ali Khawar

WORK EXPERIENCE

Employee Benefits Security Administration (EBSA), U.S. Department of Labor (DOL)

Senior Policy Advisor, Office of the Deputy Assistant Secretary for National Operations

11/2019-Present

Chief of Staff, Office of the Assistant Secretary

10/2018-10/2019

Senior Policy Advisor, Office of the Deputy Assistant Secretary for Program Operations

01/2017-10/2018

Provide advice and direction to agency leadership on a variety of strategic, policy, legal, ethics, administrative, budgetary, planning, personnel, and programmatic matters, including interagency work on multiemployer pension reform and ongoing regulatory projects. Convey leadership positions to EBSA staff. Develop and lead innovative projects to improve the agency's enforcement, compliance assistance, and other programs without increasing budget or staff. Review external and internal correspondence, as well as regulatory, budgetary, and strategic planning documents on behalf of agency leadership.

Key accomplishments:

- Coordinated implementation of a surprise agency reorganization that impacted 13 out of 19 EBSA component offices. Led planning of further changes needed to minimize impacts on the agency's ability to fulfil its mission and make implementation successful.
- Managed development and implementation of changes to improve plain language use throughout the agency, including changes to performance standards for senior EBSA staff and arranging for an expert detailee to conduct a review of agency templates and provide training.
- Served as EBSA's representative on a multiagency taskforce to examine solutions to and develop the Administration's position on the multibillion dollar multiemployer plan funding crisis.

Office of the Secretary, U.S. DOL

Counselor to the Secretary

04/2015-01/2017

Senior advisor to the Secretary of Labor with responsibility for overseeing the agencies with jurisdiction over retirement policy, health policy, welfare employee benefits, federal workers' compensation, labor-management standards, and international labor issues. Communicated with agency heads and other employees to ensure that the Secretary's priorities were understood and effectively implemented in a timely manner. Represented the Secretary in discussions with DOL agencies, other Federal Agencies, the White House, Members of Congress, Congressional staff, and nongovernmental stakeholders.

Key accomplishments:

- Led intensive policy development process to accommodate competing concerns, and coordinated policy development with media strategy, Congressional strategy, and stakeholder outreach for DOL's Conflict of Interest final rule. This rule addressed a lack of accountability in investment advice provided to retirement savers that resulted in problematic compensation practices estimated to cost savers \$17 billion a year in aggregate.
- Successfully worked with DOL agencies and White House staff to improve cost controls in federal workers' compensation program related to compounded prescription medication, resulting in monthly savings of approximately \$19.5 million.
- Managed an initiative to develop and publish rules that explained how states and some cities or counties can create their own retirement savings programs for private-sector employees, while minimizing their risk of preemption by Federal law. Represented the Secretary in a White House-led interagency policy process leading up to the 2015 White House Conference on Aging that resulted in the President directing DOL to issue these rules.

EBSA, U.S. DOL

Chief of Staff, Office of the Assistant Secretary

11/2013-04/2015

Special Assistant, Office of the Assistant Secretary

10/2009-11/2013

Principal advisor to the Assistant Secretary for a wide range of strategic, policy, legal, ethics, administrative, budgetary, planning, personnel, and programmatic matters. Conveyed the Assistant Secretary's positions to EBSA's senior executives and other personnel, and ensured that priorities were appropriately staffed and successfully implemented. Represented DOL in a variety of interagency settings and coordinated work to respond to requests resulting from White House initiatives. Supervised the agency's work as the Secretary's representative on Pension Benefit Guaranty Corporation matters and as the Secretary's representative on the Social Security and Medicare Trustees Working Group. Communicated existing and potential EBSA positions to external stakeholders, including industry groups, consumer groups, and Congressional staff. Managed EBSA's press strategy and coordinated with the DOL Office of Public Affairs on responses. Oversaw handling of sensitive personnel matters and agency's overall crisis management. Served as EBSA's representative on numerous DOL and interagency working groups. Managed development, clearance and publication of EBSA regulations, subregulatory guidance, and educational materials, and DOL/OMB clearance processes in order to obtain EBSA clearance of documents created by other DOL or Executive Branch agencies. Reviewed external and internal correspondence, as well as regulatory, budgetary, and strategic planning documents on behalf of the Assistant Secretary.

Key accomplishments:

- Publication of unprecedented rules mandating fee transparency by service providers to their retirement plan clients.
- Publication of over twenty regulations implementing the Affordable Care Act, as well as multiple sets of Frequently Asked Questions providing technical guidance.
- Developed new channels of communication between the Assistant Secretary and EBSA staff, in particular an annual in-person and virtual all-hands meeting for approximately 1,000 staff nationwide.

Led national enforcement project on issues related to the Employee Retirement Income Security Act of 1974 (ERISA) faced by companies in financial distress or who have declared bankruptcy, and oversaw the enforcement work of one of EBSA's ten regional field offices. Developed agency enforcement policies and enforcement program strategy; conducted program evaluation and implemented program improvements; provided technical and procedural guidance to field offices on enforcement matters; and coordinated litigation with the Office of the Solicitor. Briefed enforcement leadership on high-level or novel policy issues arising from assigned project or field office cases. Provided training and technical, policy, and procedural guidance to field offices. Evaluated field office performance with respect to enforcement statistics, management, and policy implementation, and made recommendations for improving performance.

Key accomplishments:

- Identified an emerging nationwide bankruptcy issue involving takeover of employee benefit plans and identified a multi-pronged solution, including litigation, initiation of regulatory project, issuance of internal guidance, and training for field investigators.
- Successfully worked with other EBSA and DOL offices to conclude technical interpretation questions needed to resolve a long-running significant and complex employee benefit plan investigation.

Investigator, Atlanta Regional Office

06/2006-09/2008

Assistant Investigator, Atlanta Regional Office

06/2005-06/2006

Conducted investigations to determine whether private-sector employment-based pension and welfare benefit plans were in compliance with Title I of ERISA. Drafted correspondence to fiduciaries identifying violations and followed up to ensure violations were satisfactorily corrected; researched ERISA and associated administrative and case law as well as other sources to determine whether particular fact-specific scenarios constituted violations of ERISA. Drafted internal memoranda discussing areas of concern when supervisory input was required; discussed violations as well as proposed corrections with other EBSA staff and with fiduciaries; briefed management officials on current investigations. Prepared referrals to other EBSA components, the IRS, or other government agencies when warranted. Participated in group, regional office, and EBSA meetings regarding changes in organizational policy, specific cases, statutory changes, and enforcement initiatives. Developed and presented training at group and regional office meetings on statutory and enforcement policy changes.

EDUCATION

Emory University School of Law

Juris Doctor

05/2006

The Johns Hopkins University

Bachelor of Arts, Political Science and Economics

05/2003

LANGUAGES

Punjabi (fluent spoken), Urdu (fluent spoken), Arabic (novice), French (novice).

SELECTED AFFILIATIONS/VOLUNTEER EXPERIENCE

- Center DC – Board Member (2019-Present).
- Two Rivers Public Charter School – Board Secretary (2017-Present).
- Election Protection Hotline (866-OUR-VOTE) – English and Urdu Volunteer, Call Center Captain (2020).
- Karamah Virtual Law and Leadership Program – Participant (2020).
- California Bar Association – Member.

Alison Burke

SKILLS SUMMARY

Senior communications and digital strategy leader with more than 12 years of experience managing large-scale digital communications campaigns for nonprofits, corporate clients, and most recently for the global management consulting firm McKinsey & Company and the Brookings Institution, a public policy think tank. Excellent written and verbal communications skills and extensive experience developing communications assets for social media, email marketing, and targeted digital promotion plans. Caring people leader with experience managing diverse teams committed to shared values and goals. Proven project and budget management skills, with experience overseeing multi-million-dollar campaigns and departmental budgets while measuring ROI and refining strategies accordingly.

PROFESSIONAL EXPERIENCE

McKinsey & Company

February 2020–Present

Global Manager, Social Responsibility Communications

I am the Senior communications and digital strategy lead for the Social Responsibility team at McKinsey & Company, a global management consulting firm with 104 offices in 60 countries and annual revenue of over \$10 Billion. I manage a budget of \$500,000+ and supervise a team of four responsible for overseeing the firm's Social Responsibility social media accounts, ensuring messaging consistency across 10+ company social media channels, developing email campaigns to reach the firm's 30,000+ employees. I am also responsible for the digital launch and dissemination of priority thought leadership publications and reports including the firm's annual Social Responsibility Report. Under my leadership, McKinsey's social responsibility social media accounts have amassed over 31,000 new followers and the firm has gained extensive external recognition as a leader in the social responsibility space through digital events and online coverage of new initiatives.

McKinsey & Company

August 2018–February 2020

Head of External Relations, Public and Social Sector Practice

As the global communications leader for the McKinsey & Company practice serving government and nonprofit clients, I led external relations, digital strategy, and communications for the practice and the McKinsey Center for Government, an internal publishing group. I managed a team of three and was responsible for overseeing 5+ vendors across four countries and a \$2 million global communications and publishing budget. I overhauled the practice's social media strategy, leading to a 109% increase in Twitter followers and a 23% increase in Facebook followers while developing and disseminating 20+ custom social media toolkits to promote priority events and publications. I also led crisis communications response planning following media inquiries from top-tier outlets and drafted all digital response materials shared with firm

leadership, including online statements, social media protocol documents, and external firm emails.

The Brookings Institution

March 2017–July 2018

Director of Strategic Initiatives, Communications

As a member of the Brookings Institution leadership team and the deputy to the Vice President for Communications, I led a team of three responsible for launching major digital communications campaigns that spanned five public policy research programs. I served as the liaison to the Brookings Executive Office and other institutional leaders and led the development and implementation of the Office of Communications' annual strategic plan across six teams and communicated departmental priorities to leadership. I also was the lead writer and strategist for the Brookings Now blog, an Office of Communications owned blog, and authored and promoted 20+ blog posts. Additionally, I managed the digital response to three high-profile crisis events, including creating and disseminating messaging and response protocols.

The Brookings Institution

March 2015–March 2017

Senior Digital Strategist

As a senior digital leader in the Office of Communications, I managed a team of three responsible for leading the Institution's email marketing strategy and paid and organic social media campaigns on Facebook, Twitter, and Instagram. I also managed digital promotion and engagement strategies for priority research and events, including the Brookings-wide digital strategy for the 2016 election. Additionally, I oversaw the Institution's email newsletter program, which included 30+ email products distributed to over 800,000 subscribers who signed up to receive updates from 20 research programs, centers, and projects. I also developed a new digital audience-building capability that increased the institution's ability to reach previously underserved audiences including those in non-English speaking nations, and monitored, tracked, and measured engagement across all Brookings social media properties and email marketing tools.

The Brookings Institution

March 2015–March 2017

Senior Social Media Strategist

As the Brookings Institution's first-ever social media strategist, I helped launch and manage the Institution's social media presence. I also developed a scholar-focused social media and digital branding program that reached 150+ Brookings experts, and developed and led the Brookings Social Media Users Group to streamline brand consistency, quality control, and dissemination of best practices across 15+ Brookings-owned social media properties. I also developed a Brookings presence on Instagram, Medium, and other previously underutilized platforms.

VOX Global

April 2012–April 2014

Account Supervisor

I led a team of 15+ communications consultants who supported a \$5 million Fortune 15 technology company client account focused on social media and corporate social responsibility amplification. My direct responsibilities included developing a digital public awareness campaign to end texting while driving, managing the development, launch, and content creation

strategy for a client's corporate social responsibility website and social media properties, and developing a social media training capability for client teams and corporate executives. Additionally, I developed and pitched new business proposals that led to new clients and increased firm revenue by \$100k annually.

The Alliance for American Manufacturing (AAM)

April 2011–April 2012

New Media Coordinator

I led all digital communications and marketing efforts for an advocacy nonprofit focused on strengthening America's manufacturing base, including daily management of AAM's presence on Facebook, Twitter, and YouTube. I also developed AAM's email marketing program to activate the organization's 35,000+ online supporters and served as the lead writer and editor for the AAM blog, for which I authored over 25 posts. Additionally, I oversaw the digital promotion of 10+ advocacy events and led 5+ digital communications trainings for labor unions and advocates nationwide.

Communities for Quality Education (CQE)

May 2009–April 2011

Press Secretary and New Media Specialist

I designed, implemented, and managed social media and press strategies for four successful state and national public education advocacy campaigns that directly led to the organization's desired policy outcomes and elected officials. Additionally, I utilized the results of large-scale public polls to create and disseminate persuasive messaging materials and conducted social media trainings and workshops for a wide range of education and advocacy groups across the country. I also organized earned media events that generated local and national coverage of advocacy priorities.

EDUCATION

BA, Communications, Minor, Journalism

The George Washington University (2009)

OTHER

- Guest lecturer on social media and digital strategy at The George Washington University and American University (2009- present)
- Participant in digital communications panels and events, including for the Congressional Black Caucus, the Families USA Health Action conference and, The DC Ad Club (2009-2018)
- Brookings Women's Mentoring Network Steering Committee member (2015-2018)

ALLISON L. ZELMAN

MANAGEMENT EXPERIENCE

GATES VENTURES

06/19 – Current

Director of Climate and Clean Energy Advocacy & Policy, Washington, D.C.

- Managing the campaign for Breakthrough Energy, a \$2B organization, whose organizational mission is to help lead the world on a rapid and cost-effective transition to net-zero greenhouse gas emissions by 2050.
- Developing a strategy, hiring a team, and planning the management of \$55M budget for Breakthrough Energy Action.
- Managing the development and implementation of Breakthrough Energy's stakeholder, legislative, advocacy, policy, and strategic communications strategies.
- Developing proposed management and budget structures to scale Breakthrough Energy in 2021.

DEMOCRATIC NATIONAL COMMITTEE

08/17 – 05/19

Director of States & Deputy Political and Organizing Director, Washington, D.C.

- Hired and managed a 21-person team responsible for historic wins in 2018, including: Regional Directors; corresponding departmental staff, who oversaw DNC investments and strategy in states; Community Engagement Directors; National Organizing staff; Training Directors; and a Surrogate Director.
- Managed \$30,000,000 of investments to fifty states, campaigns, and candidates including creating a grant process to support innovation in state parties and an additional team budget.
- Assessed political dynamics and led corresponding strategic planning in coordination with state and national partners to achieve short- and long-term objectives.
- Cultivated and maintained senior-level relationships and mediated differing interests with elected officials, state parties, campaigns, DNC members, committees, and mission-aligned organizations.
- Launched a new training institute, The Best Practices Institute, and talent pipeline initiatives.
- Created national programs to optimize electoral strategies with key partners (e.g. Swing Left and Flippable) including *IWillVote*, *Team Blue*, *Winning with Partners '18* and *New Blue Crew*.

CITIZEN 44

12/16 – 08/17

Founding Partner, Washington, D.C.

- Co-founded an LLC that focuses on supporting former President Obama's political priorities including: engaging with political committees, coordinating the defense of key legacy issues, establishing long-term goals for Organizing for Action, advising new and former political organizations, harnessing the power of the Obama Alumni community, and fighting against gerrymandered districts.
- Established a sustainable budget and structure for the 17,000 member Obama Alumni Association.
- Created and implemented fundraising goals and strategic plans for the LLC.

HILLARY FOR AMERICA

05/16 – 11/16

National Regional Director, Brooklyn, NY

- Oversaw all campaign programs for Nevada, Colorado, Florida, and North Carolina with over 1,400 staff and 120 offices across all four states, and led coordination between them and national staff.
- Directly managed 12 headquarters' staff that supported state work across all national departments, including communications, policy, political, paid media, organizing, analytics, digital, voter protection, compliance, operations, and surrogates.
- Determined strategic priorities across four battleground states, including resource allocation, organizational structures, state appropriate messaging, policy, and budgets.

U.S DEPARTMENT OF LABOR

12/14 – 05/16

Senior Advisor to Secretary Thomas E. Perez & Director of Public Engagement, Washington, D.C.

- Managed a team of 8 staff, including 6 Advisors to the Secretary, each of whom handled community engagement portfolios to advance the President's and Secretary's labor legislative, regulatory and, policy priorities.
- Developed and implemented strategy on engagement with external stakeholders and Secretarial

events, in collaboration with communications, digital, congressional relations, and policy offices.

- Managed and coordinated all political strategy and outreach serving as the Secretary's representative to labor unions, progressive groups, the business community, civil rights organizations, and women's groups on Presidential priorities including minimum wage, equal pay, paid leave, conscious capitalism, impact investing, skills training, and apprenticeships.
- Created and implemented national campaigns harnessing direct press outreach, national messaging, digital engagement, leading the development of unlikely partnerships across sectors, and effective collaboration with stakeholders to create regional events.

CENTER FOR AMERICAN PROGRESS

03/14 – 11/14

Managing Director, Women's Economic Security Initiative, Washington, D.C.

- Coordinated fundraising efforts and managed a \$1,100,000 budget for the Women's Initiative.
- Managed the policy and advocacy strategy for the team consisting of 6 staff and 4 policy priorities.
- Created "Fair Shot Action," a 501(c)(4) project, focused on changing the broader public policy narrative around the challenges women face.
- Established programmatic goals and strategy including policy priorities, external outreach, managing rollout of products, directing communications, political, and digital strategy for various initiatives.
- Directed all elements of The White House Summit on Working Families for CAP.

CENTER FOR AMERICAN PROGRESS

04/13 – 02/14

Senior Manager, Gun Policy Mobilization, Washington, D.C.

- Built political, legislative, communications, and organizing strategies to promote policy solutions.
- Developed and advocated for state and federal gun violence prevention policy.
- Managed the gun violence prevention campaign including leading engagement efforts and coordinating communications, digital, and policy strategies with outside advocacy groups.
- Planned and executed 9 State Action Summits in target states.

THE PRESIDENTIAL INAUGURAL COMMITTEE

12/12 – 02/13

Director, National Day of Service, Washington, D.C.

- Hired and managed a team of 43 people in 5 departments.
- Created and managed all White House, principal and citizen service activities across the U.S.

ORGANIZING FOR AMERICA

9/11 – 11/12

Field Director, Pennsylvania

- Managed, hired, and trained 329 staff in a battleground state: 6 Deputies, 19 regional field directors, and 245 field organizers. Created a plan that led to the highest output per field organizer in any state.
- Designed, executed, and led 16 trainings for all staff and over 3,800 volunteer leaders.

THE WHITE HOUSE DOMESTIC POLICY COUNCIL

5/10 – 8/11

Policy Assistant and Speech Writer to Melody Barnes and Heather Higginbottom, Washington D.C.

- Led process changes, information management, and material production with the DPC leadership.
- Drafted talking points and coordinated meetings, projects, and briefings for 7 policy teams.

THE WHITE HOUSE COUNCIL ON ENVIRONMENTAL QUALITY

2/09 – 5/10

Special Assistant to the Director of Legislative Affairs, Washington D.C. (5/09 – 5/10); Intern (02/09 – 05/09)

OBAMA FOR AMERICA/THE CAMPAIGN FOR CHANGE

7/07 – 11/08

Field Staff: Field Organizer, CA, TX, OR (7/07-5/08); Regional Field Director, NM (5/08-11/08)

ADDITIONAL LEADERSHIP EXPERIENCE

- **Organizing Corps 2020:** Co-Founder
- **Obama Alumni Association:** Founder and Director
- **Mobilize America:** Board of Advisors (Founding member, supported strategic planning and fundraising)
- **Arena Summit:** Board of Advisors (Founding member and supported development of new organization)
- **New Leaders Council:** Fellow (Six month fellowship in leadership training)

EDUCATION

Connecticut College: B.A., International Relations - Latin American & Middle Eastern Studies, May 2007

Umbria Institute, Perugia, Italy, Fall 2005 School of International Training, Valparaiso, Chile: Spring 2006

LANGUAGE: Spanish (proficient), Italian (basic)

Amanda C. McClure

SUMMARY

Communications professional with experience working for the federal government, high profile campaigns, and crisis communications. Accustomed to a fast-paced, team oriented work environment and emerging media trends, with a unique understanding of Midwest, national, and trade media.

EXPERIENCE

THE IOWA DEMOCRATIC PARTY | March 2019-present

DES MOINES, IA

Communications Director

- Closely coordinated with Biden for Iowa campaign to implement an effective, multi-market media strategy to amplify the Biden-Harris message and hold the Trump administration accountable in a battleground state.
- Built and executed a long term, comprehensive strategy to increase attention on statewide races and generate positive media attention for democratic candidates and issues.
- Navigated a complex global media landscape during the 2020 Iowa Caucuses and managed one staff member.

THE DEMOCRATIC NATIONAL COMMITTEE | May 2017 - Dec. 2018

WASHINGTON, D.C.

Midwest Press Secretary

- Served as on the record spokesperson for national party initiatives in Midwest states during the 2018 cycle.
- Worked with 12 Midwest state parties to develop an infrastructure for Democrats to build a comprehensive message in recently red states like Michigan, Ohio and Wisconsin.
- Relocated to Columbus as Communications Director for Danny O'Connor in the 2018 OH-12 special election. Managed staff, created earned media and rapid response strategy, staffed the Candidate for all public events, including cable news interviews and post-election strategy in a race too close to call on Election Night.
- Relocated to Des Moines, IA as a strategic advisor for the 2018 campaign. Served as coordinated communications director, organized surrogate travel to key markets, and managed multi-candidate events.
- Pitched and staffed the DNC Chairman, surrogates, and principals during interviews and public events related to the Democrats' Midwest strategy for the 2018 cycle.

THE U.S. DEPARTMENT OF LABOR | Oct. 2015-Jan. 2017

WASHINGTON, D.C.

Special Assistant in the Office of Public Affairs (GS-12, Step 2)

- Served as on the record spokesperson and media advisor for OSHA, ODEP, OWCP, and Women's Bureau.
- Coordinated press communications for executive branch rule rollouts, agency initiatives, and media availabilities for agency leaders.
- Oversaw a small team of two career employees who helped cultivate long-term, Labor Department press strategies.
- Worked with the policy and solicitors offices to maintain accurate, well-rounded messaging at all times.

AMERICANS FOR TAX FAIRNESS | Feb. 2015-Oct. 2015

WASHINGTON, D.C.

Deputy Communications Director

- Collaborated with more than 420 organizations that make up the ATF coalition to maintain a consistent message.
- Tracked daily news coverage, drafted press materials, blog posts, and maintained all listservs.

THE OFFICE OF SENATOR TOM HARKIN (D-IA) | Aug. 2011-Jan. 2015

WASHINGTON, D.C.

Iowa Press Secretary | July 2014-Jan. 2015

- Managed news inquiries, press conferences, drafted press materials; prepared and staffed the Senator for interviews, public events, and hearing preparations.
- Worked with HELP committee press, legislative staff to produce effective content for state and national media.
- Served as lead press staff for the Senator during Iowa travel; planned press events across state media markets.

Former: Deputy Press Secretary | June 2012-July 2014

- Researched and drafted press releases, op-eds, statements, social media posts, and managed media contact lists for Iowa and national news organizations.

EDUCATION

THE UNIVERSITY OF IOWA | Aug. 2005-May 2009

IOWA CITY, IA

- Bachelor Degrees in Journalism and Mass Communication and International Studies.
- Participated in a language and cultural immersion program at the University of Richmond in Rome, Italy.

CAREER SUMMARY

Workforce development leader with over 12 years of experience in racial equity, policy, program design and implementation, at the local and national levels. My skills include strategic planning, project management, innovative program design, grants management, advocacy, and policy analysis.

PROFESSIONAL EXPERIENCE

Deputy Lead Community College Growth Engine Fund, *Education Design Lab* 2020 - Present

- Design the arc of engagement for six community college systems, regional employers and partners in the design of innovative economic mobility micro-pathways to reach 4,000+ learners in two years,
- Oversee and support a team of six staff, consultants, and contractors to work with over 80 staff and faculty across six community college systems
- Lead institutional coaching with six community college systems, incorporating innovation and change management strategies through an equity-focused, human-centered design process to build capacity and align efforts
- Design and deliver virtual convenings ranging from 30-150 participants to facilitate a learning community of community colleges and their regional collaboratives toward key milestones, including the design and launch of new micro-pathways models
- Develop and manage an online repository of 18 new micro-pathways models, tools, and practices to promote adoption and scale across the broader field of 1,100 U.S. community colleges inclusive of an open-sourced playbook to facilitate replication
- Design and launch online Community of Practice inclusive of six community college systems, employers, learners and stakeholders to serve as a hub for the design process, foster engagement, and cross-pollinate ideas
- Lead formative and summative evaluation in partnership with a third-party evaluation partner and create evaluation metrics, goals and identify data sources
- Lead development of data infrastructure to convey the impact of micro-pathways
- Support external engagement, including partnership development, funder and audience engagement, thought leadership development and dissemination of lessons learned

Program Director, *National Fund for Workforce Solutions* 2017–2020

- Led a team of five consultants, direct reports and senior management to implement a job quality agenda across the organization
- Designed, executed, and managed portfolio of grants totaling \$9 million in 15 communities across the country to expand opportunities for frontline workers.
- Provided technical assistance to partner communities pertaining to employer and worker engagement, development of sector-focused industry partnerships, and skill building.
- In partnership with grantees, designed, implemented and refined innovative strategies to launch and scale industry partnerships and facilitate employer engagement in a broad range of sectors
- Facilitated complex projects involving multiple stakeholders consisting of employers, stakeholders, workforce intermediaries, and workers to incorporate innovative strategies such as work-based learning, on-the-job training, and apprenticeship models in sectors ranging from IT to retail.
- Developed an industry partnership [toolkit](#), programmatic [learnings](#), and promotional materials related to sector strategies and service sector initiatives.
- Developed strategy and led efforts to embed racial equity and inclusion (REI) into organizational culture and within the network of 32+ partner communities. These efforts resulted in embedding racial equity into strategic priorities and across all grants, incorporating REI into budgets and fundraising strategies, the creation and

leadership of an REI advisory group consisting of 10 partner communities, and the provision of executive coaching with an emphasis on REI for the senior management team.

Policy Advisor, U.S. Department of Labor

2016–2017

Office of the Assistant Secretary for Employment and Training Administration (ETA) (Political Appointment)

- Managed priority projects including coordinating, convening, and organizing teams of 8–10 individuals across 2–3 sub-agencies in the rollout of legislation, inclusive of the Workforce Innovation and Opportunity Act (WIOA), which provides funding to serve 20 million Americans annually.
- Analyzed issues, goals, and initiatives related to youth, Indian and Native American programs, migrant seasonal farmworkers, and larger immigrant, refugee, and Limited English Proficient populations.
- Managed high-level requests from the White House, executive offices, Congress, and state and local government officials.
- Coordinated strategic outreach activities in marketing ETA’s message and represented ETA in White House Interagency Groups related to new Americans and vulnerable workers.
- Served as a key contact for logistical and operational responsibilities involving event preparation and follow-up on behalf of the Secretary of Labor and Assistant Secretary for ETA.

Director, External Partnerships & Special Projects,

2015-2016

Latin American Youth Center (LAYC)

- Led team of 13 executives, managers, and corporate volunteers to develop and implement agency compensation plan, talent retention strategy, and performance management system for 250 staff members, across 3 jurisdictions.
- Developed and leveraged new and existing partnerships with local and national corporate partners, foundations, policy makers, and stakeholders to position LAYC for growth in core program areas—specifically, CVS Health, The Home Depot, TJ Maxx, Best Buy, and the Advisory Board Company.
- Set and led organizational advocacy and policy initiatives related to education, workforce, and social service initiatives.
- Assisted in the development and implementation of organization’s strategic planning, infrastructure, and sustainability goals.

Director, Workforce Investment Department, Latin American Youth Center (LAYC)

2012–2015

- Led LAYC’s corporate and employer engagement strategy to foster employment opportunities.
- Led organization’s Workforce investment department and expanded team from 3 staff members and a \$300k annual budget to 10 staff members with an \$800k annual budget serving over 100 youth annually.
- Developed, implemented, and refined Workforce and Community Schools programs incorporating adult basic education (ABE), career and technical education, sector-focused certifications, employment, postsecondary, and holistic services for opportunity youth.
- Managed portfolio of grants including prospecting, proposal writing, implementation, and reporting.
- Represented LAYC in roundtables and coalitions such as Raise DC, DC Jobs Council, DC Adult and Family Literacy Coalition, and Workforce Investment Council meetings.

Escalera Program Coordinator, Unidos U.S. (Formerly NCLR)

2011–2012

- Assisted in management of corporate relations with Shell, the PepsiCo Foundation, and Frito Lay to develop and refine the Escalera program.
- Drafted NCLR’s youth workforce policy recommendations regarding the American Jobs Act, Raise Up Act, and the reauthorization of the Workforce Investment Act (WIA).
- Served as subject matter expert and disseminated research and best practices through panel discussions, workshops, and working groups with national partners, intermediaries, and policy stakeholders.
- Authored report on opportunity youth, [*Plugged In: Positive Development Strategies for Disconnected Latino Youth*](#), and led research and publication efforts related to youth in Escalera Programs and the workforce system.

- Refined and expanded national Escalera program model, emphasizing program development, data collection, evaluation, and sustainability.

Escalera Program Associate, Unidos U.S. (Formerly NCLR)

2010 - 2011

- Assisted in managing Escalera Affiliate sites nationally, ensuring the quality of the program with emphasis on vulnerable and disconnected youth populations
- Conducted site visits and provided strategic technical assistance to Affiliate partners in the areas of program development, data collection, evaluation, sustainability, and expansion.
- Managed implementation of supplementary programs with seven Affiliates nationwide
- Successfully developed, managed, and implemented use of City Soft database for data collection and program evaluation
- Supported Workforce Development team in executing a national Escalera program sustainability strategy
- Developed and maintained relationships with youth policy stakeholders to elevate NCLR's work
- Disseminated research and best practices through participation in panel discussions, workshops, and working groups with national partners and intermediaries
- Lead author and researcher of publication on disconnected youth

Job Developer LAYC-Maryland Multicultural Youth Centers Langley Park & Riverdale, MD

2008-2010

- Established and maintained relationships with a variety of businesses, community associations, non-profit organizations, and schools
- Collected data from a variety of sources relating to job requirements, skills, and market trends
- Implemented job readiness curriculum to at-risk and out of school youth culminating in employment
- When necessary, developed and implemented internship/training programs for youth
- Participated in outreach and recruitment activities for at-risk and out of school youth, adhering to WIA eligibility procedures
- Conducted daily case management sessions with at-risk and out of school youth referring them to appropriate services within and outside of the program when necessary
- Maintained a caseload of over 40 youth including active participants and alumni

EDUCATION

University of Maryland, Baltimore County
Bachelor of Arts, Cultural Anthropology
Matriculated 2008

PROFESSIONAL DEVELOPMENT

Interaction Institute for Social Change

2019 Fundamentals of Facilitation for Racial Justice Work

PwC-KWHS Seminar for Nonprofit Leaders

2014 On Business and Financial Responsibility (Wharton School of Business)

Emphasis on leadership, economic understanding, innovation and social entrepreneurship and public policy

PUBLICATIONS

- 2020: [Developing High-Performing Industry Partnerships - Toolkit](#)
- 2020: [Industry Partnership Self-Assessment](#)
- 2020: [Job Quality Learning Report: Advancing Careers in Retail](#)
- 2011: [Plugged In: Positive Development Strategies for Disconnected Latino Youth](#)

AFFILIATIONS

LAYC-Career Academy Public Charter School, Board of Trustees

Board Vice Chair

2018–Present

Analilia Mejia, MPAP, MLER

Senior level political, issue advocacy, and electoral campaign strategist, manager, organizer and spokesperson with a proven record of strategic leadership, program management, policy development, organizing, team management and development.

MULTI-DISCIPLINARY KNOWLEDGE

- Electoral and issue campaign strategic planning
- Federal, state, and local legislative affairs
- Team leadership, management and development
- Multi-team and cross-organizational project management

PROFESSIONAL CAPABILITIES

- Voter file and data management
- Government relations, public relations
- Policy analysis and advocacy
- Non-Profit management and development
- Media training and experience

3/20 to 10/20 Friends of Bernie Sanders, Political Director and Senior Advisor

Develop and advise political and outreach program for U.S. Senate Campaign of Senator Bernie Sanders

- Managed team of 5 political, communication and social media direct report operatives and coordinated across 18 person team in order to inform the outreach and political engagement of Senator Sanders
- Developed political strategy, including strategic communication, outreach, endorsements and engagement.
- Power mapped, engaged, and maintained 100's of relationships with elected officials, organizations, unions and other partners throughout the U.S.
- Coordinated the Senator's endorsement process, including managing the identification, interview, and vetting process of over 175 state and federal candidates.
- Coordinated external political projects, including managing and supporting the efforts of 100+ appointees through the Biden-Sanders Unity task forces DNC Platform drafting and DNC Convention process.

Experience Highlights:

- Served as the co-lead to the Biden/Sanders Unity taskforce, coordinating the efforts of 12 Bernie selected appointees, and working closely with the 24 Biden selected appointees through the drafting of 6 simultaneously drafted reports.
- Served as the lead through the development of the DNC party platform drafting and adoption process. Served as a point of contact and facilitator for consensus building across constituencies. for 100+ participants.

3/19 to 3/20 Bernie 2020 – National Political Director

Developed and directed the political program for leading progressive Presidential candidate, U.S. Senator Bernie Sanders

- Managed a team of 24 political staffers and 8 state political directors, both in campaign headquarters and remotely, in a highly visible, dynamic, and demanding environment.
- Oversaw development of national political plan to power map, engage, and maintain relationships with strategic partners throughout the U.S. including elected officials, labor leaders, thought leaders and organizational leaders
- Developed the Political Team infrastructure to execute the campaign's broader strategic goals and managed simultaneous complex work plans in a changing political landscape and growing team
- Oversaw the development and management of Bernie 2020's political team members with varying degrees of experience, including: development of tailored onboarding process, 1-1 assessment of skills, individual and team goal setting, personal growth objectives, team member evaluation, and mentorship.
- Developed tracking tools for all outreach, projects, and departmental communications.

- Identified strategic opportunities and led the coordination of external campaign projects with other departments including: solidarity mobilizations, strategic partner engagement in policy development, external communications and event planning.
- Served as primary representative for the department in strategic elected official, organizational, and media outreach.

Experience Highlights: Successfully led a diverse team with various levels of experience and objectives through a shifting and demanding environment, by implementing collaborative and forward-thinking strategies that prioritized team collaborative leadership, co-mentorship, and staff development. Under my leadership, my team maintained a professional and supportive culture, as it grew from a 4 to 25 member team with various and simultaneous goals, projects, deadlines, and collaborative partners.

1/14 to 3/19 New Jersey Working Families Party – Executive Director

Directed and managed the political, electoral, legislative, and issue campaigns for NJWFP, a Progressive Political Organization

- Managed a diverse team of political, communication and policy leads in order to develop and win often simultaneous issue, electoral and policy campaigns.
- Served as the lead spokesperson for organization with external entities, including: media, government and other non-profits.
- Responsible for the management of multi-organization campaign tables, including the successful efforts to Raise the Wage, Pass Earned Sick Days and Expand Paid Family Leave.
- Responsible for the development and execution of organizational strategic planning process; including budget development, goal setting and year end evaluative process.
- Responsible for the recruitment, training, supervision and evaluation of a diverse and young staff across the areas of policy advocacy, community organizing, fundraising, communications and campaign management.
- Conducted outreach to potential partners and coordinated the efforts of electoral and advocacy campaign tables.

Experience Highlights: Under my leadership, NJWFP led successful campaign coalitions that championed the expansion of Paid Sick Leave, Paid Family Leave, the expansion of Automatic Voter Registration, pre-registration of teens, and the adoption of a \$15 Minimum Wage law in NJ.

1/14 to 12/14 Service Employees International Union, Local 32BJ – Northeastern Regional Deputy Political Director

Assist in the development, coordination and execution of the multistate political program throughout NJ, MA, CT, RI region

- Managed a multi state team of political directors, focused on state and federal level outreach.
- Served as a resource for the union's leadership in regional legislative, electoral and union building efforts.
- Coordinated with state directors and VP's, serving as a liaison and resource for all political capacity building, training and mobilization campaigns.
- Created development tools and programs for membership development in the areas of politics, electoral capacity and advocacy.

1/11 to 1/14 SEIU Local 32BJ – New Jersey Political Director

Developed and executed the political and legislative agenda of the local's New Jersey political program

- Managed team of full time member leader political organizers and junior political staff in all political outreach at the municipal, state and federal level.
- Responsible for the legislative, electoral and political capacity building in NJ for the local.
- Created development trainings and programs for membership development in the areas of politics, electoral capacity and advocacy.

4/09 to 1/11 Service Employees International Union– Political and Policy Coordinator Property Services

Assisted in the development of the political and legislative agenda of the second largest division for SEIU International Union

- Responsible for legislative tracking and legislative plan development in support of growth campaigns.
- Identify internal and external opportunities for Division's locals for membership development, advocacy and growth.
- Worked in coordination with the Division's state political directors, in order to meet the union's political, legislative and electoral goals.

9/07 to 4/09 UNITE HERE /Workers United - Assistant Political Director Chicago-Midwest Region

Created and executed political program and member mobilization across the Midwest; including the development of electoral campaigns, PAC fundraising campaigns, and analysis of targets on key legislative issues.

- Administered regional legislative initiatives, including outreach to elected officials at the municipal, state and federal level.
- Managed the union's electoral field program, including: budget, training, supervision of leads and volunteer coordination.
- Assisted in the development of organization's Political Action Program and materials
- Served as the political liaison across the union to all departments for political information, training, program management and supervision of staff, member leaders and volunteers.

1/07 to 9/07 New Jersey Department of Health and Senior Services – Legislative Analyst

Analyzed and monitored legislation for the Department's various programs, specifically in the areas of: public health, homeland security, state preparedness, patient rights, family health services and senior issues.

- Assisted in Department's special program initiatives, in the areas of: minority and multicultural health, health disparities, language access and data collection standards, including the creation and compilation of issue briefs and reports.
- Served as the liaison to elected officials and their staff in regards to issues overseen and administered by the DHSS.
- Briefed Health Commissioner on policy development; recommended policy positions and political strategy for the department.

9/05 to 1/07 New Jersey Immigration Policy Network – Program and Policy Director

Advanced the organization's legislative agenda through; advocacy, creating and maintaining regional core leadership teams and directing organization's programs in the areas of Worker Rights, Access to Services, Education and CIR

- Responsible for all government relations initiatives, including the development and execution of advocacy campaigns.
- Assisted in communications plan development; including: drafting of white-papers, publication material, press advisories/releases.

10/03 – 9/05 United Food and Commercial Workers – Organizer

Expanded the capacity and reach of union through direct organizing, community education and media campaign development

- Created and directed advocacy campaigns among political, community and religious communities.
- Assisted in media and government relations campaigns, including: white-papers, publication material, press advisories/releases, establishing press contacts and coordinating press conferences.

08/00 – 9/03 Rutgers University - Hall Director

Managed 300+ Resident Hall and a team of student Resident Assistants and Student Leaders

- Managed the outreach, disciplinary, and engagement efforts within a diverse student Resident Hall.
- Coordinated the execution of the Division's objectives, including crisis management and acute health need situations.

- Oversaw the counseling and engagement efforts of the University for residents related to 9/11/01

09/00 – 9/03 Heldrich Center for Workforce Development, Graduate Assistant Researcher

Research Assistant to senior professors and researchers in areas of worker and labor policy, including the evaluation of WLA and the impact of Federal Labor Policy

- Carried out research needs of senior team members, including conducting 1-1 worker interviews, data management and drafting reports.
 - Worked in coordination of other graduate level research assistants in distribution of research goals and reporting
-

EDUCATION

Rutgers University, School of Management and Labor Relations

Master in Labor & Employment Relations, 2003

Rutgers University, Bloustein School of Planning and Public Policy

Master in Politics and Policy, 2002

Rutgers University, Rutgers College

BA Communication & Comparative Literature, 2000

Andria D. Oliver

EXPERIENCED CHIEF OF STAFF

Accomplished political strategist and adviser for a national youth serving nonprofit; Experienced supervisor with a proven record of success as a chief of staff and senior-level Presidential appointee at the U.S. Department of Labor; Knowledgeable appropriations staff member with established relationships with Congressional Members and their staff, and external stakeholders.

WORK EXPERIENCE:

Boys & Girls Clubs of America (BGCA)

Director

Government Relations

April 2017 to Present

- Manage the day-to-day management of BGCA legislative priorities; congressional outreach with targeted Members of Congress and Executive Branch officials, as well internal stakeholders – BGCA’s 500 employees, specifically those in Program Development, Youth and Club Services, and Resource Development; and external stakeholders – Movement-wide over 4,600 Clubs worldwide and their associated State Alliances, Board of Governors, and National Trustees.
- Represent BGCA in all legislative, non-legislative, and appropriations matters through developed and established relationships with Members of Congress and their staff, particularly the House and Senate Appropriations Committees, Senate HELP, House Education & Labor, House Ways & Means, and Judiciary to create positive impacts through Federal investments, policy development, and advocacy to support at-risk youth.
- Advocate for the inclusion of historic and mission critical grants totaling \$2.5 billion in annual appropriations across four appropriations subcommittees; identify potential new federal funding streams and advocate for annual appropriations and relevant legislative language in support of essential programs.
- Conceptualize and draft BGCA’s annual appropriations requests, submit requests to target and relevant Members of Congress, track submissions, and bill progress across relevant appropriations subcommittees.
- When requested, provide legislative text/appropriations language technical assistance to Members of Congress on bills that impact youth and/or national youth serving organizations.
- Develop, oversee, and execute Federal legislative and appropriations strategy, including tracking and monitoring legislative developments; coordinating and implementing strategies in support of BGCA’s legislative and budget agenda.
- Provide authoritative and substantive guidance on legislative and appropriations issues; leverage that information to recommend strategies for Congressional engagement to BGCA leadership to advance legislation or policies directly impacting BGCA.
- Prepare and review detailed legislative analyses, authorization and appropriations language, Congressional testimony, correspondence, position papers, and presentations regarding newly enacted or pending legislation affecting BGCA.
- Regularly communicate with BGCA leadership and local Clubs to ensure the accurate dissemination of relevant legislative information, enabling grassroots support and activation on BGCA priorities.
- Serve on BGCA’s Race Equity Taskforce’s communications working group, to develop core messaging content, approve all external communications, and review existing communications and materials to identify needed updates to reflect Movement-wide racial equity efforts.
- At the request of BGCA leadership, leverage 20 years of Hill, Executive Branch, and appropriations experience to mentor peers within BGCA’s Government Relations department, to educate staff on legislative and appropriations goals, prioritization of those goals; and ensure a high level of integrity and consistency in all engagements and materials provided to Congress and our stakeholders.

Andria D. Oliver

US Department of Labor (DOL)

Chief of Staff

Senior Legislative Officer/Appropriations Liaison

Office of Congressional & Intergovernmental Affairs (OCIA)

November 2016 to January 2017

September 2009 to November 2016

- Managed an annual expense budget of \$4 million, in support of 25 full-time employees, which included staff in DOL's national office and five regional offices.
- Supervised the day-to-day management of OCIA's legislative agenda; congressional outreach and correspondence; and human resource actions, including drafting and conducting employee annual performance evaluations.
- Cultivated and maintained effective working relationships with House and Senate Members of Congress and their personal and committee staff, the Administration, other federal Agencies, and internal and external stakeholders.
- Provided technical analysis and advice of special expertise to troubleshoot, investigate, or resolve sensitive program/policy concerns affecting DOL and communicate findings to DOL senior leadership.
- Collaborated with OCIA's Assistant and Deputy Assistant Secretaries to develop DOL's long and short-term legislative agenda and formulate strategies creating opportunities to advance agenda priorities.
- Strategized, developed, and coordinated outreach efforts to Members of Congress, their staff, and stakeholders who had a direct interest in and impact upon DOL programs and provide awareness and education of DOL's regulatory agenda, programs, and priorities.
- Analyzed legislation, and as necessary, secured and reviewed clarifying data, and technical information to provide responsive recommendations in response to Congressional inquiries.
- Arranged and conducted briefings to educate Members of Congress, congressional staff and stakeholders on DOL legislative and policy initiatives.
- Reviewed Congressionally mandated reports and legislative matters to determine conformance with current policy, the impact to the Department and/or relevant stakeholders; and ensured compliance with the relevant Congressional directive and submitted in a timely manner.
- Assisted the Deputy Assistant Secretary with the nomination process and preparation for DOL officials appointed by the President.
- Served as hearing point-of-contact by overseeing the coordination and preparation of the Secretary and other Department officials by drafting oral and written testimony; provided insight into potential lines of hearing questions; proposed responses to questions; drafted relevant hearing materials; and ensured responses to questions for the record reflected DOL's positions and were transmitted to Congress in a timely manner.
- Developed, implemented, and managed an online constituent casework management system, providing a more efficient/streamlined tool to respond to the needs of Congress and their constituents.
- Compiled informational materials for Members and their staff on DOL's regulatory agenda, policies and initiatives, while ensuring materials accurately reflect the Department's position.

Andria D. Oliver

U.S. House of Representatives Staff Assistant

Committee on Appropriations 2000 to 2009

- Leveraged knowledge of the federal appropriations process supporting the House Committee on Appropriations by serving on the following subcommittees: Interior & Related Agencies; Labor, Health & Human Services, Education & Related Agencies; and Financial Services & General Government.
- Reported to and advised the Subcommittee Chairman and Subcommittee Clerk on all aspects of the annual appropriation cycle including fiscal, legislative, and policy content.
- Drafted appropriations language for bills, amendments, press documents, conference notes, and fact sheets.
- Represented the Committee and Subcommittee in negotiations with the Senate during preparation and drafting of the bill and the joint explanatory statement.
- Maintained Congressional Members' appropriations request system (earmarks -- funding requests made by Members of Congress), which included over 6,600 entries annually, and updated the system as the appropriations bill moved through Congress.
- Coordinated and managed all Subcommittee hearing transcripts, revised, arranged and compiled all written materials and questions submitted for the record; ensured the accuracy of all attachments and inserts, as well as the completeness and conformity in final printed hearing volumes.

EDUCATION:

**Marywood University
Bachelor of Arts, Broadcast Journalism**

Scranton, PA

ANGELA N. HANKS

PROFESSIONAL EXPERIENCE

Deputy Executive Director | GROUNDWORK COLLABORATIVE

January 2019 – Present

- Serve as a member of Groundwork's executive leadership team.
- Manage Groundwork's Program and Strategy, Campaigns and Partnerships, and Communications teams.
- Directly managed 3 director-level staff and an executive assistant, with a total of 11 staff members under my direction.
- Collaborate with progressive partners representing more than 100 national, state, and local organizations to develop and disseminate a progressive economic worldview.
- Oversee day-to-day workstreams across all five Groundwork teams, which included:
 - Issue campaigns on the recession, Unemployment Insurance and anti-austerity, which included developing messaging guidance, convening partner organizations, engaging congressional staff, conducting and disseminating polling, and paid and earned media components;
 - Numerous in-person and virtual events including EconCon, a 700-person conference cosponsored by 9 progressive think tanks and planned for March 2020 (canceled due to COVID) and a bimonthly speaker series;
 - Production of explainer videos featuring former Labor Secretary Robert Reich, Stacey Abrams, and others;
 - Development and execution of grassroots engagement plan that included a series of economic roundtables in 10 states;
 - Development and dissemination of a biweekly newsletter geared toward grassroots partners;
 - Development of a popular education training for organizers;
 - A fellows program involving 30 senior policy experts representing multiple progressive policy organizations.
- Oversee Groundwork's monthly budget process, which has an annual budget of approximately \$5.8 million.
- Responsible for writing grant applications and reporting to Groundwork's two primary philanthropic partners to help secure more than \$5 million of Groundwork's overall budget.
- Work with programmatic teams to build organizational infrastructure and manage processes for project development and management, hiring, and team development.
- Advise Groundwork Collaborative Executive Director on major organizational decisions regarding personnel, administration, and programmatic priorities.
- Manage special projects such as Project Mosaic, a \$250,000 public opinion research project examining Black and Latinx attitudes on the economy that included both qualitative and quantitative components, polling done jointly with the Roosevelt Institute assessing the public's priorities on Covid relief and managed a joint effort of 7 progressive think tanks to work collaboratively to advance a progressive economic narrative in 2021.
- Represent Groundwork externally through in-person speaking engagements, media interviews with publications such as Vox and the Washington Post, op-eds in Business Insider, the Griot, Ms. Magazine and others, and other written products.

Director, Center for Postsecondary & Economic Success | CENTER FOR LAW AND SOCIAL POLICY (CLASP)

July 2018-January 2019

- Managed a team of 5 postsecondary and workforce development policy experts engaged in federal and state-level advocacy, policy development, and technical assistance.
- Oversaw day-to-day operations including the development and release of multiple reports, issue briefs, and blog posts, development of legislation amending the Higher Education Act, offering input and edits to legislation introduced by members of Congress, in-person presentations to state and federal advocates and officials, and guidance on implementation of federal policies at the state and local level.
- Built relationships with foundation partners, secured \$400,000 in philanthropic support from the Lumina Foundation for the CPES's policy work, fulfilled grant obligations, including reporting requirements.
- Managed the approximately \$750,000 CPES budget.
- Managed the entire CPES team through a strategic planning process that culminated in an annual plan to be implemented beginning in January 2019.
- Drafted written products, including op-eds and blog posts, and conducted on-the-record interviews with journalists from the New York Times, the Atlantic, and others.

Director of Workforce Development Policy | CENTER FOR AMERICAN PROGRESS (CAP)

July 2015–July 2018

- Managed CAP's workforce development policy portfolio on the Economic Policy team.
- Project managed three research assistants' work on written products.
- Secured \$100,000 in philanthropic funding from the Joyce Foundation to support CAP's apprenticeship work.
- Developed and advanced policies to raise workers' skills, wages, and access to quality employment, with a focus on policies that benefit marginalized communities.
- Provided public comments in response to Department of Labor rulemaking on apprenticeship programs and equal opportunity employment.
- Produced more than a dozen written reports, briefs, and other external products.
- Provided policy expertise to policymakers and other stakeholders through public and private staff and Member-level briefings, and other in-person presentations.
- Disseminated CAP's policy analysis through media interviews, including print media and radio with the Washington Post, and through op-eds in Newsweek, MarketWatch, and other publications.

Senior Federal Policy Analyst | NATIONAL SKILLS COALITION (NSC)

July 2012–July 2015

- Provided in-depth analyses of workforce education and training policies and policy proposals.
- Drafted numerous reports, issue briefs, and blog posts explaining federal policies to a coalition audience.
- Developed legislative and administrative proposals.
- Worked with congressional staff to develop and revise legislative proposals, including the Workforce Innovation and Opportunity Act (WIOA) and the Higher Education Act (HEA).
- Established and sustained strong relationships with a broad range of congressional offices and staff of the Departments of Labor, Education, and Commerce.
- Maintained an expertise of federal programs—including WIOA, HEA, the Carl D. Perkins Act, Temporary Assistance for Needy Families—and on budget and appropriations issues.
- Delivered numerous in-person conference presentations to federal, state, and local advocates on federal higher education and workforce programs.

Counsel | HOUSE COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM, DEMOCRATIC STAFF

December 2011–July 2012

- Led an investigation into executive pay at for-profit colleges and released a congressional report on the topic that garnered earned media from Bloomberg, The Baltimore Sun, the Wall Street Journal, and other outlets.
- Interviewed congressional witnesses and prepared Member materials for Federal Workforce, Postal and Labor Policy subcommittee and Regulatory Affairs, Stimulus Oversight and Government Spending subcommittee hearings.
- Developed postal reform legislation in collaboration with other Oversight Committee staff.
- Drafted Member statements and questions for committee hearings and legislative markups.

Legislative Assistant | U.S. REPRESENTATIVE ELIJAH E. CUMMINGS (MD-7)

August 2010–July 2012

- Developed and revised legislation.
- Managed a legislative portfolio that included education, judiciary, federal workforce, and labor issues.
- Researched legislation and policy and developed briefing materials.
- Drafted Member speeches and floor statements, and questions and statements for committee hearings.
- Analyzed policy and made recommendations to the Member.
- Represented the Member in meetings with constituents.

Baltimore City Circuit Court

September 2009–December 2009

Baltimore, MD

The Honorable John N. Prevas, Chief Judge

Judicial Intern

Carried out administrative duties for the judge. Researched and drafted a response to a petition for post-conviction relief. Observed jury selection and numerous criminal trials.

Community Law in Action (CLIA)

Program Coordinator

August 2009–Present

Baltimore, MD

Managed all aspects of the Teen Leaders for Change (TLC) program. Recruited civic-minded teens from Baltimore City high schools. Created materials to teach research, analytical and drafting skills. Aided youth in speaking out at the community and state levels. Drafted TLC grant proposal. Completed grant funder required training. Conducted attendance and demographic reporting for grant funder. Assisted TLC youth with college preparation.

Law Student Intern

September 2008-August 2009

Baltimore, MD

Researched grant applications and compiled grant application information for law student interns drafting grant proposals on CLIA's behalf. Taught students with the Teen Leaders for Change (TLC) program to research and write effectively, and be advocates for issues affecting their communities. Oversaw mentor recruitment and assisted with mentor and mentee training as a part of Youth Connection Mentoring Program.

Maryland Law Katrina Indigenous Defense Project

Volunteer Legal Aide

January 2009

New Orleans, LA

Assisted attorneys in the New Orleans Public Defenders Office. Conducted legal research for attorneys and wrote motions for supervising attorney. Observed criminal trial proceedings from jury selection through verdict.

Community Recovery Legal Clinic

Student Attorney

September 2008-December 2008

Baltimore, MD

Represented and advised public housing tenants as they embarked upon the redevelopment process. Performed legal research and briefed housing legislation for clinic clients. Conducted weekly status meetings with clients. Communicated with Housing Authority of Baltimore City and legal entities on behalf of clinic clients.

John McDermott, PLLC

Law Clerk

June 2008-August 2008

Arlington, VA

Performed research and drafted motions, memoranda, and correspondence on behalf of clients. Maintained contact with clients related to issues within their proceedings. Assisted attorney in his capacity as General Counsel for the National Apartment Association.

Georgetown Center for Intercultural Education and Development (CIED)

Programs Assistant

May 2007-August 2007

Washington, DC

Served as a liaison between Public Policy Program participants and CIED. Prepared for presentations given to program participants during site visits and sessions. Assembled program materials for incoming participants.

The Council for Excellence in Government

Intern

June 2006-August 2006

Washington, DC

Managed administrative duties associated with running the Excellence in Government Fellows program. Coordinated logistical details for several of the Fellows events. Researched the internal structure of governmental organizations.

Office of U. S. Senator Debbie Stabenow

Legislative Intern

January 2006-May 2006

Washington, DC

Researched facts on current and upcoming legislation. Drafted papers on topical issues and briefed staff with the results. Collaborated with staff members to brainstorm legislative issues. Prepared speech topics for public appearances by the Senator.

EDUCATION

University of Maryland Francis King Carey School of Law | Baltimore, MD

Juris Doctor, 2010

Leadership Scholar

President, University of Maryland Association of Legislative Law

Secretary, Black Law Students Association

Member of Alumni Board, 2014-2015

George Washington University | Washington, DC

Bachelor of Arts in Political Science, 2007

AFFILIATIONS

Contributor, *Forbes.com*

Member, Time's Up Measure Up Advisory Board

RECENT ARTICLES

"Ivanka Trump's new program wants to fight unemployment by closing the 'skills gap.' But that's A fundamental misunderstanding of how the economy works." *Business Insider*, August 15, 2020

"If America Only Fixes Policing, It Will Have Missed the Point," *Barron's*, June 19, 2020

"Racial Inequality Helped Fuel This Crisis. Fixing It Will Help Us Get Out," *Talking Points Memo*, April 17, 2020

"Structural Racism Is Exacerbating the Coronavirus Pandemic for Black People—Especially Black Women," *Ms. Magazine*, April 9, 2020

"Coronavirus is Exposing Trump's Strong Economy for the Hoax It Is," *Newsweek*, March 13, 2020

"Don't Forget That Jobs Day is Also About Wages," *Forbes.com*, August 1, 2019

"How racist housing contracts stole \$4 billion dollars in wealth from Black families," *The Grio*, June 11, 2019

"Amazon's HQ2 Decision Shows Local Leaders Must Fight for an Equitable Economy," *Next City*, December 5, 2018

"How to End Prison Labor and Invest in Incarcerated People," *Forbes.com*, August 23, 2018

"The Skills Gap Myth Does Not Explain What's Happening to Work," *Forbes.com*, June 26, 2018

"Young Workers Deserve Better Training," *MarketWatch*, April 4, 2018

"Paul Ryan's Push for Workforce Development is a Wolf in Sheep's Clothing," TalkPoverty Blog, February 1, 2018

"It's Time to Stop Using Inmates for Free Labor," TalkPoverty Blog, October 20, 2017

"Success Not Guaranteed," *U.S. News and World Report*, April 26, 2017

"Donald Trump's Carrier Deal Is a Scam," *Newsweek*, December 8, 2016

ACADEMIC PUBLICATIONS

Christian E. Weller & Angela Hanks (2018) *The Widening Racial Wealth Gap in the United States after the Great Recession*, Forum for Social Economics, 47:2, 237-252, DOI: [10.1080/07360932.2018.1451769](https://doi.org/10.1080/07360932.2018.1451769)

OTHER SELECTED PUBLICATIONS

Angela Hanks and David Madland, *Better Training and Better Jobs*, Washington: Center for American Progress (2018)

Angela Hanks, Danyelle Solomon, and Christian Weller, *Systematic Inequality: How America's Structural Racism Helped Create the Black-White Wealth Gap*, Washington: Center for American Progress (2018)

Angela Hanks, *The Administration and Congress Should Not Undermine Registered Apprenticeships*, Washington: Center for American Progress (2017)

Angela Hanks, *Ban the Box and Beyond: Ensuring Individuals with a Criminal Record Have Access to the Labor Market*, Washington: Center for American Progress (2017)

Angela Hanks, *The Trump Administration Misunderstands the Federal Role in Local Workforce Development*, Washington: Center for American Progress (2017)

Angela Hanks, *How Trump's Executive Order Would Undermine Quality Apprenticeship*, Washington: Center for American Progress (2017)

Annie McGrew and Angela Hanks, *The Case for Paid Apprenticeships Behind Bars*, Washington: Center for American Progress (2017)

Angela Hanks, Jaqueline Odum, Katherine Gallagher Robbins, *Trump's Agenda Undermines America's Workforce*, Washington: Center for American Progress (2017)

Angela Hanks, *President Trump's Budget Breaks His Promises to Workers—Again*, Washington: Center for American Progress (2017)

Angela Hanks and Rejane Frederick, *Three Ways to Ensure That an Infrastructure Plan Benefits Workers, Not Wall Street*, Washington: Center for American Progress (2016)

Angela Hanks, *Now Is The Time to Invest in Apprenticeships*, Washington: Center for American Progress (2016)

Angela Hanks, Ethan Gurwitz, Brendan V. Duke, and Andy Green, *Workers or Waste? How Companies Disclose—or Do Not Disclose—Human Capital Investments and What to Do About It*, Washington: Center for American Progress (2016)

Angela Hanks, *Making Pell Work: How America's \$30 Billion Investment in Need-Based College Aid Can Be More Job-Driven*, Washington: National Skills Coalition (2015)

SELECTED EARNED MEDIA

Georgia's election results make bigger stimulus checks more likely, *Vox*, January 6, 2021

Why Trump Voters Used the Economy as an Excuse to Vote for Him, *HuffPost*, November 8, 2020

The stock market is fine with Donald Trump losing and Joe Biden Winning, *Vox*, November 6, 2020

An economic stimulus bill is unlikely during a lame duck session until 2021, *Vox*, November 2, 2020

U.S. budget deficit breached \$3.1 trillion in 2020 as pandemic slammed economy, *Washington Post*, October 16, 2020

How to save the economy for everyone in the Covid-19 pandemic, *Vox*, September 22, 2020

If Congress doesn't act, massive unemployment and a ruined economy may come soon, *Vox*, July 20, 2020

As Inmates, They Fight California's Fires. As Ex-Convicts, Their Firefighting Prospects Wilt., *New York Times* November 15, 2018

The Swiss Secret to Jump-Starting Your Career, *The Atlantic*, September 7, 2018

The 'Modern Day Slavery' Of Prison Labor Really Does Have a Link to Slavery, *HuffPost*, August 28, 2018

Iowa Agency Explores Using Prison Labor to Build Homes, *Associated Press*, July 8, 2018

The U.S. needs to do a better job training its workers. Here's how, *CNNMoney*, March 1, 2018

Report finds racial wealth gap hasn't recovered to pre-Great Recession levels, *Pittsburgh Post-Gazette*, February 22, 2018

Ivanka Trump is hitting the road to boost workers. Her father wants to gut job training programs, *Washington Post*, June 13, 2017

RECENT SPEAKING ENGAGEMENTS

2020 Conference, Center on Budget and Policy Priorities, Impact, November 12, 2020

Nonprofit Management Institute conference, Stanford Social Innovation Review, September 24, 2020

Radically Honest Conversations Webinar, Demos, July 14, 2020

Tax the Rich Conference, Tax March, January 25, 2020

A New Deal Conference, NYU School of Law, October 3, 2019

Research on Tap—Unbound, Washington Center for Equitable Growth, September 18, 2019

The Coming Next Recession Conference, Economic Policy Institute, Groundwork Collaborative, and Washington Center for Equitable Growth, April 18, 2019

EDUCATION

American University

B.A. Honors, School of Public Affairs, GPA: 3.64

Double Major: Economics & CLEG (Communication, Legal, Economics and Government)

Washington, DC

May 2020

EXPERIENCE

Democratic National Committee

Press Assistant

Washington, DC

July 2020-Present

- Manage press requests and coordinate distribution of DNC press releases to news outlets
- Compile daily press clips for DNC team, while monitoring and updating DNC website/press lists on a regular basis
- Book DNC chairman/spokespersons and surrogates from the Biden campaign on Battleground State Radio/TV
- Draft memos for Biden campaign surrogates to prep them with relevant background information prior to their interviews

Invariant

Government Relations Intern

Washington, DC

Jan-July 2020

- Created detailed summaries of congressional hearings for clients
- Conducted research and drafted memos on policy areas and legislation of interest to clients
- Analyzed federal budgets and congressional appropriations bills and reports

MSNBC

Booking Intern

Washington, DC

Summer 2019

- Organized logistical arrangements for around 600 daytime MSNBC show guests
- Conducted background research on guests and potential future guests

Euraffex

Public Affairs Intern

Brussels, Belgium

Fall 2018

- Drafted media reports with news highlights for clients in the government and private sector
- Wrote memos and briefs on EU policy and institutional functions

American Sustainable Business Council (ASBC)

Communications Intern

Washington, DC

Spring 2018

- Executed social media policy content to spread awareness on sustainability issues and initiatives
- Researched industry to identify potential new clients, began dialogue to sign on several new members

The Office of Congressman Jim McGovern

General/Legislative Intern

Washington, DC

Fall 2016

- Researched, analyzed, and drafted responses to bill legislation and press releases
- Engaged with and responded to constituents via phone, email and in-person

ACTIVITIES & MEMBERSHIPS

Virginia Democratic Party

Volunteer

Arlington, VA

October 2017

- Door to door canvassing for 2017 Virginia Governor Election

Sigma Phi Epsilon Fraternity

Member, Vice President of Communications (2019)

Washington, DC

Fall 2017-Spring 2020

ADDITIONAL INFORMATION

- Languages: English (native), Hindi (fluent), Spanish (intermediate), Punjabi (intermediate)
- Skilled in Google Drive, Microsoft Office, Logic Pro, Final Cut Pro, Social Media

Bonnie Worstell

WORK EXPERIENCE

Democratic National Committee

August 2019 - Present

Operations and Contracts Associate (November 2020 - Present)

- Resumed all responsibilities from prior to the campaign, including contract management
- Designed and facilitated the hiring process for multiple junior to senior level roles including reviewing applications, creating a review matrix, doing first round interviews to screen applicants, writing suggested questions and briefings for leadership, and coordinating schedules for panel interviews. Positions hired include Diversity Equity and Inclusion Director and Counsel, Director of Operations, HR Coordinator, IT Help Desk Technician, and Special Assistant to the Executive Director and Deputy Executive Director.
- Temporarily supported the office of the Executive Director and Deputy Executive Director for one month by coordinating a DNC-wide special project for the Chair, managing multiple principals' calendars, creating briefings, and training the new assistant on their office responsibilities, all while continuing to maintain Operations duties
- Managed post-election documentation for the Operations Department, including archiving processes, overseeing a contract audit, and creating materials for future cycles
- Assisted with planning and facilitating DEI seminars for staff

National Voter Protection Associate (September 2020 - November 2020)

Deployment - Coordinated Campaign HQ Voter Protection

- Edited reports on national programming and battleground state election administration readiness for the campaign manager and other senior leadership
- Coordinated team goals, timelines, and schedules to assure key deadlines were met for program building, training, and all voter protection staff communications
- Implemented a national phone switchboard and emergency texting technology for state poll observer programs from negotiating the contract to training staff on how to use the technology in 15 state programs
- Assisted in developing and implementing a national training curriculum for 200+ voter protection staff and volunteers across 17 states
- Led the operational elements of the National Voter Protection and Legal Boiler Room including planning and setting up from scratch a COVID-safe office space, ordering supplies, managing building logistics, developing and implementing health and safety guidelines, and more, all within the span of a few days

Operations and Contracts Associate (June 2020 - September 2020)

- Reconfigured and streamlined the DNC and Coordinated Campaign internal contract processes, which included shepherding hundreds of agreements through vetting, legal, security, and budgetary approval channels with multiple entities to ensure each contract had the proper approvals before it was signed
- Saved \$100,000+ by effectively managing the DNC contracts database and ascertaining that contracts are renewed, cancelled, or slimmed down in scope in a timely manner
- Coordinated cross-departmental operations projects such as setting up field offices, registering for business in several states, organizing boiler rooms, and developing and facilitating a super volunteer process
- Managed the legal document retention policy for the DNC and Coordinated Campaign, ensuring that each state had the resources to track acknowledgements and maintain a retention policy for cases relevant to their state
- Hired and managed Operations Department interns
- Developed processes and reports to track vendor diversity, increasing the hiring of diverse vendors

Special Assistant to the Chief Operating Officer (August 2019 - June 2020)

- Managed the schedules for Chief Operating Officer and Chief Financial Officer
- Assisted with facilitating the internal contracts processes by doing a first-level review of contracts, drafting contracts, responding to questions from departments on the process, and overseeing the contracts database
- Assisted with developing and facilitating process for hiring new HR Director

- Maintained and re-organized files for the Office of the Chief Operating Officer

United Nations Association of the National Capital Area

June 2018 - August 2019

Development and Advocacy Program Manager (June 2019 - August 2019)

- Promoted to focus on further expansion of UNA-NCA's donor base through developing business and foundation outreach strategies, management of the Advocacy Program through coordination of digital advocacy efforts, material production, and expansion of in-district Congressional efforts

Development and Advocacy Associate (August 2018 - May 2019)

- Tracked and managed relationships to 200+ individual donors, foundations, and institutional sponsors
- Transitioned donor tracking to new platform, Blackbaud ETapestry fundraising software
- Planned and executed 3 major fundraising events with 260+ guests through managing event logistics, ensuring sponsorship benefits, liaising with key partners and donors, and securing pledges and sponsorships from individual and institutional sponsors
- Planned and executed a donor acknowledgement and cultivation event with over 60 key donors and leaders including managing registration, coordinating with event hosts and speakers, designing program and invitation materials, coordinating staff, and drafting/sending acknowledgements following the event
- Organized 8 fundraising campaigns throughout 2018 and 2019 through direct mail, email, and digital media that raised over \$300,000, which was the nearly the entire annual operating budget of the organization
- Served as the primary grant-writing facilitator and completed 5 separate grants and partnership opportunities, in addition to 1 new corporate relationship
- Scheduled and facilitated over 15 advocacy and development meetings, which included creating the meeting agendas, preparing materials, and following through on action items after discussions
- Organized a standard advocacy training strategy that introduced new materials, registration plans, and staff and volunteer coordination
- Functioned as the UNA-NCA primary liaison with staff of the 19 Congressional offices in the greater Washington, DC area facilitating communications, strategy, and events
- Helped maintain and update the UNA-NCA database, listserv, and website, as well as the advocacy database on bills and Members in the 115th Congress relating to UN issues
- Organized a two day advocacy event that included visits to 6 Congressional offices including preparing materials for advocates and leave-behind materials for the offices
- Drafted and proposed policy for advocacy, development and office operations
- Supervised communications content creation and publication for development and advocacy programs
- Wrote 1 Memorandum of Understanding (MOU) for a new partnership opportunity

Program Assistant (June 2018 – July 2018)

- Helped maintain and update the UNA-NCA database, listserv, and website
- Assisted with the development of membership recruitment and retention strategies
- Helped organize events, meetings, and fundraisers through securing speakers, locating venues, and managing registration
- Developed an advocacy database on bills and Members in the 115th Congress relating to UN issues
- Wrote 3 Op-Ed articles on UN issues published to the UNA-NCA Blog

Austin College Freshman Communications Inquiry Seminar

August 2017 - December 2017

Teaching Assistant

- Assisted with beginning-of-year orientation and registration for freshmen
 - Mentored and supported freshman students during their first semester of college through academic, personal, and professional development
 - Graded and edited papers and assignments
 - Helped students hone their writing skills by meeting with them one on one to discuss edits on their course papers throughout the semester
 - Wrote discussion questions for the faculty advisor to ask during class
-

EDUCATION

Austin College

Sherman, Texas

Graduated May 2018, Summa Cum Laude (GPA: 3.90)

- B.A. in International Relations; Double minors in German and Non-Profit Organizations and Public Service
- Departmental Honors Program, Political Science
 - Research Project: *Prostitution Through the Lens of Liberalism, Feminism, and Marxism*
 - Presented at the Austin College Scholarship Conference, March 2018
- Attended the Hatton Sumners Leadership Conference at University of Texas at Austin, 2015
- Dean's List for all semesters 2014-2018

Fund for American Studies DC Internships Program

Washington, DC

Summer 2018

- Secured scholarship funding for the program through Hatton Sumners Scholarship Program
- Interned as a program assistant with UNA-NCA
- Took two classes through George Mason University - International Economic Policy and US Foreign Policy

School of International Training - International Studies and Multilateral Diplomacy Program

Geneva, Switzerland

Fall 2016

- Classes: International Security, Peace, and Stability; International Relations and Multilateral Diplomacy, Research Methods and Ethics, French
- Conducted Independent Study project, which resulted in a publication, "*Prohibition or Regulation: A Policy Analysis of Prostitution Law and its Effect on Trafficking in Switzerland, Sweden, and France*"
 - Presented the paper at SIT in Geneva
 - Published article in Austin College Acumen Research Journal

LEADERSHIP AND EXTRACURRICULARS

Clements High School Navy Junior Reserve Officer Training Corps

2011 - 2014

Executive Officer (Fall 2013 - Spring 2014)

- Worked with the commanding officer and classroom instructors to implement yearly goals and objectives
- Trained new classroom instructors in the existing procedures and traditions of the unit
- Oversaw all officers and coordinated them to meet expectations and needs of the unit

Platoon Commander (Fall 2012 - 2013)

- Taught cadets about meeting standards of appearance, discipline, and conduct within the platoon
- Maintained platoon's high proficiency in drill, ceremonies, customs, courtesies, and appearance
- Develop leadership in unit members and provide opportunities for each member to practice leadership
- Assisted classroom instructor in facilitating classroom instruction, as needed

Platoon Chief (Fall 2011 - Spring 2012)

- Assisted the Platoon Commander in leading the class and mentoring students

Unarmed Drill Team (Fall 2011 - Spring 2012)

- Entered competitions with the school team, mentored and trained newer team members

Brent Parton

PROFESSIONAL EXPERIENCE

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| 2017-present | New America
Deputy Director, Center on Education and Labor
<ul style="list-style-type: none">• Senior leader overseeing the strategy and growth of the Center's work on workforce, labor and education policy with a cross-cutting focus on quality, equity and innovation.• Created, secured \$9 million in philanthropic funding, and led a multi-year, national initiative, the <i>Partnership to Advance Youth Apprenticeship</i> that currently supports 45 cities and states to grow apprenticeship opportunities.• Manage team of 9 leading policy research and technical assistance in workforce investment, apprenticeship expansion, community college innovation, unemployment insurance reform, and labor policy.• Provide regular policy and strategy support to state and local policymakers, and manage the Center's federal policy agenda, including a national policy coalition, the <i>Apprenticeship Forward Collaborative</i>.• Regularly write, speak and provide expert commentary in national forums and national media outlets. | <i>Washington, D.C.</i> |
| 2016-2017 | United States Department of Labor
Senior Policy Advisor, Employment and Training Administration
<ul style="list-style-type: none">• Advised Assistant Secretary across range of workforce issues including the implementation of the Workforce Innovation and Opportunity Act, Registered Apprenticeship, and the <i>Job-Driven Training</i> initiative.• Managed complex priorities on behalf of the Secretary and Assistant Secretary, including the interagency Skills Working Group, and processing-time reduction plan for the Office of Foreign Labor Certification.• Coordinated with White House and agency career leads to design and implement impactful federal grant initiatives for long-term unemployed, dislocated workers, youth, and returning citizens.• Led negotiation with intergovernmental stakeholders on strategy for historic federal investment in the expansion Registered Apprenticeship.• Liaised with Congressional staff, state and local government, business, education, and philanthropy to message and advance agency priorities. | <i>Washington, D.C.</i> |
| 2013-2015 | National Governors Association
Program Director, Economic and Workforce Development
<ul style="list-style-type: none">• Provided guidance and research support to governors' staff and state policymakers on best practices in workforce development, postsecondary education attainment, and economic development.• Secured \$5 million in philanthropic funding to launch and implement national grant initiative to expand work-based learning in 36 states• Managed a \$2 million federal project to drive occupational licensing reform for separating service members in six states. | <i>Washington, D.C.</i> |

2011-2013	The World Bank Consultant, Global Education Practice <ul style="list-style-type: none"> • Led research team and published two books on effective entrepreneurship education and training programs in the developing and developed world. • Served as a technical advisor on Bank investments in youth employment and entrepreneurship projects in the Middle East and Sub-Saharan Africa. • Coordinated research teams in Sub-Saharan Africa, and East Asia to benchmark education and training systems against global good practice. 	<i>Washington, D.C.</i>
2008-2011	Clayton Associates Co-Founder and Program Director, SHOUTAmerica <ul style="list-style-type: none"> • Co-founded and built national advocacy campaign for a start-up, non-profit organization focused on supporting and securing key youth-related provisions in the Patient Protection and Affordable Care Act. • Created and managed the <i>American Resident Project</i>, a national fellowship program for young physicians engaged in health care system reform. • Led national public engagement campaign for feature film documentary, <i>Escape Fire</i>, including hosting screening events at over 50 colleges. 	<i>Nashville, TN</i>
2007-2008	Shenzhen Experimental High School English Instructor	<i>Shenzhen, China</i>

OTHER EXPERIENCE

2019-2020	Pete for America Lead Workforce Policy Advisor
2012-2015	Vanderbilt University Adjunct Professor, Public Policy
2011	The Aspen Institute Reinventing Healthcare Advisory Board

EDUCATION

2010	Vanderbilt University Master of Education, International Education Policy	<i>Nashville, TN</i>
2007	Vanderbilt University Bachelor of Arts, <i>Cum Laude</i>, History	

Cathy C. Yu

Professional Experience

U.S. HOUSE OF REPRESENTATIVES – WASHINGTON, DC

Director of Labor and Health Oversight | January 2019 - Present

Committee on Education and Labor, Chairman Bobby Scott

- Manage and lead the Labor and Health oversight staff in executing all aspects of a Congressional investigation:
 - Negotiate and work closely with officials at the federal, state, and local levels, experts from the academic and advocacy communities, and private sector opposing counsel to conduct discovery, including the use of subpoenas as necessary for document requests, interviews, and depositions
 - Strategically plan press goals with press team, including working to prevent leaks of sensitive information and helping to craft effective press releases and talking points
 - Translate investigations into committee hearings, including drafting memoranda, questions, and opening statements, as well as witness selection and preparation
 - Drafted in-depth reports presenting the results of an investigation, including several reports released in the 116th Congress by Chairman Bobby Scott

U.S. HOUSE OF REPRESENTATIVES – WASHINGTON, DC

Subcommittee Staff Director | May 2017 - December 2018

Subcommittee on Economic Opportunity - Committee on Veterans Affairs, Ranking Member Tim Walz

- Managed the subcommittee staff that oversaw policy changes to improve economic outcomes through a comprehensive framework of education, workforce development, and housing programs
- Worked closely with the Departments of Veterans Affairs, Small Business, Education, and Labor and outside groups to develop and negotiate support for legislation, including landmark legislation such as the \$3+ billion Harry W. Colmery Veterans Education Assistance Act of 2017:
 - Collaborated with coalition members to build and implement strategy for developing legislation
 - Commissioned research and expert testimony to inform policy and programmatic changes
 - Negotiated coalition members' positions of support and opposition for policy initiatives within a larger package in order to manage and align partnerships for passage
 - Worked closely with the Congressional Budget Office to modify legislation to ensure that program changes remained within allocated amounts, as well as negotiate with Congressional appropriators for additional budgetary appropriations as needed
 - Oversaw the implementation of newly legislated programs and grants for future legislative fixes
- Maintained close relationships with other Member staffs in order to maneuver and manage the numerous and often-opposing legislative agendas within various caucuses
- Strategized with Congressional leadership, other Congressional Committees, and external groups to safeguard key programs, as well as target bad legislation for defeat

GEORGETOWN UNIVERSITY LAW CENTER – WASHINGTON, DC

Adjunct Professor of Law | January 2018 - May 2019

- Taught seminars to over 50 second- and third-year law students participating in experiential learning

U.S. SENATE – WASHINGTON, DC

Senior Counsel | January 2017 - May 2017

Committee on Homeland Security and Governmental Affairs, Ranking Member Claire McCaskill

- Lead counsel on numerous oversight investigations of fraud, waste, and abuse across the federal government, focusing on spending in defense, international investment, and healthcare
- Managed investigative teams of up to four staffers and oversaw all aspects of executing a U.S. Senate investigative hearing:
 - Work closely with government officials at the federal, state, and local levels, experts from the academic and advocacy communities, and opposing counsel representing the private sector to conduct discovery, including document requests, interviews, and depositions
 - Plan press strategy with the press team, including working on press releases and backgrounders
 - Draft all hearing and follow-up documents, including memoranda, questions, opening statements, and questions for the record
- Served as co-counsel for several Senate confirmation hearings
- Experienced in working with whistleblowers on protected disclosures

U.S. SENATE – WASHINGTON, DC

Senior Counsel and Chief Investigator | February 2015 - January 2017

Special Committee on Aging, Ranking Member Claire McCaskill

- Lead counsel on numerous investigations of private industry and government agencies, including the pharmaceutical industry and the Department of Defense
- Led a high-profile Senate investigation into the price-gouging models of pharmaceutical companies:
 - Conducted extensive discovery of Valeant Pharmaceuticals International, Turing Pharmaceuticals, Retrophin, and Rodelis Therapeutics, resulting in over one million pages of documents obtained from the companies with subpoenas
 - Prepared and oversaw three Senate hearings, with extensive media coverage, of our findings
 - Drafted and released a 131-page bipartisan report from Senators Claire McCaskill and Susan Collins containing our findings titled *Sudden Price Spikes in Off-Patent Prescription Drugs: The Monopoly Business Model that Harms Patients, Taxpayers, and the U.S. Health Care System*
- Managed a yearlong investigation into the denial of veterans health benefits to servicemembers who were purposefully exposed to mustard gas experiments by the Department of Defense during World War II
 - Drafted and released a report from Ranking Member Claire McCaskill of our findings titled *Cruel and Unusual Service: The Servicemen Left Behind by the Secret Mustard Gas Experiments of World War II*

- o Drafted legislation that ultimately passed to ensure that the Department of Defense acknowledged conducting these experiments and therefore allow the Department of Veterans Affairs to provide health benefits and compensation to those harmed, including retroactive payments

U.S. SENATE – WASHINGTON, DC

Counsel | May 2013 - February 2015

Subcommittee on Financial and Contracting Oversight - Committee on Homeland Security and Governmental Affairs, Chair Claire McCaskill

- Lead counsel on numerous oversight investigations of fraud, waste, and abuse across the federal government, including investigations into wrongdoing at HHS, VA, DOD, and USAID
- Led a high-profile investigation into campus sexual assault and the failure of schools around the country to tackle the problem
 - o Conducted a nationwide survey of institutions of higher learning on their sexual assault policies
 - o Drafted a report from Chair Claire McCaskill titled *Sexual Violence on Campus: How too many institutions of higher learning are failing to protect students* containing a detailed analysis of our survey findings

U.S. HOUSE OF REPRESENTATIVES – WASHINGTON, DC

Legislative Fellow | September 2012 - May 2013

Office of Representative Jan Schakowsky

- Conducted policy research and drafted analyses on a variety of legislative issues, including hydraulic fracturing, public utility fraud, and European debt crisis
- Researched and developed environmental legislation for the Member
- Reviewed and analyzed hearing testimony in order to draft questions and prepare Member for committee proceedings
- Drafted Floor Statements, Dear Colleague letters, and constituent mail on behalf of the Member
- Attended meetings with interest groups on behalf of the Member

OFFICE OF THE ILLINOIS ATTORNEY GENERAL – CHICAGO, IL

Assistant Attorney General | August 2011 - August 2012

- Independently litigated multiple dockets simultaneously and through all phases of complex regulatory litigation, including in-depth legal research and case analysis, managing expert testimony, conducting hearings, and drafting pleadings, briefs, written discovery, and motions.
- Specialized in energy efficiency regulatory litigation at the Illinois Commerce Commission
- Developed and lobbied for the Illinois Attorney General's energy policy and legislative agenda
- Represented utility consumers in coalitions with government agencies, non-governmental organizations, and the energy industry to achieve best practices for electric vehicle integration, energy procurement, energy conservation, grid strengthening, and smart grid implementation
- Collaborated with government agencies, non-governmental organizations, and the energy industry to achieve best practices for energy production, sale, and use

ILLINOIS HOUSE OF REPRESENTATIVES – SPRINGFIELD, IL

Assistant Counsel to the Speaker | January 2011 - July 2011

- Legal Counsel for the Public Utilities, Telecommunications, Mass Transit, and Cities & Villages Committees and interim Parliamentarian for the House of Representatives
- Researched and drafted legal and policy analyses on over one hundred bills, including bills relating to wind energy procurement incentives, tax increment financing, and civil rights
- Drafted and steered dozens of bills through the legislative process, including facilitating bill negotiations among parties and oral defense of bills during House Floor debate
- Tracked all legislative developments and served as Legal Counsel for the Mass Transit, Public Utilities, Cities & Villages, and Telecommunications Committees

CITY OF CHICAGO DEPARTMENT OF LAW – CHICAGO, IL

Special Assistant Corporation Counsel | October 2010 - December 2010

- Represented the City of Chicago in municipal, state, and federal environmental litigation and pre-litigation disputes
- Perform policy research and provide policy and legal guidance on the City of Chicago's environmental initiatives
- Conducted legal research and analysis on a wide range of environmental issues, including experience with the Clean Air Act, Clean Water Act, and National Environmental Policy Act

DLA PIPER LLP – CHICAGO, IL

Associate Attorney | October 2008 - June 2010

- Served as a key team member in the Energy & Water, Patent, and Franchise litigation practices
- Advised commercial clients on compliance with state and federal laws and regulations
- Conducted in-depth legal research and case analysis
- Drafted pleadings, motions, and written discovery and experienced in motion practice
- Managed expert witnesses and expert testimony
- Participated in depositions and negotiations with opposing counsel
- Managed litigation documents, including deciding which documents to use for expert witness preparation and identifying privileged documents
- Analyzed renewable energy policy, tax credits, and markets for energy industry clients
- Represented natural gas and electric public utility clients in regulatory litigation
- Assisted in all aspects of representing natural gas and electric utility clients in proceedings before the Illinois Commerce Commission and monitored cases at the Federal Energy Regulatory Commission
- Advised clients on compliance with state and federal intellectual property laws and rulings, including strategizing about litigation and settlement options
- Managed expert witnesses and expert testimony on complex intellectual property topics, including trademark and patent law
- Researched juvenile justice policy for the Illinois Coalition for the Fair Sentencing of Children and the American Bar Association's Collateral Consequences Project
- Researched criminal justice policy for the Public International Law & Policy Group and the Uptown People's Law Center

- Worked several criminal justice reform projects for the Public International Law & Policy Group and the Uptown People's Law Center
- Litigated several criminal appeals cases on behalf of pro bono clients
- Conducted hearings and negotiations regarding students' access to education as pro bono counsel for Equip for Equality

PRO BONO CENTER FOR DISABILITY AND ELDER LAW – CHICAGO, IL

Public Interest Law Initiative Fellow | June 2008 – September 2008

- Drafted power of attorneys for elderly clients as a 711-licensed law student under the supervision of a staff attorney
- Managed independent caseload of family law matters

LEXISNEXIS – CHICAGO, IL

Student Representative | September 2007 – May 2008

- Assisted University of Chicago law students with the effective use of LexisNexis and helped market LexisNexis.

DLA PIPER LLP – CHICAGO, IL

Summer Associate | May 2007 – August 2007

- Researched and drafted legal memoranda addressing various legal issues.
- Drafted sections of a brief to the Seventh Circuit Court of Appeals.
- Participated in trial preparation

ENVIRONMENTAL LAW AND POLICY CENTER – CHICAGO, IL

Legal Intern | June 2006 – August 2006

- Drafted air quality literature for the Illinois Mercury Pollution Reduction Campaign
- Researched and drafted legal memoranda analyzing Clean Water Act provisions and Peotone Airport's eminent domain issues
- Researched treaties and legislation relating to the protection of migratory birds
- Drafted sections of a comment for the Mercury Pollution Reduction Campaign of Illinois.
- Reviewed documents in preparation for air pollution litigation

FEDERAL SIGNAL CORPORATION – OAKBROOK, IL

Legal Intern | May 2005 – September 2005

- Participated in trial preparations for firefighter hearing loss litigation.
- Performed statutory research on various states' commercial codes.
- Drafted cease and desist letters relating to copyright and trademark infringement.

KAPLAN INC. TEST PREP – CHAMPAIGN, IL AND DOWNERS GROVE, IL

Instructor | August 2004 – August 2005

- Taught the LSAT Prep class to over 100 students, as well as tutored students individually

Additional Experience

- Dem Confab: 2015-2020 Co-Director
 - Organized a semi-annual professional skills training for 100+ senior House and Senate staffers
- Conference on Asian Pacific American Leadership: 2018-2020 Board Member
 - Managed a \$300,000+ budget for the organization as Treasurer
 - Guided the organization to empower Asian American, Native Hawaiian, and Pacific Islander youth by increasing access to public service opportunities and building a strong public service pipeline
- Hillary for America: 2016 Regional Get Out the Vote Director, Virginia
- New Leaders Council: *DC Chapter – 2012-2013 Board Member, Chicago Chapter – 2012 Fellow*
 - Directed the DC Chapter to equip millennial leaders with the skills to run for office, manage campaigns, create start-ups, and take their activism back into their communities and workplaces to impact progressive change
- Voter protection counsel for the Lawyers' Committee for Civil Rights Under the Law's Election Protection Project in 2008 and Obama for America in 2012
- Canvassed and phone banked for IL-8, IL-17, and NY-19 during the 2012 elections
- Public Interest Law Initiative (PILI) Board Member – Student Representative 2006-2008
 - Served as a representative for the graduate fellows on the organization's Board of Directors; the program places new associates from Chicago law firms at public interest law agencies in Illinois, where they work for 300 hours before joining their firms

Bar Admissions and Skills

- Admitted to the Illinois State Bar
- Proficient in scientific writing and research
- Fluent in verbal Mandarin Chinese

Publications and Awards

- "Wait Until This Year," *The Deal Magazine*, January 22, 2010 (with Mark Williams and Sarah Wang). Article on China's venture capital and private equity markets in the global economic downturn
- First Place Undergraduate Poster Award at the University of Illinois Biotechnology Center's Science Research Poster Competition (January 2004). Presented *Microclimate changes in soybeans grown in elevated carbon dioxide and their effects on insect herbivory*. Yu, C., O. Dermody, and E. DeLucia (September 2003). Poster was also presented at the 2003 Undergraduate Mentoring in Environmental Biology Poster Session, University of Illinois at Urbana-Champaign, Illinois
- Wheeler, E., C. Yu, and J. Brawn (August 2005). *Seasonal and species differences in antimicrobial defenses of wild bird eggs*. Research poster presented at the Ecological Society of America/International Association for Ecology joint meeting, Montréal, Canada
- Yu, C., E. Wheeler, and J. Brawn (September 2004). *Seasonal and environmental patterns in House sparrow (*Passer domesticus*) egg quality*. Presented research poster at the 2004

Undergraduate Mentoring in Environmental Biology Poster Session, University of Illinois at Urbana-Champaign, Illinois

Education

UNIVERSITY OF CHICAGO LAW SCHOOL

Juris Doctor | 2008

- Women's Bar Foundation of Illinois Merit Scholarship Recipient 2007
- Mandel Legal Aid Clinic – Criminal and Juvenile Justice Project
- Asian Pacific American Law Student Association – President 2006-2007
- Environmental Law Society – Board member 2006-2007
- Graduate Council – Law School Representative and Activities Committee Chair 2007-2008
- Law Women's Caucus – Board member 2006-2007

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

Bachelor of Science in Integrative Biology | 2005

- National Science Foundation's Undergraduate Mentoring in Environmental Biology Fellow: June 2004 to September 2004 and June 2003 to September 2003
 - Competitive two-year fellowship provided full funding for individual research projects during summers
 - Summer – Fall 2004, Department of Animal Biology and Department of Natural Resources and Environmental Science. Developed and led research project on the immunology of avian eggs and its effects on avian reproduction and conservation
 - Spring – Summer 2003, Department of Plant Biology. Developed and led research project that focused on the effects of global warming (elevated CO₂ levels) on soybean leaf temperature and the effects of leaf temperature on insect herbivory and the consequences on agricultural production
- Executive Board member of the Pre-Law Club
- Phi Alpha Delta Honorary Law Fraternity – Pre-Law Member and Newsletter Editor
- Alpha Lambda Delta National Academic Honor Society
- Phi Eta Sigma National Academic Honor Society
- Dean's List 2005
- The National Scholars Honor Society
- Listed in the 2003/2004 edition of *The National Dean's List*[®]

CHIKE AGUH

Education

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA-*Master of Business Administration, Innovation Strategy*

Philadelphia, PA 2010-2013

- *Howard E. Mitchell Fellow (full tuition scholarship)*
 - Established in 1992, in honor of former Wharton professor Howard E. Mitchell, WG '51, this fellowship is awarded to traditionally underrepresented domestic populations, specifically Black/African American, Latino/Hispanic, Native American/American Indian or Alaskan Native, and Native Hawaiian/Asian Pacific Islander to provide financial support to graduate students of color, based on proven leadership, academic excellence, work experience, and/or demonstrated commitment to empowering traditionally underrepresented groups. Each year, a cohort of students receives full tuition, engages in leadership programming, and joins a large network of other Mitchell Fellows and alumni. In 2010, these scholarships were awarded to less than 10 incoming students out of class over 800.
- *Education Deal Lead for Wharton Social Venture Fund (now Wharton Impact Investing Partners)*
 - As a student, led first co-investment as 1st winner of MBA Impact Investing Network and Training Competition beating four other top 20 ranked business scholars and awarding \$50,000 to social enterprise Goalbook.
 - Managed team of four analysts and led the process of leading due diligence on investment target companies, creating detailed financial models to predict company performance and preparing investment memos/slide decks to explain findings
 - Judged the winner by an array of accomplished investors including Brian Trelstad who was the Chief Investment Officer of the Acumen Fund, one of the most prominent impact investing organizations in the world

HARVARD KENNEDY SCHOOL OF GOVERNMENT (HKS)- *Master of Public Administration, Globalization and Innovation*

- *Harvard University Presidential Public Service Fellow (one of ten chosen Harvard-wide) at federal Performance Improvement Council (2012)*
 - Fellowship founded and funded through the Office of the President of Harvard University for students to work in public service
 - Students compete and only 10 are chosen from across all the schools at Harvard based on their leadership, accomplishments, and dedication to public service
- *Harvard Public Service Fellowship (2011)*
 - These are among our most prestigious student awards, and they typically cover the full HKS tuition. These fellowships were established by former Harvard president Lawrence Summers, alumni, and donors to support students committed to careers in public service

HARVARD GRADUATE SCHOOL OF EDUCATION (HGSE)-*Master of Education, Education Policy and Management*

Cambridge, MA 2009-2010

CHIKE AGUH

- Received no less than an A- in any course
- *Recipient of the Intellectual Contribution/Faculty Tribute Award,*
 - Award honors graduating master's students who have profoundly influenced the learning experiences of their classmates, and who have demonstrated outstanding academic achievement in their coursework.
 - The selection process occurs in two stages. First, you are invited to nominate the peer(s) who most inspired you, impressed you, and contributed to your own learning. You may select a student from your own program or another. The Master's Program Directors will review all the student nominations and will make the final award decisions.
 - Chike was one of 13 Master's students given this award out of over 500 students are the time

PACE UNIVERSITY- *Master of Arts of Teaching*

New York, NY 2006-2008

TUFTS UNIVERSITY-*Bachelor of Arts, Political Science*

Medford, MA 2001-2005

- *Elected Student Body President*
 - One of the youngest elected student body presidents in Tufts History
 - Oversaw student government of over 30 and managed budget of over \$2M
- *Appointed one of three student representatives to the University's Board of Trustees*
- *Tufts Alumni Senior Leadership Award*

EXPERIENCE

EDUCATION DESIGN LAB (EDL)-Head of Economic Mobility Pathways; Lead, Community College Growth Engine Fund (CCGEF)

Washington,
DC
2020-
Present

- EDL creates unique higher education models to ensure a future of work for everyone as the economy is changed rapidly by emerging technologies. Partners include University of Maryland, Arizona State University, United Negro College Fund, Georgetown University.
- Leads tri-sector and \$3.5M CCGEF that works with 6 community colleges and their largest employers, K-12 school districts, labor unions, and others to upskill and employ ~4,000 learners in high growth fields by 2022 and scale to reach 1M by the end of 2025
- Directly raised \$1M of the \$3.5M budget, funders include Wal-Mart, Walton Family Foundation, and the Patrick McGovern Foundation
- Oversee the deployment of implementation grants to institutions and oversee the creation of contracts and grant agreements
- Directly oversee a team of six and oversee design teams at each institution that are part of the CCGEF (CUNY, Prince George's Community College, Pima County Community College, Austin Community College, IvyTech and Seattle Community Colleges) which totals over 50 people. In charge of all performance reviews
- Created and oversee Advisory Council and Trust (ACT) to help give outside advice to the CCGEF composed of academics, practitioners, businesspeople, and policymakers.
- Members of the ACT represent organizations such as the National Governors Association, LinkedIn, Amazon, Randstad, Lone Star Community College System, EMSI, CVS Health

CHIKE AGUH

- Represent CCGEF and the Education Design Lab publicly at venues like the Council on Foreign Relations, US Chamber of Commerce, and the Walton Family Foundation
- Leads trainings and instructional sessions for CCGEF institutions, employers and select learners from each institution
- In charge of creating, monitoring, and adjusting the budget of the initiative
- Advise the leadership of EDL on strategy and business models to growth the reach of their effort
- Created the five-year strategy for CCGEF
- Creates donor reports on the impact and specific spending of donated capital
- CCGEF is EDL's largest project in terms of personnel, reach, and budget

HARVARD CARR CENTER FOR HUMAN RIGHTS POLICY-Technology and Human Rights Fellow

Cambridge,
MA
2020-
Present

- Writing and researching the future of work and racial equity
- Member of second cohort
- Fellowship award to me over 100 other applicants
- The 2020-2021 Technology and Human Rights Fellows strengthen the Carr Center's mission to educate the next generation of leaders in human rights policy and practice; and to provide knowledge to organizations, states, policymakers, and corporations.
- Under the guidance of Mathias Risse, Faculty Director of the Carr Center for Human Rights Policy and Lucius N. Littauer Professor of Philosophy and Public Administration at the Harvard Kennedy School, the fellows will spend the next academic year building projects related to the impact of the future of work on racial minorities, business and human rights, international law and cyberspace, and the UN guiding principles, among other projects.

NEW MARKETS VENTURE PARTNERS-Venture Partner, Future of Work/Skills/Workforce Technologies

Fulton, MD
2020-
Present

- Identifies investable, high growth and impact companies in the education and future of workspace.
- Assist in raising capital, supports current portfolio companies, establishes partnerships with enterprise companies, contributes to thought leadership on the future of work
- Have assisted in raising over \$100,000 to date for this fund

COLUMBIA UNIVERSITY, SCHOOL OF PROFESSIONAL STUDIES- Lecturer

Washington,
DC
2020-
Present

- Teaching on topics including but not limited to leadership, strategy, and the future of work
- Assigned to co-teach CNAD K5142 H01 Advanced Project Management in the Construction Management Program

MCCHYRSTAL GROUP(MG)-Senior Principal, Future of Work Lead (promoted from Principal)

Alexandria,
VA
2018-2020

- Founded by retired 4 Star Gen. Stanley McChrystal to transform clients into adaptable 21st century organizations
- Directly served clients like Teach For America, MedStar Health, National Basketball Association, USAID and United Way Worldwide
- For those clients Specifically facilitated workshop and multi-day engagements with C-Suite leadership from organizations to 1) devise and revise company business strategy, 2) Overhaul internal communications protocols, 3) Streamline decision making processes, 4) Increase the leadership capacity of high potential leaders within their organization

CHIKE AGUH

- Over two years, participated in engagements worth over \$1M
- Oversaw multiple teams ranging from 1-3 people
- Firm's lead on future of work, skill development and workforce changes; led firm's client work and thought leadership on strategy
- Participated in business development and sales meetings for potential clients

COUNCIL ON FOREIGN RELATIONS, FUTURE OF WORK TASKFORCE- Taskforce Member

Washington,
DC
2017-2018

- One of 20 chosen by chairs former Commerce Sec. Penny Pritzker and former Gov. John Engler to co-author "The Work Ahead"
- Other members of the taskforce included: Eduardo Padron (past president, Miami-Dade College), Diana Ferrell (outgoing president, JP Morgan Chase Institute), Susan Lund (Partner, McKinsey), Jack Markell (former governor of Delaware), and Jamie Merisotis (president of the Lumina Foundation, largest foundation in US dedicated to higher education)
- Co-led briefings of report to presidential candidate, top 50 university, senior government leadership, over 200 local and state officials
- Co-authored addendum statement to the report that was co-signed by Cecilia Rouse, then Dean of the Princeton School of Public Service, now Chair of the Council of Economic Advisors

EVERYONEON-Chief Executive Officer (promoted from Chief Programs Officer by board after less than 6 months)

Washington,
DC
2015-2018

- EveryoneOn is a multimillion national social enterprise that has helped connect over 500,000 low-income people in 48 states to affordable internet service, hardware, and digital skills/training.
- Responsible for all fundraising, management, financial, strategic, operational and personnel matters for the organizations
- Raised and deployed over \$70M in cash and in-kind donations
- Partnerships with Google Fiber, The College Board, American Library Association, T-Mobile, and over 50 cities and states
- Spoken at, featured in, and/or published in the White House, SXSWEDU, CNN, Forbes, US News and World Report, Fast Company, Wired Magazine, and Public Sector Digest
- Created, monitored, and adjusted organizational annual budget ranging from \$1.8M-\$2.5M
- Managed a staff of 20 and associated partners of over 700 partner organizations around the country, oversaw all hiring, firing and performance reviews
- Managed relations with the board of directors, outside vendors, etc.
- Served as media contact for the organization and gave over 60 media interviews over three years
- Set organizations 5-year strategy

THE ADVISORY BOARD COMPANY-Associate Principal, Education Corporate Strategy; Director, Performance Technologies

Washington,
DC
2013-2015

- Evaluated market opportunities in student success and various potential acquisitions
- Helped launch firm's first student-facing product focused on increasing graduation rates; generated \$500k sales in 3 months
- Oversaw one analyst
- Assisted in creating PowerPoints and documents for company board of directors to evaluate strategic choices and potential acquisitions

CHIKE AGUH

FULBRIGHT THAILAND-Fulbright Scholar

Ubon,
Thailand
2008-2009

- Taught English as a Second Language to high school students in rural Thailand
- Researched education reform and skill acquisition
- Served as exemplar teacher observed by teaching students from local university
- Oversaw instruction for over 400 students and helped lead English Language instruction teaching team of four
- The Fulbright Program, including the Fulbright-Hays Program, is a program of highly competitive, merit-based grants for international educational exchange for students, scholars, teachers, professionals, scientists, and artists, founded by United States Senator J. William Fulbright in 1946. Under the Fulbright Program, competitively selected U.S. citizens may become eligible for scholarships to study, conduct research, or exercise their talents abroad; and citizens of other countries may qualify to do the same in the United States. The Fulbright Program is one of the most prestigious awards programs worldwide, operating in over 155 countries. Fifty-three Fulbright alumni have won Nobel Prizes; seventy-eight have won Pulitzer Prizes.

TEACH FOR AMERICA/EXCELLENCE CHARTER SCHOOL-Corps Member/2nd Grade Teacher

Brooklyn,
NY 2006-
2008

- Taught second grade, every student I taught reached or exceeded grade level
- First all-male elementary charter in the country founded by former Obama Secretary of Education John King
- Responsible for creating, co-creating, and executing lesson plans in guided reading, phonics instruction, math, science, and social studies

NEW YORK CITY DEPARTMENT OF EDUCATION-Special Assistant, Office of Youth Development/New York City Urban Fellow

New York,
NY
2005-2006

- Responsible for supporting the Director of Office of Youth Development with briefings, preparation materials and on-site support during visit to schools and educational facilities across the city of New York and its 1.1 million public school students
- Monitored data on delivery of support services to at-risk students, number of students waiting on essential services decreased by 90%

AWARDS AND RECOGNITION

- *Expert Advisor to American AI Forum (2019)*
 - The AI Forum is a nonprofit social enterprise working to prepare people for the age of artificial intelligence through the development of curriculum, training materials, and community engagement programs that demystify the technologies of the future. We believe everyone, especially those who live and work outside the tech sector, should have access to non-technical education about AI, emerging technologies, and the future of work.
- *Inaugural Future of Work Fellow at the International Society for Technology in Education (ISTE) (2019)*
 - Chike Aguh served as the inaugural Future of Work Fellow at the International Society for Technology in Education, works closely with the learning team and focuses on the future of work and its implications for K-12, higher education and tech developers. ISTE's vision is that all educators are empowered to harness technology to accelerate innovation in teaching and learning, and inspire learners to reach their greatest potential. ISTE inspires educators worldwide, currently serving over 100,000 worldwide, to use technology to innovate teaching and learning, accelerate good practice and solve tough problems in education by providing community, knowledge and the ISTE Standards, a framework for rethinking education and empowering learners.

CHIKE AGUH

- *Washington Business Journal 40 under 40 (2018)*
 - A panel of outside judges, along with Washington Business Journal staff, sifted through more than 450 nominations to determine this year's class. Among them are doctors, CFOs, twentysomething tech CEOs, top attorneys, store owners, architects and more. Each honoree is a standout in his or her industry, climbing the ranks at a young age while still finding time to impact the Greater Washington community.
- *TIAA CREF Difference Maker Award (2018)*
 - TIAA today announced the TIAA Difference Maker 100 Honorees – 100 individuals working in the nonprofit sector who have made significant contributions in their communities and throughout the world. TIAA will recognize each of the 100 honorees with a \$10,000 donation in their name to the nonprofit organization they support, totaling \$1 million in contributions. “We could think of no better way to commemorate our centennial than to celebrate the people we have a mission to serve – the millions of nonprofit professionals driven by purpose and service – and to help enable them to continue having a positive impact on the world,” said Roger W. Ferguson, Jr., president and CEO of TIAA. “We were delighted to receive over 4,000 submissions. Each represents an inspiring story that epitomizes what it means to be a difference maker.”
- *Wharton 40 under 40 (2017)*
 - Recognized as one of the top alumni under the age of 40 in 2017
 - The Wharton School of the University of Pennsylvania is the business school of the University of Pennsylvania, a private Ivy League university in Philadelphia. Established in 1881 through a donation from Joseph Wharton, the Wharton School is the world's oldest collegiate school of business.
- *Distinguished Alumnus Award, Wharton School African American MBA Association (2017)*
 - Presented to one distinguished alumnus annually who has demonstrated singular commitment and accomplishment to AAMBAA, Wharton and the wider world to the African American MBA Association (AAMBAA) in 1986. The organization was formed to augment the professional, academic, and social development of students of African descent at The Wharton School.
 - The mission of AAMBAA is to support the continued achievement of students of African descent and to provide extensive resources to foster the successful progression from prospective students to Wharton alumni.
 - The Wharton School of the University of Pennsylvania is the business school of the University of Pennsylvania, a private Ivy League university in Philadelphia. Established in 1881 through a donation from Joseph Wharton, the Wharton School is the world's oldest collegiate school of business.
- *Presidential Leadership Scholar (2017)*
 - The Presidential Leadership Scholars program, a unique leadership development initiative that draws upon the resources of the presidential centers of George W. Bush, William J. Clinton, George H.W. Bush, and Lyndon B. Johnson, today announced the 60 Scholars invited to participate in the program's third annual class.

The third cohort was selected after a rigorous application and review process. Scholars were selected based on their leadership growth potential and the strength of their personal leadership projects aimed at improving the civic or social good by addressing a problem or need in a community, profession, or organization.

As announced in December 2016, over the course of several months, Scholars will travel to each participating presidential center to learn from former presidents, key administration officials, and leading academics. They will study and put into practice varying approaches to leadership, develop a

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network of peers, and exchange ideas with mentors and others who can help them make an impact in their communities.

The program kicks off in Washington, D.C. on February 7th, where Scholars will visit the National Archives and Records Administration, Mount Vernon, and the White House Historical Association and explore personal and professional development areas including core values and civility.

The latest class joins the alumni network that includes individuals from diverse backgrounds and geographies, coming from a variety of sectors, including private, public, non-profit, military, and academia.

- *Bendheim Fellow, The Wharton School (2016)*

- Wharton Social Impact Initiative is pleased to announce the 2015-2016 recipients of the John M. Bendheim Loan Forgiveness Fund for Public Service.

These recent Wharton alumni—now recognized as Bendheim Fellows— were selected from a pool of talented graduates, all lending their business acumen to careers in the nonprofit or public sectors.

The fund grants up to \$20,000 per year to pay down selected candidates' student loans. Created in 2005 by John Bendheim, W'40, and his son Tom, WG/Lauder'90, and managed by the Wharton Social Impact Initiative, the loan forgiveness fund has granted \$1.3 million to 80 alumni recipients lending their business knowledge to careers in the nonprofit or public sectors.

- *Prince George's County 40 under 40 (2016)*

- the Prince George's County Social Innovation Fund was founded and Forty UNDER 40 Prince George's County was launched. The main motivation was to highlight the brilliant young talent that lives in Prince George's County and then connect them more deliberately to locally focused civic engagement opportunities. To date, the Fund has highlighted and connected over 160 of the counties best and brightest across six sectors – Arts & Humanities, Business, Education, Health & Fitness, Public Service, and Science & Engineering – all under 40 at the time of recognition. Many have advanced in their careers; decided to serve on boards; established and grown their business, and increased their local participation since being recognized.

- *Washington Business Journal Spotlight (2016)*

- *Inspirational Service Award, Advisory Board Company (2014)*

VOLUNTEER EXPERIENCE, BOARD SERVICE:

- *Teach for America-DC Region (2018-Present)*

- Since it was established over 25 years ago, Teach For America D.C. Region has introduced thousands of corps members into classrooms in D.C. and Prince George's County, helping fuel remarkable progress for students and schools across our region. D.C. Public Schools transitioned from one of the lowest performing urban school districts into the fastest improving urban district in the country, measured by student test scores, thanks in part to leadership by Teach For America alumni.
- Today, TFA corps members and alumni teachers, principals, school system leaders, and leaders in policy, advocacy, elected office, nonprofits, philanthropies, business, the law, and medicine bring about transformative change for students and our communities each day.
- Over the next three years, Teach For America D.C. Region is working to: 1) Build clusters of talented educators to strengthen student outcomes, 2) Customize teacher training to unleash

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leadership potential, 3) Mobilize our alumni community to support individual and collective leadership

- *Council on Foreign Relations (2015-Present, term member)*
 - The Stephen M. Kellen Term Member Program provides young professionals in government, media, nongovernmental organizations, law, business, finance, and academia the opportunity to participate in a sustained conversation on international affairs and U.S. foreign policy. The program allows these younger members to interact with seasoned foreign policy experts and participate in a wide variety of events designed especially for them. Each year, a new class of term members between the ages of thirty and thirty-six is elected to serve a fixed five-year membership term.
 - In addition to taking part in a full range of CFR activities, term members also enjoy an array of special events with high-profile speakers, including an annual Term Member Conference, roundtables, workshops, trips to financial and governmental institutions across the country, and a week-long study trip abroad every two years. The Twenty-Third Annual Term Member Conference featured former NORTHCOM and NORAD Commander General Lori J. Robinson as the keynote speaker. Concurrent breakout-session roundtables offered term members the opportunity for in-depth conversations on critical issues, ranging from Iran and North Korea, to climate change, artificial intelligence, and trade policy. The conference also included sessions on what the 2018 midterm elections mean for the 2020 U.S. presidential election, the foreign policy of cities and states, and the future of Europe.
 - In the spring of 2019, a term member delegation visited El Paso, Texas for four days of briefings and meetings on the crisis at the U.S.-Mexico border. Other recent trips have included visits to the Federal Bureau of Investigation, Morgan Stanley's Cybersecurity Fusion Center, National Geo-spatial Intelligence Agency, Joint Base Andrews, Coast Guard Sector New York, New York City Police Department Headquarters, and Seattle, Washington.
- *Coalition for Learning Innovation (member 2019-present)*
 - New interdisciplinary network of leading thinkers and doers drawn together by the possibility of re-imagining how businesses and society approach adult learning and growth—from workplace training to workforce re-skilling, higher ed to ed tech. Its 30-plus participants include corporate and nonprofit leaders, academic researchers in the fields of psychology and neuroscience, technology innovators, and other experts.
- *Harvard Kennedy School Alumni Board of Directors (2014-2018)*
 - HKS degree-program and executive education alumni are represented by an elected board that comprises 22 volunteer members. These volunteers work to strengthen connections among HKS alumni across the globe by supporting alumni, current students, and the school.
 - Members, who meet twice a year in Cambridge, serve four-year terms. Board committees typically focus on alumni networks, reunions, alumni awards, elections, communications, and career advancement.
- *Tufts University Alumni Council (2018-Present)*
- *Harvard Black Alumni Society of Washington, DC (2013-2015, President)*
 - The Harvard Black Alumni Society is a forum for black Harvard alumni to convene, communicate, and contribute to mutual professional development and the cultivation of black graduates both present and future. HBAS serves to enrich and enlighten its membership, as well as to embrace the challenges and triumphs that we encounter "post-Harvard."

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It is our intent that, through this organization, a strong and supportive society of Black Harvard Alumni perpetually exists to address pertinent issues and to enhance the alumni experience of each graduating class.

- *Baltimore Collegiate Charter School (2013-2015, Founding Board Member)*
 - Provides the finest liberal arts education possible to Baltimore's next generation of young men, ensuring that they will become global citizens trained to learn, lead, and serve our community, our nation, and our world.
 - Baltimore Collegiate School for Boys is the first charter school in the city to serve exclusively boys with a continuous academic program from grades 4 through 8. Baltimore Collegiate is inspired, developed, and organized by the Board of Trustees of The Five Smooth Stones Foundation, Inc., a non-profit educational institution committed to transforming a generation of boys and young men in Baltimore City with world class educational opportunities. The Foundation has been authorized by Baltimore City Public Schools to operate a school.
 - When Collegiate opened in 2015, over two hundred 4th, 5th and 6th grade boys were given the opportunity to enjoy the finest education possible.
 - The school offers a rich liberal arts curriculum that focuses on academic mastery and character development.
 - Consistently one of the best performing elementary schools in Baltimore, MD
- *Code in the Schools (2013-Present, Member, and past Board President)*
 - Code in the Schools empowers Baltimore City youth to thrive in the 21st century economy by expanding access to quality computer science education and building pathways from school to jobs and higher education. By focusing on youth traditionally under-represented in technology fields, we work to eliminate structural barriers and inequities in education and industry.
- *Prince George's County Social Innovation Fund (2015-Present, Advisory Board Chair)*
 - Prince George's County Social Innovation Fund's mission is to build social capital and invest in new approaches to solving social challenges in Prince George's County.
 - The vision is to continuously identify appropriate models that support the County's infrastructure across public, private, religious, and non-profit sectors for improved quality of life.
- *Institute for Educational Leadership (2018-Present)*
 - IEL partners with under-resourced communities to equip leaders to better prepare children, youth, adults, and families for postsecondary education and training, rewarding careers, and civic and community engagement and been existence for over 50 years
- *Prince George's County Commission on Fathers, Men and Boys (Commissioner 2019-Present)*
 - The Prince George's County Commission for Fathers, Men and Boys is an advisory board established in 2019 to provide guidance to the County Executive, the County Council, County agencies, and the public on issues and needs of fathers, men and boys in Prince George's County, MD according to (CB-9-2017)
 - Elected Co-Chair of Strategic Planning and Research Committee
 - Created Commission's strategic plan

CHRISTINA E. CHEN

EMPLOYMENT HISTORY

North Carolina Coordinated Campaign (Biden for President)

Raleigh, NC

Operations Director

July 2020 – Nov. 2020

- Oversaw organization-wide systems related to 1) people management, 2) operations, and 3) budget and expenses

People management: Led day-to-day operational, logistical, and administrative aspects of a 300-person organization from hiring to offboarding, including payroll, IT, procurement, and emergency management

- Hiring and vetting: By Election Day, the organization had 278 Coordinated Campaign employees, 30 Campus fellows, 20 supply hub managers, and 10 Biden for President staff
 - Overhauled and scaled hiring and vetting processes for all staff (separate processes for different positions depending on funding sources) to more than double number of employees
 - Utilized hiring platform (Quickbase) and coordinated approvals and vetting with directors, National HQ, DNC, and DSCC
 - Approved job descriptions and templates for offer letters and contracts
 - Approved start dates and salaries, in coordination with HR director
- Onboarding and offboarding: Oversaw onboarding of over 225 employees and contractors and offboarding of all employees
 - Improved new hire paperwork and developed FAQs on key onboarding topics
 - Revised offboarding process that involved removing employee email and access to other platforms (Google Groups, Slack, T-Sheets)
 - Maintained confidentiality of onboarding, offboarding, and HR issues
- Payroll: Verified and approved payroll for all Coordinated Campaign employees and contractors
 - Payroll was run nearly weekly with approximately 170 field organizers paid hourly on a biweekly schedule and 108 non-field organizers paid by salary on semi monthly schedule
 - Finalized paychecks for 50 contractors paid by third-party organization
 - Reviewed new hire paperwork, including all tax forms and i-9 and direct deposit forms
 - Audited payroll system and corrected start date, salary, and pay frequency inaccuracies
 - Finalized all back pay, prorated pay, health care deductions, tax benefits, additional pay, and severance and other deductions and reimbursements as appropriate
- Internal communication and IT: Set up communication structures to allow our teams to better interact and share files and served as primary liaison between organization staff and HQ IT
 - Created Google Groups, shared Google folder, shared Google drive, and Google Sites for staff to facilitate collaboration and file sharing
 - Led daily directors call for Biden for President and Coordinated Campaign leadership teams
 - Directed the Operations Associate to develop and maintain an organization-wide events calendar and weekly all-staff newsletter with department updates and upcoming events
- Emergency management: Responsible for ensuring the safety and wellbeing of all staff and volunteers
 - Tracked movement and severity of natural disasters, including hurricanes, forest fires, and earthquakes (Hurricanes Isaias, Laura, Sally, Delta, and Zeta; NC earthquake; CA forest fires)
 - Developed process that required managers to check in with staff impacted by storms and regularly status updates to leadership and National HQ
 - Drafted guide for how to prepare and respond to a hurricane
 - Developed, executed, and maintained health and safety protocols for supply hubs and events
 - Plans included: sign-in / sign-out protocols, self-certified temperature checks, signage, cleaning schedule, capacity maximums, supply hub zones, etc.
 - Trained staff on protocols and ensured supply hubs were adequately stocked with PPE

(masks, gloves, cleaning wipes, hand sanitizer, forehead thermometer, etc.)

- Lead for all potential and confirmed COVID-19 cases connected with supply hubs
 - Executed recommendations of National HQ Office of Health
 - Oversaw contract tracing and the closure and professional cleaning of supply hubs
 - Notified staff and volunteers potentially exposed to COVID and clearly communicated situation and next steps to the public
- Other projects: Completed critical projects that allowed the organization to operate more effectively
 - Time tracking: Rolled out new time tracking platform (T-Sheets) to all field organizers and managers with written guidance and office hours
 - Emails: Successfully transitioned 120 employees from Microsoft email domain to G-Suite in coordination with National HQ
 - Chromebooks and technology: Developed process for centrally distributing approximately 100 Chromebooks to staff and coordinated with National HQ to ship technology to new hires

Operations: Executed the programmatic vision of the leadership team, including the opening, operation and closing of statewide network of supply hubs that distributed 150,000 yard signs, 3 million+ pieces of literature, and other critical materials to 100 counties in the state

- Supply hubs: Set up and managed supply hubs strategically in 13 locations around the state to facilitate the distribution of materials and supplies
 - Ten of these hubs were already leased by the North Carolina Democratic Party or DNC and three of these hubs were scouted and leased under my supervision
 - Developed process for identifying, evaluating, and tracking office leases
 - Directed Operations Deputy to set up internet and stock the supply hubs with PPE and supplies
 - Oversaw the development of supply hub processes including the sign-in / sign-out protocol, supply audit form, materials pick-up form, hub manager scheduler, shipping calendar, and more
- Campaign visibility: Oversaw the production and strategic distribution of yard signs, barn signs, and other chum and literature
 - Produced over 150,000 yard signs (5 designs), 1,500 barn signs, and other materials: flags, buttons, bumper stickers, lapel stickers, placards (8 designs), face masks, T shirts (3 designs), and literature (over 3 million in English and Spanish door hangers and palm cards)
 - Determined supply needs and ideal allocations based on universe size by county
 - Worked with national and local vendors to finalize designs and orders of campaign materials
 - Worked with national shippers and local couriers to distribute materials within our timeline
 - Managed process for receiving deliveries and coordinated with external groups on pick-ups
 - Monitored supplies and tapped volunteers and couriers to redistribute supplies between hubs
- Volunteer exempt mail program: Oversaw mail house volunteer program in Raleigh and Greensboro, ensuring that over 40 mail pieces were efficiently and compliantly delivered to voters
 - Recruited, trained, and managed volunteers (15 total) for shifts in Raleigh and Greensboro
 - Trained volunteer leaders to prepare appropriate documentation for each mail piece completed
- Virtual events: Primary operations lead for all statewide virtual events (Zoom)
- GOTV boiler rooms: Executed hybrid in-person / virtual boiler room during GOTV
 - Facilitated discussions with leadership and directors on their vision for GOTV
 - Executed hybrid model with some staff participating in-person and some participating virtually
 - Advised Operations Deputy on plans with Raleigh hotel for set-up of rented ballroom spaces, catering, and hotel room arrangements for staff traveling to Raleigh
 - Enforced health and safety guidance and hired off-duty police officer for additional security
 - Developed back-up plans for physical spaces and technology
- Post-election cure and provisional ballot program: Oversaw execution of logistical aspects of post-election cure and provisional ballot program
 - Advised Operations Deputy on orders of new materials and delivery of supplies to supply hubs
 - Facilitated discussions on processes for collecting, scanning and returning completed attestation

- forms to the local county board of elections office before the November 12 deadline
- Ensured that staff staying on to help had housing and transportation if needed
- Shutdown: Managed the shutdown of supply hubs and operations of the organization
 - Developed taskmaster of actions, including inventory audit, dumpster drops, supply pick-ups, landlord walkthroughs, and other, and managed process for completing all tasks
 - Facilitated conversations with the State Party and leadership team to build consensus
 - Made key decisions about supply hub operations
 - Decided to extend supply hub operations at skeletal level through November 13
 - Decided to transition staffing from supply hub managers to Organizing Team
 - Oversaw coordination with vendors to arrange dumpster drops and furniture pick-ups
 - Communicated daily shutdown priorities to supply hub staff
 - Oversaw shutdown of internet service and return of equipment and the closing or transfer of accounts (AT&T, Verizon, Staples, Adobe, Canva, etc.) to the NC Democratic Party

Budget and expenses: Managed \$2 million+ non-personnel budget that translated leadership vision into coordinated virtual / in-person campaign strategy

- Managed the flow of money from several funding sources (DNC, Biden for President, DSCC) through the State Party and out to the appropriate vendors
- Worked with directors to spend their budgets and execute their GOTV visions. Select expenses include: 200 personal hotspot devices for each field organizer; 7 food trucks for coalition events; partnership with Uber on Rides-to-the-polls program; over 200 gas cards
- Tracked expenses against budgets for records and to prevent overspending and ensure compliance
- Developed multiple budget requests, including GOTV budget, shutdown budget, staff travel budget, DSCC budget, post-Election budget
- Managed vendors and payments process
- Developed reimbursement process and approved reimbursement requests

Leadership: Managed team and cultivated community relationships

- Operations Team: Directly managed team of 3 (two Deputy Operations Directors and one Operations Associate)
 - Held daily team check-ins and weekly 1:1 sessions
 - Balanced workloads of team to ensure even coverage of work
 - Advised on operations projects and elevated concerns as needed
- Community relationships: Cultivated relationships with local political and activist organizations
 - Collaborated with internal teams, HQ, DNC, DSCC, county party chairs, and other groups to identify and resolve issues and establish efficient workflows

DC Green Bank

Contractor (Part time)

Washington, DC
Apr. 2020 – July 2020

- Developed and managed process for hiring first wave of leadership at start-up organization
 - Developed candidate tracker and hiring process that included outcomes, review and interview process, approval process, and selection criteria
 - Identified job boards and organizations for recruiting candidates
 - Drafted job descriptions for Director of Operations, Controller, General Counsel, and Chief Investment Officer positions
 - Monitored submission and screened candidates and made recommendations to CEO
 - Prepared first round interview matrix with questions and developed evaluation criteria
 - Drafted writing sample prompts and prepared second round interview matrix with presentation prompts and guidelines and developed evaluation criteria
 - Communicated updates and progress to candidates, CEO, and Board
 - Completed reference checks for advancing candidates

- Researched, evaluated, and rolled out applicant tracking systems
- Worked with staffing agency to review, interview, and hire temporary executive assistant
 - Onboarded, advised, and managed the work of the executive assistant
- Advised on administrative structure, communications and branding, and community engagement initiatives
 - Board Meetings: Managed operations for three public monthly Board Meetings from conception to execution
 - Developed taskmaster template with roles and responsibilities and tasks and deadlines
 - Coordinated with CEO to develop and finalize agenda and meeting materials
 - Coordinated with IT team, Legal team, and Communications consultants to make sure all tasks before and after meetings were completed
 - Addressed technical and attendance issues during meeting
 - Communications and branding:
 - Reviewed press releases and budget hearing talking points
 - Advised on branding proposals submitted by communications consultants
 - Community engagement: Advised on stakeholder strategy and potential contacts

Warren For President

Manchester, NH; Raleigh, NC

New Hampshire Deputy Operations Director; North Carolina Operations Manager Nov. 2019 – Mar. 2020

- Supported the goals of the organization by 1) allocating resources, 2) developing operating policies and guidelines; and 3) recruiting and training staff and volunteers

Resource allocation: Ensured field organizers had the office spaces and supplies needed to launch campaign events and maintain an office for volunteer activities

- New Hampshire field offices:
 - Worked with the Operations Director to identify, vet, and secure the 3 remaining office spaces
 - Balanced budgetary constraints with leadership requests for location, size and features (such as ADA compliance)
 - Researched vacant spaces in target locations, contacted real estate agents, and tracked leads
- New Hampshire supply requests:
 - Managed supply audit and request processes for existing offices
 - Updated form and instructions for requesting supplies and monitored submissions
 - Placed approved orders and had materials shipped directly to the field offices or coordinated for an organizer to pick up the order from our HQ in Manchester
 - Prioritized or denied certain requests and communicated appropriately to staff
 - Fulfilled supply requests for events - town halls, rallies, speeches, training events, etc.
 - Worked with caterers on orders that met dietary restrictions and budget guidelines
- North Carolina supply requests:
 - Developed an inventory template to track quantities of key office supplies, such as toner, printers, stickers, etc.
 - Used audit submissions to develop a plan for redistributing supplies within the state
 - Developed an event supplies and budget tracker that was used to successfully execute events with Rep. Ayanna Pressley

Operating policies and guidelines: Developed and rolled out policies and guidelines to set expectations and direct behaviors

- New Hampshire policies and guidelines:
 - Developed a checklist of key actions to take before leaving for the holidays
 - Developed guidelines for staying safe during Winter months for staff and a packing list for canvassers that were later rolled out as part of the Volunteer Welcome Packet

- Worked with Voter Contact team to draft the Volunteer Welcome Packet, which included information about the primary, canvassing tips and tools, and guidelines on supporter housing

Staff and Volunteer Training and Recruitment: Managed out-of-state volunteer and supporter housing programs, and filled 800 shifts with volunteers from 25+ states and completed 300 requests for housing

- New Hampshire out-of-state volunteer program:
 - Revised process, including intake forms, process documents, and training materials, and developed a database to track the status of out-of-state volunteers and groups
 - Developed process for deciding volunteer placements with approval from Organizing Director
 - Worked directly with out-of-state volunteers to understand their plans and requests, such as for transportation or supporter housing, and communicate volunteer program and expectations
 - Fulfilled out-of-state volunteer requests and sent final trip details to volunteers, including supporter housing information and Volunteer Welcome Packet
 - Gathered feedback from out-of-state volunteers after volunteer shift
 - Managed reassignment process for out-of-state volunteers as higher priority canvassing locations were identified
- New Hampshire Supporter Housing Program:
 - Refined and managed process for recruiting, vetting, and matching supporter housing hosts with out-of-state volunteers
 - Gathered information from potential hosts about their home, availability, and other preferences
 - Refined and managed tracker for supporter housing hosts and matches
 - Identified and confirmed housing matches and communicated key information to host and guest
 - Thanked hosts with written thank you cards and correspondence from Senator Warren
- North Carolina support housing program:
 - Managed program for vetting, approving, and matching supporter housing hosts
 - Secured housing for approximately 25 organizers from South Carolina during GOTV
 - Strategically assigned organizers to field offices and secured nearby supporter housing
 - Drafted a background memo and schedule for each South Carolina team member along with detailed information about their canvassing location and supporter housing host

Other operations projects:

- New Hampshire Packetland: Worked with Operations Director to execute a centralized process for printing, compiling, and delivering materials required to equip each staging location with the necessary supplies, literature and printed turf packets in the final weeks of the primary
 - Supported the Operations Director in developing and executing the Packetland plan
 - Calculated supplies needed at each of the 54 staging locations based on their shift goals and ordered them with enough time to assemble supplies centralizing from Manchester HQ
 - Supplies included banker boxes, blue tape, staplers, power strips, flashlights, and more
 - Assembled supply boxes and filled boxes with supplies, labeled, audited and packaged boxes for delivery to staging locations
 - Counted and sorted bundles of door hangers that were unique to polling locations and packaged and delivered specific quantities to staging locations based on weekend shift goals
 - Prepared back-up printed turf packets with addresses of targeted voters within a geographic area that are used by canvassers to track their conversations with voters
 - Worked with Operations Director and leadership team to outsource 100% of turf packet printing, instead of printing in-house
 - Managed relationships with one of the vendors (Sir Speedy) responsible for half of the printing job, which included turf packets, scripts, sign-in sheets, and other files
 - Tested the printing timeline to ensure that deadlines could be met during GOTV
 - In total for GOTV, printed approximately 20,000 pages within a 48 hour turnaround
 - Boxes of turf packets were audited before sealed and packaged for delivery

- Executed plan for delivering assembled supply, literature, and turf packet boxes to appropriate staging location, using volunteer drivers, rented vans, and color coding system
- Recruited and trained volunteers and staff to support and run Packetland
- New Hampshire pledge-to-vote card mailback program:
 - Researched and evaluated various mailback options from mail permits and online printing
 - Recruited staff and volunteers to audit the cards for incomplete or out-of-state addresses, add disclaimers as needed, and add the stamps
 - Packaged stamped and audited postcards and prepared them for drop off at the postal office
 - Developed unique process for returning postcards to students on college campus
- North Carolina GOTV program:
 - Oversaw regional audit of supplies and determined which supplies needed to be redistributed between field offices
 - Decided which print jobs to outsource and which to complete in-house, balancing printing needs with budget and production timelines
 - Allocated and distributed door hangers, palm cards, placards, flyers, fans, and stickers and to the regional offices based on inventory and shift goals
 - Provided 3 drivers with delivery manifests with instructions for deliveries to field offices
- North Carolina field office shutdown program:
 - Developed shutdown plan during GOTV with different options based on primary results
 - Worked with the senior leadership to identify Shutdown Captains and provided captains with guidelines and a checklist for shutting down their assigned field office
 - Shutdown process included 1) disposing, recycling or donating all furniture and office supplies, 2) cleaning up the office and repainting the walls as needed, 3) returning keys to the landlord, and 4) returning the internet equipment
 - Led the Raleigh office shutdown and stayed in close communication with the Shutdown Captains on their progress in the regions

Leadership

- Managed team of six for the final week before the New Hampshire primary

Cube Hydro Partners, LLC

Special Assistant; Government Affairs and Policy Manager

Bethesda, MD

Jan. 2017 – Nov. 2019

- Implemented internal compliance program, including risk assessment, corporate compliance committee, training and reporting, staffing, and efforts to develop tracking system and protocols
 - Developed comprehensive risk analysis and management program implementation and regular reports to management
 - Developed and executed risk assessment of company that involved interviews and tracker of recommendations
 - Implemented systems, policies, and procedures to support compliance
 - Drafted Compliance Dashboard of compliance events and filings that was included in Monthly Reports and managed process for updating dashboard regularly
 - Developed process for reporting compliance events
 - Supported external audits by gathering information and tracking progress toward implementing recommendations
 - Drafted annual Compliance Program annual reports for 2017 and 2018
 - Compliance Committee:
 - Drafted minutes for monthly Compliance Committee meetings
 - Prepared agenda and materials for Compliance Committee meetings
 - Drafted Committee Charter for Compliance Committee
 - Tracked assignments from Compliance Committee meetings
 - Fostered culture of compliance

- Supported preparation of materials for Board Subcommittee on Compliance
 - Drafted quarterly communication from CEO to all staff on compliance
 - Facilitated weekly compliance working group calls and tracked assignments
- Monthly reports: Coordinated compilation, review and approval, and distribution of monthly financial and operations reports to the Board
- Quarterly reports: Coordinated compilation, review and approval, and distribution of comprehensive quarterly reports to the Board
- Operations compliance: Drafted tracker of compliance obligations per operating licensing and other certifications and agreements
- Increased company visibility through public events and stakeholder and media engagement, including overseeing budget and logistics for hydropower plant celebration attended by 100 local leaders and staff
 - Led the planning and execution of travel to hydropower plants in North Carolina and other events and meetings with economic developers and stakeholders
 - Facilitated approximately 15 trips to North Carolina in 2017
 - Drafted press releases and responded to reporter questions
- Advocated for renewable energy policies through outreach, public testimony, and strategic partnerships
 - Created timely and targeted legislative and regulatory advocacy contributions
 - Coordinated submission for FERC's notice of public rulemaking
 - Drafted background memos and presentations summarizing investment and partnership proposals for meetings with Congressional members, federal and state officials, and conferences
 - Tracked regulations and policies that impacted the company and investment opportunities
 - Drafted Congressional letters stating position on legislation
 - Prepared business plan and 1-year schedule of goals and milestones for legislative strategy
 - Coordinated with government affairs consultants on legislative strategy
 - Conducted extensive research on complex energy policies
 - Drafted public testimony for Vice President for state legislative hearings
 - Gave public testimony at state legislative hearing
 - Summarized complex energy tax incentives, energy savings performance contracts, and other energy and infrastructure policies and legislation
- Pursued new revenue streams (secured \$375,000 in incentive payments) and efficiency solutions
 - Coordinated the submissions of our applications for the annual Section 242 incentive program
 - Submissions required gathering yearly data on hydropower production, explaining compliance with incentive program criteria, and calculating expected payment amount
 - Coordinated the submissions of annual reports related to previously awarded Section 1603 grant
 - Coordinated the submissions for USDOE's Fish Passage funding opportunity
 - Reviewed requests for information for potential business development opportunities
 - Maintained company's annual status in federal government's system for award management
 - Annual renewal required verification of company information and financials
- Oversaw other projects:
 - Tax parcel reconciliation:
 - Reviewed legal counsel reports, deeds, and county GIS websites to recreate a simple and complete picture of company's property tax liabilities in North Carolina
 - Developed and updated trackers of tax parcel liabilities to support payment discussions
 - Managed company's website
 - Supported hiring of department staff and interns

U.S. Department of Labor

Special Assistant to the Deputy Secretary (Obama Administration Appointee)

Washington, DC

Jan. 2015 – Jan. 2017

- Managed logistics of Deputy Secretary's internal and external events, from conception to execution;

- drafted memos and remarks, and amplified appearances through press and on social media and blog
- Implemented employee engagement initiatives, including Innovation Council and DE&I training events

Representative Henry Waxman

Committee Intern; Staff Assistant; Legislative Correspondent

Washington, DC
Jan. 2014 – Jan. 2015

VOLUNTEER AND CIVIC ENGAGEMENT EXPERIENCE

Turn It Blue DC / Swing Left / Obama Alumni Association in DC

Jan. 2017 – Apr. 2019

- Recruited and secured transport to VA and PA Congressional districts for 200 canvassers
- Filled 400 shifts and reached 15,500 doors between August 2018 and November 2018
- Filled 150 shifts for Rep. Conor Lamb and VA Delegates between February 2017 and February 2018
- Partnered with DNC, campaigns, and grassroots groups to manage resources and maximize effectiveness
- Organized phone banking sessions and small dollar fundraising events
- Communicated logistical information to volunteers and trained volunteers on canvassing best practices
- Presented accomplishments at grassroots group meetings

DC Local Ambassadors

Jan. 2017 – Apr. 2019

- Managed volunteer systems, communications, and training for protests, including March for Our Lives, Poor People's Campaign, and Zero Hour Climate March
- Group's work on Women's March and other rallies featured in Washington Post and on Comedy Central

EDUCATION

Duke University

B.S. in Psychology; B.A. in Public Policy Studies

Durham, NC
May 2013

Conor E. Freeley

Education

TEMPLE UNIVERSITY HONORS COLLEGE, BA: POLITICAL SCIENCE & GLOBAL SECURITY, MAGNA CUM LAUDE

- Phi Beta Kappa, Pi Sigma Alpha, Dean's List 2015-2019, Honors Program, Spring 2018 in Berlin, Germany, GPA 3.94
- President, Temple College Democrats | Co-Chair, Pi Sigma Alpha Honor Society | Dir. Gov. Affairs, Student Government

THE BOSTON LATIN SCHOOL | CLASS OF 2015 | COMPETITIVE PUBLIC EXAM SCHOOL, FOUNDED 1635

Campaign & Political Experience

CREDENTIALING MANAGER | 59TH PRESIDENTIAL INAUGURAL COMMITTEE | DEC 2020-JAN 2021

- Managed the processing and distribution of 2K+ Secret Service credentials for all inaugural staff, volunteers, and vendors
- Served as liaison between USSS and POTUS & VPOTUS family, guests, and high-profile talent to quickly process credentials

DEPUTY DIRECTOR OF OPERATIONS | BIDEN FOR PRESIDENT - WISCONSIN | JULY 2020-NOVEMBER 2020

- Oversaw all aspects of a \$120K 'Get Out the Vote' budget and assisted in management of the larger \$1.7M operating budget
- Managed working relationships with 10+ vendors across the state and country to meet the campaign's operational needs
- Facilitated 200+ virtual principal and surrogate events, generating a best-in-the nation viewership across all platforms
- Assisted in the onboarding process of a record 200+ member campaign staff in coordination with the HR team

SPECIAL PROJECTS & OPERATIONS COORDINATOR | BIDEN FOR PRESIDENT | JANUARY 2020-JULY 2020

- Planned principal and surrogate trips in NH by drafting event memos, briefing books, and schedules; staffing as necessary
- Executed the procurement and delivery of \$45K of canvassing supplies across SC, leading to a pivotal election victory
- Managed a \$30K supply budget in IL and oversaw the expedited shutdown of campaign offices when remote work began
- Compiled daily press clips, facilitated virtual surrogate events, and maintained a daily regional COVID tracker while remote

CAMPAIGN MANAGER | DAN DALY FOR BOSTON CITY COUNCIL, DISTRICT 9 | AUGUST-OCTOBER 2019

- Oversaw all aspects of the campaign including a \$30K budget, external communications, and field organizing efforts
- Managed the candidate daily as a bodyman, scheduler, event staffer, and driver throughout the campaign

Government & Policy Research Experience

POLICY RESEARCH ASSISTANT | PA PUBLIC POLICY DATABASE PROJECT | JANUARY 2016-MAY 2019

- Analyzed PA House/Senate legislation from 1971-present and assigned appropriate codes based on policy areas covered

MAYOR'S OFFICE INTERN | CITY OF BOSTON | JUNE-AUGUST 2017 & JUNE-AUGUST 2018

- Streamlined complicated policies and modernized departmental applications for the City's Public Works Department

LEGISLATIVE FELLOW | DISTRICT OFFICE OF PA REPRESENTATIVE BRIAN K. SIMS | SPRING & FALL 2017

- Oversaw 5+ legislative interns and trained them in constituent services and the legislative process

Skills

- **Programs:** Quickbase, PIVTL, Mobilize, Zoom, Facebook Live, NGP-VAN, Stata, Google Suite, MS Office, Social Media
- **Languages:** Conversational German, Basic Conversational Spanish

Awards

- William C. Seyler Scholarship for exemplary service in state government, Temple's 'Global Scholar' grant for studies abroad
- Senior Thesis *Troubles Behind: The Case for Irish Unity* chosen for Global Temple, UPenn PSA, & TURC research conferences

DANIEL ARRIGG KOH, MBA

experience

2018-2021	HQO, INC. Chief Operating Officer Chief Operating Officer of a technology company designed to dramatically improve the working environment. <ul style="list-style-type: none">• Oversee all aspects of the business including finance, fundraising, hiring, and communications.• Raised over \$51m, increased annual revenue from \$180k to \$7.6m, and grew headcount from 20 to 110.	BOSTON, MA
2017-2018	KOH FOR CONGRESS Congressional Candidate Candidate in the 3 rd Congressional District of Massachusetts, coming within 0.2% of the democratic nomination. <ul style="list-style-type: none">• Crafted a strategy and message centered around fighting for the American Dream through jobs and healthcare.• Built a grassroots campaign with thousands of volunteers, 20 paid staff and over \$3 million raised.	
2014-2017	CITY OF BOSTON Chief of Staff Crafted and executed Mayor Martin J. Walsh's vision for Boston's 4.7 million metro residents. <ul style="list-style-type: none">• Oversaw 18,000 employees, a \$3.1 billion operating budget and a \$2 billion capital budget.• Launched citywide master plan, worked with organized labor on a wide range of initiatives, and created "CityScore," a pioneering, award-winning data-driven performance management system for municipalities.	BOSTON, MA
2012-2014	THE HUFFINGTON POST MEDIA GROUP General Manager, HuffPost Live. Previous: Chief of Staff to Arianna Huffington Oversaw the business and editorial operations of new streaming network with 8 hours per day of original content and 100m video views per month. Managed P&L and responsible for achieving growth targets. <ul style="list-style-type: none">• Responsible for interviewing, hiring, and managing newsroom and business staff of 700.	NEW YORK, NY
2011-2012	CITY OF BOSTON Advisor to the Mayor, Harvard Business School Leadership Fellow <ul style="list-style-type: none">• Advised and executed on a number of initiatives for Mayor Thomas M. Menino ranging from rebranding his employment program to provide 10,000 summer jobs for Boston youth to college graduate retention strategies.	BOSTON, MA
summer 2011	LINCOLN CENTER FOR THE PERFORMING ARTS Strategy and Business Development Fellow Partnered with stakeholders across the organization to implement several business development initiatives.	NEW YORK, NY
summer 2010	MAJOR LEAGUE BASEBALL Labor Relations and Economics Intern Evaluated league financials to inform the negotiation strategy for 2011 collective bargaining with the players' union.	NEW YORK, NY
summer 2009	NEW ENGLAND PATRIOTS Strategy and Business Development Fellow Designed and proposed marketing and business development initiatives tailored to promote organizational growth.	FOXBOROUGH, MA
2008-2009	BOOZ ALLEN HAMILTON Consultant Developed strategic plans and policy papers for both government and nonprofit organizations in a team environment.	WASHINGTON, DC
education		
2009-2011	HARVARD BUSINESS SCHOOL Master of Business Administration. Elected Class President, Section E. Co-President, Volunteer Consulting Club.	BOSTON, MA
2003-2007	HARVARD COLLEGE Bachelor of Arts in Government. Secondary Field in Psychology. Authored honors thesis on race classification in college admissions. Elected Vice President of the Harvard Din & Tonics (A Cappella).	CAMBRIDGE, MA
personal	"Bostonian of the Year" Honorable Mention, <i>The Boston Globe</i> . <i>Forbes</i> 30 Under 30. <i>Boston Business Journal</i> 40 under 40. "Next generation power player," <i>Boston Magazine</i> . World Economic Forum Global Shaper; Global Future Council on Cities and Urbanization. Conversant in Spanish. Completed 47 marathons.	

DARIELY RODRIGUEZ

PERSONAL SUMMARY

Accomplished senior-level attorney experienced in managing diverse teams engaged in impact litigation and policy advocacy matters. Deep expertise in employment discrimination, EEO and OFCCP affirmative action compliance obligations. Excellent history of navigating complex situations and building consensus among multiple stakeholders, including senior leadership, private sector institutions, government officials and other coalition partners.

LEGAL EXPERIENCE

Lawyers' Committee for Civil Rights Under Law, Washington, D.C.

Inaugural Director, Economic Justice Project, September 2016 – Present

Planning and Development

- Implement short and long-term programmatic plans involving strategies for impact litigation, policy and regulatory advocacy, and appellate advocacy. and impact litigation strategies with team input, and under the oversight of chief counsel, to promote economic opportunity and health equity in communities of color.
- Develop annual project budgets, and currently manage a multi-year budget of approximately \$1 million.
- Oversee and manage various projects to ensure team is meeting goals, timelines and benchmarks for multiple grants.
- Formulate and initiate procedural changes to maximize project efficiency and effectiveness while minimizing costs.

Supporting Executive Management

- Act as advisor to chief counsel and executive director on complex and time-sensitive economic justice and employment discrimination policy and litigation matters.
- Represent executive director in external meetings, panels and briefings.
- Develop written and oral congressional testimony for executive director.
- Act as a liaison with civic organizations, congressional staff and federal government officials including from the CFPB, EEOC and U.S. Department of Labor.
- Serve as internal EEO Officer (2016-2018).

Operations

- Interview and hire project legal and support staff.
- Supervise four attorneys, a project associate, support staff and interns and foster positive work environment by providing ongoing constructive feedback and recognition.
- Administer multi-year national records assistance program connecting hundreds of people with criminal records to pro bono legal services, stemming from \$15 million settlement with Census Bureau.
- Plan and execute panels, briefings, and conferences on civil rights issues in close collaboration with coalition partners for various stakeholders, including congressional members and staff, and advocates.
 - Organized and moderated congressional [briefing](#) focused on paid leave as a racial justice issue, attended by Congressman Steven Horsford.
 - Co-hosted multi-stakeholder convening on algorithmic discrimination in hiring, which resulted in publication of “Civil Rights [Principles](#) for Hiring Assessment Technologies,” joined by more than 25 groups.

Advocacy

- Co-chair the Employment Task Force of the Leadership Conference on Civil and Human Rights, the national umbrella organization of American civil rights groups.
- Engage in extensive regulatory policy advocacy on employment, consumer and healthcare discrimination issues before the Department of Labor, EEOC, CFPB, and HHS. Lead stakeholder coalition engagement and meetings with EEOC commissioners and DOL OFCCP Director and officials.
 - [Lead](#) advocacy challenging DOL's national interest exemption suspending affirmative action obligations for federal contractors responding to COVID-19, resulting in exemption not being extended.
- Serve as plaintiff-side counsel in various impact litigation matters and help secure settlements on behalf of workers, including a \$4.9 million settlement with the City of Jacksonville, Florida to resolve allegations of race discrimination.
- Draft or significantly contribute to various Supreme Court amicus briefs supporting issues of employment opportunity, racial justice and LGBTQ rights, and liaise with board members to seek approval of brief filings.
- Regularly present on racial justice issues in briefings and conferences (select speaking engagements below – for complete list, *see* below on p. 4).
 - Testified before U.S. Commission on Civil Rights ([testimony](#) cited in Commission's report, "Federal #MeToo: Examining Sexual Harassment in Government Workplaces"),
 - Presented at National Organization for Women's [Racial Justice Summit and Congressional Briefing](#), sponsored by U.S. Congresswoman Gwen Moore.
 - Presented on disparate impact panel at 2019 Congressional Black Caucus Foundation Annual Legislative Conference.
 - Presented at Congressional briefing on the impact of COVID-19 on people with disabilities and the need for better data collection, hosted by Consortium for Citizens with Disabilities in partnership with Rep. Jim Langevin, Rep. Don Young, Rep. Ayanna Pressley, Senator Bob Casey, and Senator Chris Van Hollen.
- Frequently speak with radio, television and print media (interviewed or quoted by [CNBC](#), [Entrepreneur](#), [Washington Post](#), [NBC News](#), [Bloomberg News](#), [Los Angeles Times](#), [Yahoo News](#), [Vice News](#), [NewsOne Now](#), and others).

Howard University School of Law, Washington, D.C.

Adjunct Professor, Fall 2018

- Co-taught Civil Rights Litigation seminar.
- Developed course syllabus, and graded student papers and presentations.

New York Attorney General's Office (OAG), New York, NY

Assistant Attorney General, Civil Rights Bureau November 2012 – August 2016

- Represented Attorney General in immigrants' rights task force and civil rights conferences.
- Supervised junior attorneys and interns.

Notable matters worked on:

- \$3.8 million [settlement](#) with Con Edison to resolve allegations of employment discrimination against women in field jobs.
- \$475,000 [settlement](#) with International Alliance of Theatrical & Stage Employees, Local 52, concerning the Local's admissions process and the exclusion of African-Americans and Latinos from the union.
- \$650,000 [settlement](#) with Macy's to resolve allegations of racial profiling against Black customers.

- \$525,000 [settlement](#) with Barneys to resolve allegations of racial profiling against Black customers.
- Settlement agreements with [Kimco Realty Co.](#), [Vornado Realty Co.](#), and [Pyramid Management Group](#), requiring over sixty shopping centers throughout the State of New York to become accessible to people with disabilities.
- [Settlement](#) with Barnes & Noble on behalf of nursing mothers.

Internal EEO Committee Member, May 2014 – September 2015

Internal EEO Committee Co-Chair, September 2015 – August 2016

- Appointed co-chair of internal equal employment opportunity committee tasked with investigating discrimination complaints for statewide agency.
- Conducted thorough investigations of employee complaints and oversaw investigations conducted by seventeen committee members.
- Provided regular updates to the Attorney General's executive staff on pending investigations.
- Significantly contributed to the preparation of agency-wide anti-harassment and anti-discrimination employee and supervisor training, including revamping training materials and training a large team of OAG trainers.

Farrell Fritz, P.C., Uniondale, NY

Associate, March 2011 – October 2012

- Represented clients in labor and employment matters, including contractual disputes, collective bargaining negotiations, wage and hour audits, and discrimination complaints before the New York State Division of Human Rights and the EEOC.
- Counseled clients regarding personnel decisions, reorganizations, performance management, accommodation requests, and the administration of employer policies and procedures.
- Prepared and negotiated employment agreements, including separation agreements, independent contractor agreements and non-compete and non-solicitation agreements.

Jackson Lewis, LLP, Melville, NY

Associate, August 2007 – March 2011

- Represented clients of all sizes and industries in U.S. Department of Labor Office of Federal Contract Compliance Programs (OFCCP) proceedings.
- Prepared and analyzed adverse impact, pay equity and utilization analyses to identify potential barriers to equal employment opportunity and provided strategic advice to clients regarding best practices to achieve goals.
- Worked with clients to ensure recruitment, hiring, promotion, compensation, performance evaluation, discipline, termination and other personnel practices complied with applicable laws, including federal affirmative action regulations.
- Conducted employee and supervisory workplace violence, sexual harassment and EEO training in English and Spanish for groups of up to 150 individuals. Also trained HR personnel and executives on affirmative action compliance obligations, including applicant tracking and diversity recruitment efforts.

Honorable Hector E. DeSoto, New Jersey Superior Court, Civil Division, Newark, NJ

Law Clerk/Certified Mediator, September 2006 – August 2007

- Reviewed pleadings, conducted legal research and summarized important facts and arguments for a wide array of civil matters, including employment discrimination, negligence and contract disputes.
- Prepared legal memoranda recommending motion dispositions.
- Mediated small claims cases involving contract and landlord-tenant disputes.

BAR MEMBERSHIPS

Admitted to New York (2007), District of Columbia (2019), Southern District of New York (2019), Third Circuit Court of Appeals (2017), Ninth Circuit Court of Appeals (2018), Supreme Court of the United States (2017).

EDUCATION

Hofstra University Maurice A. Dean School of Law, Hempstead, NY

Juris Doctor, May 2006

Honors/Activities: NYC Bar Thurgood Marshall Fellowship; Dwight L. Greene Full-Tuition Scholarship Recipient; LatCrit Scholar; Latino Law Students Association, President

New York University, New York, NY

Bachelor of Arts, Concentration in Latin American/Latino Studies and Legal Studies, May 2003

Honors: Dean's List

AWARDS AND RECOGNITIONS

- *Labor and Employment Section Fellow*, American Bar Association 2019-2020
- *Advisory Board Member*, Monroe H. Freedman Institute at Hofstra University School of Law (2018-present)
- *Profile Featured in Public Health Post*, Boston University School of Public Health, March 17, 2020.
- *Outstanding Women in Law Award*, Hofstra University School of Law 2018
- *Community Leadership Award*, TAG (Talented and Gifted) Latino Program Association 2016

SPEAKING ENGAGEMENTS

- *Succeeding Despite: How to Overcome Racial and Gender Bias in the Legal Profession*, Women's Bar Association of D.C. (Webinar panel presentation, Nov. 18, 2020).
- *Consumer rights panel*, Law Firm Anti-Racism Alliance Summit (Webinar panel presentation, Oct. 8, 2020).
- *Discussion on racial justice*, African American Leaders in the Law program, McGwire Woods LLP (Virtual panel presentation, Aug. 13, 2020).
- *SCOTUS 2020 Reproductive Rights Rulings*, Best Lawyers (Virtual panel presentation, July 2020).
- *Race, artificial intelligence, and systemic inequalities*, Center for Technology Innovation at Brookings Institution (Virtual panel presentation, June 19, 2020).
- *Civil Rights in the Age of Coronavirus*, Monroe H. Freedman Institute for the Study of Legal Ethics at Hofstra University School of Law (Webinar panel presentation, Apr. 16, 2020).
- *Voting and Health of Populations: Celebrating the 19th Amendment Centennial*, Symposium hosted by Dean Sandro Galea of Boston University's School of Public Health (Keynote presentation, Feb. 12, 2020).
- *The Census is a civil rights issue*, 2020 Census Civil Rights Summit, The Leadership Conference on Civil and Human Rights (Panel presentation, Dec. 5, 2019)
- *Women of Color in the #MeToo Era*, Lawyers' Committee for Civil Rights Under Law, (Moderator, panel presentation, Dec. 3, 2019).

- *The harm of religious exemptions and refusals*, Reconciling the Right to Nondiscrimination and Religious Freedom Workshop, invited by Dr. Ahmed Shaheed, United Nations Special Rapporteur on Freedom of Religion or Belief (Panel presentation, Oct. 21, 2019).
- *Careers in civil rights*, Princeton in Washington (Panel presentation to Princeton University students, June 17, 2019).
- *Women in the Law: Obstacles Faced in the Workplace*, D.C. Bar Association (Panel presentation, Feb, 28, 2019).
- *Facing the Challenge: Strengthening Federal Law and Policy*, National Organization of Women “Enough is Enough” Congressional Briefing and Summit on Sexual Harassment (Panel Presentation, Apr. 25, 2018).
- *Promoting Tolerance and Preventing Discrimination*, Business Forward (Webinar presentation to approx. 200 business leaders across the country, Sept. 20, 2018).
- *Investing in People with Conviction Histories*, San Francisco Human Rights Commission System Reset convening (Keynote presentation, Jan. 25, 2018).
- *Masterpiece Cakeshop v. Colorado Civil Rights Commission: A New License to Discriminate?*, Center for American Progress (Panel presentation, Nov. 16, 2017).

SELECTED SHORT ARTICLES AND OPINION PIECES

Of Course Employers Want to Talk It Out. But Workers Deserve Their Day In Court, Newsweek (Sept. 30, 2019 9:30 am), <https://www.newsweek.com/course-employers-want-talk-it-out-workers-deserve-their-day-court-opinion-1461883>.

My Turn: R.I. Licensing Punishes Ex-Convicts, Providence Journal (January 17, 2019 11:00 pm), <https://www.providencejournal.com/opinion/20190117/my-turn-dariely-rodriguez-ri-licensing-punishes-ex-convicts>.

Diana Kasdan and Dariely Rodriguez, How Kavanaugh Would Put Birth Control and Reproductive Rights At Risk: Access to contraception is essential to women’s autonomy and equality, The Lily (Sept. 5, 2018), <https://www.thelily.com/how-kavanaugh-puts-birth-control-and-reproductive-rights-at-risk/>.

The Masterpiece Ruling Calls for Increased Vigilance of Discrimination in the Marketplace, SCOTUSBLOG: MASTERPIECE CAKESHOP, LTD. v. COLO. CIVIL RIGHTS COMM’N, (June 7, 2018 9:30 am), <https://www.scotusblog.com/2018/06/symposium-the-masterpiece-ruling-calls-for-increased-vigilance-of-discrimination-in-the-marketplace/>.

Lisa Cylar Barrett and Dariely Rodriguez, Insight: How Much Is Your Life Worth to a Court?, Bloomberg Law, (April 30, 2019 4:01 am), <https://news.bloomberglaw.com/us-law-week/insight-how-much-is-your-life-worth-to-a-court>.

PUBLICATIONS

Dariely Rodriguez & Hope Kwiatkowski, How Race, Ethnicity, and Gender Impact Your Life’s Worth: Discrimination in Civil Damage Awards, Lawyers’ Comm. for Civil Rights Under Law (July 2018).

Left Behind: The Impact of the Bankruptcy Abuse Prevention and Consumer Protection Act of 2005 on Economic, Social and Racial Justice, 18 Berkeley La Raza L.J. 65 (2007)

TESTIMONY AND PUBLIC COMMENTS

Comment on RIN 3046-AB19 in Response to EEOC's Proposed Rulemaking to Amend the Commission's Procedural Rules Governing the Conciliation Process

<https://lawyerscommittee.org/wp-content/uploads/2020/11/EEOC-Conciliation-November-9-2020-Lawyers-Committee-Comments-1.pdf>

Comment on RIN 3046-AB00 in Response to EEOC Proposed Rulemaking re Official Time in Federal Sector Cases before the Commission, February 2020.

[http://civilrightsdocs.info/pdf/policy/Lawyers%27 Committee and Leadership Conference Final Comments on EEOC Official Time NPRM.pdf](http://civilrightsdocs.info/pdf/policy/Lawyers%27%20Committee%20and%20Leadership%20Conference%20Final%20Comments%20on%20EEOC%20Official%20Time%20NPRM.pdf)

Comment on Docket No. OFCCP-2019-0007 re DOL OFCCP Proposed Rulemaking re Nondiscrimination Obligations of Federal Contractors and Subcontractors to Resolve Potential Employment Discrimination, January 2020. <https://www.regulations.gov/document?D=OFCCP-2019-0007-0025>

Comment on Docket ID HHS-OCR-2019-0007, RIN 0945-AA11 re HHS Proposed Rulemaking re Nondiscrimination in Health and Health Education Programs or Activities, August 2019. <https://live-lawyers-committee-2020.pantheonsite.io/wp-content/uploads/2019/08/Lawyers-Committee-for-Civil-Rights-Under-Law-Section-1557-Comments.pdf>

Comment on Docket No. CFPB-2019-0006 re Payday, Vehicle Title, and Certain High-Cost Installment Loans, May 2019. <https://live-lawyers-committee-2020.pantheonsite.io/wp-content/uploads/2019/05/CFPB-Payday-Lending-Rescission-Comment.pdf>.

Testimony for U.S. Commission on Civil Rights Public Briefing: "Federal Me Too: Examining Sexual Harassment in Government Workplaces" (May 9, 2019).

Diana Boesch

Policy researcher with more than five years of experience and specific skills in analyzing policies and regulations; conducting statistical analysis; writing and communicating complex ideas succinctly; collaborating effectively with teams; and proactively managing projects. Currently working as a Policy Analyst on the Women's Initiative at the Center for American Progress, specializing in women's economic security and work-family policies. Graduated from the Humphrey School of Public Affairs at the University of Minnesota with a Master of Public Policy in gender policy.

POLICY WORK EXPERIENCE

Center for American Progress

Washington, DC

An independent, nonpartisan, and progressive policy think tank.

Policy Analyst, Women's Initiative

November 2019 – Present

- Contributed to the team's success in advancing progressive policies, especially during the coronavirus crisis, by analyzing federal laws and regulations on paid leave, leading the evaluation of women's employment data, conducting original quantitative research, communicating findings to a broad audience through 8 published products, and collaborating with other CAP teams and external partners.
- Collaborated with coalition partners and helped lead and organize a working group in the Paid Leave for All campaign to research, analyze, and generate policy ideas to improve federal paid leave legislation.
- Managed and led the writing and editing of grant proposals and reports, which helped secure funding renewal for many Women's Initiative grants.

Research Associate, Women's Initiative

August – November 2019

Research Assistant, Women's Initiative

July 2018 – August 2019

- Led the research and writing of 30 solo and co-authored [products](#) to make the case for policies to improve women's economic security; supported senior staff with research, data analysis, and fact-checking; and improved the team's capacity by analyzing federal and state legislative proposals.
- Expanded the team's collaboration with coalition and advocacy partners by increasing communication, strengthening relationships, and adding administrative support.
- Provided proactive administrative support for the Vice President and Senior Fellow of the Women's Initiative, successfully onboarded two new Research Assistants, and supervised an intern.

Center on Women, Gender, and Public Policy

Minneapolis, MN

A research center at the University of Minnesota that conducts gender policy analysis and host public events.

Graduate Research Assistant

August 2017 – May 2018

- Provided research, writing, and editing support to increase the quality and quantity of blog posts for the [Gender Policy Report](#), including publishing a [blog post](#) on President Trump's nominees.
- Improved the quality and consistency of the Center's bi-weekly newsletters to the Humphrey School of Public Affairs community through writing, editing, and publishing.
- Laid the groundwork for a new leadership program, the [Gender and Intersectional Network Series](#), by researching best practices and similar programs and by helping write the program proposal.

National Partnership for Women & Families

Washington, DC

A national nonprofit advocacy organization promoting workplace fairness, reproductive rights, & healthcare.

Workplace Programs Advocacy Intern

May – August 2017

- Led the research and writing of a [fact sheet](#) on the opioid epidemic and paid family and medical leave.
- Expanded the Workplace team's capacity by conducting research and analyzing reports and legislation on paid leave, paid sick days, compensatory time, and family responsibilities discrimination laws.
- Improved the Workplace team's publications and presentations by reviewing and evaluating state and federal legislation, fact-checking policies, and analyzing economic and demographic data.

Gender Policy Report

Minneapolis, MN

*A project to create gender analyses of federal policy through the Center on Women, Gender, & Public Policy.***Project Assistant**

February – May 2017

- Provided support in developing a social media strategy for the [Gender Policy Report](#).
- Researched, co-wrote, and edited two policy analyses for website publication.

Minnesota Coalition Against Sexual Assault

Saint Paul, MN

*A statewide nonprofit supporting sexual assault service organizations through resources and policy advocacy.***Public Policy Intern**

October 2016 – May 2017

- Conducted research and evaluation on adult and child training programs to prevent child sexual abuse, including identifying core training components and summarized findings, to inform Erin's Law policy proposals within MNCASA's working group and the Minnesota House of Representatives.
- Edited literature reviews, summarized survey responses, and created recommendations for MNCASA's report on children with sexual behavior problems for RALIANCE.

OTHER RELATED WORK EXPERIENCE**FSG**

San Francisco, CA

*A mission-driven consulting firm supporting strategic social impact.***Executive Assistant**

March 2015 – July 2016

- Created more efficient systems for assisting two to three Managing Directors, including increasing collaboration and communication with internal teams and external clients.
- Co-led the development and facilitation of internal discussion groups on gender for fifty employees.

Oregon United for Marriage

Portland, OR

*The Oregon grassroots campaign for same-sex marriage.***Finance Associate and Donor Relations**

January – June 2014

- Successfully managed, organized, and led a team in planning a 600-person victory party.
- Coordinated and communicated with donors through conference calls, mailings, and managing events.

EDUCATION**Humphrey School of Public Affairs, University of Minnesota**

Twin Cities, MN

Master of Public Policy

May 2018

Gender and Public Policy concentration

- Capstone: Legislative Avenues and Considerations for Enacting Ethnic Studies Curriculum in Minnesota

Whitman College

Walla Walla, WA

Bachelor of Arts

May 2013

Politics major and Gender Studies minor

- Studied at the SIT Sustainable Development and Social Change program in Jaipur, India, in Spring 2012

LEADERSHIP EXPERIENCE**Union Subunit Lead**

June 2019 – June 2020

*Center for American Progress Union, NPEU/IFPTE Local 70.***President of GSPEC**

May 2017 – May 2018

*Gender, Sex, & Policy Event Committee (GSPEC) student organization at the Humphrey School of Public Affairs.***Master of Public Policy PASA Representative**

February 2017 – March 2018

*Public Affairs Student Association (PASA) at the Humphrey School of Public Affairs.***Leaders of Today and Tomorrow (LOTT) Fellow**

January – April 2017

A professional development program for young women in Minnesota.

EDWARD EDNEY, J.D.

PROFESSIONAL EXPERIENCE

City of Chicago– Office of the Mayor, Federal Affairs

Legislative Counsel –Washington, D.C.

June 2020 -Present

- Manage the city’s federal legislative agenda, developing and executing strategies for the Mayor and city departments to engage Congress and the Executive Branch and advance city projects and priorities.
- Analyze and track federal legislation and regulations.
- Advise and brief the Mayor and senior-level staff on federal legislation and regulations. Principal federal policy advisor on labor, education, public safety, housing, and community development issues.
- Coordinate and prepare congressional briefings for the Mayor and city departments, facilitating over 24 briefings since June 2020 with the Chicago congressional delegation and the White House.
- Manage congressional requests for information, responding to over 50 inquiries since June 2020.
- Principal staff advisor for the Mayor’s working group on police reform and racial justice. Aided the working group in drafting its 40-page policy report for improving community policing and addressing structural racism within law enforcement.
- Drafted and shepherded the Mayor’s five congressional requests since June 2020 calling for more direct aid for the city to address the COVID-19 pandemic.
- Drafted and shepherded the Mayor’s 4-page letter to President Trump, objecting to his administration’s plans to deploy hundreds of federal agents to the city in an effort to combat crime and violence.
- Conducted a virtual legislative briefing for city council on the latest federal COVID stimulus package passed in December 2020.
- Led the Mayor’s policy team in developing and drafting the city’s federal legislative priorities for 2021.

Office of Senator Tammy Duckworth (D-Illinois), U.S. Senate

Legislative Assistant –Washington, D.C.

November 2017-May 2020

- Principal policy advisor for the judiciary, education, and national service legislative portfolios.
- Managed judicial nominations, vetting over 150 nominees, drafting over 150 floor vote recommendations, and aiding the Senator in reviewing more than 60 candidates for judicial vacancies in Illinois.
- Developed, drafted, and introduced five bills, including the Police Training and Independent Review Act, which was adopted into the comprehensive police reform legislation that passed the House in June 2020.
- Regularly drafted briefing memoranda, talking points, floor remarks, and oversight requests as needed to advance the Senator’s priorities.
- Supervised and managed a staff of two legislative correspondents and one legal intern.
- Frequently met and managed relationships with constituents and stakeholders.
- Secured directive in the FY19 Labor-HHS Appropriations bill, requiring the Department of Labor to enhance career technical education opportunities for students in urban and rural communities.
- Secured \$34.9 million increase in FY18 omnibus package for the Department of Education student parent childcare program.
- Organized community roundtable discussion on gun violence prevention and trauma led by the Senator and Congressman Bobby Rush and attended by over 40 community advocates and stakeholders.
- Led press team in drafting the Senator’s floor speech, calling on the Senate to reject the confirmation of Judge Brett Kavanaugh to the U.S. Supreme Court.
- Advised the Senator on the impeachment trial proceedings of Donald J. Trump.

Office of Congresswoman Marcy Kaptur (D-Ohio 9th), U.S. House of Representatives

Legislative Assistant –Washington, D.C.

April 2015-November 2017

- Principal policy advisor for the financial services, housing, and agriculture legislative portfolios.
- Managed the Congresswoman's legislative agenda for the House Appropriations Subcommittees on Agriculture, Financial Services and General Government; Transportation, Housing and Urban Development.
- Shepherded legislative priorities through the Appropriations Committee markups and House floor proceedings.
- Regularly drafted floor speeches, briefing memoranda, and oversight letters as required.
- Frequently met and managed relationships with constituents and stakeholders.
- Developed, drafted, and introduced three bills, including the Urban Agriculture Production Act, a bipartisan bill to bolster nutritional and farmers' market programs and help create the next generation of local, urban farmers.
- Secured congressional authorization for \$95 million appropriation to renovate the 9th congressional district's federal courthouse.
- Played principal role in the removal of policy riders from 3 appropriations bills to block contract protections for small poultry and livestock farmers.
- Developed and drafted a policy report on piloting a federal housing program to transition federal student loan debt into first-time homeownership opportunities.

Committee on the Judiciary, U.S. House of Representatives

Democratic Legal Fellow –Washington, D.C.

January 2014 –May 2014

- Researched and analyzed case law related to civil rights bills and policy issues that came before the committee.
- Prepared legal briefing memoranda and Member statements for committee hearings and markups.
- Helped develop and draft legislation to restore the voting rights of ex-felons.
- Drafted the committee's dissenting views on the No Taxpayer Funding for Abortion Act.

Office of Senator Tammy Baldwin (D-Wisconsin), U.S. Senate

Staff Assistant –Washington, D.C.

March 2013 –September 2013

- Drafted constituent correspondence and briefing memos for judiciary legislative staff.
- Tracked and documented constituent opinions and comments on policy issues debated in the Senate.
- Administered staff-led tours of the Capitol for constituents and other guests.
- Helped manage front office by handling incoming calls, visitor greetings, and staff appointments.

OFA-the Campaign to Re-Elect President Barack Obama, Madison, WI

Deputy Voter Protection Director –Madison, Wisconsin

September 2012 –November 2012

- Developed and implemented voter protection plans for 32 municipalities over the course of 8 weeks.
- Trained and supervised 86 attorney poll observers and helped recruit more than 500 campaign volunteers.
- Supervised Election Day legal response team for 2 county regions, resolving 108 voting irregularities.

Wisconsin Government Accountability Board –Election Division

Election Trainer and Policy Advisor –Madison, WI

February 2006 –September 2012

- Aided the state's chief election attorney in drafting administrative rules, conducting legislative analysis, and creating protocols for assessing voting procedures.
- Created and led training events for election administration officials on election laws and voting procedures.
- Implemented the state's first online voter list management system in over 400 local municipalities.
- Developed and launched public education campaign on the Wisconsin Voter ID law.
- Coauthored staff policy report and recommendations for enacting statewide early voting.
- Secured \$1.9 million federal grant to develop an online absentee ballot delivery system for military and overseas voters.

EDUCATION

University of Wisconsin Law School, Juris Doctor, 2005

Madison, WI

- Student Competitor in the Frederick Douglass National Moot Court Competition (2004)
- Community Service Coordinator, Black Law Student Association (2004; 2005)
- Law Clerk, the Wisconsin Department of Revenue–Office of General Counsel (January 2005 –May 2005)
- Legal Intern, the U.S. Equal Employment Opportunity Commission (May 2004 –August 2004)
- Legal Intern, the Wisconsin Department of Licensing and Regulations (May 2002 –August 2002)

Temple University, Bachelor of Arts, *magna cum laude*, Political Science and Economics, 1999

Philadelphia, PA

- Academic Honors: Dean's List (1996-1999) • Honor Society of Phi Kappa Phi (Top 10%) • National Political Science Honor Society
- Tutor, College Upward Bound Program for Philadelphia high school students (1997-1999)
- Student Scholar, the Ronald E. McNair Post-Baccalaureate Achievement Program (1997-1999)

EISHA MISRA

Experience

2020 COORDINATED CAMPAIGN- Northeast Digital Organizing Director | Philadelphia, PA | March 2020 - November 2020

- Developed and managed first-of-their-kind statewide digital organizing programs in battleground states including Pennsylvania, New Hampshire, Virginia and Maine.
- Lead a team of 23 digital organizing practitioners and oversaw direct voter contact efforts, resulting in millions of volunteer text messages, relational shifts, and phone calls to voters, delivering wins in all NE battleground states.
- Oversaw four state digital organizing programs that each contributed to over 50% of direct voter conversations in state
- Implemented bold distributed strategy using ThruTalk, ThruText, Outvote, and Soapboxx in coordination with organizing and data to increase turnout in key districts/counties.
- Managed digital organizing efforts across the Northeast which resulted in nearly 10 million texts sent, 2 million calls made, and hundreds of online communities brought into our online organizing network.
- Managed months ad budgets up to \$5,000

BIDEN FOR PRESIDENT - Digital Director | Manchester, New Hampshire | June 2019 - March 2020

- Built and executed direct-to-camera video campaigns, including “14 Days, 14 Ways” to highlight key policies such as health care and tell the story of how these policies have impacted voters in NH. This doubled our online audience across multiple platforms and gained local press attention.
- Managed @JoeForNH Twitter and online community groups to highlight voter stories, volunteer opportunities, and positive media.
- Oversaw digital organizing efforts — specifically social canvassing, email and text strategy — to build for campaign events, recruit volunteers, and get out the vote.
- Built and executed several Twitter takeovers with key surrogates/principals such as Congressman Conor Lamb, Congresswoman Dina Titus, Secretary John Kerry, and First Lady Jill Biden.
- Spearheaded organic video content collection/execution with local leaders and principals alike, including President Joe Biden.

INDEPENDENT CONSULTING - Digital Strategy Consultant | Remote, Anywhere | December 2018 - June 2019

- Independently took on several contracting jobs to consult on digital strategy with various clients. This involved managing multiple projects and balancing varying priorities for all my clients as a one person team. A few clients below:
 - New Hampshire Democratic Party - Continued running data-driven grassroots email program that raised over \$25,000 during an off year
 - Blue Nation Strategies — Built & advised on social media strategy + platform management for both the firm and their clients
 - NH State Senate — Managed & executed digital strategy for swearing in ceremonies & general content

NEW HAMPSHIRE DEMOCRATIC PARTY - Digital Director | Concord, New Hampshire | August 2018 - November 2018

- Ran a data-driven grassroots email program that raised over \$30,000 in six weeks and recruited volunteers and event attendees.
- Executed 10 ad campaigns focused on voter turnout and persuasion for the state party and candidates up and down the ticket.
- Managed ad budgets surpassing \$75,000 for the state party and down ballot candidates.
- Managed all social media platforms, created online content and led debate rapid response sessions for top of the ticket candidates.
- Coordinated statewide text out the vote efforts, sending 203,309 SMS texts in total.

RUN THE WORLD DIGITAL - Digital Strategist | Boston, Massachusetts | August 2017 - August 2018

- Executed six email fundraising programs from drafting, approvals, production and QA through check listing process and raised millions in grassroots donations via thousands of small dollar donors.
- Ran data driven programs with A/B tests and tracking.
- Managed all list growth including swaps, acquisitions, and buys. Exceeded fundraising and list growth goals with over 100% ROI across the board.
- Drafted copy and creative for online acquisition and direct to donate ads.
- Managed ad budgets ranging from \$10,000 to over \$100,000 and repeatedly underspent while surpassing estimated ROI.

TOXICS ACTION CENTER - Communications & Digital Coordinator | Boston, Massachusetts | February 2017 - August 2017

- Developed and maintained all social media platforms from content creation through social calendaring
- Wrote, developed & launched new website - toxicsaction.org using WordPress.
- Drafted and sent fundraising and advocacy emails to various list serves using SalsaLabs.

HILLARY FOR PENNSYLVANIA - Digital Content Lead | Commonwealth of Pennsylvania | August 2016 - November 2016

- Developed and collected content for digital media while adopting campaign outreach tools such as Megaphone for strategic use.
- Managed and grew social channels and audiences on statewide level.
- Trained organizers across the state on the strategic usage of digital tools to increase our online and social media outreach.

PENN STATE DANCE MARATHON - Media Relations | State College, Pennsylvania | Fall 2015 - Spring 2016

- Lead national social media campaign, #CancerCannot, which increased on our engagement rate & impressions by the thousands.
- Hosted radio shows, facilitated & gave interviews to national and local press outlets interested in our philanthropy.
- Wrote 50 pitches, press releases & media alerts a week
- Increased THON's outreach by utilizing Cision to reach out to new media outlets and built press relations.

ENDEAVOR STRATEGIES - DIGITAL STRATEGY INTERN | WASHINGTON, D.C. | SUMMER 2015

- Published weekly blog posts & managed post/website search visibility
- Created social analytic reports on various social media platforms & assisted in research for client materials
- Drafted social media posts, webpages & digital advertising campaigns for internal and client use w/positive solution-based messaging

Skills & Leadership

Software

- Act Blue
- NGP Van 7,8/BSD
- Facebook Business Manager
- Google Adwords/Analytics
- Outvote
- Megaphone/Hustle/GetThru

Software

- Votebuilder
- Mobilize Events Tool
- Cision
- WordPress
- Photoshop, InDesign & Minitab

Languages

- Fluent in English & Hindi, proficient in Spanish and French

Education

PENNSYLVANIA STATE UNIVERSITY, SCHREYER HONORS COLLEGE

Bachelor of Arts: Public Relations and Advertising | Honors Thesis: The Impact of Social Media on Political Discourse and Perception

ELENA GOLDSTEIN

EXPERIENCE

NEW YORK STATE OFFICE OF THE ATTORNEY GENERAL, New York, NY 4/2018 – present
Senior Trial Counsel / Deputy Bureau Chief, Civil Rights Bureau

Litigate and supervise complex cases challenging the federal executive actions, including matters involving the census, congressional apportionment, the public charge immigration framework, revocation of Trusted Traveler programs, and United States Postal Service delays. Manage relationships with dozens of co-plaintiffs and stakeholders. Convene, facilitate, and lead steering committees that coordinate complex, multi-jurisdiction litigations. Obtained numerous permanent and preliminary injunctions enjoining federal agency and executive actions.

For example, served as a lead counsel on litigation successfully challenging the federal government's decision to demand citizenship information on the 2020 census. Managed and supervised workflow for team of approximately eight attorneys. Drafted and argued numerous motions, deposed high-ranking government officials, and examined witnesses during eight-day trial. Coordinated litigation among more than thirty co-plaintiffs and five related cases.

Also help to oversee and manage work of the Civil Rights Bureau. Supervise litigation and investigations relating to a broad range of civil rights issues, including employment discrimination and sexual harassment, voting rights, immigration, education, and technology. Conduct performance evaluations, lead trainings, and interface with community groups and stakeholders. Interview and hire attorneys. Serve as a supervisor to ten attorneys and four support staff.

Served as Acting Bureau Chief for eight months. Oversaw more than 15 staff members. Developed and implemented strategic priorities, created working groups on key subject areas, organized and facilitated approximately five roundtables with dozens of advocates and stakeholders.

Co-recipient of the 2019 National Association of Attorneys General Supreme Court Best Brief Award. Recipient of the Leftkowitz award, the highest commendation bestowed by the New York State Attorney General's Office for superior service by attorney.

Notable matters include:

- *New York v. Commerce*, 18 Civ. 2921 (S.D.N.Y.) (challenging the Department of Commerce's decision to add a citizenship question to the decennial census);
- *New York v. Dep't of Homeland Security*, 19 Civ. 7777 (S.D.N.Y.) (challenging regulation interpreting the Immigration and Nationality Act to impose a draconian wealth test on immigrants applying to be permanent residents);

- *New York v. Wolf*, 20 Civ. 1127 (S.D.N.Y.) (challenging the federal government's decision to ban New York residents from participating in Trusted Traveler Programs);
- *New York v. Trump*, 20 Civ. 5770 (challenging a Presidential Memorandum ordering undocumented immigrants to be excluded from the apportionment count);
- *New York v. Dep't of Health and Human Services*, 20 Civ. 5583 (S.D.N.Y.) (challenging regulations implementing the anti-discrimination provision of the Affordable Care Act);
- *New York v. Trump*, 20 Civ. 2340 (D.D.C.) (challenging United States Postal Service delays);
- *New York v. the Weinstein Company LLC* (N.Y. Index No. 405293/2018) (seeking compensation for employees who were sexually harassed and discriminated against by Harvey Weinstein);
- Employment discrimination investigations involving high profile media companies resulting in substantial policy reforms;
- Investigations relating to systemic race-based harassment or race discrimination in multiple school district, achieving meaningful changes to policies and practices, as well as the appointment of independent monitors to oversee long-term compliance;
- Drafting of model legislation relating to various civil right and technology issues;
- The issuance of guidance documents to boards of election, school districts, and other municipal entities relating to various anti-discrimination requirements.

U.S. DEPARTMENT OF LABOR, OFFICE OF THE SOLICITOR, New York, NY 2009 – 2018
Trial Attorney / Senior Trial Attorney

Represented the Secretary of Labor in federal and administrative actions to enforce workplace protection laws. Handled cases involving a wide range of issues, including cases involving minimum wage, overtime, and prevailing wage protections, workplace safety, equal opportunity requirements, and anti-retaliation protections. Performed the full range of litigation tasks, including taking and defending depositions, drafting and arguing motions, and trying cases in federal court. Led litigation teams comprising multiple attorneys and paralegals. Supervised paralegals and junior attorneys. Collected millions of dollars in back wages and liquidated damages. Regularly served as Acting Wage Hour counsel.

Interfaced with media, conducting radio and television interviews with journalists. Provided legal and tactical advice to client agencies and consulted on strategic priorities. Supervised summer intern program, typically hiring and supervising approximately 4-5 interns each summer. Helped to organize and facilitate hiring and attorney training committees.

Recipient of eight Secretary's Exceptional Achievement Awards, a Public Service Recognition Award, and a "Call to Service" award. Designed and conducted educational trainings for Department attorneys, non-profits, and other government agencies.

Notable matters included:

- Settlement of more than \$1.4 million dollars in minimum wage, overtime compensation and liquidated damages to 24 employees at a chain of gas stations;
- Litigation challenging failure to pay minimum wage and overtime compensation at a chain of produce markets, resulting in a settlement after trial for approximately \$900,000 in back wages and damages for low-wage, immigrant workers;
- Case challenging misclassification of workers at a nationwide freight company, resulting in an agreement to reclassify hundreds of workers across the company, and nearly \$1 million in back wages;
- Litigation challenging commercial laundry company's failure to pay overtime compensation, resulting in a settlement of \$615,000 to low-wage, immigrant workers;
- Successfully prevented termination of several employees on the eve of wage and hour trial; ultimately received favorable district court judgment ordering substantial overtime compensation, liquidated damages, and compensatory damages due to the threatened termination;
- Litigation challenging retaliatory termination of hair salon employee who complained of occupational safety issues, resulting in settlement of \$165,000 to the employee;
- Drafted successful briefs in support of the Secretary's OSHA citations against Wal-Mart for failing to ensure adequate crowd control at a Black Friday sale, which resulted in the trampling death of an employee.

NEW YORK LEGAL ASSISTANCE GROUP, New York, NY

2005 – 2009

Skadden Fellow / Staff Attorney / Senior Staff Attorney

Created the Justice at Work Project to provide advice and representation to low-wage and immigrant workers seeking to enforce their rights in the workplace. Represented dozens of individuals and groups of workers in state and federal court. Represented dozens of individuals who had been wrongfully denied public benefits in administrative fair hearings. Developed relationships with worker centers and other non-profit organizations.

Led non-profit employment law taskforce of approximately 15 attorneys and advocates. Developed and presented approximately 10 trainings for workers, advocates, and community groups. Managed network of approximately 15 pro bono attorneys, including recruiting counsel, mentoring, and supervising attorneys. Supervised two summer interns each summer.

Notable matters included:

- Class action lawsuit challenging the city and state's failure to provide expedited food stamp benefits, resulting in policy changes and injunctive relief on the city and state level.
- Class action challenging city's failure to provide transitional food stamp benefits to individuals participating in a city-sponsored job training program, resulting in policy changes and injunctive relief for impacted individuals.
- Lawsuit challenging storage company's failure to accommodate a disabled employee, resulting in substantial six-figure settlement.

U.S. COURT OF APPEALS, SECOND CIRCUIT, New York, NY 2004 – 2005
Law Clerk to the Honorable Robert A. Katzmann.

U.S. DISTRICT COURT, SOUTHERN DISTRICT OF NEW YORK, New York, NY 2003 – 2004
Law Clerk to the Honorable Jed S. Rakoff.

PAUL, WEISS, RIFKIND, WHARTON & GARRISON LLP, New York, NY Summer 2003
Summer Associate
Performed legal research and wrote memoranda concerning securities law, civil procedure, and international human rights.

MASSACHUSETTS LAW REFORM INSTITUTE, Boston, MA
Summer 2002
Summer Associate
Researched legal issues involving the demolition of public housing, civil rights, and public housing no-trespass orders. Conducted client interviews, and drafted briefs and memoranda.

U.S. DEP'T OF EDUCATION - OFFICE FOR CIVIL RIGHTS, Boston, MA Summer 2001
Summer Associate
Analyzed statistical data and legal issues concerning bilingual education and school discipline.

TEACH FOR AMERICA, New York, NY 1999
Served as induction coordinator, coordinating transition, training, and placement of more than one hundred new corps members into New York City.

PUBLIC SCHOOL 152, New York, NY 1997-1999
Teacher
As a Teach for America corps member, taught third grade classes of approximately 28 students in Washington Heights. Developed an innovative, thematic curriculum for fourth graders.

EDUCATION

HARVARD LAW SCHOOL, J.D., June 2003
Honors: *magna cum laude*
Activities: *Harvard Civil Rights-Civil Liberties Law Review*, Co-Editor-in-Chief

Harvard Civil Rights Project
Prison Legal Assistance Project

UNIVERSITY OF MICHIGAN, B.A. in Philosophy and Political Science, June 1997

Honors: *summa cum laude*, with highest honors, Philosophy Departmental Prize

BAR

Member of the New York Bar. Admitted to practice in the Southern and Eastern Districts of New York and the Supreme Court.

PUBLICATION

Note, Kept Out: Responding to Public Housing No-Trespass Policies, 38 HARV. C.R.-C.L.L. REV. 215 (2003).

SELECTED RECENT PRESENTATIONS

Migration Policy Institute Webinar, “The U.S. Immigration Policymaker-in-Chief: The Long History of Executive Authority over Immigration” (with Adam Cox, New York University Law School, and Cristina Rodriguez, Yale Law School) (September 2020)

The New York Democratic Lawyers Council, Census and Redistricting After *Rucho* and the Census Question (August 2019)

Practicing Law Institute, 19th Annual Municipal Law Institute, “The City as Plaintiff: Protecting City Interests” (July 2019)

Briefing for members of Congress and staff on Supreme Court decision blocking the addition of a citizenship question on the decennial census (January 2019) (with Vanita Gupta, Leadership Conference on Civil and Human Rights)

ELIZABETH NICOLE ALEXANDER

Award-winning communications professional with law degree and management skills; deep public and private sector experience in strategic planning, crisis communications, content creation and public outreach; adept at both policy-focused and feature storytelling.

EXPERIENCE

Washington Nationals Baseball Club · Washington, D.C.

Senior Executive Director, Communications · February 2019 – Present

Executive Director, Communications · January 2015 – February 2019

Provide strategic counsel to club ownership and senior leadership, including rapid response related to sensitive/controversial issues and serve as the team's on-the-record spokesperson

Lead corporate, brand and community-focused strategic planning and day-to-day media outreach for the team, as well as for Washington Nationals Philanthropies and the Nationals Youth Baseball Academy

Coordinate internal alignment and lead content creation for digital and social media platforms, sales and promotional efforts and launched the team's corporate-focused podcasts and blog platforms

Lead communications campaigns for external partners such as the Congressional Baseball Game, The Library of Congress, World Central Kitchen, The Newseum, D.C. Public Library and D.C. Public Schools, as well as corporate partnerships

Serve on the team's newly created Diversity, Equity and Inclusion Committee tasked with analyzing and addressing internal and external inequities

Act as the primary liaison between the Washington Nationals and Major League Baseball's Communications Department on all business and marketing communications efforts

Collaborated with Major League Baseball, civic, corporate and non-profit partners on 2016, 2017 and 2019 Postseasons, 2018 MLB All-Star Week and the 2019 World Series Championship and Parade

Managed multi-year process to identify, evaluate and plan community events throughout the D.C. region, culminating in the unveiling of \$5 million in All-Star Week charitable legacy projects

Managed Postseason and All-Star Week access and logistics for more than 2,500 international, national and local media

United States Department of Labor · Washington, D.C.

Senior Managing Director (Deputy Assistant Secretary) · Office of Public Affairs

September 2011 – December 2014

Special Assistant · Office of Public Affairs · April 2010 – September 2011

Managed \$18 million budget and team of 65 press, digital, audio-visual, and social media political and career staff based in D.C. and six regional offices

Responsible for the planning and creation of press materials, senior leadership speeches, social media and digital outreach campaigns

Led DOL's engagement with the White House on external amplification of annual budget and regulatory rollouts

Collaborated with Office of the Solicitor on communications campaigns related to enforcement actions and legal proceedings

Advised, prepared, and staffed Secretary of Labor and senior leadership for national media interviews; provided messaging and strategic tactical guidance on communication efforts and campaigns

Managed third party contractors and contract RFPs

Chicago Public Schools · Chicago, IL

Director of Marketing · October 2008 – August 2009

Marketing Manager · March 2007 – October 2008

Launched and led groundbreaking corporate outreach initiative and pitched, negotiated and administered corporate partnerships with several Fortune 500 companies, resulting in more than \$1 million in revenue and in-kind support

Managed \$2 million budget; including multi-year third party contracts with rigorous timelines and produced several citywide publications

Leventhal, Senter & Lerman PLLC · Washington, D.C. (now Lerman Senter PLLC)

Law Firm Associate · May – September 1999 · September 2000 – September 2001 · May 2005 – May 2006

Provided legal guidance to CBS, Inc.'s radio network senior management regarding operational, marketing and intellectual property issues

Negotiated, drafted, and administered high-profile employment contracts, including personnel hired to replace Howard Stern and acted on matters before the Federal Communications Commission

A-SQUARED Integrated Marketing + Urban Design · President · September 2003 – April 2005

Guided government and for-profit arts-focused clients through strategic planning initiatives

Leo Burnett USA Inc. · Associate Director of Government Affairs · December 2002 – August 2003

American Association of Advertising Agencies · Research Associate · September 1998 – January 1999

Co-Author "FDA Marketing and the First Amendment" *The Food and Drug Journal*. Issue 4, 1999

AWARDS

Silver Anvil from Public Relations Society of America for "Labor Day 2012"

The Silver Anvil Awards recognize the best public relations programs of the year and the highest standards of performance in the profession.

Thoth Award from PRSA National Capitol Chapter for Labor Day Campaign · 2012

Illinois Women's Institute for Leadership · Selective Democratic leadership training program · 2008

The George Washington Award · Highest award bestowed on student and university staff · 1997

LICENSED

District of Columbia Bar · July 2001

Illinois State Bar · November 2000

EDUCATION

Northwestern University · Chicago, IL · M.S. Integrated Marketing Communications · 2003

The George Washington University Law School · Washington, D.C. · J.D. · 2000

Temple University Law Program · Tokyo, Japan · January – May 1999

The George Washington University · Washington, D.C. · B.A. East Asian Studies · 1997 · *magna cum laude*

EMILY TULLI

EXPERIENCE

CONSULTANT WASHINGTON, DC JANUARY 2015-PRESENT

- Provides high-level strategic advice to national organizations on labor and immigration law and policy.
- Creates advocacy strategies and provides technical assistance on a variety of issues, including the intersection of workers' legal rights and immigration law.
- Briefs and advises Executive Directors, Deputy Directors, and staff members on policy opportunities and the political landscape.
- Drafts strategic planning documents and policy memoranda for principals of organizations.
- Drafts published documents (including Congressional testimony, white papers, and policy memos) as well as legal talking points and legal memos.
- Presents to varied audiences, including union leadership and counsel, on workers' health and safety rights.
- Served as Interim Legislative Director for national organization (6-month term).
- Successfully advocated for direct stimulus payments for 3.5 million "mixed-status" families as part of the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (H.R. 133).
- Representative clients: National Immigration Law Center, OSH Law Project, National Guestworker Alliance, Resilience Force.

**NATIONAL IMMIGRATION LAW CENTER
ECONOMIC JUSTICE PROJECT MANAGER & POLICY ATTORNEY
WASHINGTON, DC MARCH 2010-JANUARY 2015**

- Led national advocacy on the workers' rights provisions of the Border Security, Economic Opportunity, and Immigration Modernization Act (S. 744).
- Drafted bill and amendment language for Border Security, Economic Opportunity, and Immigration Modernization Act (S. 744) that was included in the Senate-passed bill.
- Drafted bill language for the Protecting Our Workers from Exploitation and Retaliation (POWER) Act that was included in the House-introduced bill (H.R. 2169).
- Briefed Members of Congress (members in the New Democrat Coalition and members of the Congressional Hispanic Caucus) on legislation and policy issues impacting immigrant workers.
- Testified before the House of Representatives Judiciary Committee, Subcommittee on Immigration and Border Security.

- Provided written testimony before various Congressional committees.
- Provided significant legal technical assistance to House and Senate staff regarding the intersection of immigration and employment law.
- Served as a nationally-recognized expert on the intersection of immigration and employment law for elected officials, attorneys, advocates, and the media.
- Served as a spokesperson on various issues relating to immigrant workers. Was quoted in several national and local media outlets, including the New York Times and the Christian Science Monitor.
- Trained attorneys, paralegals, and other advocates on immigration and employment law topics.
- Presented to large groups (as many as a few hundred) of attorneys regarding created educational materials for varied audiences on immigration law and policy.
- Managed the Economic Justice Project. Supervised 4 staff. Created and maintained the Project's budget (approximately \$500,000)

CHANGE TO WIN

STAFF ATTORNEY

WASHINGTON, DC

JUNE 2009-MARCH 2010

- Designed national workers' rights litigation strategy in support of an international labor union's organizing campaign.
- Identified a national corporation's violations of the Fair Labor Standards Act (FLSA) and state wage and hour law in regions across the country and used those violation to form a comprehensive litigation plan.
- Conducted significant legal research, particularly regarding the case law on FLSA's overtime exemptions.
- Led trainings for groups of advocates and organizers regarding workplace laws.
- Managed a comprehensive legal review process examining citations and possible liability for numerous published documents.

LEGAL SERVICES OF NEW JERSEY, WORKERS' LEGAL RIGHTS PROJECT

STAFF ATTORNEY

BRIDGETON, NJ

JANUARY 2007-JUNE 2009

- Served as lead counsel representing hundreds of low-wage workers in federal and state court and before administrative agencies.
- Managed a high-volume caseload that included claims of unpaid wages, human trafficking, and discrimination.
- Conducted extensive discovery in federal court.
- Served as co-counsel in a class action based on violations of FLSA and the Migrant and Seasonal Agricultural Worker Protection Act (MSPA/AWPA).
- Obtained a settlement for a putative class of several hundred workers.
- Obtained hundreds of thousands of dollars in settlements for low-wage workers.
- Created educational materials and taught know-your-rights information to low-wage workers.

- Conducted numerous employment law trainings for immigrant community members, attorneys and lay advocates.

CENTRO DE LOS DERECHOS DEL MIGRANTE, INC.

PUBLIC INTEREST FELLOW

ZACATECAS, MEXICO AUGUST-DECEMBER 2006

- Assisted transnational workers' rights legal center with discovery in Rivera et al. vs. The Brickman Group, Ltd., a class action on behalf of H-2B seasonal workers.
- Authored portions of a manual addressing international discovery issues in domestic federal litigation.
- Conducted outreach to returned Mexican workers on behalf of U.S. legal services organizations.

TEXAS CIVIL RIGHTS PROJECT

LAW CLERK

AUSTIN/SAN JUAN, TX MAY-AUGUST 2005

- Drafted pleadings and discovery for high-impact federal and state civil rights litigation including §1983 and ADA claims.
- Researched human trafficking and forced labor issues.
- Helped Violence Against Women Act (VAWA) applicants draft self-petitions.
- Wrote press releases.

LONE STAR LEGAL AID

LAW CLERK

GALVESTON, TX JUNE-AUGUST 2004

- Researched and wrote legal memoranda on public housing tenants' property rights. Drafted pleadings for litigation.
- Prepared clients for administrative hearings.
- Led community education sessions for immigrants.

CHURCH OF THE BRETHREN WASHINGTON OFFICE

LEGISLATIVE ASSOCIATE

WASHINGTON, DC JULY 2002-AUGUST 2003

- Served as legislative associate.
- Participated in Congressional advocacy.
- Spoke extensively in public, and prepared newsletter material and issue briefs.
- Organized national youth conference about economic injustice and international workers' rights.

SELECT TEACHING, TRAINING, AND PRESENTATIONS

- “Significant Decisions Panel,” ABA Midwinter OSH Law Committee (Conference), March 2019
- “The Politics and Policy of Immigration,” The College of William and Mary School of Law, Immigration Roundtable, January 2015
- “The Politics of Immigration,” The College of William and Mary School of Law’s Washington DC Semester, October 2014
- “E-Verify and Immigration Reform,” New Democrat Coalition (presented for members of Congress), March 2013
- “Overdue Justice: The Fight for Immigration Reform,” Lawyers’ Committee for Civil Rights Under Law, July 2013
- “Immigrant Workers and Retaliation,” United Food and Commercial Workers Lawyers’ Conference, October 2012
- “E-Verify: *Chamber of Commerce v. Whiting*,” Labor and Employment Forum, American University, July 2011
- “Immigrant Worker Rights 101,” and “Organizing to Build Power: Strategies to Strengthen Labor Protections for Immigrant Workers,” The National Immigration Law Center Low Income Immigrants’ Rights Conference, December 2011
- “Wage and Hour Law: An Overview,” Teach-In for Change to Win Field Staff, August 2010
- “Human Trafficking,” Legal Services of NJ Employment Law Conference, February 2009

RELEVANT PUBLICATIONS

- Co-author, *Stand Up Without Fear: Understanding the OSH Act’s Retaliation Provisions* (2020) (published by the OSH Law Project).
- Co-author, *Eliminating Workplace Hazards* (2019) (published by the OSH Law Project).
- Co-author, *Keep the Job Safe and Healthy: A Worker’s Toolkit to Understanding OSHA’s Legal Process* (2017) (published by the OSH Law Project).

- Co-author, *Verification Nation* (2013) (original research and advocacy paper published by National Immigration Law Center, widely cited).
- Co-author, *A Guide to Farmworkers' Rights in New Jersey* (2008) (published by Legal Services of New Jersey).
- Co-author, *A Guide to Workers' Rights in New Jersey: Wages and Your Right to be Paid* (2007) (published by Legal Services of New Jersey).

EDUCATION

William & Mary School of Law, J.D., May 2006

Honors: *Journal of Women and the Law*, Associate Editor; First Year Moot Court Tournament, Semi-Finalist

Bridgewater College, B.A. Summa Cum Laude, *Political Science*, May 2002

Honors: Dean's List, all semesters; Most Outstanding Political Science Senior; Truman Scholarship Nominee

BAR ADMISSIONS

New Jersey, Pennsylvania (inactive)

EMMA EATMAN

PROFESSIONAL EXPERIENCE

United States House of Representatives Committee on Education and Labor – Washington, D.C.

Deputy Press Secretary

February 2020 – Current

- Responsible for pitching national and beat reporters on Committee action, fielding media inquiries, and preparing Chairman Bobby Scott for media interviews
- Successfully placed stories regarding education, labor, and health care policies in outlets such as the *New York Times*, *The Associated Press*, *The Washington Post*, *NBC News*, *NPR*, and others
 - In 2020, over 500 articles included a direct quote from Chairman Bobby Scott on issues related to Committee jurisdiction
- Creating key messaging documents, fact sheets, and talking points for press events, hearings, and bill introductions
 - Developed messaging for the Democratic Caucus for the *National Apprenticeship Act*, the *Pregnant Workers Fairness Act*, and others
- Drafting and finalizing press releases and statements on behalf Chairman Scott and several of the Committee's 27 Democratic Members, including Subcommittee Chairs Davis (CA-53), Sablan (CNMI), Adams (NC-12), Wilson (FL-24), and Bonamici (OR-01)
- Coordinating with Committee policy staff, Member offices, and House Leadership to develop messaging on legislative action, Committee oversight work, and rapid responses to the Trump administration
 - For legislative action, strategized press outreach and statement drafting on COVID-19 relief package provisions and other major Democratic priorities
 - For oversight work, strategized press outreach and statement drafting at the conclusion of Committee investigations, including Chairman Bobby Scott's decision to subpoena the National Labor Relations Board (NLRB) for ethics documents on conflicts of interest
 - For rapid response, strategized press outreach and statement drafting in response to harmful Trump administration rules relating to public charge, independent contractor status, tipped wages, and others
- Strategizing social media content with Committee Digital Director for Twitter, Facebook, and Instagram, creating social media graphics, and updating Committee website
- Monitoring media coverage of key Committee issues and legislation, compiling daily press clips for Committee Members and staff, and monitoring quarterly traditional press coverage performance

Press Aide/Assistant

January 2019 – February 2020

- Assisted in creating key messaging documents and fact sheets for hearings, markups, and bill introductions
 - Assisted in developing messaging for the Democratic Caucus for the *Raise the Wage Act* and the *Protecting the Right to Organize (PRO) Act*
- Drafted press releases and statements on behalf Chairman Scott and the Committee's 27 Democratic Members
- Established and maintained relationships with student reporters across the country to highlight the Committee's work in higher education reform, including the rollout of the *College Affordability Act*
- Strategizing social media content with Committee Digital Director for Twitter, Facebook, and Instagram, creating social media graphics, and updating Committee website
 - In 2019, Twitter followers grew by 23 percent, Facebook followers grew by 24 percent, and Instagram followers grew by 72 percent
- Monitored media coverage of key Committee issues and legislation, compiling daily press clips for Committee Members and staff, and monitoring quarterly traditional press coverage performance

Press Intern

August 2018 – December 2018

- Assisted in drafting issue messaging guidance and fact sheets for all Committee Members and staff
- Wrote press releases and statements for Ranking Member Scott and the Committee Democrats
- Monitored media coverage of key Committee issues and legislation and compiled daily press clips for Committee Members and staff
- Produced daily social media content, took photos, and created graphics for all Committee digital platforms

Office of United States Senate Democratic Leader Charles E. Schumer – Washington, D.C.

Press Intern

January 2018 – May 2018

- Monitored online coverage and compiled daily press reports for Leader Schumer on national and state-level news
- Drafted press releases, talking points, and other materials for senior-level press staff and for Leader Schumer's press events
- Fielded reporter inquiries and assisted press staff with day-to-day operations

NAACP Legal Defense & Educational Fund, Inc. (LDF) – Washington, D.C.

Communications Intern

October 2017 – December 2017

- Drafted press releases and statements on behalf of LDF leadership, including President and Director-Counsel, Sherrilyn Ifill
- Generated social media plans and content for the organization's digital platforms
- Collaborated with the LDF legal staff and stakeholders on communications strategies

Women's Congressional Policy Institute (WCPI) – Washington, D.C.

Intern

May 2017 – July 2017

- Authored articles for WCPI's weekly legislative report, *The Source*
- Tracked congressional hearings, mark-ups and floor action on legislation important to women, including reproductive health, economic advancement, foreign aid, and child care
- Prepared materials and facilitating communications for congressional briefings and events

American Civil Liberties Union (ACLU) – Washington, D.C.

Political Communications Intern

October 2016 – April 2017

- Compiled press lists for media relations regarding a wide range of priorities for the ACLU, including surveillance, prison reform, and reproductive rights
- Drafted social media content, media advisories and pitched content to national reporters
- Researched major publications’ coverage of key issues to better inform reporter relationships

EDUCATION

Howard University – Washington, D.C.

Bachelor of Arts (B.A.) – Strategic, Legal and Management Communications

August 2015 – May 2019

- Concentration in Public Relations with a minor in Political Science
- Howard University Legacy Scholarship Recipient
- Harvard University Institute of Politics 2018 National Campaign Conference Delegate

SKILLS

Social Media Management Experience crafting digital content for multiple platforms	Writing Skilled in writing press releases, memos, and other content
Graphic Design Proficiency in basic graphic design	Event Coordination Experienced in small event coordination and execution
Research Background in researching a wide range of policy issues and legislation	Messaging Strategy Understanding of political and policy messaging strategies

E. Eunice Ikene

EDUCATION

American University Washington College of Law, Washington, D.C.
Activities: American University Legislation and Policy Brief, Online Editor

Juris Doctor candidate, May 2021
August 2018-May 2020

University of Notre Dame, Notre Dame, IN
Bachelor of Business Administration, Management Consulting
Second Major-Political Science

May 2011

WORK EXPERIENCE

Committee on Education and the Labor-Majority
Labor Policy Advisor

May 2013-Present
May 2016-Present

- Created and executed a strategy to educate Committee and Caucus Members on employment policy, including wage and hour law, workplace anti-discrimination law, and workforce development law.
- Drafted materials to prepare Committee and Caucus Members and their staff for hearings, markups, and floor debate.
- Worked with the Office of Legislative Counsel to draft legislation and amendments, including the *Raise the Wage Act* and Divisions C and E in the *Family First Coronavirus Response Act*.
- Briefed Members of Congress, including the Chairman, on regulatory, legal, and policy actions coming before the Committee.

Labor Policy Associate

June 2014-April 2016

- Developed dear colleagues, vote recommendations, memos, committee talking points, and other materials to promote and educate Caucus Members on major legislation in Committee's jurisdiction.
- Worked with senior staff to develop background materials for meetings with agencies under the Committee's jurisdiction, including the Equal Employment Opportunity Commission and the Department of Labor's Wage and Hour Division.
- Developed and promoted, in close coordination with the Labor Policy Director and the Committee's Ranking Member, a Working Families Agenda, which consisted of ten pieces of legislation working families needed to succeed in the modern economy.
- Organized an informational policy tour of the Ranking Member's district with the U.S. Secretary of Labor.

Staff Assistant

May 2013-May 2014

- Managed administrative functions in the Committee's main office including, answering phones, organizing and developing materials for hearings and other committee-related events, and scheduling meetings.
- Provided support to senior staff by conducting extensive, detailed research in preparation for committee hearings, markups, bill introductions and floor action, in the areas of health care, workforce investment and development, equal employment opportunity, workplace rights and retirement investments.
- Managed committee e-Forum responses, conducted primary research and produced a committee staff report on the working conditions of adjunct and part-time faculty across the united states.

Organizing For America-Florida, Gainesville, FL
Field Organizer

March 2012-November 2012

- Expanded youth electorate by leading the Gators For Obama to register nearly 13,000 students to vote during the fall semester at the University of Florida.
- Increased President Obama's total Florida youth voter turnout by 1% and increased University of Florida targeted youth vote turn out to 92%.

INTERNSHIP

United States House of Representatives, Congressman Joe Donnelly (IN-02)
Student Intern-Capitol Hill; Washington, D.C., June-August 2010

- Improved constituency relations by researching and presenting constituency-specific issues to legislative staff.
- Increased communication clarity by accurately recording and reporting constituents' concerns.
- Attended committee hearings and reported pertinent issues to legislative staff.

Student Intern-District Office; South Bend, IN, August-November 2009

- Conducted constituent outreach in the areas of small business and economics.
- Supported constituent services staff by researching and gathering information on Small Business Loans.
- Fielded questions on health care and conducted research on the Affordable Care Act to provide accurate information to constituents.

EOIN F. CANNON

WORK

City of Boston

Chief Speechwriter for Mayor Martin J. Walsh, 2014-present

Composed all major speeches, hundreds of secondary speeches, and dozens of opinion essays published on national and local media platforms, covering a full range of municipal policy and governance matters. Worked directly with the Mayor and teams of cabinet chiefs, conducted policy research, interviewed policy experts and constituents, guiding projects from first conception to final product in a high-pressure, deadline-driven environment. Advised and collaborated on event planning, press strategy, and social media related to public speaking.

Harvard University

Assistant Director of Studies, Committee on Degrees in History & Literature, 2011-2014

Developed curriculum and managed student advising for several hundred students in the America field of an interdisciplinary honors humanities program.

Lecturer, Committee on Degrees in History & Literature, 2007-2014

Taught seminar courses and advised thesis writers in the America field.

Boston University

Instructor, English Department, 2000-2007

Taught classes in academic writing, research, and English, American, and World literature.

Boston Neighborhood News

Reporter & Assistant Editor, The Dorchester Reporter, 2000-2001

Editor, The Boston Irish Reporter, 1999-2000

EDUCATION

Ph.D., English & American Literature, Boston University, 2010

M.A., English & American Literature, Boston University, 2002

A.B., Philosophy, Harvard University, 1995

SELECTED PUBLICATIONS

The Saloon and the Mission: Addiction, Conversion, and the Politics of Redemption in American Culture.

Amherst, Mass.: University of Massachusetts Press, 2013.

“Kennedy, Boston, and Harvard.” In *The Cambridge Companion to John F. Kennedy*. Ed. Andrew Hoborek. Cambridge University Press, 2015.

“Deep Ecologies in Urban Literature.” In *Toward a Literary Ecology of Place: Studies in American Literature*. Eds. Karen Waldron, Rob Friedman. New York: Scarecrow Press, 2013.

FERNANDO ORTIZ

Experience

OFFICE OF MAYOR MARTIN J. WALSH, CITY OF BOSTON; Boston, MA

City Council Liaison, Office of Intergovernmental Relations

Oct 2020 - present

- Work and engage with the City Council to advance the Mayor's legislative priorities in the Council.

Deputy Director, Office of Scheduling & Advance

Feb 2020 - Oct 2020

- Managed a team of six to execute and coordinate proper staff for the Mayor's daily and long-term schedule.
- Prepared the Mayor's daily briefing materials in coordination with city departments and external partners.

Advance Coordinator & Official Correspondence Manager, Office of Scheduling & Advance

Jan 2019 - Feb 2020

- Accompanied the Mayor and coordinated logistics at over 200 public and private events, meetings, and appearances.
- Researched and crafted over 100 greeting letters, proclamations, and other official memoranda on behalf of the Mayor.

JAY GONZALEZ FOR GOVERNOR; Cambridge, MA

Director of Scheduling & Personal Aide

Sep 2018 - Nov 2018

- Managed logistics for the candidate's schedule; planned the advance operation; and accompanied the candidate to all events.
- Provided Spanish-English translation for the candidate in interviews, meetings, and campaign advertisements.

JOSH ZAKIM FOR SECRETARY OF STATE; Boston, MA

Director of Finance

May 2018 - Sep 2018

- Operated as the principal fundraiser of a statewide campaign against a 25-year incumbent, raising over \$425,000 over four months for an office with a historically low profile.

Deputy Field Director

Jan 2018 - May 2018

- Organized early volunteers to collect over 7,000 signatures as the campaign's first full-time staff member.
- Helped lead the campaign to a historic upset where the candidate won Party support over the incumbent in nearly 40 years.

COMMITTEE TO RE-ELECT MARTIN J. WALSH FOR MAYOR; Boston, MA

June 2017 - Nov 2017

Regional Field Organizer

- Managed the field operation for 30 precincts in five neighborhoods, ultimately earning 77 percent of the vote.
- Recruited and trained three teams totaling over 150 volunteers over four months to boost voter outreach and turnout.

OVERSEAS DEVELOPMENT INSTITUTE; London, United Kingdom

Feb 2016 – April 2016

Research Intern, International Economic Development Group

- Assisted researchers focused on sustainable development to advise Sub-Saharan African governments.

Education

BOSTON UNIVERSITY, Questrom School of Business; Boston, MA

Aug 2020 - present

- M.B.A. Candidate, Social Impact Program, Class of 2023

BOSTON UNIVERSITY, College of Arts and Science; Boston, MA

Sep 2013 – May 2017

- B.A. Economics, B.A. Political Science, *Cum Laude*
- Dean's List: Fall 2014; Spring 2015; Spring & Fall 2016; Spring 2017

Volunteer work

SPARK Boston Council

Sep 2019 - Aug 2020

- Selected to be a member of this council of young professionals to advise and promote civic and youth engagement efforts in the City of Boston.

Big Brothers Big Sisters of Eastern Massachusetts

Jan 2020 - Dec 2020

- Built a relationship with a young student from East Boston's Umana Academy to offer mentorship and academic support.

Alternative Service Breaks, Boston University Community Service Center

Oct 2014 - April 2015

- Developed a program for 15 students traveling to San Juan, Puerto Rico to assist the efforts of a local public health nonprofit.

Skills

- Fluent in Spanish; proficient in French.
- Proficient in Microsoft Office, Google Apps, IQ for Congress, Congressional Research Service, LexisNexis, JStor, NGP VAN, VoteBuilder and MiniVAN.

GAYLE GOLDIN _____

FAMILY VALUES @ WORK
FMLI CAMPAIGN ADVISOR

WASHINGTON, DC
2016 TO PRESENT

Serve as a strategist for coalitions across the country working to create and implement family and medical leave insurance (FMLI), including the seven states that have passed FMLI laws since 2014. Serve as a resource to state agency staff, advocates, and legislators. Work with other national organizations to support federal paid leave efforts. Present at conferences, serve as a press spokesperson, write opinion pieces, work with researchers, plan events and workshops. Educate state legislators, Members of Congress, and funders about paid leave. Community partner to US DOL on Lead on Leave. Testified in front of US House Committee on Education and the Workforce Subcommittee on HELP and US House Democratic Women's Working Group.

RI STATE SENATOR, (DISTRICT 3)
HEALTH AND HUMAN SERVICES COMMITTEE
LABOR COMMITTEE

PROVIDENCE, RI
2013 TO PRESENT

Championed the passage of Temporary Caregiver Insurance, making RI the 3rd state with paid family leave and first state with job protection for family leave takers. Since 2013, have also won expansion of child care assistance, the tipped minimum wage, EITC, voter protections, LGBTQ and reproductive rights. Continuing to fight the gender wage gap and sexual harassment, and pushing for stronger paid leave. Develop policy, engage with coalition members, constituents and legislative colleagues, speak with press, give speeches, fundraise, campaign and assist other candidates running for office. Negotiate committee bills with interested parties. Appointed to Rhode Island Commission on Women and Girls. Attended White House legislator meetings during Obama Administration.

AWARDS INCLUDE: Congressman David Cicilline's Women Taking the Lead, Congressional Angel in Adoption, YWCA's Isabel Ahearn O'Neill Award, AARP Capitol Caregiver, Jewish Alliance of Rhode Island's Never Again awardee. Named "Legislator of the Year" by RI Parent Information Network, National Association of Social Workers, RI Mental Health Association, and RI NOW. Named one of Women's Campaign Fund's 2014 National Game Changers.

SPEAKING ENGAGEMENTS INCLUDE: United State of Women, US DOL Women's Bureau Summit on Working Families, Aspen Institute, RI Women's March, NE Women's Policy Conference, Women In Government, SiX, Public Leadership Institute, United Way Caregiver conference, as well as several academic institutions in Massachusetts and Rhode Island.

OPINION PIECES APPEARED IN: Glamour, Salon, Newsweek, The Hill, The Jewish Forward, Huffington Post, The Boston Globe, and The Providence Journal. Co-author of [A Short Guide to Advocacy at the RI State House](#)

WOMEN'S FUND OF RHODE ISLAND
STRATEGIC INITIATIVES OFFICER

PROVIDENCE, RI
2012-2014

Managed all policy strategy and community building activities as part of a small foundation team focused on eliminating gender inequality through policy making. Led 10-month intensive leadership training program that engaged women in policy advocacy. Researched policies that impact economic security of women and girls and developed campaign strategy. Represented the organization in coalitions, oversaw grant-making process, and provided technical assistance to grantees. Secured grant funding for organization's policy initiatives.

COLLEGE HILL CONSULTING
FOUNDER/CONSULTANT

PROVIDENCE, RI
2014 TO 2016
2006 TO 2010

Conducted qualitative research including focus groups and key-informant interviews, reviewed grants for private and public funders, drafted reports, marketing materials and grants, facilitated meetings and strategic planning, increased board capacity of small organizations, and worked on legislative and policy issues on behalf of non-profits. Co-author and project manager of Connecticut Department of Labor funded report on paid leave implementation.

VOLUNTEERS IN HEALTH CARE

PAWTUCKET, RI

DIRECTOR OF COMMUNITY PARTNERSHIPS
TECHNICAL ASSISTANCE COORDINATOR
RESEARCH ANALYST

2001 TO 2006
1999 TO 2001
1998 TO 1999

Led technical assistance and grant-making team for a national resource center serving programs that provide health care to the uninsured, funded by the Robert Wood Johnson Foundation. Distributed \$1.5 million in grants. Wrote and managed the production of how-to guides, reports, articles, press releases, marketing materials, and website content. Facilitated meetings and presented at conferences. Wrote grant proposals and developed project budgets. Served as a resource to journalists and policy makers. Provided consulting services to health care organizations, including advice on fundraising, board development, and volunteer recruitment. Conducted qualitative research. Supervised Technical Assistance Coordinator and consultants.

OTHER ACTIVITIES

FOUNDING CO-CHAIR, RI DEMOCRATIC WOMEN'S CAUCUS	2017 TO 2018
BOARD MEMBER, TEMPLE EMANU-EL	2012 TO 2016
BOARD MEMBER/PRESIDENT, ADOPTION RI	2002 TO 2012

EDUCATION AND TRAINING

<i>Master of Arts</i> , Urban and Social Policy	1998
TUFTS UNIVERSITY, Urban and Environmental Policy and Planning	

Thesis focused on first person stories of immigrant women community organizers. Internship involved developing and leading a health care advocacy training program for immigrant communities. Research Assistant to Professor Molly Mead for report on the impact of gender blind foundation giving on nonprofits that serve women and girls. Wrote grants to address sexual health of immigrant youth for Dorchester House, a federally qualified health center.

<i>Bachelor of Arts</i> , English Literature	1993
MCGILL UNIVERSITY	

SiX/RePower Progressive Governance Academy Trainer	2020
State Legislative Leaders Emerging Leader Program	2016
Women's Policy Institute Fellow, Women's Fund of RI	2011
Seminar, Facilitation Skills – Goal/QPC	2003

IVEY S. WARREN

EDUCATION

Juris Doctorate University of Maryland School of Law, Baltimore, MD	May 2011
Bachelor of Arts, Major: Political Science, Minor: Business Administration University of South Carolina, Columbia, SC	May 2007
Maryland State Bar Certification Certified Mediator	June 2012 July 2016

PROFESSIONAL EXPERIENCE

D.C. OFFICE OF PAID FAMILY LEAVE (OPFL) Paid Family Leave Validation Supervisor Full-Time (40 hours/week) <ul style="list-style-type: none">• Interim Manager/Chief of the entire Paid Family Leave program, supervising 20 employees, to include 6 validation and 5 adjudication claims examiners, 5 medical examiners, and 4 supporting staff members.• Assist validation unit effectively through change, to more quickly achieve strategic goals and deliver business results.• Oversee the successful validation and determination of almost 6,000 claims submitted by District of Columbia private sector employees.• Responsible for achieving and maintaining compliance with state/federal criteria for the promptness in issuance of over 650 payments in the amount of \$21,000,000, to date.• Identify information technology (IT) issues – such as claim type identification issues and case assignment to examiners – and collaborate with the IT team to develop solution designs that meet the Program’s business requirements.• Improve claims process efficiency and accuracy from 75 to 95 percent, by creating desk aides and one-pagers (instruction handouts) for examiners to utilize when deciding claims.• Created validation standard operating procedure (SOP) document, which includes step-by-step instructions to help employees carry out complex claim validation operations and processes that align with state/federal criteria, legislation, and OPFL benefits regulations.• Collect casework data to identify issues with claims, establish priorities and delegate workload.	Washington, DC July 2020 – Present
DEPARTMENT OF VETERANS AFFAIRS Attorney Advisor, Board of Veterans Appeals Full-Time (40 hours/week) <ul style="list-style-type: none">• Served on the Diversity and Inclusion Committee representing almost 800 attorneys.• Developed innovative and efficient ways to advise and provide legal expertise and recommendations to Board of Veterans’ Appeals (Board) members in complex cases.	Washington, DC October 2016 – July 2020

- Reviewed and analyzed over 350 cases to determine if all mandatory procedural requirements had been complied with; and remanded issues to the regional level that needed investigation.
- Utilized superior oral and written communication skills to produce clear, logical, and concise decisions targeted to meet the needs of Veterans and their families.
- Demonstrated analytical and critical thinking skills through legal research of Veterans' law to advise Board members through written decisions on Veterans' service-connection ratings.
- Effectively communicated and collaborated with cross-organizational agencies, such as Office of General Counsel (OGC), National Cemetery Administration (NCA), Veterans Benefits Administration (VBA), and Veterans Service Organizations (VSO).
- Identified deficiencies and initiated problem resolution skills to resolve all claims and prepare appeal recommendations involving disability compensation, pension, death pension, dependency and indemnity compensation, burial and other benefits.

INNOVATIVE DISCOVERY, LLC

Government Contractor

Washington, DC

Aug 2015 – Aug 2016

Full-Time (40 hours/week)

- Researched and analyzed applicable laws and regulations that affected the Department of Justice, Department of Energy and Environmental Protection Agency; and assisted these federal agencies with cases filed before the Court of Appeals for the Federal Circuit.
- Prepared litigation briefs and supporting documents for use in civil matters.
- Performed quality control review and analysis of legal documents for use by federal agencies.
- Reviewed, analyzed and coded over 15,000 documents for relevance, sensitivity issues and government privileges.
- Ensured that the Freedom of Information and Privacy Act (FOIA) and the Federal Advisory Committee Act (FACA) were adhered to in determining the disclosure of government documents.

LAW FIRM OF MICHAEL L. SANUL, PA

Trial Attorney

Odenton, MD

Feb 2013 – May 2015

Full-Time (40 hours/week)

- Litigated over 50 small claim civil cases (resulting in over \$250,000 in judgments) in Maryland court proceedings.
- Assisted senior attorneys in employment discrimination and labor cases.
- Represented parties in administrative forums.
- Researched and analyzed applicable laws and regulations to provide contract specifications and interpretations.
- Negotiated over 150 personal injury claims (resulting in over \$750,000 in settlements) with insurance agencies.
- Interviewed and supervised 2 paralegals, 2 secretaries and 2 law clerks.
- Conducted trainings and created standard operating procedure (SOP) document for legal staff to use when following cases.

9/11 VICTIMS COMPENSATION FUND

Attorney Claims Examiner

Washington, DC

June 2012 – Feb 2013

Full-Time (40 hours/week)

- Monitored and reviewed the progress of over 500 personal injury and death claims for 9/11 victims and their dependents by reviewing and evaluating medical and lay evidence provided by claimants for clarity and legal sufficiency, applying laws to the facts of each case, and determining claimant eligibility.
- Composed written correspondence (summary reports) and orally communicated with claimants, attorneys and third parties regarding application updates, and advised changes regarding compliance.

LAW CLERK

Michael L. Sandul, PA

Odenton, MD

Jan 2012 – June 2012

Full-Time (40 hours/week)

- Performed factual investigations and drafted notices to parties involved.
- Maintained timely and accurate case files and pleadings.
- Conducted legal research and writing of legal memoranda.
- Drafted legal complaints, answers, motions, supporting memoranda, and briefs.
- Maintained client relationships and handled all client issues.

LAW CLERK

Nationwide Insurance, Trial Division

Linthicum, MD

June 2011 – Jan 2012

Full-Time (37.5 hours/week)

- Advised managing Defense Attorneys regarding case settlements and litigations.
- Attended mediations and settlement conferences.
- Reviewed various client agreements and contracts for legal sufficiency.
- Prepared written reports with conclusions, alternatives and recommendations on policies and decisions.
- Conducted research, analyzed issues, and interpreted statutes, regulations, and case law.
- Monitored case development and managed accurate case files and timely pleadings.
- Drafted letters, motions, memoranda, and medical record summaries.
- Summarized depositions and prepared exhibits for trials.

LAW STUDENT

University of Maryland, School of Law

Baltimore, MD

Aug 2008 – May 2011

STUDENT ATTORNEY

Maryland Workers Rights Legal Aid Clinic

Baltimore, MD

Jan 2011 – May 2011

Part-Time (30 hours/week)

- Represented and prepared workers for Unemployment Insurance hearings with Maryland unemployment insurance hearing officers.
- Worked with outside organizations to affectively represent employees in hearings and review employment discrimination and labor cases.
- Represented parties in administrative forums in the labor and employment arenas, to include in unemployment insurance administrative hearings

SUMMER ASSOCIATE

National Association of Bond Lawyers

Washington, DC

June 2010 – Aug 2010

Full-Time (40 hours/week)

- Conducted all research on Dodd-Frank Act.
- Gained knowledge of and experience with FHA mortgage insurance programs.
- Attended congressional hearings regarding updates to financial policy affecting members.

LAW CLERK
US Merit Systems Protection Board
Part-Time (20 hours/week)

Washington, DC
Jan 2010 – May 2010

- Performed all pre-hearing duties for personnel labor relations cases.
- Worked with Congressional Liaison to update policy changes.

POLITICAL STAFFER & FIELD ORGANIZER

SC, GA, VA, NC & OH
Aug 2007 – Aug 2008

Obama for America

Full-Time (50+ hours/week)

- Led the campaign agenda through engagement in 28 counties in Eastern North Carolina, which included almost 100 elected officials and over 150 volunteers.
- Conducted strategic research for each county and gathered data regarding voters in the states of South Carolina, Georgia, Virginia, North Carolina and Ohio.
- Acted as a liaison between the campaign and community leaders and volunteers.
- Used software to develop geographical targets based on voting histories.
- Represent the campaign to a wide range of audiences.
- Recruited and retained hundreds of volunteers, mobilized supporters & strategically managed all campaign efforts.
- Trained over 500 organizers & volunteers in all “Get-Out-The-Vote” efforts and executed appropriate “Voter Protection” methods.
- Served as a liaison between the campaign, voters & guest speakers. Advocated candidate’s policy positions at local events and made other presentations to local elected officials, Congressional leaders & voters.
- Collaborated with and advised National Advance Team on key candidate events.

Jackson C. Reid

PROFESSIONAL EXPERIENCE

Field Director, *Chicagoland Operators Joint Labor- Management PAC, Moline, IL, March 2021- April 2021*

- Directed Mayor Stephanie Arci's reelection campaign and four aldermen campaigns
- Built political relationships with elected officials and union leaders for volunteering opportunities
- Managed 12 interns, who regularly hit their door knocking numbers and call numbers to help identify voters
- Identified over 4,100 voters

Regional Field Director, *Battle Ground Canvassing, December 2020-January 2021*

- Helped coordinate the paid canvassing program for the Democratic Senate Congressional Committee
- Focused on Cobb County, Georgia in which we were successful in increasing voter turnout in two special elections
- Had over 95 paid canvassers, completed over 1,800 completed shifts, and knocked over 200,000 doors
- Helped Jon Ossoff and Raphael Warnock win their respected elections

Regional Organizing Director, *Arizona Democratic Party, June 2020-November 2020*

- Managed five field organizers virtually who recruited 808 unique volunteers, escalated & managed 18 volunteer leaders, made 30.6k volunteer outreach calls, & enrolled 766 new voters onto the Permanent Early Voting List in conservative western Maricopa County
- Ensured team successfully hit benchmarks and goals by providing regular metric reports to encourage output, outlining priorities via daily memo correspondence, and conducting thorough weekly one-on-one meetings with each team member
- Developed & maintained political relationships with local Democratic stakeholders
- Familiarized field organizers with voter contact software (NGP VAN) to ensure fluency & efficiency of use
- Helped President-Elect Biden and Mark Kelly win statewide

Field Organizer, *Biden for President, August 2019 - June 2020*

- Field organizer in Iowa, Nevada, South Carolina, Missouri, Illinois, Utah, and Colorado
- Lead organizer for Lee & Henry County, IA, where the President-Elect was successfully viable in all caucuses
- Recruited, trained, and built relationships with local labor unions, volunteers, community members, and Democratic County Chairs, in order to build coalitions to get out the vote.
- Coordinated surrogate & principal events
- Led virtual policy discussion on race, labor, economic development, and rural needs
- Developed policy talking points focusing on infrastructure, green jobs, and unions for labor leaders and members
- Successfully held over a dozen virtual events during the Covid-19 pandemic, trained volunteers to host virtual events

Material Handler, *The Agency, Wood Dale, IL, May 2015 - July 2019*

- Oversaw the implementation of the logistics of the warehouse, and created a more efficient way of getting orders out
- Led the charge to hit weekly freight goals

Field Organizer, *Julie Morrison for State Senate, Deerfield, IL, July 2016 - November 2016*

- Helped Senator Morrison win the general election with 59 percent of the vote
- Assisted Congressman Brad Schneider's campaign, helping with his 2016 victory

Field Organizer, *Friends of Nicholas Sposato, Chicago, IL, January 2015- March 2015*

- Connected face-to-face with over 500 registered voters a week during canvassing
- Helped Alderman Sposato win with 56 percent of the vote, avoiding a runoff

Field Organizer, *Democratic Congressional Campaign Committee, Northbrook, IL, September 2014 - November 2014*

- Recruited and organized volunteer teams for Congressman Brad Schneider (IL 10)
- Recognized by the DNC for exceeding field goals among targeted Congressional races

EDUCATION

Master in Public Policy, DePaul University, June 2019

Thesis- America's Green Belt: *How Green Jobs Can Help Improve Trades in America's Rust Belt*, June 2019

Bachelor of Science (Major: History, Minor: Political Science), Illinois State University, August 2014

SKILLS

Proficient in Vote Builder and standard campaign software; Understanding of policy and implementation; Strong foundations in economic development, labor, defense policies, and international diplomacy; People management/Volunteer management; Adept with quantitative and qualitative data

James Cody

PROFESSIONAL EXPERIENCE

2020 COORDINATED CAMPAIGN/PENNSYLVANIA DEMOCRATIC PARTY

Philadelphia, PA

Pennsylvania Operations Director

July 2020 – Present

- Architect for 400-person statewide coordinated campaign operational plan with personnel budget of nearly \$10m
- Managed non-personnel budget in excess of \$4m with \$150k in savings reallocated to Voter Protection programming
- Operationalized transition from remote to hybrid campaign model with in-person and virtual workforce
- Enforced COVID-19 health and safety policies while directing PPE procurement and distribution
- Prepared bold operational switch from virtual work to a hybrid model with in-person events, traditional field organizing, and new campaign office structures, all while administering and enforcing strict health and safety guidelines
- Directed lease negotiations and operational support for 21 offices and over 30 staging locations in a 2 month period
- Managed a 20-person team distributed throughout Pennsylvania that supported the activities of every department

BIDEN FOR PRESIDENT

Manchester, NH

Mid-Atlantic Regional Operations Director

March 2020 – June 2020

- Served as operational point of contact for 6 states' Leadership Councils, and charged with facilitating virtual surrogate events, on-the-ground supply needs, and tracking daily COVID-19 figures as campaign returned to in-person work
- Developed and implemented Biden for South Carolina's entire Packetland Operation, including all logistics of the state campaign's organizing operation, over a 6 day span with a staff of 5 and a \$5,000 budget

New Hampshire Deputy Operations Director

August 2019 – February 2020

- Organized & executed successful Packetland effort that included 41 staging locations, 10,000 canvassing packets, & 3,000 unique volunteer shifts over four days
- Implemented a procurement and materials distribution system to support Organizing team across 11 offices
- Managed supporter housing system to successfully place hundreds of staff, interns, and out-of-state volunteers in necessary accommodations, including over 50 individuals in final four days of the NH primary campaign

NEW HAMPSHIRE DEMOCRATIC PARTY

Concord, NH

Deputy Political Director

October 2018 – November 2018

- Coordinated out-of-state surrogate events, including location planning, event build, briefings, & advance details
- Served as point of contact for all Democratic town committees over final month of State Party's coordinated campaign, handling all IT, financial, & political requests from committee chairs

DAN KOH FOR CONGRESS (D-MA 3)

Andover, MA

Director of Scheduling and Operations

January 2018 – September 2018

- Implemented operational plan for congressional campaign with budget exceeding \$3 million; directed lease negotiations & operational support for 5 offices; managed strategic budget implementation saving \$70k in last month
- Organized & executed successful Packetland & Get Out the Vote efforts that included 9 staging locations, 500+ canvassing packets, & 1,100 unique volunteer shifts over four days
- Planned & implemented 243 daily schedules for the candidate by managing all logistics & briefing materials

CONGRESSMAN JOSEPH P. KENNEDY III (D-MA 4)

Newton, MA

District Coordinator

December 2016 – January 2018

- Served as primary caseworker for all Social Security, Medicare, and Medicaid casework, favorably closing more than half of all cases in favor of Congressman Kennedy's constituents
- Staffed Congressman Kennedy at district events such as business tours & office hours

HILLARY FOR PENNSYLVANIA

State College, PA

Deputy Regional Organizing Director

June 2016 – November 2016

- Organized turnout operation of 8 organizers and over 60 fellows, contributing to a net increase of 2,912 votes (+8.51%) over Democratic performance in the same areas in 2012

EDUCATION

BOSTON COLLEGE

Chestnut Hill, MA

- Bachelor of Arts, Political Science and History. GPA 3.69

JAMES D. RODRIGUEZ, M.A.

PROFESSIONAL SUMMARY

Executive Leader and Military Veteran with an active **Top Secret SSBI Security Clearance** and over 30 years as a leader in the U.S. government, corporate sector, and United States Marine Corps. Possess a comprehensive background in program oversight, interagency collaboration, and policy development. Extensive senior level experience building and managing multi-million-dollar budgets while simultaneously managing risk while meeting the expectations of the President of the United States, the Department of Defense, and corporate enterprises. Demonstrated experience with leading and implementing international and national programs, resourcing, and operational planning. Possesses extensive knowledge in business development, program development and execution with a commitment to service excellence and oversight. Recipient of multiple awards for outstanding performance and professionalism at every level. Career supported by vast leadership experience as a Presidential Appointee, a corporate level executive, and senior military leader coupled with extensive professional development training to include the attainment of a **Master of Arts in International Commerce and Policy**.

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|------------------------|------------------------------|---------------------------------|
| ● Executive Leadership | ● Service delivery | ● TS/SSBI Security Clearance |
| ● Corporate Strategy | ● Talent Acquisition | ● Executive Level Communication |
| ● Policy Development | ● Strategic Plan Development | ● Quality Assurance Oversight |

PROFESSIONAL EXPERIENCE

Deloitte Consulting LLP, Washington D.C. / Austin, Tx.
Specialist Executive

October 2018 – Present

Serves as a senior executive within the firm to support the Government and Public Sector practice within the Business Operations offering. Serves as a customer relationship and business development executive for Deloitte leadership at the Department of Defense, the Department of Veterans Affairs, and the Defense Health Agency with an emphasis on the development of new sales and account opportunities.

Developed and maintained a business pipeline budget of \$300 million dollars while working in tandem with Deloitte's executive leadership in strategy development across various portfolios with an emphasis on the future of work across the federal government. Serves as a subject matter expert and senior advisor on projects and programs designed to build and implement best in class advanced and predictive analytics programs, human capital design portfolios while simultaneously supporting digital and service now strategies with various teams of 10 to 100 personnel. In concert with Firm leadership, devised strategies to drive long-term revenue while ensuring service quality across-functional programs in order to deliver award-winning IT solutions. These efforts have resulted in the award of multi-year and million-dollar contracts for the Firm in government agencies which were previously not part of the overall business portfolio.

Supports the corporate win strategies with an emphasis on the identification of large and small business teaming partners for federal government proposal responses. During my time with the Firm, I have established new partnerships with more than 30 small businesses and ten large corporations in the pursuit of federal contracts. Based on these partnerships, we have been able to go to market with partners who bring innovative ideas and resources to support our government clients. And, as a member of the VA account and DHA account executive team, participates in account annual planning, as well as business opportunity planning, pricing and capture review sessions for multi-million-dollar proposal responses.

Provides executive and faculty support to the Deloitte CORE (Veteran training program), internal Veterans Business Resource Group and Employer Boot Camp offering that is provided to Wounded Warrior Project as a Firm pro-bono initiative. Additionally, as part of Deloitte University visiting faculty, I support the professional development and leadership training programs for first year managers and third year senior managers. Furthermore, I have been tasked with developing a Deloitte Military Health System account support program for Hispanic practitioners while working with the Black Lives Elevate Initiative to advance Firm support for underrepresented minorities.

**ProSphere, Alexandria, Va. / Round Rock, Tx.
Vice President, Department of Defense programs****February 2017 – October 2018**

Recruited by the CEO and Chairman of the Board to be the very first VP for DOD programs within this Service-Disabled Veteran Owned Small Business charged with building a program from initial operating capability to full mission capable. Designed and built a business unit to establish a footprint in the DOD space while providing state of the art information and technology programs to support IT infrastructure development and IT life cycle maintenance. Responds to inquiries from government clients to ensure all projects are meeting service deliverables while managing risk across the entire account. Drove ground-breaking success by driving performance and productivity while propelling revenue growth and cost savings within my first year.

Directs the overall mission and operations of profit & loss (P&L) for the division within the company. Responsible for both service delivery operations and business growth while providing oversight and direction to five subordinate managers in order to ensure a high degree of customer satisfaction and project performance. Responsible for managing the \$10 million dollar division budget while building a pipeline of new business opportunities totaling \$30 million dollars. Develops corporate teaming strategies while identifying large and small business partners for federal government proposal responses.

Serves as the Executive-in-charge for opportunity identification pursuit decisions in coordination with the CEO, President, and executive committee. Directly oversees the capture and writing of responses during the submission of award-winning proposals to increase the division revenue from zero to \$10 million while maintaining a balanced budget and business process through the use of Salesforce. Leads the professional development and the mentoring of all staff within the division in order to ensure all projects are fully staffed with highly skilled, qualified, and forward-thinking teams.

**DEPARTMENT OF DEFENSE, THE PENTAGON – Washington, D.C.
Deputy Assistant Secretary of Defense, Office of Warrior Care Policy****June 2014 – January 2017**

Advised the Under Secretary of Defense (Personnel and Readiness), the Assistant Secretary of Defense (Health Affairs), and DoD stakeholders on policy, plans, and programs directly in line with Secretary of Defense strategies and initiatives. Serves as the principal point of contact and represents the USD (P&R) and ASD (HA) in leading WCP programs in DoD and the VA. Oversaw the \$200M Department of Defense budget for the Office of Warrior Care Policy; led and managed a large diverse team to integrate complex issues into a unified policy framework while implementing organizational vision

Developed and instituted a first of its kind 3 to 5 year strategic roadmap to align business processes and procedures for WCP that established specific program milestones and objectives with detailed reporting requirements and goals based on the President's national security strategy and the Secretary of Defense's national defense strategy. Served on 5 interagency senior leadership committees between the DoD and the VA two of which I co-chaired, to develop and implement processes and procedures to advance military programs for service members and veterans during their transition from active duty to veteran status. Lead senior governance bodies, working groups, task forces, and ad hoc groups designed to build consensus for Department of Defense policies and programs with interagency partners, military leaders and allied nation partners. Served as the senior US diplomat to the inaugural Invictus Games in partnership with Prince Harry and the United Kingdom Minister of Defense's office of personnel while also working directly with Allied nations to support adaptive sports competitions for combat wounded service members.

Built the Warrior Care in the 21st century international coalition which initially consisted of 11 allied nations in 2014 and had grown to 21 countries represented upon my departure in 2017. I hosted the first annual coalition meeting in Washington DC to bring this group together to share information on Wounded Warrior care programs and create a repository for the distribution of programmatic development information. Supported research and publication of recovery care coordination programs and disability evaluation systems for all coalition partners to utilize to develop and or improve their support for their Wounded, Injured, and Ill servicemembers.

Responsible for a large and diverse team of 7 career senior program directors while being supported by 95 headquarters full time employees. Directly responsible for 400 recovery care coordinators employed across the United States and at overseas military installations and 20 regional program coordinators dispersed across the ten regions of the United States. Developed and implemented strategic plans, programmatic objectives and policy to improve care and oversight on non-medical case management for recovering service members, their families, and caregivers.

Determined the requirements and directed the preparation and submission of budget estimates for WCP programs and managed the administration of funds appropriated annually from Congress for program operations to include the management of all Congressional adds to the budget. Oversaw the quality assurance for program assessments within all aspects of the care continuum to ensure congressional legislation and Department of Defense mandates and initiatives were met while integrating complex issues into a unified policy framework and successfully implemented the resulting policy initiative. Represented Warrior Care Policy in public settings, and lead/managed negotiations with counterparts at the White House, across the Department of Defense, with C-Level corporate leaders and with leaders of other federal agencies as well as in all areas of public affairs and media relations to ensure resources for Wounded Warriors, their families, and all caregivers were met.

BAE SYSTEMS, INC. – Arlington, VA
Director, Government Relations

April 2009 – June 2014

Tasked with building a program from scratch that resulted in an award-winning internal and national program for hiring and retaining Veteran employees within a \$32 billion dollar enterprise that is established across 30 states. During my five and half years at the company, we hired more than fifteen hundred Veterans and developed a corporate wide program that was emulated by partners and competitors alike. Representing the CEO and board, served as the corporate liaison for the White House Joining Forces Initiative, to Congressional representatives, and to senior civilian and military leadership within the Department of Defense, and the Department of Veterans Affairs.

Designed and facilitated the warrior integration program effort for BAE Systems, Inc. Worked with business line Presidents, departmental leadership, program managers, and other stakeholders such as HR representatives to implement best practices throughout the national enterprise with the intent of putting veterans back to work through collaborative public and private partnerships. Developed and implemented the operational business plan for employing veterans, service members, and wounded warrior populations; monitored performance directives set by the executive leadership team and board members. Monitored program execution through the integration of the company's strategic recruiting plan; ensured key milestones, program deliverables, and financial parameters were met efficiently and effectively in alignment with evolving leadership goals and priorities.

Monitored program execution through the integration of the company's strategic recruiting plan; key milestones were exceeded each quarter and annually which resulted in the ability to expand the program effectively and efficiently. Briefed Congressional, state and local officials on corporate best practices for the employment of veterans and service members while emphasizing the private and public partnership required for long-term program success. Worked collaboratively with leaders of numerous non-governmental organizations to develop philanthropic initiatives through creative thinking and innovation that resulted in profound impacts on program resources and utilization.

Collaborated with senior staff, and marketing departments to design targeted communication strategies to attract a diverse veteran talent pool through career fairs and BAE's military recruitment website portal. Led operational components and aspects for general marketing activities in conjunction with corporate communications to maintain alignment with established veteran branding strategies and served as corporate spokesperson on all veteran program initiatives both locally and nationally. Served as a corporate representative to various national think tanks and corporate veteran employment executive committees to develop strategies for the successful employment and retention of veterans to include development of policy initiatives for workplace accommodations for service members with disabilities that ultimately supported policy improvements for all persons with disabilities.

University of Maryland Global Campus, Adelphi, Md.
Associate Adjunct Professor, Political Science & Government department

April 2017 – Present

Career professional who actively engages in program development within respective field with subject matter expertise in all areas of government and political science disciplines. Serves as a teacher and mentor whose goal is to help the next generation of professionals grow in their knowledge and expertise through education and advocacy. Actively engages students through classroom interaction that motivates them to succeed and conveys a genuine energy and enthusiasm for their learning relevant to program objectives and career goals. Guided students in active collaboration and the application of their learning in problem and project-based learning demonstrations through various platforms which include in-person, online and hybrid classrooms. Provides rich and regular constructive feedback on all assignments, projects, and final papers while utilizing rubrics effectively for the assessment of student work. Acknowledges student accomplishments while supporting diversity of thought in classroom discussion and formal writing assignments. Utilizes comprehensive political, business, and government subject-matter expertise while supporting students in their academic success in order to engage in comprehensive public policy debates with an emphasis on research and political climate. Provide end of course feedback and recommendations to the program chair on curricular improvements via quarterly departmental forums.

UNITED STATES MARINE CORPS, Numerous Leadership Positions – Worldwide September 1988 – April 2009

EDUCATION

Master of Arts, International Commerce and Policy, George Mason University, Fairfax, VA
Bachelor of Science, Political Science, University of Maryland University College, Adelphi, MD
The Government Affairs Institute at Georgetown University, Washington D.C.
Harvard Kennedy School of Government, Boston, Ma. (Accepted: January 2021)

CERTIFICATIONS/PROFESSIONAL COURSES

The White House, President's Leadership Workshop
The White House Presidential Appointee Senior Leadership Training
Camp David Retreat for the President's Leadership Workshop Training
Advanced Legislative Process, Georgetown University, Government Affairs Institute
Congressional Operations, Georgetown University, Government Affairs Institute
Driving Business Performance, Babson Business College
Executive Managers Essentials Course, BAE Systems, Inc.
Project Managers for Professionals Course, BAE Systems, Inc.
Executive Communications Skills Course, Communispond Inc. New York, NY

SELECT AWARDS

The Office of The Secretary of Defense Medal for Exceptional Public Service
BAE Systems Chairman's Award, Warrior Integration Program, Bronze x 2
Wounded Warrior Project, Carry Forward Award Finalist
U.S. Chamber of Commerce, Hire Our Heroes Award
Fisher House Foundation, Patriot Award
United Services Organization, Circle of Stars Award

BOARDS

Board of Advisors – Combined Arms, Austin, Tx.
Board of Advisors – Allied Forces Foundation, Washington D.C.
Race Director 9/11 Heroes Run – Travis Manion Foundation, Austin, Tx. Chapter

James S Frederick

SKILLS SUMMARY:

I am an occupational safety and health professional with 30 years of experience in developing and implementing practices and programs to advance worker and workplace safety and health with a systems focus. I have worked extensively with OSHA and many of the OSHA stakeholders in tasks ranging from compliance with and enforcement of existing regulations, developing new regulations, working with the regulated community to improve overall workplace safety and health, and developing and delivering education programs for stakeholders.

CAREER EXPERTISE:

- Led an occupational safety and health program for more than two decades for a large labor union covering up to 750,000 workers in many industries throughout North America
- Participation in the development and implementation of safety and health policies, practices, laws and regulations for three decades
- Managed staff of up to 30 full-time and 250 part-time employees
- Served as Principal Investigator for federal grant programs totaling more than \$45,000,000
- Worked directly with employers, local unions, workers, worker centers, and community groups to improve workplace health and safety conditions in a wide variety of industries including many manufacturing settings, shipbuilding, construction, metal and non-metal mining and service sector workplaces
- Performed and supervised fatality, serious injury and environmental release investigations at hundreds of workplaces
- Provided expert testimony to regulators and legislators including participation in the regulatory rulemaking process on many occasions
- Conducted and supervised on-site health and safety inspections at hundreds of workplaces in many different industries and assisted many more workplaces remotely to address safety and health concerns in their workplaces
- Developed, edited and made presentations on many occupational safety and health subjects
- Coordinated and conducted periodic large health and safety conferences (ranging in size from 200 to more than 1500 participants) for twenty-four years
- Maintained responsibility for developing curricula, providing education and training for up to 20,000 workers and employers on a variety of related subjects annually
- Negotiated and implemented agreements and partnerships with employers
- Served as a liaison with other unions, government, employers and NGOs
- Facilitated union efforts to assist with clean-up and recovery following multiple natural disasters including hurricane Katrina in the Gulf Coast and super storm Sandy in the Northeast
- Led efforts to establish and maintain collaboration with multiple worker centers to assist in the development of capacity within their organizations to deliver a variety of health and safety education and training

FORMAL EDUCATION

BS, Environmental Health (Industrial Hygiene), Purdue University, West Lafayette, IN (1990)

MS, Environmental Health and Safety Management, Rochester Institute of Technology, Rochester, NY (2003)

Certificate Program, Trade Union Program, Harvard University Law School, Cambridge, MA (2008)

PROFESSIONAL DEVELOPMENT COURSES COMPLETED

I have participated in occupational health and safety related education programs in the past three decades; the following summarizes some of those.

- Safety and Health Advanced Instructor Training Course, National Training Fund, Columbus, OH
- Hazardous Waste Worker Training, Alice Hamilton Consortium, Washington, DC
- Instructor Course in Occupational Safety and Health Standards for Construction, Washington, DC
- Welding Safety and Health Seminar, American Welding Society, New York, NY
- Summer Institute in Environmental Health Sciences, "Principals of Toxicology," Johns Hopkins University, Baltimore, MD
- Risk Assessment and Risk Management, Johns Hopkins University, Baltimore, MD
- Radiological Worker Instructor Training Course, United Brotherhood of Carpenters, Washington, DC
- Radiological Worker II, U.S. Department of Energy, Washington, DC
- Human Organizational Performance and Fatality Prevention Workshop – Todd Conklin and Bob Edwards, Atlanta, GA

EMPLOYMENT HISTORY:

ORCHSE a National Safety Council workplace safety group, Itasca, IL
(Formerly ORCHSE Strategies, LLC, Washington, DC)

2019-Present

Senior Consultant

- Co-chair the January 2021 HOP (Human and Organizational Performance) Summit -
 - Oversee the organization and implementation of a virtual conference with a budget of approximately \$500,000 and an agenda featuring more than 40-hours of content with speakers and participants ranging from corporate executives, thought leaders, leading consultants, and practitioners from multiple levels of their respective organizations
 - Attendance exceeding 750 participants on a virtual platform
 - Facilitate coordination with a program planning committee, multiple sponsoring organizations, vendors, and with the leadership of ORCHSE ensuring that communication is clear and understood between stakeholders
 - Organize live and pre-recorded presentations for the event ensuring delivery to conference participants of more than 40-hours of total content
- Edit multiple ORCHSE newsletters and regulatory update publications -
 - Manage staff of three and contracted content providers to deliver multiple bi-weekly newsletters reaching several hundred readers focused on occupational safety and health in the US, globally and the Asia-Pacific region as well as a US environmental focused publication

- Co-coordinate ORCHSE Global Health, Safety & Environmental Forum –
 - Working with a steering committee, develop annual goals for the forum as well as plan and execute multi-day networking meetings with speakers providing cutting edge occupational safety and health presentations
 - Managed the transition from quarterly networking meetings to periodic virtual meetings or webinars on a variety of related occupational safety and health content in 2020 due to the COVID-19 pandemic
 - Provide periodic reports on the events of this forum to the ORCHSE leadership
- Serve as a subject matter expert and consultant on a variety of occupational health and safety related issues for member companies of ORCHSE as well as for outside clients
- Assist with the development and implementation of an account manager system to provide designated ORCHSE staff contacts for each of the 100+ member company organizations on all matters pertaining to their membership with the intention of improving customer service and member organization retention

Frederick Health & Safety Services, LLC, Beaver Falls, PA
Principal

2019-Present

- Performed all functions for the organization from outreach to new and perspective clients, to writing proposals, administering budgets, billing, providing the technical content work, and preparing all written reports for each contract
- Provide a variety of occupational safety and health services to labor unions, government entities, law firms, and employers in manufacturing, public sector, and construction industries with an interest of improving workplace health and safety while engaging and involving their workforce
- Services include – the development and implementation of a wide array of COVID-19 related support, health and safety management systems development and implementation, site occupational health and safety reviews, occupational health and safety program development and implementation, serious and catastrophic incident investigation as well as prevention programs, workplace health and safety regulatory compliance, and expert witness services

United Steelworkers Union, Pittsburgh, PA
Health, Safety and Environment Department
Assistant Director & Principal Investigator

1994-2019

- Advocated for and provided technical support to United Steelworkers (USW) members and retirees for activities of local unions and their health, safety and environmental committees
- Oversaw the USW's health, safety and environment staff of six to 30 full-time employees
- Participated in various government regulatory activity and rulemaking
- Facilitated and assisted with contract negotiations for health and safety language with various USW employers
- Conducted and supported on-site health and safety investigations and inspections at USW members' facilities throughout the United States and Canada
- Represented the USW at trade union, industry and professional conferences and educational sessions in role of an expert on occupational health and safety including speaking at national professional conferences on numerous occasions
- Coordinated planning, logistics and presentations of 1500 attendee conference every 18 months
- Developed, coordinated and provided occupational health, safety and environmental training programs for union members and employers that reached more than 20,000 persons annually
- Served as Principal Investigator in National Institute for Environmental Health Sciences, Occupational Safety and Health Administration and Department of Energy training and medical surveillance grant programs through USW's Tony Mazzocchi Center with an annual budget in excess of \$5,000,000 and a staff of more than ten full-time employees and more than 200 part-time worker trainers

APPOINTMENTS

- National Institute for Occupational Safety and Health Board of Scientific Counselors
- National Institute for Occupational Safety and Health, National Occupational Research Agenda Council on Traumatic Injury Prevention
- Occupational Health Internship Program Advisory Board – Association of Occupational and Environmental Clinics
- National Clearinghouse for Worker Safety and Health Training Advisory Board
- American National Standards Institute (ANSI) Z-10 Committee (and Edit Committee) Standard for Occupational Health and Safety Management Systems
- United States Technical Advisory Group (TAG) to ANSI for the ISO 45001 Occupational Health and Management Systems Standard under the ISO PC-283 Committee
- US Department of Labor OSHA Standards Advisory Committee for Metal Working Fluids

CONGRESSIONAL TESTIMONY PRESENTED

- April 2009 – Testimony before the Subcommittee on Employment and Workplace Safety; Committee on Health Education, Labor and Pensions; United States Senate at hearing titled, “Introducing Meaningful Incentives for Safe Workplaces and Meaningful Roles for Victims and Families”
- April 2011 - Testimony before the U.S. House of Representatives Subcommittee on Environment and the Economy; Committee on Energy and Commerce; Congress of the United States House of Representatives Hearing – “H.R. 908, a bill to extend the authority of the Secretary of Homeland Security to maintain the Chemical Facility Anti-Terrorism Standards Program”
- March 2014 – Testimony before the U.S. Senate Committee on Environment and Public Works at a hearing titled, “Preventing Potential Chemical Threats and Improving Safety: Oversight of the President’s Executive Order on Improving Chemical Facility Safety and Security”

PRESENTATIONS

I have made numerous presentations to organizations over the past three decades. These include:

- United Steelworkers (USW) International Union
- National Council for Occupational Safety and Health (National COSH)
- Blue Green Alliance
- American Federation of Labor – Congress of Industrial Organizations (AFL CIO)
- American Public Health Association (APHA)
- American Industrial Hygiene Association (AIHA)
- National Maritime Safety Association (NMSA)
- National Safety Council (nsc)
- National Institute for Environmental Health Sciences (NIEHS) Worker Training Program
- International Federation of Chemical, Energy, Mine and General Workers Unions
- American Society of Safety Professionals (ASSP)
- Pulp and Paper Safety Association
- NASA Occupational Health Conference
- ORCHSE Strategies

WRITTEN AND ORAL COMMENTS TO HEALTH AND SAFETY REGULATORY AGENCIES

I have provided written and oral comments and testimony to worker health and safety related regulatory agencies on numerous occasions. These include:

- Occupational Safety and Health Administration (OSHA) Beryllium Rule, Silica Rule, Hazard Communication – Global Harmonization Rule, Ergonomics Rule, Asbestos in Construction Rule, Recordkeeping Rule (Revisions), and 1,3-Butadiene Rule
- Mine Safety and Health Administration (MSHA) Pre-Job Inspection Rule for Metal/Non-Metal Mining

SELECTED PUBLICATIONS

I have been an author on numerous publications and papers. These include:

- “Hazard Communication” published by the National Training Fund for the Sheet Metal and Air Conditioning Industry 1992
- “Sheet Metal Safety Handbook” published by the National Training Fund for the Sheet Metal and Air Conditioning Industry 1993
- Contributing Editor, *The United Rubber Worker* published by the United Rubber, Cork, Linoleum and Plastic Workers of America 1994-1995
- “Tyre Manufacturing” section of Rubber Industry Chapter Encyclopaedia of Occupational Health and Safety 4th Edition published by the International Labour Office 1997
- Frederick, J, Lessin, N, “Blame the Worker – The Rise of Behavioral-Based Safety Programs”, *Multinational Monitor*, November 2000
- Anderson J, Beach J, Beevers G, Bradley-Bull K, Frederic R, Frederick J, Greene T, Hoffman T, Lefton J, Lippin T, McQuiston T, Motter J, Nibarger K, Renner P, Ricks B, Seymour T, Taylor R, Wright M. 2007. “Beyond Texas City: The State of Process Safety in the Unionized U.S. Oil Refining Industry, A Report on the USW Refinery Survey”. USW: Pittsburgh, PA.
- Bradley-Bull K, McQuiston TH, Lippin TM, Anderson LG, Beach J, Frederick J, and Seymour TA. 2009. “The Union RAP: Industry-Wide Research-Action Projects to Win Health and Safety Improvements”. *American Journal of Public Health* 99(12), 1-5.
- McQuiston TH, Cable S, Cook L, Drewery K, Erwin G, Frederick J, Lessin N, Ouellette D, Scardella J, Spaeth C, and Wright M. 2012. Triangle Of Prevention: A Union’s Experience Promoting a Systems-of-Safety Health and Safety Program. *New Solutions*, 22(3), 343-363
- “Papered Over: Safety and Health in U.S. Paper Mills.” <http://www.usw.org/workplaces/paper/papered-over.usw-2010.pdf> 2010
- “A Risk Too Great: Hydrofluoric Acid in U.S. Refineries.” <http://www.usw.org/workplaces/oil/A-Risk-Too-Great.pdf> 2013
- “A Trade Union Perspective on “The New View” of Safety” <https://m.usw.org/get-involved/hsande/resources/publications/A-Trade-Union-Perspective-on-The-New-View-of-Health-and-Safety.pdf> 2018
- Steven B. Markowitz MD, DrPH, Amy Manowitz MPH, Jeffery A. Miller MD, James S. Frederick MS, Amaka C. Onyekelu-Eze BA, Shannon A. Widman MPH, Lewis D. Pepper , *American Journal of Public Health (ajph)* October 2018, “Yield of Low-Dose Computerized Tomography Screening for Lung Cancer in High-Risk Workers: The Case of 7189 US Nuclear Weapons Workers”

PRINCIPAL INVESTIGATOR OR PROGRAM DIRECTOR COOPERATIVE AGREEMENTS/GRANT PROJECTS

National Institute of Environmental Health Sciences Worker Training Program 2009-2018

https://www.niehs.nih.gov/careers/hazmat/about_wetp/index.cfm

<https://uswtmc.org/>

- Hazardous Waste Worker Training Program
- Department of Energy Nuclear Worker Training Program
- Environmental Careers Worker Training Program
- HAZMAT Disaster Preparedness Training Program
- Ebola Biosafety and Infectious Disease Response Training Program

Department of Energy Former Worker Medical Surveillance Program 2009-2017

<https://www.energy.gov/ehss/videos/doe-former-worker-medical-screening-program-fwp>

<https://uswtmc.org/>

- Medical Surveillance Program for DOE Former Workers

Department of Labor, Occupational Safety and Health Administration Susan Harwood Training Grant Program Grant 2009-2015

<https://www.osha.gov/dte/sharwood/>

Department of Labor, Occupational Safety and Health Administration New Directions Training Grant Program Grant 1990-1994

Environmental Protection Agency (EPA) Worker Training Program for Asbestos Abatement Grant 1990-1994

Environmental Protection Agency (EPA) Worker Training Program for Lead Paint Abatement Grant 1993-1994

COMMUNITY INVOLVEMENT

County Democratic Committee Member

School Volunteer

Grade School Soccer Coach

Scouting

Soccer Association Coach

Regional Selective Service Board

CURRENT PROFESSIONAL MEMERSHIPS

- American Industrial Hygiene Association
- American Society of Safety Professionals

REFERENCES AVAILABLE UPON REQUEST

Janelle Jones

Work Experience

Groundwork Collaborative

October 2018 – present

Managing Director of Policy and Research

- Member of executive leadership team building and leading Groundwork Collaborative staff to advance an economic vision that delivers meaningful opportunity and prosperity.
- Develop strategy, create organizational policy, and conduct original research to support a progressive coherent worldview of the economy. Author of high-level research reports cited by members of Congress and in media outlets including *NPR*, *The New York Times*, *Vox*, among others.
- Mentor, guide, and develop policy and data analysts to support the research and policy needs of our advocacy campaigns.
- Manage a team of between 3 and 5, senior and junior, level staff.
- Manage the organizational budget of more than \$5 million with other members of executive leadership team and solely responsible for separate project budgets of up to \$1 million.
- Manage the workflow of the policy and research team, provide strategic input on team projects and workplans, and develop new ideas for projects.

Economic Policy Institute

August 2016 – October 2018

Economic Analyst

- Labor market analysis on a range of topics including economic justice, race and ethnic inequalities, state-wide economic agendas, etc.
- Detailed work with Current Population Survey, Survey of Consumer Finance, Quarterly Workforce Indicators, and other microdata sets in STATA and SAS.
- Experience communicating economic concepts in writing and to news outlets including *The New Yorker*, *The Economist*, *Harper's*, and *The Washington Post*.
- Mentor and teach junior level research assistants on specific projects, reports, and technical skills.

Bureau of Economic Analysis

March 2016 – August 2016

Economist

- Researcher in the Industry Economist Accounts directorate.
- Prepare annual and benchmark Input-Output accounts and the GDP by Industry statistics within Personal Services and Government branch.
- Revise and analyze Industry Accounts statistics.

Center for Economic and Policy Research

May 2011 – July 2014

Research Associate

- Work with team of economists with a focus on domestic labor-market issues.
- Responsibility for maintaining, updating, and improving organization's core data sets including the Current Population Survey and the American Community Survey; also work with proprietary datasets, including establishment-level data from the American Hospital Association.
- Authored reports and issue briefs on job quality, long-term unemployment, low-wage workers, and other topics.

Peace Corps
Small Business Development Volunteer

June 2009 – May 2011

- Worked with local community in Lunahuana, Peru to strengthen infrastructure and encourage economic opportunities.
- Taught technical skills and basic business skills to local business and government leaders, youth, and community association members.
- Established a community bank with local women.
- Organized an HIV/AIDS awareness campaign for high school students and community members.

AmeriCorps*VISTA

August 2007 – August 2008

- Community Health Specialist at a Family Resource Center providing health education to low-income communities in Sacramento County, California.
- Organization liaison responsibilities included facilitating community meetings, fundraising, and leadership training.

Education

Duke University

August 2014-February 2016

Sanford School of Public Policy Doctoral Program

- Coursework included learning a core set of social science ideas relevant to public policy, such as theories of collective action, institutions and governance.
- Learned broad framework for evaluating market, political and social failures; identifying possible policy interventions; and predicting the ways in which such interventions would translate into policy outcomes.
- Study included normative and analytical bases to evaluate the public good, tradeoffs between efficiency and equity, political legitimacy and justice.
- Labor economics courses covering labor supply, labor demand, human capital, and wages with a goal to learn the empirical tools of the field and understand the literature.
- Relevant PhD Level coursework: Microeconomics, Statistics and Data Analysis, Policy Analysis, Labor Economics, Political Economy of Public Policy

Illinois State University

M.A. Applied Economics, 2010

- Concentration: Applied Community and Economic Development; GPA: 3.82/4.00
- Relevant Coursework: Fundamentals of Econometrics, Microeconometrics, Advanced Microeconomic Theory, Advanced Macroeconomic Theory, Graduate Research in Applied Economics

Duke University

Summer 2006

American Economic Association Summer Program

- Used hedonic pricing models and econometric techniques to demonstrate the relationship between racial composition and housing prices in Metropolitan Statistical Areas (MSAs).

Spelman College

B.S., Mathematics, 2006

- *Magna Cum Laude*
- Minor: Economics

Selected Publications

- Jared Bernstein and **Janelle Jones**. Center on Budget and Policy Priorities. “The Impact of the COVID19 Recession on the Jobs and Incomes of Persons of Color.” June 2020.
https://www.cbpp.org/sites/default/files/atoms/files/6-2-20bud_0.pdf
- Kendra Bozarth, **Janelle Jones**, and Grace Western. Roosevelt Institute. “Black Women Best: The Framework We Need for an Equitable Economy.” September 2020.
<https://rooseveltinstitute.org/publications/black-women-best-the-framework-we-need-for-an-equitable-economy/>
- Michelle Holder, Thomas Masterson, and **Janelle Jones**. Levy Economics Institute. “Early Impacts of COVID-19 on Job Losses among Black Women in the United States.” Working Paper No. 963. July 2020. <http://www.levyinstitute.org/publications/the-early-impact-of-covid-19-on-job-losses-among-black-women-in-the-united-states>
- Janelle Jones** and John Schmitt. *The Review of Black Political Economy*, vol. 42, no. 1-2 (2015). “Trends in Job Quality for African-American Workers, 1979-2011”
- John Schmitt and **Janelle Jones**. *New Labor Forum*, vol. 21, no. 2: 57-65. “America’s ‘New Class’: A Profile of the Long-Term Unemployed,” June 2012.
<https://journals.sagepub.com/doi/abs/10.4179/NLF.212.0000009>

Selected Commentary & Media

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Jeannette Galanis

PROFESSIONAL SUMMARY

25 years of experience managing teams through layers and operationalizing strategic plans for non-profits, federal and local government agencies and electoral, issue and labor campaigns. Adept at empowering and leading mission-driven teams and senior leaders to achieve success in complex, fast-paced, and high-stakes environments. Specialized in crafting strategic plans, communication campaigns and advising on nuanced policy and legislative issues in occupational health and safety, labor issues, voting rights and campaign finance reform.

CORE COMPETENCIES

Mine worker Health & Safety	Public Affairs	Relationship Management
Occupational Health & Safety	Change Management	Research & Analysis
People Management	Project Management	Field Strategy Development
Program Development	Labor and Employment Issues	Crisis Communications
Stakeholder Engagement	Local & State Governments	Digital Media Strategy
Public Policy	Communications	Development
Policy Analysis	Budget Development	Policy communications

PROFESSIONAL EXPERIENCE

Self-Employed, Denver, CO
Consultant

July 2019 - Present

- **Office of Mayor Michael Hancock, City of Denver**
 - Crafted a social media, crisis/policy communications strategy to build coalitions for pollution tax and raising the minimum wage.
 - Crisis communications
 - Utilized and implemented various social media strategies
 - Conducted coalition building for specific initiatives including raising the minimum wage and pollution tax
- **Bloomberg 2020**
 - Lead state-wide efforts as the Colorado State Director for Bloomberg's 2020 Presidential Campaign.
 - Developed overall campaign plan for the state.
 - Hired and supervised 55 staff in the areas of communications, field, research, digital and political.

Denver Public Schools, Denver, CO
Director of Public Affairs

May 2018 – July 2019

- Collaborated cross-functionally to manage the implementation of district-wide changes including: opening and closing of schools and changes to union contracts
- Served as the main liaison to city elected officials for all DPS matters
- Hired and managed 3 full-time staff members and several consultants
- Strategically aligned resources for high-impact, external-facing work to serve all public-school stakeholders in Denver; worked with the broader community (residents, community leaders, and political leaders) to proactively build trust
- Developed and implemented messaging and engagement strategies to communicate district-wide priorities; created change-management campaigns to ensure proper buy-in
- Saved the district over \$1M/year by gaining necessary community approval for their first-ever onsite greenhouse which provided a supply of vegetables to schools, and created a new revenue stream
- Designed a strategic, 2-month community plan in partnership with the City Council member and local neighborhood organizations, yielding critical mass at each meeting and approval of the project by the third community meeting

- **NextGen America**
 - Ballot Committee Management in AZ
- **Democracy Initiative**
 - Provided statewide ballot initiative and issue campaign plan development for five states
- **Denver Public Schools.**
 - Managed critical relationship development work for the Superintendent

US Mine Safety and Health Administration, U.S. Department of Labor, Arlington, VA
Chief of Staff

January 2016 - January 2017

- Managed the agency which promoted safe and healthful workplaces for 250,000 miners working across the nation's 13,000 metal/non-metal mines, and 83,000 miners across 900 coal mines
- Provided strategic leadership direction and accountability of the agency as a member of the senior management team; functioned as the project manager for the Deputy Assistant Secretary of Labor around day-to-day operations, human resources, performance management, technical support, training, program and team management.
- Managed the development of 2016 budget planning process with responsibility for \$2M operating expense budget
- Managed the Office of the Secretary which had oversight of \$388M and 2,500 employees across 210 sites and 8 departments dedicated to ensuring all the nation's miners work in a safe environment, free of accidents and health-threatening issues.
- Reduced mine-safety related deaths by 50% after implementing two new critical enforcement programs
- Monitored and analyzed enforcement data and upon discovered alarming results, created new enforcement initiatives, aligned key industry stakeholders and communicated appropriate penalties to change behavior
- Acted as the Department liaison to Members of Congress and the White House.

AFL-CIO, Washington, D.C.
National Deputy Field Director

January 2014 – January 2016

- Directed 6 US Senate races, 21 Congressional races, 6 Gubernatorial races, 8 State Legislature slate, 3 state Supreme Court Justice races, and 5 Mayoral races, in 2 years on behalf of organized labor.
- Provided strategic and technical advising to state and local AFL-CIO elected leaders around: capacity building, community outreach, coalition building, issue-agenda expansion, and non-traditional union issues
- Wrote high-level executive plans for federal and state electoral and legislative campaigns across 21 states with oversight of state-level policy development, advocacy, legislative strategy, communications, targeting, data and strategy
- Hired, coached and lead a remote team of 13 across the eastern US to launch local organizations on behalf of the AFL-CIO
- Increased strategic capacity of leaders by designing and rolling out strategy trainings, learning initiatives and professional development programs
- Reduced a critical knowledge deficit by coordinating with the Legal team to create a 2-day intensive workshop which trained staff on the legalities of campaign finance; this workshop is still in use by the national organization
- Built out databases, reports, dashboards and performance tracking systems to monitor progress to goal and allocated appropriate resources as aligned to the strategic plan
- Developed and oversaw individual budgets for 10 SuperPAC and 10 Member to Member States, ranging from \$100K-\$20M in total.
- Developed staffing need totals per state and oversaw the hiring of staff in 10 states. Staff totals ranged from 20-500 depending on state.
- Provided project management to all in-state communications and digital strategy
- Oversaw and implemented all statewide data and analytics modeling and execution for ground game as well as digital media and mail plans.

- Wrote high-level executive plans for federal and state electoral and legislative campaigns across 21 states with oversight of state-level policy development, advocacy, legislative strategy, communications, targeting, data and strategy.
- Provided detailed and daily metric-driven field performance reports to Department Director and the National AFLCIO President
- Managed and operationalized supply chain to over 50 AFLCIO field offices.
- Developed small training module collateral materials for locals, such as how write a walk script, how to quickly build out an emergency phone bank, how to compile your completed data for reports.
- Directed 6 US Senate races (won 3) , 21 Congressional races (won 12), 6 Gubernatorial races (won 4), 8 state legislature slate races (won 4), 3 state Supreme Court Justice races (won 3), and 5 Mayoral races (won 5) in 2 years on behalf of organized labor.

Public Campaign (Now EveryVoice), Washington, D.C.
National Field Director

December 2006 – November 2013

- Served on the executive team overseeing management, programmatic strategy, fundraising and finance
- Coordinated research, drafting, and approval of strategic communications and messaging
- Wrote comprehensive and actionable strategic plans to mobilize individuals and organizations to action, influence legislative priorities and gain media support and exposure for campaign finance reform
- Served as a senior advisor for local organizations, partners and lawmakers providing guidance around coalition-building, campaign strategy, and independent expenditure electoral strategies
- Lead in-depth research for key state legislative and electoral campaigns
- Developed strategic communication campaigns for state legislative races that resulted in the recall of a sitting state senate president (AZ), the narrowing of the anti-campaign finance reform margin of state legislatures in Arizona, Washington, New York and Maine.
- Managed a team of 4 consultant contracts

Coloradans for Fair Minimum Wage, Yes on Amendment 42, Denver, CO
Campaign Manager

May 2006 – November 2006

- Designed and implemented a campaign plan to convince Colorado voters to adopt a higher minimum wage and change the statewide constitutional amendment that provided a wage based on the state Consumer Price Index
- Managed the day-to-day operations of the campaign and the development and implementation of a campaign plan with a \$1M budget
- Developed and implemented messaging and communication plans that resulted in over 200 stories of actual workers across the state who make minimum wage
- Hired and managed, through layers, 5 full-time staff and oversaw 100+ temporary staff
- Coordinated a coalition of 50+ non-profits to execute a paid and volunteer field operation, which won in every county in the state.
- Provided field operations which covered more than 50% of all Colorado precincts

9to5: National Association for Working Women, Denver, CO
Executive Director

March 2004 – May 2006

- Hired and developed 5 full-time staff members
- Developed key relationships with national and local funders and positioned the organization to raise an annual budget of \$500K reaching 100% of annual fundraising goals
- Strategically aligned the organization with reputable leaders to maximize our impact. Chaired several successful legislative coalitions including: Save Colorado's Jobless Workers Coalition, Colorado Unity Table, and All Families Deserve a Chance Coalition
- Successfully expanded the Child Health Plan Plus program (Medicaid for children) by increasing the Federal Poverty Level (FPL) threshold for qualification and WIC (Women with Infants or Children) program by eliminating the "asset test" for women.

- Successfully passed expanded unemployment insurance compensation by creating an Alternate Base Period—a policy still used today by the Colorado Department of Labor and Employment.
- Changed Colorado’s foster care policy to allow relatives increased chances to care for children about to enter the system.
- Increased turnout of women of color by 4% by effectively managing staff operations and targeted outreach to low-income women in Denver, Pueblo, Ft. Collins and Grand Junction.

Vote Yes on Referenda C & D (TABOR Reform Ballot Initiative), Denver, CO

May 2005 – November 2005

Field Desk Director

- Implemented the field component of the overall a strategic plan which lead to a victory and ultimately loosened many of TABOR's restriction allowing Colorado to retain and spend money from existing revenue sources above the TABOR limit
- Managed a field team of seven and a volunteer base of over 1000 in 22 counties
- Passed Referenda C by 30K votes and lost Referenda D by 10K votes

Citizens for Denver Public Schools (Yes on 3A)

2003

Campaign Manager

- Managed *Yes on 3A* senior leadership team to make strategic campaign decisions and to drive the day-to-day work; facilitated campaign team calls, budget management and prioritization, coordination between departments – organizing, communications, digital, and human resources, and development of data tracking systems
- This was the first time a DPS bond and mill levy ever won. And by a 10 point margin.

Career Note: Earlier experiences consisted of a Co-Director role for the Colorado Progressive Coalition, a Field Director role for the Colorado AFL-CIO, and a Senior Organizer role for the Public Citizens Congress Watch.

TECHNICAL SKILLS

Microsoft Word | Microsoft Excel | Google Suite | PowerPoint | VAN | Salesforce

EDUCATION & TRAINING

University of Colorado, Boulder, Boulder, CO

1994

B.A., English

Jeffrey Freund

Employment

2016-Present	Senior Counsel Bredhoff & Kaiser, PLLC
1981-2016	Member Bredhoff & Kaiser, PLLC www.bredhoff.com Attachment 1 contains a broad description of Bredhoff & Kaiser and a more specific description of some of Mr. Freund's principle activities at the Firm Attachment 2 contains an explanation of the Firm's ownership and compensation structure
1977-1981	Associate VanArkel, Kaiser, Rosenberg & Dreisen
1972-1977	Trail Attorney (1972-1975) and Training Director (1975-1977) District of Columbia Public Defender Service www.pdsdc.org
1971-1972	Law Clerk Commissioner Nicholas Johnson Federal Communications Commission www.fcc.gov
1970-1971	Law Clerk The Honorable Alfonso Zirpoli United States District Court for the Northern District of California

Education

1967-1970	University of California School of Law Berkeley, California JD – June 1970 www.law.berkeley.edu
1963-1967	Northwestern University Evanston, Illinois BA – June 1967 www.northwestern.edu

Current Volunteer Positions

Board Member and Chair of Governance and Nomination Committee
National Education Association Foundation
www.neafoundation.org

Chair – Ad Hoc Hearing Committee
District of Columbia Board on Professional Responsibility
www.tbpr.org/about-the-board

Attachment 1

Bredhoff & Kaiser, PLLC is a thirty-plus lawyer Washington, D.C. firm, over sixty years old, with a national practice, specializing in labor and employment law, employee benefits and tax law, complex civil litigation, the representation of non-profit organizations (including but not limited to labor unions, pension and health funds, and membership organizations) on a broad range of institutional issues, internal and government investigations, and the representation of individuals in both civil and criminal matters. A focus of the Firm's practice is the representation of labor organizations and related institutions in the public and private sectors. With the Firm's broad representation of labor federations, international unions, and local unions, as General Counsel, litigation counsel and special counsel, the Firm has been characterized as "the voice of labor," and members of the Firm regularly appear on lists of the best labor and employment lawyers in the country. In addition, the Firm's regular clients comprises a diverse mix of other non-profit organizations, employee benefit funds, political figures, lawyers and law firms, and an array of individuals.

Jeffrey Freund was a member of the Firm from 1981 until December 31, 2016 when he transitioned to his current position as Senior Counsel to the Firm pursuant to the Firm's Ownership and Compensation Policies. While a member of the Firm, Mr. Freund served on the Firm's Executive Committee from its inception (approximately 1990) through 2013. As a member of the Executive Committee, Mr. Freund oversaw the Firm's financial condition, hired Firm supervisors (i.e. Firm administrators, paralegal administrators and bookkeepers), negotiated collective bargaining agreements with the union representing clerical and paralegal staff and oversaw technology (e.g. telephone and computer systems) upgrades. As a lawyer in the Firm, Mr. Freund provided advice to clients a wide range of local and international labor unions and to other employee groups and engaged in, and supervised younger lawyers in, negotiations and litigation for these clients. Many of the litigation engagements, particularly in the airline industry, required management of teams of lawyers and paralegals.

Some of Mr. Freund's more significant client representations include:

I. General Counsel Positions

- Bakery, Confectionery, Tobacco Workers & Grain Millers International Union (BCTGM) (www.bctgm.org)
 - General Counsel (1989 - 2016) – As General Counsel, Mr. Freund provided representation on virtually all of the BCTGM’s activities including its governance, negotiations, litigation, regulatory and general business matters
 - Significant matters include
 - Merger of Grain Millers international union into Bakery, Confectionery and Tobacco Workers Union to form BCTGM
 - Served as lead counsel (for both negotiations and litigation) in two bankruptcies of Hostess Brands including its restructuring in its 2004-2009 bankruptcy and its ultimate liquidation as a consequence of a BCTGM strike a second bankruptcy in 2012.
 - Acted as Parliamentarian and chief legal and election officer at national conventions
- American Federation of Musicians of the United States and Canada (AFM) (www.afm.org)
 - General Counsel (2006 - 2016) – As General Counsel Mr. Freund provided representation on virtually all of the AFM’s activities including its governance, negotiations, litigation, regulatory and general business matters
 - Significant matters include:
 - Chief spokesman in collective bargaining negotiations with all major entertainment industries, including the motion picture, network and cable television, sound recording (i.e. “record”), traveling Broadway musical, television and radio commercial announcement, public radio industries

- Acted as chief legal and election officer at national conventions
- Supervised litigation against various entertainment industry companies (e.g. Disney, Warner Brothers, Paramount) over violations of residuals and jurisdictional provisions of collective bargaining agreements resulting in millions of dollars in back pay to musicians

2. Matters Involving or Relating to DOL/OLMS Jurisdiction

- *Amalgamated Transit Union v. Donovan*, 767 F.2d 939 (DC Cir. 1985) (challenge by ATU to DOL certification of labor protective agreement as a condition of Atlanta, GA transit system's receipt of federal funding)
- *Amalgamated Transit Union v. Brock*, 809 F.2d 909 (DC Cir. 1987) (challenge by ATU to DOL certification of labor protective agreements as a condition of Memphis and Chattanooga, TN and Bi-State Development Agency of the Missouri-Illinois District transit systems' receipt of federal funding)
- *California v. Perez*, 155 F.Supp.3d 1089 (ED Cal. 2016)(challenge by California to DOL denial of certification of mass transportation grants to various California transit systems)
- *Herman v. International Union of Bricklayers and Allied Craftsmen*, 160 LRRM 2999, 3009 (D.D.C. 1998)(challenge to 1995 Bricklayers Union officer election)
- *Chao v. Amalgamated Transit Union*, 141 F. Supp. 2d 13 (DDC 2001)(challenge to Amalgamated Transit Union 1998 Union officer election)
- *Perez v. Amalgamated Transit Union, Local 1700* (challenge to 2014 Union officer election)

- Served as counsel to the Screen Actors Guild Election Committee in its review of 2001 Officer election and as election officer for 2002 rerun election after Election Committee set aside election
- Represented dozens of other local and international unions involved in DOL/OLM investigations concerning election, audit and trusteeship issues

3. Airline Industry Matters

- Airline Mergers
 - Represented pilot units (client in each representation is the first listed) in proceedings to integrate seniority lists in the following airline mergers
 - US Airways/American Airlines
 - United Airlines/Continental Airlines
 - Delta Airlines/Northwest Airlines
 - America West Airlines/US Airways
 - Southwest Airlines/AirTran Airlines
 - Atlas Airlines/Polar Airlines
 - Alaska Airlines/Jet America Airlines
 - Alaska Airlines/Virgin America Airlines
 - Represented Flight Attendant Unions (client in each representation is the first listed) in proceedings to integrate seniority lists in the following airline mergers
 - American Airlines/Reno Air
 - American Airlines/US Airways
- Airline Collective Bargaining
 - Independent Association of Continental Pilots (IACP)/Continental Airlines
 - Association of Professional Flight Attendants (APFA)/American Airlines, including negotiations with acquiring airline (US Airways) facilitating acquisition during bankruptcy and with newly restructured American Airlines following acquisition

ATTACHMENT 2 – CONFIDENTIAL

Jeffrey Freund's Bredhoff & Kaiser Compensation History

Bredhoff & Kaiser, PLLC has a unique ownership/compensation structure designed to (a) reward lawyers as they become more senior in the Firm, (b) promote delegation of client responsibility from more senior lawyers to more junior lawyers, and (c) provide incentives for junior lawyers to remain at the Firm for their entire careers by reducing ownership shares (and resulting compensation) of senior lawyers over their last three years of active practice, eventually reaching zero after age 72, as these ownership shares (and resulting compensation) are redistributed to junior lawyers.

To achieve that result, the share ownership/compensation structure:

- rewards lawyers through the ownership of shares in the Firm, which are the drivers of lawyers' share of Firm income each year, based solely on years of active practice at the Firm;
- does not reward lawyers for their relationships with clients (i.e., there is no share or compensation credit for bringing a client to the Firm, for being the Firm's principle contact with a client, or for achieving notable results for a client), thereby eliminating any economic incentive for more senior lawyers to resist delegating client responsibility and relationships to more junior lawyers;
- incrementally reduces lawyers' shares of firm income in each of the lawyers' last three years of active practice prior to turning age 72;
- requires that lawyers effectively cease the active practice of law for compensation for paying clients other than through the Firm for at least five years after the end of the calendar year in which the lawyer reaches age 72 (a non-compete provision), thereby ensuring that there is no incentive for more senior lawyers to resist introducing junior lawyers to Firm clients in order to maximize the possibility of a post-age 72 practice outside the Firm;
- enforces this non-compete provision through a system of deferred compensation which is effectively "funded" by additional reduced compensation during the lawyers' last three years of active

- practice and which is paid out to the lawyer in the lawyer's third, fourth and fifth years after completion of active practice and is forfeited if the lawyer does not comply with the non-compete rules;
- in addition to this deferred compensation, provides the following payments to lawyers who cease active practice:
 - a \$30,000 senior counsel payment to lawyers during the first five years following their completion of active practice if they remain available to consult with the Firm on request;
 - the lawyers' share of firm income received by the Firm in each year after the lawyer completes active practice for work performed in years prior to the lawyer turning 72 (e.g., payment received by the Firm in 2017 or subsequent years for work performed in 2016 or earlier).

With that explanation, the table below sets out my compensation from the Firm (rounded to the nearest \$1000) for the 10-year period between 2011 and 2020 (the amounts do not include income from other sources, such as 401K plans, investments, or Social Security).

YEAR	AMOUNT
2011	\$976,000
2012	\$921,000
2013	\$659,000
2014	\$736,000 (would have been approximately \$880,000 without reduction required by ownership/compensation plan)
2015	\$660,000 (would have been approximately \$895,000 without reduction required by ownership/compensation plan)
2016	\$377,000 (would have been approximately \$609,000 without reduction required by ownership/compensation plan)
2017	\$30,000 (senior counsel payment)
2018	\$243,000 (senior counsel payment and share of fees collected for work performed in years prior to 2017)
2019	\$114,000 (senior counsel payment, share of fees collected in 2019 for work performed in years prior to 2017, and deferred compensation)
2020	\$107,000 (senior counsel payment, share of fees collected in 2020 for work performed in years prior to 2017, and deferred compensation)

Jennifer (Jenny) E. Perrino, Esq.

Attorney with a decade of legislative experience managing and directing labor, trade, manufacturing, defense, homeland security, and justice issues for a senior subcommittee chair on the Appropriations Committee, and previously for the former ranking member of the Judiciary Committee. Proven ability to communicate complex policy issues through oral and written means, to diverse audiences. **Holds Top Secret Clearance.**

CAMPAIGN EXPERIENCE

JOE BIDEN FOR PRESIDENT

POLICY ADVISORY COMMITTEE VOLUNTEER, SUBCOMMITTEE LEADER

WASHINGTON, DC

JULY 2020-NOVEMBER 2020

BARACK OBAMA FOR PRESIDENT

NC CENTRAL REGION, ASSISTANT REGIONAL FIELD ORGANIZER

CHAPEL HILL, NC

SEPTEMBER 2012-NOVEMBER 2012

GOVERNMENT EXPERIENCE

APPROPRIATIONS COMMITTEE/OFFICE OF CONGRESSWOMAN MARCY KAPTUR, U.S. HOUSE OF REPRESENTATIVES

SHARED APPROPRIATIONS ASSOCIATE STAFF

DEPUTY CHIEF OF STAFF/LEGISLATIVE DIRECTOR

LEGISLATIVE DIRECTOR/ACTING DEPUTY CHIEF OF STAFF

WASHINGTON, DC

JANUARY 2020- PRESENT

JUNE 2016- PRESENT

APRIL 2014-JUNE 2016

Duties:

- Washington Office Director and top policy advisor responsible for development, coordination, and implementation of Member's legislative agenda, through Congressional processes and outside engagement; assists in management of office MRA.
- Manages and mentors 9 staff/fellows and 3-person intern cohorts on parliamentary and House committee procedure, advocacy, strategy, coalition building, and DC office coordination with district team.
- Stand-in for the Congresswoman at public engagements and speaking events when she is unavailable.
- Principal advisor on labor, workforce development, manufacturing, and trade legislative portfolios and related Labor, Commerce, and General Government Appropriations Subcommittees' accounts and programs. Focus on training and future employment opportunities; industrial base workforce challenges; retirement security; farmworker justice; international labor rights and trade matters; equity in employment opportunity; and workplace rights.
- Principal advisor on defense policy, national security, and homeland security issues for member of Defense Appropriations Subcommittee and Chair of Energy & Water Subcommittee with focus on energy innovation, defense industrial base, cybersecurity challenges, and related workforce needs; STEM youth civil/military programs; and service member skills and health.
- Advises and manages role as vice co-chair of the Congressional Labor Caucus, co-chair of the bipartisan Auto Caucus, former co-chair of the Full Employment Caucus, and on the International Workers' Rights Caucus, bipartisan Steel Caucus, bipartisan Aluminum Caucus, Democratic Manufacturing Working Group and Trade Working Group, and the Task Force on Poverty & Opportunity.
- Regularly drafts briefing memoranda, talking points, floor and Committee remarks, questions for witnesses, bills and amendments, member testimony, and oversight requests as needed; and reviews staff's work product.

Key Accomplishments:

- Redesigned office systems that improved communication, organization, and tracking of projects for the policy team, which increased overall collaboration, efficiency, and effectiveness.
- Increased appropriations request acceptance from 50% to 80% in the minority and 90% in the majority; oversees requests for inclusion of 300+ annual programmatic and language requests across 12

subcommittees; selection of 10 FY 2022 community directed funding requests; and ensures coordination and cross-pollination of efforts across accounts and staff portfolios.

- Spearheaded years-long effort to correct 2014 cuts to multiemployer pensions, including: introduction of Keep Our Pension Promises Act; GAO investigation into the Teamster's Central States Pension Fund; numerous congressional staff briefings, Member meetings, and letters; advocacy and education campaign that resulted in the culmination of the Joint Select Committee on Solvency of Multiemployer Pensions Plans and a legislative solution included in the American Recovery Plan Act of 2021.
- Researched, drafted, and led legislative effort to create an Office on Manufacturing and Industrial Innovation Policy within the Executive Office of the President.
- Drafted and introduced legislation to establish an Independent Labor Secretariat to Protect Workers and Enforce Labor Rights in Fair Trade Agreements.
- Successfully transitioned a team of 9 to work remotely as a result of the coronavirus pandemic.

COMMITTEE ON THE JUDICIARY/OFFICE OF CONGRESSMAN JOHN CONYERS, JR.,
U.S. HOUSE OF REPRESENTATIVES **WASHINGTON, DC**
LEGISLATIVE ASSISTANT AND SHARED ASSOCIATE COMMITTEE STAFF MARCH 2013-APRIL 2014

Duties:

- Managed and advised the Congressman on an extensive policy portfolio, including but not limited to economic development, homeland security, justice, and healthcare.
- Coordinated joint efforts with Judiciary Committee, collaborated with Obama Administration personnel, and interest groups to advance priorities.
- Supervised and managed 1 seasonal intern.

Key Accomplishments:

- Organized three congressional briefings, ghost wrote and placed opinion pieces, and expanded coalition for Full Employment and Medicare For All priorities, through HR 1000, Humphrey Hawkins Full Employment and Training Act and HR 676, Expanded and Improved Medicare for All Act.
- Worked with the Congressman and key advocacy groups to establish and launch the Congressional Full Employment Caucus and Staff Task Force.
- Coordinated Jobs for All forum at the 2013 CBC Foundation's Annual Legislative Conference.

COMMITTEE ON THE JUDICIARY, U.S. HOUSE OF REPRESENTATIVES **WASHINGTON, DC**
DEMOCRATIC LEGAL FELLOW APRIL 2011-MARCH 2013

Duties:

- Assisted on legislative and oversight matters for Crime, Immigration, and Constitution Subcommittees.
- Staffed and briefed full and subcommittee ranking members and their staff, prepared for and assisted in hearings, including with secretaries, intelligence community leaders, and the attorney general.
- Researched, analyzed, and prepared legal briefing memorandum, Member statements, questions for witnesses, and legislation.

Key Accomplishments:

- Drafted amendments and successfully negotiated legislation with majority staff, including but not limited to reauthorization on Trafficking Victims Protection Act, USA Freedom Act, and the Foreign Corrupt Practices Act, and supported extensive coordination with the Obama Administration and coalitions.
- Principal role in the negotiation and passage of the 2013 reauthorization of the Violence Against Women Act and opposition to the Balanced Budget Amendment of 2011.

POMERLEAU WOOD, LLP **BOSTON, MA**
DEFENSE & IMMIGRATION ATTORNEY JANUARY 2010-DECEMBER 2010

- Responsible for all stages of case management for the small firm, including but not limited to: client intake, case investigation and witness review, and court appearances for 20+ hired and assigned clients.

- Conducted extensive legal research for background memorandum, client correspondence, case preparation, and legal pleadings.
- Made dozens of court appearances with both oral and written presentation of court filings on behalf of clients in district court and federal immigration hearings.

LAW OFFICE OF EDWARD J. REDDISH

QUINCY, MA

LAW CLERK

AUGUST 2009-DECEMBER 2009

- Conducted legal research for memorandum and case management, drafted correspondence and legal pleadings for 5 cases.
- Supported trial preparation, motion hearings, and trials in district court.

JUVENILE JUSTICE CLINIC, SUFFOLK UNIVERSITY LAW SCHOOL

BOSTON, MA

STUDENT ATTORNEY

AUGUST 2008-MAY 2009

- SJC Rule 3:03 Certified Student Attorney, managed, advised, and represented 1 client in a complex juvenile criminal and joint delinquency case.
- Responsible for all aspects of case management, including several Boston Juvenile Court appearances.

MASSACHUSETTS COMMITTEE FOR PUBLIC COUNSEL SERVICES, PUBLIC DEFENDER DIVISION, SUPERIOR TRIAL UNIT

BOSTON, MA

LEGAL INTERN

AUGUST 2008-JANUARY 2009

- Aided senior staff attorneys with legal research, drafted correspondence and legal pleadings, and supported trial preparation and appearances for several cases.

VETERANS LEGAL SERVICES

BOSTON, MA

STUDENT ATTORNEY ADVOCATE

AUGUST 2006-MAY 2007

- Managed personal caseload, including client intake, legal research, drafted correspondence and legal pleadings, and advised clients under supervision of a staff attorney.

EDUCATION

U.S. Army War College Distant Education Program, Masters, Carlisle, PA

EXPECTED JULY 2022

- Major: Strategic Studies
- Team Leader for Global and Regional Issues and Interests Indo Asia-Pacific Seminar

Suffolk University Law School, Juris Doctor, Boston, MA

MAY 2009

- Honorable Mention, Best Brief Section Competition
- Dean's List: 2007-2009

East Carolina University, Bachelor of Science, *magna cum laude*, Greenville, NC

MAY 2006

- Major: Political Science; Minor: History
- Honors Program, Graduated with University Honors
- Dean's List (2002-2006)
- Honor Society of Phi Kappa Phi
- Varsity Cross Country, Indoor/Outdoor Track and Field; ECU Department of Athletics Academic Award of Excellence; Academic All-American Athletic Recognition

ADDITIONAL QUALIFICATIONS AND INFORMATION

- Massachusetts Supreme Judicial Court Bar, 2009
- Top Secret Clearance
- Avid Marathon Runner, 14 marathons to date

EXPERIENCE

KPMG

Washington, DC

Business and Public Policy Manager

2018 – Present

- Proactively monitor and analyze legislation and regulations across a broad spectrum of industries – including labor, healthcare, technology, and energy – for the purpose of identifying opportunities that could enhance KPMG’s client relationships or client service prospects. Track developments impacting federal contractors, including DOL Office of Federal Contract Compliance Programs guidance.
- Draft, publish, and update reports on Presidential Executive Orders, regulations, and newly enacted laws on KPMG’s internal public policy portal, which is accessible to 35,000+ employees.
- Research and respond to ad hoc policy questions from government advisory and audit teams. For example, fielded at least 40 unique internal inquiries on newly enacted federal COVID-19 relief packages, including on unemployment insurance, paid leave programs, and health insurance requirements.
- Participate in internal industry cluster meetings to help educate employees on various policy developments and the potential impact on the business and clients. This includes a monthly presentation to 80+ consultants in the government healthcare advisory group and a biweekly presentation to 40+ colleagues on *CARES Act* implementation and other COVID-19 relief programs.

PRINCIPLES FOR RESPONSIBLE INVESTMENT (PRI)

Washington, DC

Senior Policy Analyst

2017 – 2018

- Led PRI’s U.S. policy efforts pertaining to the inclusion of environmental, social, and governance (ESG) factors into investment decision-making.
- Engaged with PRI members on relevant issues, and drafted official policy letters and statements on U.S. state and federal legislation.
- Oversaw PRI’s U.S. publications. Published the U.S. ESG federal policy priority report that was distributed to PRI’s 1,900 members. Researched and wrote the publication *Fiduciary Duty in the 21st Century: Ohio Roadmap*.
- Served as the project manager for a report on U.S. private retirement plans and ESG investing initiatives. Published a Request for Proposal for the project and subsequently hired and oversaw the work of three contract consultants on a fixed budget.
- Managed one policy analyst position, including overseeing the hiring process, objectives setting, and day-to-day work.

UNITED STATES DEPARTMENT OF LABOR, *Presidential Appointee*

Washington, DC

Senior Legislative Officer, Congressional and Intergovernmental Affairs

2016 – 2017

Senior Legislative Assistant, Congressional and Intergovernmental Affairs

2014 – 2016

- Developed and implemented proactive engagement strategies with Members of Congress to advance the Obama Administration’s regulatory and legislative priorities around workers’ health and retirement benefits and veterans’ employment programs.

- Advocated for DOL's efforts to help workers by planning Congressional briefings, tailoring messaging strategies for different audiences, and forging strong working relationships with Members of Congress, staff, and other stakeholders.
- Prepared senior leadership to testify at 10 Congressional hearings per year. Managed the drafting of official testimony, coordination of consistent messaging with partner agencies and stakeholders, and ensured that the senior leader representing DOL was ready to answer challenging questions from a politically diverse group of Members of Congress.
- Analyzed the impact of proposed legislation that would affect DOL to ensure current programs were effectively defended and not jeopardized by Congressional proposals. Coordinated appropriate responses to all communications from Capitol Hill.
- Participated in key achievements including protecting the Department's Fiduciary Rule to ensure financial advisors put their clients' best interest first, working with Congressional offices to develop innovative ways to expand access to retirement savings, and preventing the passage of legislation that would have removed the veterans' employment agency from DOL.
- *DOL Secretary's Honor Awards* received: Secretary's Exceptional Achievement Award for the Conflict of Interest Fiduciary Investment Advice Regulation Team & the Worker Protection Award for the Home Care Implementation Workgroup.

U.S. SENATOR SHERROD BROWN (D-OH)

Washington, DC

Legislative Aide

2012 – 2014

- Advised Sen. Brown on economic development, labor, trade, Social Security, and education policy. Wrote speeches and prepared briefing materials for Sen. Brown for meetings and hearings. Met with constituents, stakeholders, and lobbyists.
- Worked with advocacy groups to draft, introduce, and promote legislation, including the REFI for the Future Act to help private student loan borrowers refinance and a Senate Resolution calling to increase the national tipped minimum wage.
- Organized and planned the agenda for Sen. Brown's annual higher education conference for 50 college presidents, including the selection and management of a 10-person host committee.
- Determined Sen. Brown's labor requests for the Fiscal Year 2015 appropriations bill and prepared letter to the Labor-HHS Subcommittee outlining priorities.

Legislative Correspondent

2010 – 2012

- Conducted research, wrote letters, and drafted memos and talking points on issues pertaining to labor, manufacturing, education, Social Security, social services, and immigration.
- Wrote letters of support for Ohio grant applicants to the Departments of Labor, Commerce, and Education.
- Served as Sen. Brown's temporary labor and education Legislative Assistants for two months each. Advised the Senator on legislation during those periods, including the drafting and passage of the All-American Flag Act.

Staff Assistant

2010

- Oversaw the office internship program, including the interviewing, hiring, and managing of 10 interns per semester.
- Co-managed the front office, answered phones, ran office flag program, and prepared daily staff legislative updates.

BLOOMINGDALE'S

New York, NY

Merchant Assistant to three Menswear Buyers

2008 – 2009

- Provided buyers with weekly summary of sales for men's apparel and shoes and compared results to the fiscal year budget and sales plan. Placed purchase orders for products and entered promotional pricing into the sales system.
- Communicated directly with vendors, oversaw specialist selling programs, and managed special order requests.

EDUCATION

THE GEORGE WASHINGTON UNIVERSITY, School of Business

Washington, DC

MBA, Concentration in Business and Public Policy, GPA: 3.6

2015

WASHINGTON UNIVERSITY in ST. LOUIS

St. Louis, MO

BA, Major: Political Science, Minor: Business, GPA: 3.7

2007

Honors: College Honors in Arts & Science, Dean's List, Pi Sigma Alpha (National Honorary Society for Political Science)

UNIVERSITY COLLEGE LONDON

London, England

Study Abroad Program

Spring 2006

COMMUNITY & VOLUNTEER WORK

Calvary Women's Services, Taught a weekly class through the life skills, education, and arts program to women overcoming homelessness, 2019 – 2020

Combined Federal Campaign, Managed the DOL OCIA charitable giving program, 2015 – 2016

Everybody Wins, Tutored and mentored Washington, DC elementary student, 2013 – 2014

Horton's Kids, Tutored and mentored Washington, DC middle school students, 2010 – 2012

JENNY R. YANG

SUMMARY

Proven executive and civil rights leader with a demonstrated track record of effectively managing complex organizations, leading diverse teams, and engaging with external stakeholders. Successfully advanced national policies and guidance to strengthen worker protections, led strategic enforcement of civil rights laws, and developed research to strengthen workers' rights and equal opportunity.

EXPERIENCE

URBAN INSTITUTE, Washington, DC

June 2018-Present

Senior Policy Fellow April 2019-Present, **Non-resident Fellow** June 2018-April 2019

Leading a Workplace Equity Initiative to revitalize worker protections and address growing economic inequality, occupational segregation, and systemic barriers to opportunity. Developing policy and enforcement strategies to rebalance power between employers and workers, particularly as COVID-19 exacerbates the vulnerability of workers. Building a policy agenda to strengthen protections for low-wage workers in precarious jobs, including independent contractors and temporary workers. Collaborating with civil rights community, technologists, and employers to develop and implement Civil Rights Principles to guide the use of hiring technology assessments. Testified before the House Committee on Education and Labor on Protecting Workers' Civil Rights in the Digital Age (February 5, 2020). Applying research on what works to end harassment in low-wage industries and STEM fields.

WORKING IDEAL, Partner, Washington, DC

April 2018-Present

Advising employers on evidenced-based practices to recruit and develop diverse talent and create inclusive workplaces. Testified before the Senate Judiciary Committee on harassment in the judiciary (June 13, 2018) and before the House Committee on Education and Labor on the Paycheck Fairness Act (February 13, 2019). Created a campaign equity blueprint to advance safety, equity and inclusion. Led independent investigation into allegations of harassment by former president of AFGE union.

OPEN SOCIETY FOUNDATIONS, Leadership in Government Fellow

January 2018-June 2019

Studied the impact of the changing nature of work and technological disruption on workers in precarious jobs to develop a policy agenda to raise job quality and strengthen worker protections.

U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, Washington, DC

Chair, Sept. 2015-Jan. 2017; **Vice Chair**, April 2014-Sept. 2015, **Commissioner** May 2013-January 2018

Served as Chair, Vice Chair, and Commissioner of independent federal agency charged with enforcing the nation's equal employment opportunity laws with over 2,300 employees in 53 offices and a budget of over \$365 million. Unanimously confirmed by the Senate on April 25, 2013. Initiated a Select Task Force on the Study of Harassment in the Workplace to identify innovative strategies to prevent workplace harassment. Strengthened capacity to tackle systemic barriers to opportunity and issued *Advancing Opportunity: A Review of EEOC's Systemic Program* and *EEOC's Progress Report*. Led initiative to promote pay equality by enhancing EEOC's annual EEO-1 data collection to include employer reporting of summary pay data in collaboration with the U.S. Department of Labor, Office of Federal Contract Compliance Programs. Issued study of EEO-1 data to highlight diversity challenges in tech industries. Launched new procedures for public input on guidance to promote transparency.

COHEN MILSTEIN SELLERS & TOLL PLLC, Washington, DC

July 2003-May 2013

Partner, Civil Rights & Employment Practice Group

Represented employees nationwide in complex, civil rights class actions and wage and hour collective actions. Served as firm's Hiring and Diversity Committee Chair. Represented nationwide class of women in *Dukes v. Wal-Mart Stores, Inc.* as second chair before the United States Supreme Court. Prevailed in the Second Circuit in *Jock v. Sterling Jewelers Inc.*, enabling female retail employees alleging sex discrimination to proceed in a class arbitration. Led multi-district litigation team *In re: Pilgrim's Pride FLSA Litigation* (W.D. Ark.), and obtained \$10 million in unpaid overtime for nearly 10,000 chicken processing workers. Represented 28,000 women in *Beck v. The Boeing Company* (W.D. Wash.), resolving pay and promotion sex discrimination claims for over \$72 million.

UNITED STATES DEPARTMENT OF JUSTICE, Washington, DC

September 1998-July 2003

Senior Trial Attorney, Civil Rights Division, Employment Litigation Section

Investigated and litigated pattern or practice and individual employment discrimination cases against state and local governments. Initiated a Division-wide National Origin Working Group.

NATIONAL EMPLOYMENT LAW PROJECT, New York, NY

September 1997- September 1998

NYU Community Service Fund Attorney Fellow, Garment Workers' Rights Project

Litigated first federal case holding a garment manufacturer jointly responsible for unpaid wages.

THE HONORABLE EDMUND V. LUDWIG, Philadelphia, PA

September 1996-August 1997

Judicial Law Clerk, United States District Court, Eastern District of Pennsylvania

Crafted case management plan for 80 cases in latex glove multi-district litigation, drafted opinions.

THE WHITE HOUSE AND PRESIDENTIAL TRANSITION, Washington, DC November 1992-March 1993

Liaison, White House Office of Presidential Personnel; Staff Assistant, Presidential Transition

The White House Office of Presidential Personnel: identified appointees for President Bill Clinton.

Presidential Transition: edited briefing books and assisted new cabinet and sub-cabinet appointees.

PROFESSIONAL AND COMMUNITY ACTIVITIES

GEORGETOWN UNIVERSITY LAW CENTER, Adjunct Professor, Washington, DC

2018 - 2019

Co-taught seminar examining how evolving ideas of race and gender shaped Title VII's development.

BRANDEIS UNIV., HELLER SCHOOL FOR PUBLIC POLICY & MANAGEMENT, Board

2018-Present

Support Dean David Weil in implementing school's vision of knowledge advancing social justice.

PRESIDENT'S COUNCIL OF CORNELL WOMEN, Member and conference planner

2016-Present

NATIONAL ASIAN PACIFIC AMERICAN WOMEN'S FORUM

1998-2004 and 2018 to Present

National Board Co-Chair, 1999-2002; *Board member*, 1998-2004, *Advisory Board*, 2018-Present

Chaired National Board and founded DC Chapter building grassroots progressive AAPI movement.

EDUCATION

NEW YORK UNIVERSITY SCHOOL OF LAW, New York, NY

J.D., *cum laude*, May 1996

New York University Law Review, Note & Comment Editor; Root-Tilden Public Service Scholar

CORNELL UNIVERSITY, Ithaca, NY

B.A., *with distinction*, Government, January 1992

Jesse Lawder

EXPERIENCE

Planned Parenthood of the St. Louis Region and Southwest Missouri

Advocates of Planned Parenthood of the St. Louis Region and Southwest Missouri

Vice President, Marketing and Communications *(March 2017 - present)*

- Results:
 - Conceived and executed communications plan in 2019 to maintain licensure for the last remaining abortion provider in Missouri, acquiring favorable coverage in every major national and international media outlet in the world, and resulting in the clinic regaining its license after a protracted court battle.
 - Managed the rollout and marketing for new Illinois facility in October 2019, securing favorable coverage in local and national press, and resulting in more than 7,000 patients served in the first year alone.
 - Led content overhaul on 180-page website in 2017, incorporating SEO and UX best practices, and resulting in a web traffic increase from 512,954 annual pageviews in 2016 to 1,500,859 in 2019, an increase of 292% over three fiscal years.
 - Oversaw marketing team to increase the number of annual online appointment bookings by 75% pre-pandemic, booking more than 22,000 appointments in FY 19.
 - Led rebound of online appointment bookings through pandemic, netting year-over-year increases in November and December 2020 and increasing monthly online bookings by 1000% from April-December.
 - Led successful launch of first-ever telehealth program for GYN services during 2020 pandemic, resulting in 4,485 patients receiving virtual care from April-December 2020.
 - Provided executive leadership for employee and patient engagement efforts, resulting in highest increase in employee satisfaction in the Planned Parenthood Federation.
- Senior executive responsible for all internal and external communications and marketing for two 501(c)(3) health care providers, a 501(c)(4) social welfare organization, and a 527 Political Action Committee, directly supervising two staff and managing more than a dozen spokespeople within the organizations.
 - Responsible for strategic planning and execution of communications and marketing campaigns for policy initiatives, patient recruitment, and development for organizations with a total operating budget of \$15 million.

- Responsible for marketing and communications budget for all organizations, including regulatory compliance.
- Chief marketing officer in charge of digital, print, and multimedia advertising.
- Responsible for managing relationships with internal and external stakeholders, including senior leadership, more than 30 board members, over 40 coalition partners, agency vendors, and regional and national media.
- Chief media spokesperson and media relations officer.
 - Manage all proactive, reactive and crisis communications in health care and advocacy.
 - On the record spokesman, responsible for reviewing talking points, press releases and interview preparation for other senior officials.
 - Provided leadership for media training more than 30 affiliate staff and board members.
 - Managed local, national and international media converging on St. Louis to cover the last abortion provider in Missouri and the state's efforts to shut it down.
- Chief brand officer for Planned Parenthood in charge of trademark compliance and health center branding.
 - Led internal and external redesign of health centers, including two new facilities.
 - Responsible for overseeing compliance, including auditing health care and administrative facilities and leading accreditation efforts around marketing and trademark compliance.

U.S. Department of Labor – Washington, D.C.

Chief of Staff, Office of Public Affairs *(Dec 2014 - Jan 17)*

- Served as a senior level advisor for departmental communication efforts.
 - Served as on the record spokesman for the Department of Labor with national media outlets.
 - Worked directly with White House staff on high profile administration initiatives, including Trans-Pacific Partnership, agency rulemaking, efforts to raise the federal minimum wage and provide paid leave to workers .
 - Managed Department of Labor regulatory outreach activities.
 - Managed rapid response and reactive/crisis communication efforts for the department.
 - Lead work groups and interagency efforts to improve communication around public health crises, strategic enforcement efforts and other sensitive issues.
 - Created a new suite of press products to improve outcomes in earned media, resulting in a dramatic increase in the amount of news stories generated by agency press releases.
- Managed daily operations for Public Affairs office
 - Lead strategic planning and operations for \$25 million agency with more than 60 staff, including media relations, field operations, digital media, multimedia, web services and public information.
 - Oversee procurement and operational decision-making.
 - Manage agency hiring and promotions and employee engagement efforts.
 - Oversee transition of website to content management system.

- Built a Digital Strategy team to increase graphic content, including motion graphics and videos, on social channels.
- Increased social media followers by 84% on Twitter and Facebook (275k >> 509k).

Director of Special Projects, Office of Public Affairs *(Aug 2013– Dec 14)*

- Led public outreach efforts on regulatory priorities.
 - Managed rollout and public engagement efforts around rulemaking on silica, coal dust, black lung benefit reform and other safety and health reforms.
- Represented the Labor Department on key administration priorities.
 - Served as interagency liaison for implementation of Executive Order 13650 on improving chemical facility safety and security.
 - Led department's public response to the Ebola outbreak.
- Managed media outreach to further agency initiatives.
 - Managed relationships with investigative journalists to shape long-form series' on black lung disease, grain bin deaths, stymied efforts to regulate chemicals and other protracted stories.
 - Managed communication following major industrial disasters, including the West Fertilizer plant explosion, the Philadelphia building collapse and the West Virginia chemical spill.
 - Oversaw development of policy paper linking workplace safety with inequality.

Special Assistant to the Senior Advisor for Communications and Public Affairs *(August 2011– Aug 2013)*

- Oversaw crisis communications for the Department, including large scale industrial catastrophes, natural disasters and politically-volatile situations.
 - Primary liaison to federal response agencies during Hurricane Sandy and other disasters.
 - Led communications efforts following the explosion at the Upper Big Branch mine, including writing the Accident Investigation Report's executive summary, working with the U.S. Attorney's office, and coordinating high-profile public briefings in Washington, D.C. and in the field.
- Led effort to amplify the President's call to raise the minimum wage and ACA outreach efforts.
- Utilized relationships with journalists to create narratives highlighting enforcement and outreach initiatives of the Department's safety and health agencies.
 - Managed communication strategy and implementation for OSHA's Heat Campaign, National Safety Stand-Down for construction workers and other major national initiatives.
 - Placed stories in 2011 and 2012 in major outlets highlighting the rise in mining jobs paralleling the lower injury and fatality rates.
 - Aided in development of PhD dissertation analyzing the deterrent effects of OSHA press releases, which found a single press release improved compliance at other facilities by 73 %.
- Temporary assignments -
 - Assumed duties of Senior Managing Director for Public Affairs from Dec. 2012-April 2013

Communications Officer, Office of Public Affairs *(August 2009 – August 2011)*

- Served as on-the-record spokesperson for veterans' employment, job training for at-risk youth, workers' compensation and other departmental issue areas.
- Composed and edited press releases, opinion pieces, blogs and articles amplifying significant events and topical issue areas to further the mission of the Department.
- Placed stories in major markets, including the Los Angeles Times' coverage of Veterans' employment and the New York Times' coverage of the 100th anniversary of the Triangle Shirtwaist Factory fire.
- Represented the Department on the U.S. Interagency Council on Homelessness and the Interagency Council on Veterans Employment.
- Led communications following Upper Big Branch mine explosion.

Obama-Biden Presidential Transition Team – Washington, D.C.

Researcher - NSA Review Team, Department of Defense *(November 2008 – January 2009)*

- Coordinated internal communications and analysis for National Security Agency Review Team.
- Compiled research for team briefings and stakeholder meetings.
- Prepared reports and contributed to compilation of User's Manual for the Department of Defense.

Obama for America- Broward County, Fla.

Field Organizer *(June 2008 - November 2008)*

- Managed core group of 500 volunteers – created team infrastructure to maximize outcomes and provide efficient oversight.
- Exceeded campaign vote goal by 37%, the highest percent-to-goal in Florida.
- Delivered remarks at dozens of campaign events with high-profile surrogates, including Hillary Clinton and Cynthia Nixon.

EDUCATION

Webster University

Bachelor of Fine Arts

4-year intensive program with emphasis in verbal communication, text analysis, historical analysis, sociological research, speech, writing and scansion.

VOLUNTEERING

Webster University Alumni Board of Directors (2019-Present)

AWARDS

Planned Parenthood *Excellence in Advocacy* Award - Planned Parenthood Advocates in Missouri (2020)

Hermes Platinum Award for Public Relations Campaign – DOL Heat Illness Prevention (2013)

Thoth Award for Best Public Service Campaign – DOL Heat Illness Prevention (2012)

U.S. Department of Labor Secretary's Honor Awards - Upper Big Branch Accident Investigation (2012)

MarCom Gold Award for Magazine Placement – Construction safety feature in Construí-Guía (2012)

U.S. Department of Labor Secretary's Honor Award – Upper Big Branch Mine Rescue & Recovery Team (2010)

Summary

Expertise in federal and state employment and labor law, organizational development, expansion of economic and workforce development initiatives for the construction and other industries, state legislative relations and executive agency leadership. Strengths include innovation management and stakeholder engagement.

Areas of Focus

- Executive Leadership
- Growing Minnesota's Economy
- Ensuring Strong Labor Standards for Workers and Businesses
- Protecting Women's Economic Security
- Supporting the Expansion of Minnesota's Clean Energy Future
- Expanding Minnesota Apprenticeship and Dual-Training Opportunities
- Delivering Better State Government Services

Professional Experience

Minnesota State Building and Construction Trades Council

Executive Director 2019 – Present

Provide executive leadership and serve as the advocate voice for 70,000 construction professionals represented by 48 affiliated local unions in 15 trades across the state of Minnesota. Lead the economic, workforce and organizational development of this labor organization and industry association to advance registered apprenticeship, protect the physical and economic health of construction workers, increase public and private investment in construction, and ensure the diversity and inclusion of the construction industry workforce. In 2020, coordinated statewide effort to secure \$1.8B in capital investment bonding; lead the construction industry COVID-19 safety response; and continue to participate in state, national and international clean energy initiatives.

Minnesota Department of Commerce

Commissioner 2017 – 2019

Appointed by Governor Mark Dayton to serve as Commissioner of the cabinet agency that includes the State Energy Office, the Minnesota Insurance Department, and the Minnesota Banking Commission as well as programs that regulate weights and measures, unclaimed property and license over 225,000 professionals in more than 20 industries. Responsible for a biennial budget of \$420M and a professional staff of 345 employees. Regulated over \$57B of bank and credit union assets held by 308 state-chartered banks and credit unions; and \$349B of assets held by 152 Minnesota domestic insurers. Statutory member of the Minnesota Environmental Quality Board, the Governor's Rail Council and the National Association of Insurance Commissioners (NAIC). Accomplishments include leading statewide financial literacy and fraud prevention and enforcement initiatives; growing Minnesota's clean energy economy; and approval of lower health insurance rates for the 155,000 people served by Minnesota's individual market.

Minnesota Department of Labor and Industry**Deputy Commissioner 2014 – 2017****Assistant Commissioner 2011 - 2014**

Executive leader for state agency responsible for Labor Standards, OSHA, Workers Compensation and Construction Codes and Licensing serving 2.9 million workers and 167,000 employers. Lead the strategic coordination of DLI's five divisions to meet the agency's objective of ensuring equitable, healthy and safe work and living environments. Budget management of \$240M biennial budget and personnel management of 440 employees. Regulatory responsibility for state minimum wage, prevailing wage, child labor, independent contractor classification and registered apprenticeship. Served as executive sponsor of the Wage Theft Initiative, the PIPELINE Dual-Training Program, and the implementation of the Women's Economic Security Act (WESA).

Laborers District Counsel of Minnesota and North Dakota**General Counsel 2001 - 2011**

Served as General Counsel to the 12,000 member labor organization representing workers in the construction industry. Provided advice and counsel regarding the Laborers Union apprenticeship program, unemployment insurance, fair labor standards, misclassification of workers, and increasing workforce diversity. Focused on organizational development, internal and external communications and stakeholder engagement.

Law School Experiential Learning

Law Clerk, Minnesota Legislature Senate Counsel & Research Office, 2000

Law Clerk, Miller-O'Brien-Cummins, LLC, 2000

Legal Intern, National Labor Relations Board, 1999

Law Clerk, Ohio Court of Appeals, 1999

Minnesota Laborers-Employers Cooperation and Education Trust (LECET)**Executive Director 1996 – 1998**

Managed this not-for-profit Taft-Hartley fund with the mission of promoting the union construction industry, its workers and employers.

AFL-CIO, Washington D.C.

Industrial Union Department, Staff 1995-1996

Food and Allied Service Trades Departments, Staff, 1994-1995

A. Philip Randolph Institute, Staff, 1993-1994

Frontlash, Student Intern 1991-1993

Education**University of Minnesota Law School, Minneapolis, MN, 2001****Juris Doctor, cum laude****George Washington University, Washington, DC, 1994****Bachelor of Arts, Political Science, cum laude**

Selected Professional and Community Engagement and Honors

Greater Twin Cities United Way Board

Member, 2021 - Present

Minnesota Governor's Workforce Development Board

Member, 2019 - Present

Minnesota Apprenticeship Advisory Board

Member, 2019 - Present

Building Jobs Coalition

Co-Chair, 2019 - Present

Labor Users Contractors Council,

Co-Chair, 2019 – Present

Construction Industry Labor - Employer Council

Co-Chair, 2020 - Present

Minnesota History Theater Board,

Member, 2019 - Present

University of Minnesota Berlin Seminar on Energy Policy: A Transatlantic Experts Forum

Delegate to Germany, 2019

Minnesota Environmental Quality Board

Member, 2017 – 2019

Governor's Rail Council

Member, 2017 – 2019

National Association of Insurance Commissioners (NAIC)

Member, 2017 – 2019

American Fraternal Alliance

Honoree, 2018

Manufacturers and Modular Home Association of Minnesota Friends of Affordable Housing

Honoree, 2018

Upper Midwest Employment Law Institute

Faculty, 2015 – 2017

State Government Innovation Award

Honoree, 2016

White House Summit on Apprenticeship

Presenter, 2015

Minnesota Electrical Association**Exceptional Contributions of the Industry**

Honoree, 2015

21st Century Workforce Development Models: A Minnesota-Germany Dialogue, University

Delegate to Germany, 2014

National Association of Government Labor Officials (NAGLO),

Representative 2012 - 2017

State of Minnesota Senior Leadership Institute

Cohort 1, 2012

Minnesota State Bar Association Labor & Employment Section Governing Council

Member, 2008 - 2012

Union Construction Workers Compensation Program

Trustee, Audit Committee, 2006 - 2011

Laborers International Union of North America (LIUNA)

Member, 1996 - present

Key Professional Accomplishments at the Minnesota Department of Labor and Industry:

Ensuring Strong Labor Standards for Minnesota Workers and Businesses	Oversight of the Department of Labor and Industry Labor Standards Division. The Division ensures good, safe working conditions for Minnesota's 2.9 million workers, and regulates 167,000 employers to ensure compliance with state wage and hour laws. Between 2011 and 2017, 469,000 workers were served by the Labor Standards Program, and almost \$8 million has been assessed in back wages and penalties for failure to comply with Minnesota wage and hour laws. Worked with worker and business stakeholders to help address wage theft and ensure that youth have safe and meaningful work opportunities.
Connecting Minnesota Workers with Apprenticeships	Committed to strong apprenticeship programs that train workers for well-paying, fulfilling careers. At DLI, Looman oversaw the Minnesota PIPELINE Program – an innovative approach to address the state's current and future workforce needs that develops industry-based, employer-driven, dual training programs for workers across the state. In 2016, the Program earned a State Government Innovation Award for engaging over 700 industry leaders to invest in apprenticeships as a workforce investment strategy. Looman also lead the registered apprenticeship division at DLI through unprecedented expansion of new apprenticeship opportunities and an increase in female and minority participation from 12% to 20%.
Licensing and Registering Professional Contractors	Worked with stakeholders to amend state law and establish a two-year pilot project to register contractors who provide building construction and improvement services. The program became permanent in 2014. Since the program's implementation, an additional 17,000 residential construction service providers have been registered with the State of Minnesota. Through licensing and registration of professional construction contractors, DLI promotes a fair, competitive marketplace, and giving consumers the assurances they need to know their contractors are properly trained and registered.
Protecting Minnesota Consumers	
Protecting Homeowners from Fraud and Deceptive Practices	Ensured that the Contractor Recovery Fund, which serves as the consumer bond program for residential construction contractors, was fully funded and that the application process was streamlined for homeowners who have suffered a financial loss due to a licensed contractor's fraudulent, deceptive, or dishonest practices. Under her leadership, the Fund increased the amount of compensation available to homeowners to help them recoup their losses when their contractor fails to perform the services they paid for.

Providing Better Services for Regulated Industries	
Less Costly, More Efficient Licensing – Saving Businesses Time and Money	<p>Professional licensing helps ensure a fair and competitive marketplace, while assuring consumers know the professionals they hire are properly trained. At DLI, Looman oversaw the licensing of 125,000 licenses for individuals and contractors performing construction services throughout the state. With Looman’s leadership, the Department put the licensing process online for all 43 licenses provided by the Department – making it faster, easier, and less costly for every professional and contractor licensed by the Department. These new online innovations reduced the time it takes to issue licenses by 65 percent.</p> <p>In addition to these reforms, helped implement an online system for business license renewals, and simplified insurance filings. Because these online processes were more efficient, DLI was able to reduce its license fees by \$20 in 2015 – resulting in lower license costs for contractors, electricians, boiler operators, plumbers, and high-pressure pipefitters.</p> <p>In 2017, because of efficiencies shepherded by Looman, DLI was able to propose to the Legislature reducing the Department’s fees for construction licensing, permitting, and plan review. The proposal was passed by the Legislature, and will save Minnesota businesses an estimated \$5.2 million.</p>
Moving Permitting Online – Saving Time and Making Business Easier	<p>Since 2011, DLI has allowed electrical contractors, homeowners, and high-pressure piping contractors to apply online for permits, review inspection results, and pay fees – all in a matter of minutes. With Looman’s leadership, this new online system cut the amount of staff time required to process and issue permits by 90 percent. DLI processes about 105,000 electrical permits every year – 86 percent are now filed and issued online. In 2015, DLI added online E-TRAKiT permits for elevators and boilers. Now, 91 percent of these elevator and boiler permits are applied for and issued online – saving time, and making business easier.</p>
Making It Easier for Minnesotans to Comply with State and Local Building Codes	<p>In 2012, DLI built a one-stop “Local Code Lookup.” This new online tool, allows homeowners and contractors to find local code requirements and code inspectors, all in one place online. The search tool helps Minnesotans learn which code authority has local jurisdiction for permits, plan reviews and inspections in the areas of boilers, building codes, electrical, elevators, high-pressure piping, plumbing, or other Minnesota construction codes and licensing disciplines.</p>

Advancing Minnesota's Clean Energy Economy	
Reducing Costs for Solar Power Installations	Helped lead efforts to reduce the cost of installing solar panels in Minnesota. DLI implemented a new solar photovoltaic inspection fee schedule and reduced permit fees by up to 75 percent, resulting in and over \$800,000 reduction in the cost of solar installations in one year alone.
Reducing Costs for Wind Energy	Helped lead an effort to reduce the cost of wind generation in Minnesota. In 2013, DLI reduced electrical permit fee schedules for wind generation to reduce costs, and provide a flat fee based on system wattage. This innovative reform reduced fees for wind energy generation by 76 percent.
Collaborating on Energy Conservation	At the request of the Minnesota Chamber of Commerce, convened stakeholders from the Minnesota Department of Commerce, the Chamber of Commerce, residential construction, building owners, and commercial real estate industries to find new strategies to expand energy conservation initiatives in the Minnesota State Building Code. These efforts are ongoing.
Delivering Better State Government Services	
Communicating with Minnesotans in Plain Language	In 2013, Governor Dayton signed an Executive Order directing all state government agencies to begin training state employees how to communicate with Minnesotans in Plain Language – eliminating confusing government jargon, and ensuring state government services were accessible and easier to understand. Under Looman's leadership, DLI's Plain Language team completed 46 projects to simplify forms, procedures, and online information to make it easier for Minnesotans to read and understand.
More Efficient State Government Services	When Governor Dayton took office in 2011, the Administration undertook an effort to continually improve services across state government – delivering better, faster services for Minnesota residents and businesses. Under Looman's leadership, DLI conducted 26 Continuous Improvement events to improve the speed and efficiency of its services, and eliminate unnecessary and wasteful tasks.

John T. Laadt

Education

New York University, Robert F. Wagner School of Public Service
Candidate, Master of Public Administration, Public and Nonprofit Management

New York, NY
Degree Expected September 2021

Specialization: Management and Leadership

- Chair, Wagner Management and Leadership Organization
- Chair, Wagner Student Association Elections Committee

Relevant Coursework Completed:

- Performance Measurement and Management for Public, Non-Profit and Healthcare Organizations
- Inclusive Leadership
- Strategic Management and Leadership
- Human Resources: Leading Talent Development

Thesis Topic: “Creating Lasting Public Sector Talent Pipelines: Leveraging Government-Higher Education Networks to Recruit the Next Generation of Public Service Leaders”

Boston College, College of Arts and Sciences

Bachelor of Arts, Dean’s List

Chestnut Hill, MA

Class of 2013

Majors: Political Science, History; **Minor:** Environmental Studies

Professional Experience

Biden for President

WI Deputy State Director

Boston, MA/Milwaukee, WI

July – December 2020

- Served as chief of staff to the recount effort; advised State Director and Recount Director on recount planning and team structure; developed systems to track deliverables and foster communication across five workstreams
- Developed long-term planning framework to ensure all activity across 11 departments aligned with our strategic imperatives
- Created scalable internal processes and protocols for cross-departmental communication, planning and executing events, surrogate requests, in-person principal/surrogate travel, endorser/program participant vetting, and in-person health and safety approvals
- Managed a team of three FTEs who oversaw principal/surrogate travel and virtual/in-person events; hosted over 200 virtual events and eight trips, reaching tens of thousands of supporters, and directly engaging over 15,000 new volunteer leads
 - Virtual programming represented 18% of all produced state events the campaign held nationwide

Great Lakes States Lead

March 2020 – July 2020

- Oversaw team of seven who were responsible for campaign engagement in eight midwestern states, including WI, MI, MN, and IA; led program planning efforts and drafted engagement plans for competitive states ahead of general election

Massachusetts State Director

- Led state primary efforts and developed endorsement, mobilization and earned media strategies to successfully win the primary with 37% of the vote
- Designed a full- and part-time fellowship program to supplement limited staffing and recruited over 20 students who led mobilization efforts and engaged over 4,000 volunteers
- Served as political point of contact for the campaign across the Northeast and secured over 125 endorsements from elected officials in MA and over 35 more from elected officials in CT, ME, RI, and VT

HR&A Advisors, Inc.

Summer Fellow

New York, NY

June – August 2019

- Advised on and prepared census campaign proposal to administer \$2 million fund to target 1.1 million hard-to-count residents in Cook County, IL to maximize reach of 2020 census count effort
- Developed organizational structure for association of Puerto Rican mayors to assist in federal lobbying efforts

Committee to Elect Martin J. Walsh

Campaign Manager, Marty for Boston 2017

Boston, MA

March 2017 – January 2018

- Developed and implemented campaign plan to successfully win re-election with over 66% of the vote
 - Mobilized a network of 2,200 volunteers who knocked more than 200,000 doors and made over one million calls
 - Integrated digital outreach into field plan, becoming first major campaign to use SMS to both ID and turn out voters

- Responsible for operations of the campaign; oversaw a team of 26 employees and managed a \$2.25 million budget
 - Supervised creation of earned media plan, set objectives and tracked deliverables from outside consultants
- Served as on-record spokesperson for candidate in press and in public; earned commitments from over 150 elected officials, advocacy groups, labor unions and key influencers to maximize candidates' broad appeal to numerous constituencies

City of Boston

Boston, MA

Director, Boston 311

December 2016 – March 2017

- Oversaw department with a \$1 million budget and 22 FTEs handling over 650 calls and 800 constituent service requests daily
 - Managed City's response during winter storms and other emergencies; assigned priorities to proper agencies to ensure safety and security of residents
- Developed and deployed a strategic plan for 2017 to increase nationally ranked service level from 92% to 95% through aggressive performance management, staffing increases and implementation of 24/7 language access line
 - Established standardized performance management structure with regular leadership, staff and one-on-one meetings assessing strengths and weaknesses related to employee performance and action steps to improve upon
- Updated and operationalized emergency continuity of operations planning ensuring continuous service in the event of disruptions to City Hall operations

Special Assistant/Sustainability Advisor, Environment, Energy and Open Space Cabinet

September 2015 – July 2016

- Served as primary aide to the Chief; acted as intergovernmental liaison and point of contact for city and mayoral participation in international conferences; secured mayoral keynote address at US-China Climate Summit in Beijing
- Oversaw FEMA flood insurance risk map outreach efforts; managed 15 AmeriCorps members and volunteers to directly reach over 9,000 households and held over 1,000 one-on-one conversations with affected property owners
- Secured funding and buy-in from City departments and local foundation to conceptualize a \$350k urban agriculture re-entry jobs training program to support 25 trainees and five local farmer's markets

Mayor's Liaison to Allston-Brighton, Mayor's Office of Neighborhood Services

January 2014 – August 2015

- Liaised between city agencies, community groups and five anchor institutions; represented Mayor on boards, committees, and stakeholder task forces; including the state-led I-90 Allston Interchange Realignment Task Force
- Served on-call 24/7; responded to 18 emergency situations and aided over 300 residents with housing relocation
- Spearheaded reform of zoning/licensing community input process; implemented formal 30-day feedback timeline; deployed GIS tool to accurately identify affected stakeholders; instituted three new forms of stakeholder engagement with city staff
- Emergency on-call 24/7; provided direct support to over 300 displaced residents during 18 emergency situations

Hillary for America

Boston, MA/South Central, PA

Regional Organizing Director, Lebanon and Lancaster Counties

July – November 2016

- Managed a team of 13 organizers in three counties responsible for building a network of over 1,300 volunteers
 - Utilizing grassroots volunteer networks, registered over 4,000 new voters and contacted over 60,000 households to expand the electorate and increase voter turnout for Hillary Clinton and down ballot Democratic candidates
 - Established daily benchmarks utilizing data analytics and past performance to aide organizers in meeting weekly goals
- Executed three major campaign events including presidential and vice-presidential candidate events

MA Primary Regional Organizing Director, Boston

February - March 2016

- Rapidly drafted and deployed get out the vote plan, successfully winning in Boston by 19,898 votes; garnered 2,830 votes more than candidates' margin of victory statewide
- Managed 10 staging location teams and mobilized over 450 volunteers to contact over 20,000 households on Election Day

John P. Towle

Profile

- **Multi-talented executive** with 30 years of experience in leading and managing large organizations, including personnel, budget, and project management, strategic planning, crisis management, communications, legislation, executive counsel, relationship-building, government and community relations, and public policy development and implementation.
 - **Adept team builder and resource manager** with an ability to take diverse groups and entities and align them towards common goals and mission, improve underperforming units, and do so while maximizing limited, existing resources.
 - **Skilled manager** who effectively and transparently communicates and collaborates with executive team and employees, government leaders, partner agencies, stakeholders, the media and the public.
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Professional Experience

OFFICE OF MAYOR MARTIN J. WALSH

Boston, MA

January 2018 – Present

Senior Public Policy Advisor

Provide advice and counsel to Mayor of Boston on all manner of policy, management and communications matters, from strategic planning to problem solving to coalition building, external and internal communications, and implementation. At Mayor's direction, take management lead on issues of particular complexity or sensitivity. Bring executive level management and cross-agency problem-solving to get stalled entities and initiatives realigned and back on task.

Notable Assignments and Accomplishments:

- **COVID Crisis Response and Human Services:** Organized and led Human Service Response team, a consortium of city agencies and one of 8 specific priority areas created to respond quickly to the COVID pandemic. Worked across disciplines with numerous City offices and departments, and in synchronicity with other priority areas, to ensure the provision of, and equitable access to, critical services for some of Boston's most vulnerable and resource-challenged populations.
- **Office of Police Accountability and Transparency:** A leader in Mayor's effort to transform historic Police Reform Task Force Report from recommendations to reality. Working in close collaboration with numerous City agencies, community stakeholders, members of the Boston City Council and state legislature, crafted multi-pronged strategy to implement centerpiece recommendations ahead of schedule, including the drafting, negotiation and successful passage of Executive Orders and City Ordinance creating Boston's first Civilian Review Board and expanding the powers of the Internal Affairs Oversight Panel.
- **Trust Act:** Led Mayoral effort to update the City of Boston Trust Act, to build greater trust between police and Boston's immigrant communities while preserving public safety, including ordinance language drafting, negotiation, coalition building with advocacy organizations, law enforcement and the Boston City Council.

OFFICE OF SUFFOLK DISTRICT ATTORNEY DANIEL F. CONLEY

Boston, MA

2002 – 2018

Chief of Staff

Held full responsibility for day-to-day management and administration of one of the largest District Attorney's offices in the country with a \$20+ million annual budget and 275+ person professional staff serving the most diverse and densely-populated urban area in Massachusetts' economic, social, political,

and media capital. Duties included final sign-off and oversight of all administration and finance matters, including contracts and leases, budget, human resources, information technology, internal and external communications, intergovernmental relations and community affairs, with heads of these respective disciplines serving as direct reports. Served as primary advisor to the District Attorney on all matters of management, policy, and communications. Worked in close and constant collaboration with District Attorney and senior legal leadership team to manage and supervise personnel, develop forward-thinking approaches to prosecution, and align budget, personnel, legislative and other priorities to meet and advance critical needs and initiatives.

Notable Assignments and Accomplishments:

- **Maintained balanced budget across 16 years:** Preserved the office's ability to deliver on its core mission and protected staff from layoffs or furloughs throughout budget cuts and level funding. 15 straight years of no-fault independent, outside audits. During this same period, raised base and average pay for staff to highest levels in history and doubled years of prosecutor retention.
- **Establishment of Professional Ethics, Continuing Education, and Other Training:** Working with senior prosecutors, established and funded a comprehensive training and ethics program for all staff, including mandatory sexual harassment training, unconscious bias training, Continuing Legal Education for attorneys, and more.
- **Emphasized Diversity in Legal Staff:** Developed recruitment and retention strategies to increase the legal staff's diversity such that, by 2018, the office had higher rates of female lawyers and lawyers of color than Boston law firms and the legal profession nationwide.
- **Family Justice Center of Boston and Suffolk County:** Led multi-year cross-agency effort between the District Attorney's office, Boston Mayor's office, Boston Police Department, Boston Public Health Commission, the Children's Advocacy Center of Suffolk County and over a dozen community-based service agencies to provide one-stop services for victims of child abuse, domestic violence, sexual assault and sexual exploitation.
- **Landmark Legislation:** Drove communications strategy, coalition building and legislative effort to draft and pass dozens of pieces of smart-on-crime legislation, including an anti-gang violence package that created the first ever Witness Protection Program in Massachusetts and a bill that extended the statute of limitations for sexual crimes against children.
- **Creation of State of the Art Forensic Audio/Visual Media Lab:** Planned, funded, executed and fully staffed a modern multimedia lab, enhancing the District Attorney's handling and presentation of increasingly complex technical, scientific and audio and visual evidence. Concurrently, worked with the Trial Court to upgrade all criminal courtrooms to receive state of the art audio/visual equipment for use by both prosecutors and defense counsel.

OFFICE OF MAYOR THOMAS M. MENINO

Boston, MA

2000 – 2002

Deputy Chief of Policy and Planning

Reporting directly to the Chief of Policy and Planning, responsible for all aspects of public policy development and implementation; given responsibility to work with individual departments to articulate and achieve specific goals in keeping with Mayor's agenda; special projects and initiatives across city government and in collaboration with stakeholders; and oversight of calendar of mayoral appointments to all city and state boards and commissions.

OFFICE OF ATTORNEY GENERAL THOMAS F. REILLY

Boston, MA

1999 – 2000

Director, Office of Community Partnerships

Conceptualized and created the Office of Community Partnerships to act as formal liaison between the Attorney General's Office and Massachusetts mayors. With a staff of four, responsibilities included issue

intake, problem solving and dispute resolution, and policy initiative and development focusing on urban issues, including school safety and state and local public safety partnership opportunities.

OFFICE OF MIDDLESEX DISTRICT ATTORNEY THOMAS F. REILLY
Cambridge, MA 1995 – 1998

Deputy Press Secretary/Press Secretary

Spokesperson for the District Attorney and his office for local and national media, including affirmatively promoting achievements, cases, and policies; providing timely and accurate information in response to media inquiries; advising and preparing the District Attorney on matters pertaining to media coverage; and organizing press conferences and other forms of public announcements. Duties also included drafting statements, speeches, op-ed columns and correspondence for the District Attorney; and providing editorial input to senior prosecutors in the drafting of noteworthy external communications such as reports and findings.

OFFICE OF MAYOR THOMAS M. MENINO
Boston, MA 1993 – 1995

Senior Speech Writer

A member of the Mayor's personal staff, responsible for development of key policy messages, including major speeches, policy addresses and op-ed columns; fact-checking and editing other public statements and announcements of the Administration to ensure consistency of message; and coordinating speechwriting operations with policy, media, and scheduling staffs to best promote the achievements of the Menino Administration and strategically maximize impact with key constituencies and the general public.

OFFICE OF MAYOR RAYMOND L. FLYNN
Boston, MA 1990 – 1993

Speech Writer/Policy Analyst

Responsible for crafting speeches, correspondence and other public announcements for the Mayor and his Administration; including background and factual research on topics that spanned city, state and national politics in support of the Mayor's public policy positions.

Education

The George Washington University
Bachelor of Arts in Political Science and History

Washington, D.C.
May 1989

References available upon request

Jonathan Abraham Souza Pekkala

PROFESSIONAL EXPERIENCE

Office of Congressman Charlie Crist (FL-13), Washington, D.C.

Executive Assistant <Formerly: Scheduler/Office Manager> *January 2017-Present*

- Coordinated all aspects of the Principles multiple and competing schedules across 2 committees and 5 subcommittee, plus requests and invitations in Washington D.C. and the District, in addition to time for campaigning, fundraising, and family.
- Analyzed, formulated and monitored \$1.4million annual budget to ensure proper execution of reimbursements and travel arrangements for 17 staffers, vendor contracts, equipment procurement, compliance records, across 4 offices in accordance with U.S. House of Representatives guidance.
- Provided personal assistance to the Congressman and Chief of Staff, with a focus on discretion.
- Supervised the D.C. based body-person and the District based scheduler.
- Created a \$35,000 in-office mass mailing program in office, and in collaboration with I.T. staff to ensure network security and compliance with House policies and directives, and completed the project under budget.
- Collaborated with Communication, Legislative, and District staff to ensure consistent messaging and organizational standards for meetings, events, and materials for the daily briefing packet.
- Provided legislative research, analysis, and met with stakeholders related to the Congressman's work with Sovereign Tribal governments, and U.S. Territories.
- Represented the Congressman in his capacity as the Democratic Co-Chair of the 2018 National Prayer Breakfast when meeting with officials, organizers and stakeholders.
- Generated talking points, press releases, letters to constituents, staff memos, and briefing materials.
- Hired, trained, and supervised 15 interns annually, and managed onboarded of new employees and fellows.
- Oversaw the opening of a Freshman congressional member office, including equipment procurement, hiring and training.
- Managed and provided daily guidance to Front Office staff, and created an office procedure guide and an intern manual.
- Established and maintained contacts with high level officials throughout the public, private, academic, faith-based, and nonprofit sectors in support of the Congressman.
- Analyzed, created and executed recommendations to resolve administrative and productivity problems through streamlining to improve office operations and response time to meeting requests.

Randy Perkins For Congress (FL-18), Palm Beach Gardens, FL

Research Assistant *August 2016 – November 2016*

- Supervised canvassers and volunteers with a focus on positive voter contacts and data integrity.
- Prepared extensive opposition and issues research, including candidate debate prep.
- Monitored media and opposition candidate activities.
- Generated candidate messaging and communication strategies.

Office of Congressman Patrick E. Murphy (FL-18), Washington, D.C.

Legislative Intern *September 2015-August 2016*

- Assisted the Scheduling Director with events, meeting management, travel logistics and coordinating the Congressmen's schedules.
- Aided Legislative Assistants in researching and drafting memos for the Congressman's review.
- Analyzed and reported on various aerospace proposals including committee and Senate-side action: researched emergent science and technology issue areas.

JCPenney Department Store, Port Richey, FL

Department Manager

December 2008-September 2014

- Served as point of contact for administrative operations and I.T. network issues.
- Structured new training techniques and streamlined procedures to improve department effectiveness and quality of service for customers and staff.
- Oversaw the recruitment and training of new associates.
- Managed 6 member department team and during designated shifts supervised store operations across 7 departments and over 50 store employees, with a focus on positive customer satisfaction.
- Generated statistical and analytical reports using Microsoft Office Suite to maintain accuracy and advise senior management on productivity, budget and sales projections, and possible realignment.
- Provided advice and guidance to senior management in the planning and execution of store operations and activities.

ELS Language Center (Eckerd College), Saint Petersburg, FL

Administrative Intern

August 2012-January 2013

- Organized events, lodging and transportation for over 40 international students and 10 volunteers.
- Utilized Excel and PowerPoint to generate reports to optimize student engagement and retention while decreasing expenditures.

VOLUNTEER EXPERIENCE

Crist for Governor.

Scheduler

February 2021-Present

- Organized air travel and arranged the logistics of security details, ground transportation, meeting spaces, and hotels for the candidate and 3 staff, and 4 member advance team.
- Collaborated with Senior staff to build short and long term schedules, to meet fundraising goals, and complete press, outreach, and political commitments both in person and virtual.
- Organized 6 successful weeklong statewide tours

Charlie Crist for Congress (FL-13), Saint Petersburg, FL

Field Volunteer

2018 & 2020

- Collaborated with the executive team to execute positive voter contacts and campaign events.

Pasco County Florida Democratic Executive Committee, New Port Richey, FL

Field Volunteer

July 2012-November 2012

- Organized and represented Pasco County Democrats at community and outreach events.
- Coordinated campaign outreach with staff to ensure consistent alignment of effort and messaging to engage and persuade voters for local, state, and presidential candidates.
- Directed volunteer recruitment to increase capacity for coordinated GOTV efforts with a focus on positive voter contacts and data integrity.
- Managed front office operations, including greeting guests, training new volunteers and other daily projects.

EDUCATION

Florida State University, Tallahassee, FL (Online)

In Progress

Master's in Public Administration

University of South Florida, Tampa, FL

May 2015

Bachelor of Arts, Major in International Relations, Minor in Political Science

Experience

U.S. Senate Committee on Health, Education, Labor, and Pensions	Sept. 2015 – Present
Ranking Member Patty Murray	
Senior Labor Counsel	June 2020 – Present
Labor Counsel	May 2016 – May 2020
Labor Fellow	Sept. 2015 – Apr. 2016
<ul style="list-style-type: none">• Managing labor and employment issues for the Committee, including wages and hours, safety and health, paid sick days and paid family and medical leave, equal pay, federal contracting, fair scheduling, international labor and trade, and assisting on issues related to the right to organize and on workplace discrimination/harassment• Advising Ranking Member Murray on developments in labor and employment matters in Congress and in the country generally, including through in-person briefings, memoranda, and brief weekly reports• Providing expertise and advice on labor matters to the ten other Democratic Senators of the Committee• Conducting oversight of the Department of Labor (DOL), including writing oversight letters inquiring into agency actions, e.g., the rescission of guidance on joint employment, and requesting and receiving briefings on agency programs, e.g., the Payroll Audit Independent Determination program• Writing comment letters on behalf of Ranking Member Murray on proposed DOL regulations, e.g., the 2017 Tip Rule, 2019 Overtime Rule, 2019 Joint Employer Rule, and 2020 Independent Contractor Rule• Managing and mentoring labor law clerks, labor interns, and a junior Staff Assistant in their work assisting the Committee's Labor Team on labor and employment matters• Led the push to include paid sick days in legislation responding to COVID-19; wrote two bills regarding paid leave during the pandemic; succeeded in enacting temporary paid leave as part of the Families First Coronavirus Response Act; wrote a comment letter on behalf of Ranking Member Murray and Chairwoman DeLauro objecting to key pieces of DOL's interpretation of the legislative text, which were subsequently overturned by a Federal court on substantially the same reasoning as presented in the Murray-DeLauro letter• Led the Committee's Labor Office in the absence of a Labor Policy Director for half of 2018. During this time, coordinated with advocates to organize a political advocacy campaign against DOL's proposed 2017 Tip Rule, including: submitting a letter to DOL demanding an extension of the public comment period; writing a Senate Democratic Caucus sign-on letter objecting to the Administration's efforts to conceal analysis from the public; co-drafting a bicameral comment letter with the House Education and Labor Committee objecting to the proposed rule; engaging directly with Secretary Acosta's office to resolve the issue by drafting legislative language and negotiating the language; securing the Secretary's commitment to permanently suspend the rulemaking and support compromise legislation amending the Fair Labor Standards Act (FLSA) to prohibit employers from keeping workers' tips, which was enacted into law during a Republican-controlled House, Senate, and White House; and writing a comment letter on DOL's subsequent 2019 proposed Tip Rule interpreting the new legislative language to ensure the correct interpretation• Handling the nominations of senior DOL officials, including Secretary Acosta and Secretary Scalia, Solicitor of Labor O'Scannlain, and Wage and Hour Division Administrator Stanton• Collaborating with the LHHS Appropriations Subcommittee to ensure adequate funding levels for DOL enforcement and grant-making, to exercise oversight of DOL use of funds and prohibit negative DOL actions through report language, and to resist proposed anti-worker appropriations riders• Drafting comprehensive bills on items such wage theft, overtime pay, arbitration, and the fissured workplace• Assisting the Senate Democratic Leader in drafting caucus white papers, e.g., The Senate Democrats' Jobs and Infrastructure Plan for America's Workers, and drafting related legislative text, e.g., wage standards included in the America LEADS (Labor, Economic competitiveness, Alliances, Democracy and Security) Act• Presenting the Senate Parliamentarian with arguments for referring legislation regarding workers' rights to the HELP Committee, including successfully obtaining the referral of legislation regarding federal contracting and workers' rights based on President Obama's Fair Pay and Safe Workplaces Executive Order• Submitting <i>amicus</i> briefs with assistance from outside counsel, such as the <i>amicus</i> brief to the Supreme Court on behalf of Ranking Member Murray, providing legislative intent regarding the FLSA's overtime exemption for automobile service advisors and the proper scope of FLSA exemptions generally	

Harrison Institute for Public Law Policy Clinic

Aug. 2014 – May 2015

Policy Analyst – International Labor Rights and Government Procurement

Washington, DC

- Developed a strategy to stop federal procurement from funding labor rights violations abroad for the client, the International Corporate Accountability Roundtable (ICAR), and the project partner, the AFL-CIO
- Analyzed the President's constitutional and statutory authority to create a procurement regime that would prohibit federal agencies from purchasing items produced through labor rights violations abroad
- Researched government procurement laws and regulations to determine how executive agencies could utilize their existing authority to enforce labor standards through federal procurement

U.S. Senate Committee on Commerce, Science, and Transportation

Washington, DC

Law Clerk for the General Counsel to Chairman Rockefeller

May 2014 – Dec. 2014

- Analyzed proposed legislation to determine policy implications and potential legal issues, such as separation of powers violations and jurisdictional conflicts with other committees
- Wrote letters from Chairman Rockefeller to other Senators regarding nominations, questions of statutory interpretation, and committee jurisdiction
- Conducted an in-depth investigation into the Committee's jurisdiction over insurance matters and wrote a report to persuade the Senate Parliamentarian to refer bills regarding certain insurance to the Committee

Legal Intern for the Chief Counsel for Oversight and Investigations

June 2013 – Aug. 2013

- Assisted with direct investigations into corporate conduct and prepared legal memoranda and briefing binders for oversight hearings
- Conducted research into legal questions related to consumer protection, including concerns regarding cruise ship safety and the marketing of energy drinks to children

International Labor & Trade Law Practicum – Georgetown Law

Sept. 2013 – Dec. 2013

Law Student Intern

Washington, DC

- Performed legal and policy analysis regarding the intersection of international labor rights and corporate responsibility within the context of international trade for our client, the Global Forum
- Researched international labor and human rights law to develop a legal framework that our client could use to advise businesses of their obligations, including the ILO Conventions, the UN Guiding Principles on Business and Human Rights, and the OECD Guidelines for Multinational Enterprises
- Examined the evolution of the labor provisions of free trade agreements and evaluated the utility of applying different regimes in different country contexts

U.S. Peace Corps

June 2010 – July 2012

Peace Corps Volunteer

Ghana

- Co-created a ten-year development program focused on the cashew value-chain in Ghana, with the goal of helping cashew farmers obtain higher prices for their cashews by: training farmers in best practices, organizing farmers into selling associations, assisting entrepreneurs to perform more value-adding activities such as processing, and working with international businesses to negotiate better prices for raw cashews
- Managed the planning and coordination of the projects of twelve volunteers and developed partnerships with development organizations, multinational corporations, and Ghanaian government agencies and officials
- Built a relationship with the software company SAP, assisting with the system launch of prototype cashew-tracking technology that was being developed to certify compliance with labor standards
- Chaired a volunteer Executive Committee responsible for planning the program's three annual training events, and coordinated with senior Peace Corps staff to develop new volunteer sites for the program

Bar Admission

Admitted to the Maryland State Bar in December 2015 – Current in good standing

Education

Georgetown University Law Center

Aug. 2012 – May 2015

J.D. GPA 3.54 (Top Third = 3.56)

Washington, DC

Journal: Georgetown Journal of International Law – Articles Editor

Activities: Global Law Scholars – International Labor and Environmental Protections Project Lead

University of Colorado at Boulder

B.A. in Environmental Studies – Society & Policy

Aug. 2005 – May 2009

Boulder, CO

Joseph Sweeney

EDUCATION

Chicago-Kent College of Law, Chicago, IL

Juris Doctor, May 2016

Labor and Employment Law Certificate

- CALI Award for Excellence in Labor Law
- CALI Award for Excellence in Employee Benefits Law
- Vice-President of the Labor and Employment Law Society

Illinois Wesleyan University, Bloomington, IL

Bachelor of Arts in Business Administration, May 2012

- Intercollegiate baseball, four-year varsity letter winner

BAR ADMISSION & SPEAKING ENGAGEMENTS

State Bar of Illinois (2016)

U.S. Dist. Court, Northern Dist. of Illinois (2017)

Speaker, Understanding Apprenticeships, Legislator Education Program (MCLE certified), Springfield, IL (2017)

Speaker, Unintended Consequences of *Janus v. AFSCME*, IUOE “Fight Back” Conference, Crosby, TX (2018)

Speaker, After *Janus*, *Janus* and the Future of Labor in Illinois, University of Illinois, School of Labor and Employment Relations, Countryside, IL (2018)

EXPERIENCE

Indiana, Illinois, Iowa Foundation for Fair Contracting, Countryside, IL

Counsel for the Foundation, August 2016 – Present

Legislative and Legal

- Represent and advise the III-FFC and International Union of Operating Engineers Local 150 as well as other affiliated organizations on a variety of matters concerning the Illinois Prevailing Wage Act, Davis-Bacon and Related Acts, the National Labor Relations Act, ERISA, state and local labor policy, campaign finance compliance and election law, among others.
- Collaborate with stakeholders and lawmakers at the federal, state, and local levels to advocate for pro-middle class policies, including the expanded use of apprenticeships, state prevailing wage reform, responsible bidding laws, responsible capital spending plans and Davis-Bacon reform, among other initiatives.
- Involved in the litigation of several lawsuits concerning the First Amendment rights of labor unions after the United States Supreme Court’s decision in *Janus v. AFSCME Council No. 31*.
- Draft and analyze federal, state, county and municipal legislation, regulations and policies.
- Provide legal representation to the III-FFC, Local 150 and other affiliated organizations in federal and state court as well as other administrative forums.
- Provided counsel to third-party campaign for the Governor of Illinois, representing the candidate in the United States Court for the Northern District of Illinois and the United States Court of Appeals for the Seventh Circuit.

Outreach and Political

- Advocate at the local, state, and federal levels for public construction compliance.
- Cooperate and communicate with local, state, and federal agencies on matters of construction compliance, including drafting opinion letters and participating in annual wage surveys.
- Provide counsel to Local 150 members and other candidates running for public office.
- Ensure organizational compliance with Illinois election and campaign finance law.
- Provide legal representation to candidates for public office at state or local boards of election.

Operations and Management

- Oversaw ballot access operations for a third-party candidate campaign for Governor of Illinois, successfully securing 65,000 valid signatures and his place on the ballot.
- Overseeing legal efforts and assisting with legislative strategy in our ongoing effort to secure the passage of the Worker’s Rights Amendment to the Illinois Constitution.
- Established and provide counsel to several non-profit organizations affiliated with the III-FFC and IUOE Local 150.

Dowd, Bloch, Bennett, Cervone, Auerbach, & Yokich, Chicago, IL

Law Clerk, February 2016 – May 2016

- Performed legal research and prepared memoranda on issues involving ERISA, the National Labor Relations Act, the Labor Management Reporting and Disclosure Act, the Illinois Public Labor Relations Act and the Illinois Educational Labor Relations Act.

National Labor Relations Board, Region 13, Chicago, IL

Legal Extern, August 2015 – December 2015

- Investigated charges of alleged unfair labor practices, drafted final investigative reports detailing the position of charging and charged parties and recommended final actions to my supervisor and the Regional Director.

IUOE Legal Department, Washington, D.C.

Law Clerk, May 2015 – August 2015

- Performed legal research and provided memoranda on issues involving ERISA, the National Labor Relations Act and the Labor Management Reporting and Disclosure Act for the IUOE as well as its individual locals.

Bryan Cave, Chicago, IL

Law Clerk, January 2015 – May 2015

- Conducted research regarding public private partnerships, TIF options and other “non-traditional” financial solutions for economic development projects and assessed the viability of those proposals.

IUOE Local 150 Legal Department, Countryside, IL

Law Clerk, May 2013 – August 2013 and May 2014 – August 2014

- Performed legal research and assisted in editing briefs submitted to the Supreme Court of Indiana regarding the state constitutionality of the Indiana "Right-to-Work" law and drafted various motions and support briefs for federal and state court actions brought by and against Local 150.

Joseph T. Hughes Jr.

Director, Worker Training Program
Division of Extramural Research and Training
National Institute of Environmental Health Sciences

Mr. Hughes is currently director of an innovative federal safety and health training program based at the National Institute of Environmental Health Sciences in the Department of Health and Human Services (DHHS). With an annual budget of \$50 million from multiple Congressional appropriations, the program supports cooperative agreements to develop and deliver model safety and health training programs for workers involved in hazardous substances response with numerous universities, unions, community colleges and other non-profit organizations throughout the nation. For the past forty years, Mr. Hughes has worked in both the private and public sectors in developing environmental and occupational health education programs for workers and citizens in high-risk occupations and communities. As a part of this work, he has pioneered efforts to create new methods and approaches for conducting needs assessments, reaching underserved populations, developing training partnerships and creating innovative program evaluation and assessment measures.

Mr. Hughes was given the DHHS Secretary's Award for Exceptional Service in November 2001 for his role in responding to the World Trade Center attacks. After the NIEHS response to the Katrina disaster, Mr. Hughes was given the DHHS Secretary's Award for Distinguished Service in June 2006 and the NIH Director's Award in 2011 for responding to the Deepwater Horizon Oil Spill and the NIH Director's Award in 2017 for responding to the Ebola Crisis. In November 2011, Mr. Hughes was given the Tony Mazzocchi Award for lifetime achievement by the National Council for Occupational Safety and Health (NCOSH). In October 2020, Mr Hughes was given the Alice Hamilton award for Lifetime Achievement from the Occupational Safety and Health Section of the American Public Health Association (APHA). In November 2020, Mr Hughes was inducted into the Collegium Ramazzini, a global honor society in occupational and environmental health.

Under Mr. Hughes' leadership, NIEHS grant support of \$50 million is annually committed for the development and administration of model worker health and safety training programs consisting of classroom, hands-on, on-line, computer-based and practical health and safety training of workers and their supervisors, who are engaged in activities related to hazardous materials and emergency response.

Management Experience

Over the past twenty years, I have had the responsibility for managing and administering over \$1 billion in federally-appropriated assets. In the course of my federal career as a GS-15 program manager, I have gained broad experience over a multitude of government operations, regulatory systems, laws and requirements, and standard operating procedures. My responsibilities have included overseeing the development of future national training initiatives through planning, reviewing, negotiating, awarding, monitoring and managing of grants, contracts and cooperative agreements. I have managed consultative services for proper fund control and effective grants program management with administrators and program officers in organizations who are the beneficiaries of NIEHS grants, awards and contracts.

I have had significant experience with agency-wide operations, including internal personnel, organizational and functional relationships, general operations, budget and financial management; I have made final decisions regarding overall direction of work to be done and office-wide goals to be achieved; evaluated overall accomplishment of goals, and reallocation of staff assigned to achieve changes in programs and functional demands for the training program.

I have many decades of frontline experience in planning, directing, implementing and evaluating multi-agency and multi-stakeholder program initiatives, while directing the oversight and allocation of budgets, allocation of program resources, and determination of priorities for complex new federal initiatives.

Curriculum Vitae

Joseph Thomas (Chip) Hughes Jr.

Home:

Educational Background:

1974	B.A.	College of the Holy Cross Worcester, Massachusetts Major: Philosophy
1982	M.P.H.	School of Public Health University of North Carolina Chapel Hill, North Carolina Major: Health Education

HONORS AND AWARDS:

NIH Quality of Worklife Award, 1999
NIH Director's Award, 2000, 2001, 2003, 2004, and 2006, 2008, 2009, 2012, 2016
HHS Secretary's Award for Heroism and Exceptional Service, 2001
HHS Secretary's Award for Distinguished Service, 2002 (World Trade Center disaster response)
HHS Secretary's Award for Distinguished Service, 2006 (Katrina disaster response)
NIH Director's Merit Award for HHS Implementation of the Pandemic and All-Hazards Preparedness Act
HHS Secretary's Green Champions Award 2012 for Environmental Justice Community Engagement
NIH Director's Merit Award for Implementation of the NIH Disaster Research Response Initiative 2015
NIH Director's Merit Award for National Ebola Response 2017
Alice Hamilton Lifetime Achievement Award, Occupational Safety and Health Section, American Public Health Association, October, 2020
Fellow, Collegium Ramazzini, Carpi, Italy November 2020

Employment History:

1/90-current Director, NIEHS Worker Training Program
 National Institute of Environmental Health Sciences, NIH, US DHHS

Provided leadership in managing and coordinating the administrative, scientific and technical aspects of a \$50 million national worker safety and health training grant program;
 Engages and coordinates program activities with leaders of federal, state and local public health and emergency response agencies in promoting the training and protection of workers in high risk occupations and settings.
 Develops coordinated interagency programming with other cabinet agencies to respond to complex national disasters through the US National Response Team, the National Biodefense Framework, the National Response Plan, the National Recovery Framework and the Interagency Working Group on Environmental Justice.
 Developed and implemented process for awardee progress reports, program evaluations, peer-review site visits and ongoing program activities;

Managed and oversaw the process of agency response to request for application (RFA) inquiries, analysis of new program proposals, training needs assessments and coverage of target training populations;

Developed national database to report training program progress for use in agency evaluation and preparation of quantitative report of program accomplishments;

Managed national clearinghouse as government project officer, maintaining information databases on hazardous waste issues and organizing program-related technical workshops and meetings of national experts on worker training issues.

Expert knowledge of national safety and occupational health laws, policies, methodologies, regulations/standards, operational directives, and objectives sufficient to plan, develop and administer effective nationwide health and safety training programs for workers in extremely hazardous and diverse occupational settings involving hazardous materials and to generate new safety and occupational health management and administrative principles.

4/88-12/89 Research Director, Clean Water Fund of North Carolina

Designed and implemented a statewide groundwater protection program to educate policy makers, health professionals and local citizens;

Conducted a policy evaluation of state, federal and corporate responses to documented incidents of underground drinking water contamination;

Developed a hazard matrix to assess health risks, rank case priorities and establish a regulatory framework for groundwater contaminated sites;

Provided expert testimony and technical assistance to community groups on hazardous and radioactive waste issues (RCRA, HSWA, CERCLA and SARA) and water quality regulation (CWA, SDWA, NEPA and state statutes) and listened with regulatory agencies.

10/87-4/88 Coordinator, Utilities Campaign, North Carolina Fair Share

Developed educational materials, conducted investigative research and policy analysis for a newly established statewide consumer organization concerning nuclear safety issues and utility rate increases;

Provided expert testimony in rate proceedings and evaluated nuclear safety issues during a prudence audit of power plant construction procedures.

1/84-7/87 Executive Director, East Coast Farmworker Support Network

Developed and implemented a multi-state health education training program for migrant and seasonal farmworkers and primary care health providers which included the development of training videotapes, manuals, and workshops;

Conducted a public health advocacy campaign to upgrade state and federal health and safety-related regulations regarding pesticides, housing and sanitation;

Responsibilities included fundraising, program administration, oversight of program staff and development of policy analysis for farmworker organizations located in East Coast states.

11/82-12/83 Peonage Project Director, Workers Defense League (AFL-CIO)

Researched civil and criminal violations of federal anti-slavery statutes by migrant crewleaders;
Assisted in federal criminal prosecutions and convictions for slave-holding, civil rights violations and peonage;
Legislative lobbyist in the N.C. General Assembly working on the passage of state statutes outlawing slavery;
Developed technical support groups among lawyers, public health professionals and church officials for migrant farmworkers and their families in various states.

7/81-11/82 Pesticides Project Coordinator, Farmworkers Legal Services Corporation

Began a research, education and legal advocacy project on agricultural health hazards regarding sanitary facilities, housing conditions, access to health care and pesticide protections;
Prepared administrative rulemaking petitions, federal litigation and state legislative proposals designed to upgrade laws and regulations designed to protect migrant and seasonal farmworkers in North Carolina.

2/81-9/81 Researcher, North Carolina Occupational Safety and Health Project

Designed and executed a policy study of the health and environmental impact of newly recruited industry in North Carolina between 1977-1980 in conjunction with the Southern Economic Development Internship Program;
Developed numerical criteria and a matrix for evaluating the impact of new industry and published the study findings in N.C. Impact, a public policy journal.

5/80-1/81 Consultant, Center for Work and Mental Health, National Institute of Mental Health

Designed and completed a descriptive study of the mental health impact and associated social costs of premature disability from work-related diseases among cotton textile workers and their families;
Gathered data on social interactions and family support networks, as well as completed extensive life history interviews with disabled workers and other family members;
Completed a final report for NIMH and U.S. DOL for use in evaluating the costs and benefits of regulating cotton dust under OSHA.

9/79-9/81 Researcher, US Department of Labor, Division for Policy, Evaluation and Research

Collected and analyzed data on a cohort of 480 cotton textile workers in Columbia, S.C. to assess the economic costs, medical expenses and overall impact of premature occupational disability caused by byssinosis;
Assisted in preparing the Report to Congress on Occupational Disease Compensation from the US Department of Labor.
Designed and supervised the administration of an extensive questionnaire to 300 disabled cotton textile workers examining health, economic and demographic variables from

medical records, Social Security files, workers compensation evidence and individual medical evaluations;
Organized a multistate computerized tracking system on occupational disease cases in the workers compensation system;
Conducted computer analyses of study data, completed a final report to the U.S. DOL, and presented findings to state and federal legislators.

7/77-9/79 Director of Education & Training, Carolina Brown Lung Association
(CBLA)

a Coordinated program development, staff oversight and fundraising activities for the CBLA, non-profit tax-exempt corporation, from private foundations, individuals, church denominations and government agencies;
Implemented a training program of workshops, educational materials and local health committees for active and retired textile workers in North and South Carolina;
Developed program evaluation techniques and began an implementation program for the OSHA-promulgated cotton dust regulations in conjunction with the Amalgamated Clothing & Textile Workers Union (ACTWU) among CBLA members, exposed workers and local health professionals under a grant from the U.S. DOL's New Directions Program for workers' health training.
Developed and wrote program proposals and RFP responses, conducted follow up visits and contract negotiations;
Created a public awareness campaign to recognize byssinosis or brown lung disease, as a major public health concern and policy issue with national, state and local media and professional journals.

6/75-6/77 Fellow, John Hay Whitney Foundation

Conducted field research, legal analysis and case studies to evaluate the effectiveness of state operated OSHA enforcement programs and workers compensation systems in North and South Carolina;
Began education and organizing work with families in textile mill villages about occupational health hazards, labor concerns and quality of life issues;
Worked on developing strategies for the unionization campaign at JP Stevens plants throughout the South.

6/74-6/76 Research Director, Institute for Southern Studies

Major responsibility for developing and publishing research reports and policy analysis in the fields of energy development, land ownership, agriculture, military spending and industrial development;
Maintained files and disseminated information on 400 Southern-based corporations;
Conducted research and field work for the United Mineworkers of America (UMWA) in Harlan County, Kentucky investigating the coal mining practices of North Carolina-based Duke Power Company.

9/72-9/78 Editorial Staff Writer, Southern Exposure Magazine

Edited and produced a quarterly journal examining culture and politics in the southeastern United States;

Responsibilities included business management, staff oversight, marketing and circulation development.

References Available Upon Request

Josh Orton - Policy, Law, Political Strategy, Communications

Senior Advisor, U.S. Sen. Bernie Sanders, Senate Budget Committee (October 2018 - February 2019; April 2020 - Present)

- Co-managed over a dozen policy staff, directed and oversaw legislative policy creation, research, and legislative drafting
- Served as lead COVID-19 advisor
- Represented the Senator in internal and external discussions and negotiations with other legislative offices, with legislators themselves, and with principals of external organizations in the for-profit, non-profit, and advocacy sectors
- Worked and communicated directly with Senator Sanders on a daily basis
- Did not, unfortunately, oversee any mitten-related initiatives

National Policy Director and Senior Advisor, Bernie 2020 (February 2019 - April 2020)

- Led team of 11 policy staff – several with advanced degrees - to develop, write, and communicate a comprehensive policy platform to support Sen. Bernie Sanders’ run for president
- Accountable for work to both the campaign manager and the candidate themselves.
- Managed the proposed budgeting and “pay-for” plans for over \$15 Trillion in government spending and tax proposals
- Led stakeholder engagement in policy creation – including by overseeing a diversity and inclusion requirement
- Provided all policy briefings for candidate, including in-person debate prep – traveled frequently with the candidate
- Spoke on-the-record in print and on TV and radio

Senior Political and Legal Strategist, NARAL Pro-Choice America (November 2016-October 2018)

- Senior nominations and judiciary consultant for NARAL Pro-Choice America
- Reported directly to the organization’s president, Ilyse Hogue
- Led discussions with Senate members, Senate leadership, and their staff
- Led NARAL’s coalition campaign in support of the California Fact Act, a pro-choice law challenged at the Supreme Court

Senior Advisor and Policy Director, Russ for Wisconsin (2015 - 2016)

- Served as Senator Feingold’s campaign-wide senior strategic advisor; traveled with candidate in-state and nationally
- Supervised and directed policy team to develop all campaign policy material
- Created and directed political strategy based on policy platform

Political Director and Counsel, Progressives United (2011 – 2015)

- Set organization-wide messaging and political outreach strategy for both PAC and 501c(4) non- profit arms of organization founded by former Senator Russ Feingold
- Served as on-the-record spokesperson

Judicial Clerk, Senate Judiciary Committee - US Senator Russ Feingold, Washington, DC (2010)

- Briefed the Senator on various legal issues, including federal court cases and legislative initiatives
- Wrote hearing materials and staffed Sen. Feingold during the nomination hearing of now-Supreme Court Justice Elena Kagan

Political Director, Netroots Nation Conference (2008)

Deputy New Media Director, Obama For America, Chicago, IL (2007)

Press Secretary and Progressive Outreach Director, Majority Leader Harry Reid, Washington, DC (2006 - 2007)

Executive Producer, Air America Radio national radio network, NY, NY (2004 - 2006)

Press Secretary, Gwen Moore for Congress, Milwaukee, WI (2004)

Baseball Umpire, American Legion, High School

- Called balls, strikes, outs. Ejected parent hecklers.
-

Education:

University of Wisconsin – Madison, Bachelor of Arts (May 2004): Political Science, certificate (minor) in Integrated Liberal Studies. Graduated with Honors.

University of Wisconsin Law School, Juris Doctor (August 2011)

Membership:

Wisconsin Bar Association – licensed to practice law

Julia N. McKinney

“Nikki”

EXPERIENCE

U.S. Senate Committee on Health, Education, Labor, and Pensions May 2018-present

Labor Policy Director

Duties include:

- Overseeing labor and employment issues for the Committee and advising the entire Senate Democratic caucus on labor-related matters. This includes, but is not limited to, drafting Senate Minority Leader Schumer’s COVID-19 Heroes’ Fund proposal to provide a wage increase to essential workers during the pandemic which was included in the House-passed HEROES Act (Division Q of HR 6800); supporting Leader Schumer’s office during negotiations of the Federal Employee Paid Leave Act included in the FY2020 National Defense Authorization Act (P.L. 116-92) and the subsequent Paid Parental Leave Technical Corrections included in the FY2021 NDAA (P.L. 116-283); and encouraging the entire Senate Democratic Caucus to oppose Senator Cornyn’s Safe to Work Act (S. 4317), a dangerous liability shield proposal included in the Senate GOP COVID relief package released in the Summer 2020.
- Directed, coached, and empowered the Labor Policy office staff, including two labor counsels, one staff assistant, and several interns and law clerks to perform high-level tasks both individually and within the team to achieve Ranking Member Murray’s goal of defending the rights of workers in America. This includes overseeing outreach to relevant stakeholders, negotiating legislative text, introducing bills, drafting oversight letters, and conducting meetings with Administration officials, other Senate offices, and constituents.
- Managing the Committee’s oversight of the Department of Labor (DOL) and the National Labor Relations Board (NLRB), including drafting or editing all letters signed by Senator Murray and, when appropriate, editing letters sent by other members of the Democratic caucus.
- Managing the nominations process for senior DOL and NLRB officials, including and Secretary Scalia and NLRB Members McFerran and Kaplan. As part of the confirmations process, the Labor Policy Office produces a number of documents and supplemental for Ranking Member Murray, our down dais Committee members, and the entire Senate Democratic caucus, including background materials and suggested questions for use in the confirmation hearing or written questions for the record.

Alliance for Excellent Education Washington, D.C.

January 2017-April 2018

Director of Policy Development & Federal Government Relations

Duties included:

- Developing policy positions related to the Every Student Succeeds Act, the Carl D. Perkins Career & Technical Education Act, the Higher Education Act, and the Workforce Innovation and Opportunity Act on behalf of the Alliance and working to incorporate those positions into legislative and regulatory text at the federal level.
- Lobbying Members of Congress, the Administration, and state and local government officials on behalf of the Alliance, including staff of more than 50 Members of Congress, the U.S. Department of Labor’s Employment and Training Administration and the U.S. Department of Education’s Office of the Secretary, including one meeting with Secretary DeVos.

- Building coalitions with outside organizations to advance Alliance priorities. Across all issue areas, I engaged with more than 100 different groups in support of additional federal funds for youth workforce programs, Title I schools, and K-12 reading programs.

U.S. Department of Labor Washington, D.C. *Non-Career Appointee*
Office of Congressional and Intergovernmental Affairs
Deputy Assistant Secretary, Senior Executive Service March 2015-Jan 2017
Chief of Staff July 2012-March 2015
Acting Chief of Staff March 2012-July 2012
Senior Legislative Officer October 2010-July 2012
Duties included:

- Portfolio included: Wage and Hour Division, International Labor Affairs Bureau, Fair Pay and Safe Workplaces Executive Order
- Assisting the Acting Assistant Secretary in the day-to-day management of the Office of Congressional & Intergovernmental Affairs, which included a staff of 28 and a budget of \$4 million;
- Advising the Secretary of Labor, Deputy Secretary, and Senior Department Officials on issues relevant to Members of Congress and their staff;
- Preparing Department witnesses for Congressional hearings;
- Managing the Senate confirmation process for the President's Labor Department nominees, including the confirmation of Secretary of Labor Thomas E. Perez and Deputy Secretary Christopher Lu.

U.S. Senator Susan M. Collins Washington, D.C. August 2007-Sept 2010
Senior Legislative Assistant

- Portfolio included: Early Childhood, K-12, and Higher Education issues; Labor issues related to non-federal employees; Native American Affairs; Child Care; Child Abuse; Volunteerism, LGBT and Civil Rights issues.
- Legislative Work: Negotiated the compromise language included in the American Recovery and Reinvestment Act to create the State Fiscal Stabilization Fund; Drafted legislation to reauthorize the Rural Education Achievement Program; Drafted an amendment to the FY10 Budget Resolution regarding funding for the TRIO and GEAR UP programs which was subsequently accepted by unanimous consent; Negotiated second degree amendments to the Matthew Shepard Hate Crimes Prevention Act during debate of the FY10 Defense Authorization Act (P.L. 111-84); Drafted the Scholarships for Opportunity and Results Act; Drafted the Girl Scout Commemorative Coin Act (P.L. 111-86).

Centreville High School Clifton, VA August 2006-August 2007
Social Studies Teacher

Annandale High School Annandale, VA August 2005-June 2006
Social Studies Teacher

Dover High School Dover, DE August 2000-July 2005
Social Studies Teacher

Spotsylvania High School Spotsylvania, VA August 1999-June 2000
Social Studies Teacher

EDUCATION

The George Washington University Washington, D.C.
Master of Arts, Education Policy Studies

August 2005-May 2007

University of Delaware Newark, DE
Bachelor of Arts, Political Science Education

August 1995-May 1999
Minor: History

References Available Upon Request

Julian Purdy

Professional Experience

U.S. House of Representatives Veterans' Affairs Committee, Economic Opportunity Subcommittee

June 2019 – Current

Professional Staff Member Washington, D.C.

- Responsible all policy in the House of Representatives related to veteran transition, education, employment, entrepreneurship, housing, and homeless programs, which can include drafting, analyzing, and ushering bills through the Committee process.
- Negotiates with the Senate and House Republicans to find bipartisan solutions on complex policies and budgetary concerns.
- Drafted over 30 pieces of legislation, edited and improved over 60 bills through Committee hearings in the 116th Congress.
- Planned over 20 Congressional hearings for the Economic Opportunity Subcommittee, which included inviting and prepping witnesses, writing statements and questions for the Subcommittee Chair, and occasionally serving as counsel during the hearings.
- Managed a personal travel budget of over \$50,000 for domestic and international oversight visits and conferences.

U.S. House of Representatives, Office of Representative Adam Smith (WA-9)

Feb. 2016 – June 2019

Legislative Assistant Washington, D.C.

- Managed a diverse portfolio of policy issues, including veteran affairs, arts & humanities, gun reform, criminal justice, civil rights, judiciary, government affairs, postal reform, election reform, and homeland security.
- Responsible for administrative office operations including serving as local systems administrator, emergency office coordinator, supplies and equipment procurement point person.
- Oversaw over \$100,000 of the annual office budget to procure office technology, subscriptions, and service contracts.
- Helped onboard and supervised four interns per semester.
- Employed as a CAO Wounded Warrior Fellow attached to Rep. Adam Smith's Office from Feb. 2016 to Feb. 2018

U.S. House of Representatives, Office of Representative Sanford Bishop (GA-2)

May 2015 – July 2015

Congressional Black Caucus Foundation Intern Washington, D.C.

- Managed special projects, assisted in planning events, and composed constituent correspondence and policy communications.
- Conducted legislative research and reported the findings to the staff and constituents.

Future Technologies, Inc.

Sept. 2010 – Sept. 2011

Locally Employed Personnel Screener Al Kut, Iraq

- Performed security interviews and assessments on non-U.S. citizen employees on U.S. bases in Iraq.
- Collected and reviewed biometric data from over 200 qualifying individuals.
- Conducted liaison operations with foreign companies, government entities, and the U.S. military.
- Supervised five interpreters, who helped facilitate security interviews and assessments.

Integrated Systems Improvement Services, Inc.

Mar. 2008 – Aug. 2010

35M10 Senior Instructor & Contractor Team Lead Sierra Vista, AZ

- Taught and qualified army personnel to become HUMINT Collector.
- Instructed over 50 students at a time in a classroom setting and mentored thirteen students each class.
- Counseled students on their academic performance, verbally and in writing.
- Supervised five junior instructors and assisted three basic instructors become senior instructors.

U.S. Army Reserves

July 2004 – July 2012

Counterintelligence Agent (35L)/35M Human Intelligence Collector (35M) Various locations

- U.S. Army Reserve soldier activated to serve as part of Operation Iraq Freedom IV.
- Supported the human intelligence and counterintelligence needs of multiple U.S. military entities.

Education

Bethune-Cookman University, Bachelors of Science in International Business

2015

Cochise College, Associates of Applied Science in Intelligence Operations

2013

Julie Ellen Aaronson

PROFESSIONAL EXPERIENCE

Capitol Hill Association of Merchants and Professionals (CHAMPS)

Executive Director

January 2018 – present

- Advocates for Capitol Hill businesses by developing relationships with DC agencies and elected officials, providing testimony on legislation and comments through the regulatory process. Educates business members on critical DC policies such as retailer property tax credit and DC Paid Family Leave.
- During COVID, pivoted to increase retail outreach, develop new promotional strategies for businesses, and provide members with information on DC and Federal grant and loan opportunities.
- Growing our regional footprint through strategic partnerships and consistent social media presence.
- Responsible for membership development, event planning and implementation, and administrative and marketing functions of the chamber.

U.S. Department of Labor

Associate Assistant Secretary for Budget and Appropriations, Office of Congressional and Intergovernmental Affairs

August 2014 to January 2017

- Developed, coordinated, and executed outreach to Congress to promote the Department of Labor annual budget request, including funding levels and policy priorities. Served as the initial point of contact for Congress at DOL for all budget and appropriations questions.
- Established, developed, and maintained relationships on a bipartisan basis with Congressional members and staff, including appropriations staff.
- Coordinated with other Departments, agencies, and OMB to provide timely, accurate, and forthright responses to questions from Congressional staff through briefings, meetings, written correspondence, or phone calls as appropriate.
- Regularly briefed Department leadership on Congressional actions, providing advice, insight, and analysis of Congressional activities and the appropriations process, and managed expectations.
- Monitored actions of the appropriations committees and coordinated efforts to strategically engage Congress to leverage opportunities for policy priorities and funding levels.
- Served as a senior legislative officer for issues related to the Mine Safety and Health Administration – managed communication with Members of Congress and committee staff; organized briefings and outreach on MSHA policy issues; oversaw the preparation and development of material and testimony for the Assistant Secretary for hearings; and advised the Assistant Secretary for MSHA and Departmental leadership on the political climate and Congressional attitudes toward MSHA.

Chief of Staff, Mine Safety and Health Administration

September 2010 to August 2014

- Managed the day-to-day priorities of the Assistant Secretary for MSHA, a federal agency with a \$375 million budget and 2,300 employees. Evaluated and assigned tasks to appropriate offices or individuals for follow up. Adjusted workload, identified bottlenecks, and suggested alternate timelines or redirected staff when critical projects faced logjams.
- Followed up on directives from the Assistant Secretary and provided clarifying insight or important context when staff had questions on how to complete projects.
- Supervised 5 staff whose duties focused on Congressional correspondence, outreach activities and events, special projects, and administrative tasks.
- Coordinated messaging on policy initiatives, both to Congress and external stakeholders, as well as internally to staff.
- Served as MSHA's liaison to the Department of Labor on Congressional and Departmental inquiries and clearances, public outreach, and internal communications, ensuring appropriate groups were notified and engaged in a timely and accurate manner about initiatives.
- Exercised diplomacy, discretion, and collaboration to achieve positive, actionable results through others at all levels of the organization.

U.S. Representative Alan Mollohan

Legislative Director

July 2006 to September 2010

Appropriations Associate

January 2002 to September 2010

Legislative Assistant

January 2002 to July 2006

Legislative Correspondent

February 2001 to January 2002

- Served as chief legislative and policy adviser to Congressman representing the 1st Congressional District of West Virginia, who also served as Commerce-Justice-Science Appropriations Subcommittee Chairman.
- Recruited, hired, trained, and supervised 4 legislative staff in the Congressman's personal office.
- Managed and monitored performance of legislative staff. Set milestones, provided guidance, and ensured the Congressman's legislative goals were carried out.
- Drafted legislative language and worked with committee staff to facilitate enactment.
- Supervised constituent communications operations including editing letters, directing mass mailings, and overseeing use of telephone town halls.
- Served as liaison between the personal office and the appropriations subcommittee.
- Advised Chairman on key policy issues under the subcommittee's jurisdiction.
- Responded to and assisted other Congressional offices and advocacy organizations, advising them through the appropriations process.
- Analyzed agency budget documents and drafted statements, questions for witnesses, and questions for the record.
- Identified, vetted, and recommended earmark projects, tracking them through budget process and enactment.

EDUCATION

George Washington University, M.A. in Political Management

University of Kansas, B.S. in Journalism and B.A. in Political Science

Katelyn Crump Walker Mooney

Admitted to Practice: District of Columbia

EDUCATION

The George Washington University Law School, Washington, D.C.—J.D., May 2017

Honors: 2017 Recipient, Pro Bono Service Award
(for outstanding work in the public interest)
2016 Fellow, Peggy Browning Fund
(for dedication to the advancement of workers' rights)
2016 Finalist, Alternative Dispute Resolution Client Counseling Competition
(for performance in a George Washington University Law School Competition)
2015 Participant, C. Stennis Center for Public Service Leadership
(for exceptional students with a record of public service)

Activities: 2015–2017 Member, Alternative Dispute Resolution Board
2015–2016 Executive Board Member, Black Law Student Association (BLSA)

Publications: *Cornrows and Courts, Braids and Bans: An Analysis of Title VII's Impact on Black Women's Hair and Employer Grooming Standards*, NBLSA Legal Pad (Fall 2016)

Dartmouth College, Hanover, N.H.—B.A. in Geography with a Minor in Government and Public Policy, June 2014

Honors: 2014 Recipient, Class of '76 Award
(for rigorous field work and demonstrated ability to forge strong personal and professional bonds)
2012–2014 Fellow, Mellon Mays Undergraduate Fellowship
(for students dedicated to eliminating inequities within higher education)
2012 Recipient, Dartmouth Partners in Community Service Grant
(for demonstrated commitment to social justice and community service)

Thesis: *Different Not Deficient: Development, Displacement, and Racialization in the American South*

EXPERIENCE

The United States House of Representatives, Committee on Education & Labor

Washington, D.C.

Associate General Counsel, Staff of the Honorable Robert C. "Bobby" Scott, VA-03

Feb. 2019 – Present

- Draft legislation related to collective bargaining, workers' compensation, workers' disability trust funding, and prevailing wages including the *Protecting the Right to Organize Act* and the *Public Service Freedom to Negotiate Act*.
- Organize congressional hearings, draft briefing memoranda, draft talking points, and counsel Representatives and staff on policy, legislation, law, and politics during hearings, markups, floor debates, and votes.
- Ensure compliance with parliamentary rules and devise strategies for utilization of parliamentary procedures to facilitate legislative success.
- Direct and manage team responsible for the *Public Service Freedom to Negotiate Act*:
 - Assign roles for co-counsel, professional staff, and staff assistants; set deadlines to ensure timely submission of final work product; delegate tasks based on staff strengths to ensure quality final products, efficient division of labor, and provide growth opportunities for junior staff; edit and review work product.

- Co-manage investigation on National Labor Relations Board (NLRB) ethics scandal and joint employer rule making:
 - Co-develop oversight strategy securing issuance of subpoena and in camera review of agency memoranda.
 - Guide oversight team through internal congressional subpoena processes and procedures with the Office of House Legal Counsel.
- Lead high-stakes negotiations:
 - Successfully negotiate prevailing wage protections for multi-million dollar Department of Energy research, development, and demonstration projects involving construction, alteration, or repair.
 - Broker and facilitate sensitive negotiations with stakeholders, Representatives, and staff regarding policing, collective bargaining, and civil rights.
- Co-author public reports and briefs:
 - Corruption, Conflicts, and Crisis: The NLRB's Assault on Workers' Rights Under the Trump Administration;
 - Committee Report on the Protecting the Right to Organize Act— H.R. Rep. No. 116-347 (2019);
 - NLRB Amicus Brief—Brief of Congressman Robert C. “Bobby” Scott, Chairman of the Committee on Education and Labor of the U.S. House of Representatives et al., *Mountaire Farms Inc.*, 05-RD-256888.

The Maryland Court of Special Appeals

Annapolis, M.D.

Senior Judicial Law Clerk, Chambers of the Honorable Melanie Shaw Geter

Aug. 2018 – Feb. 2019

- Drafted and edited appellate judicial opinions concerning parental rights, open public meetings, prevailing wages on public works contracts, third party perpetrator evidence, the doctrine of verbal completeness, voir dire, and expert testimony.
- Managed office operations, issued official chambers correspondence, and tracked decision deadlines.

The Circuit Court for Prince George's County, Maryland

Upper Marlboro, M.D.

Judicial Law Clerk, Chambers of the Honorable Tiffany H. Anderson

Sept. 2017 – Aug. 2018

- Reviewed hundreds of motions for compliance with the rules of procedure and suggested merit based rulings after analyzing relevant law.
- Drafted judicial memoranda, orders, and opinions concerning child custody, class action certification, public employee termination and resignation rights, local government tort claim actions, civil motions to dismiss, post conviction relief, and attorney grievance matters.
- Provided counsel on novel issues arising during trial.
- Managed motions, pre-trial conference, and trial schedules.
- Hired and managed judicial interns; trained incoming law clerks.

Osborne Law Offices, P.C.

Washington, D.C.

Law Clerk

Feb. 2017 – May 2017

- Authored advice memoranda for clients on: *Labor Management Relations Act*, Section 302; adverse inference principle; and *National Labor Relations Act*, Section 8(a)(5) violations.
- Edited and formatted an appellate brief submitted to the United States Court of Appeals for the District of Columbia.

Service Employees International Union (SEIU)

Washington, D.C.

Law Clerk

Sept. 2016 – May 2017

- Authored an Equal Employment Opportunity Commission complaint cover letter addressing systemic sexual harassment within the service industry.
- Tracked and researched worker misclassification in the 1099 economy.
- Counseled and assisted voters as a part of a 2016 election protection initiative.
- Examined state and local rules of civil procedure analyzing notice and service requirements.
- Constructed advisory memoranda analyzing the “runaway shop” doctrine, National Labor Relations Board Member recusal procedures, and the impacts of concerted action on healthcare licensure.

American Federation of Labor and Congress of Industrial Organizations (AFL-CIO)

Washington, D.C.

Law Clerk

May 2016 – Aug. 2016

- Drafted memoranda analyzing the intersection of “right to work” laws, municipal home rule power, and preemption.

- Researched the common law rules for master-servant relationships and cataloged cases illustrating the ways courts rely on the common law test in distinguishing between independent contractors and employees.
- Contributed to the development of harassment policies and procedure for the organization as an employer.

United States House of Representatives, Committee on Education & Labor

Washington, D.C.

Labor Fellow, Staff of the Honorable Robert C. "Bobby" Scott, VA-03

Jan. 2016 – May 2016

- Compiled data related to the renewal of the Maritime Advisory Committee for Occupational Safety and Health (MACOSH) charters.
- Researched the Black Lung Disability Trust Fund and prepared materials for a roundtable on the subject.
- Co-authored a memorandum comparing the United States *Mine Safety and Health Act* to Australian work health and safety current and model regulations.
- Authored a memorandum analyzing the ways in which the *Patient Protection and Affordable Care Act* particularly benefits American Workers.

United States House of Representatives

Washington, D.C.

Legislative Fellow, Staff of the Honorable Marcia L. Fudge, OH-11

May 2015 – Nov. 2015

- Created constituent toolkits about voting rights accessibility for wide public dissemination during the Congressional Black Caucus' Annual Legislative Conference.
- Prepared testimony and drafted questions for congressional hearings.
- Developed templates and responded to legislative correspondence related to myriad subjects.

Nelson A. Rockefeller Center

Hanover, N.H.

Student co-leader, Rockefeller Businesses Entrepreneurship Leadership (RBEL) Group

June 2012 – Nov. 2014

- Researched alumni change-makers and facilitated their appearance as keynote speakers at informal networking opportunities for students.

Contributor, Policy Research Shop

Jan. 2013 – Mar. 2013

- Co-authored policy brief investigating national retirement funding structures and solutions to changes in retirement funding for the Town of Hanover, New Hampshire.
- Analyzed New Hampshire State legislative retirement mandates.

Upper Valley Haven Shelter

White River Junction, V.T.

Intern,

June 2012 – Aug. 2012

- Worked as a receptionist, food shelf staff member, and volunteer coordinating assistant; helping to engage with the target population and maintain daily operations within the shelter.
- Designed curriculum for incoming volunteers about rural poverty.

United States House of Representatives

Washington, D.C.

Intern, District Office Staff of the Honorable Marcia L. Fudge, OH-11

June 2011 – Aug. 2011

- Acted as an intermediary for the local community.
- Contacted government offices and scheduled appointments.
- Helped organize and host a national job fair.

SELECTED PANELS AND PRESENTATIONS

Life After Dartmouth, Panel

Hanover, N.H.

Panelist, Geography Department, Dartmouth College

November 2019; 2020

- Discussed post-graduate opportunities for Dartmouth College Geography Majors.

Rocky Presents Careers for the Public Good: Government Service, Panel

Hanover, N.H.

Panelist, Nelson A. Rockefeller Center, Dartmouth College

July 2020

- Educated students about public service, federal policy-making processes, social change, and responded to a racist attack.

Strengthening Labor Rights for the Public Sector, Briefing*Policy Expert, congressional briefing*Washington, D.C.
October 2019

- Fielded staff inquiries about public sector collective bargaining legislation.

State Clerkship Information Session, Panel*Panelist, George Washington University Law School*Washington, D.C.
September 2019

- Discussed responsibilities of trial and appellate judicial law clerks.

House Education and Labor Committee Majority, Member Meeting*Policy Expert, congressional briefing*Washington, D.C.
June 2019

- Led briefing for Democratic Representatives and staff on upcoming legislative hearing, public sector labor policy, constitutional law, and political concerns.

Congressional Progressive Caucus: Public Sector Unions, Briefing*Policy Expert, congressional briefing*Washington, D.C.
June 2019

- Discussed federal legislation designed to expand public sector collective bargaining rights and responded to staff inquiries.

Congressional Progressive Caucus Center: Teachers Taking Collective Action*Policy Expert, congressional briefing*Washington, D.C.
May 2019

- Educated congressional staff and the general public on teachers' need for public sector collective bargaining rights.

Undergraduate Constitutional Law*Guest Lecturer, Bowie State University*Bowie, M.D.
November 2018

- Presented on the 5th Amendment, Miranda Rights, and novel criminal prosecution techniques.

PROFESSIONAL DEVELOPMENT

Remote Deposition Skills, Online Training Program*Participant, National Institute for Trial Advocacy*Washington, D.C.
November 2020**Fostering Inclusion and Diversity, Management Skills Training***Participant, Exec-online in collaboration with Yale School of Management*New Haven, C.T.
September 2020

KATHERINE EYSTER

EDUCATION

University of Michigan, Gerald R. Ford School of Public Policy

Master of Public Policy; GPA: 4.00/4.00

Ann Arbor, MI

April 2017

- Coursework: Labor, Health and Social Welfare Policy; Economics; Budgeting and Tax Policy; Policy Evaluation

Wesleyan University

Bachelor of Arts in History; GPA: 3.75/4.00

Middletown, CT

May 2010

PROFESSIONAL EXPERIENCE

National Partnership for Women & Families

Washington, DC

Director of Strategic Partnerships and Policy Initiatives

June 2019-Present

- Support cross-organizational goals and policy priorities (such as workplace gender equity; paid family leave and caregiving supports; the future of work; and access to quality health care) by identifying and engaging key external partners, including: grassroots and national nonprofits, companies and business stakeholders, Congressional offices, media outlets, academic researchers, foundations and other key influencers
- Design and strengthen the organization's business engagement, including: cultivating and maintaining hundreds of corporate relationships; developing and leading the Business Working Group for Gender Equity, a collaborative working group with representatives from fifteen leading national companies; and providing direction and oversight for the *Businesses Advancing National Paid Leave* website and other relevant reports, materials and events
- Secure public-facing engagement on our key issues from more than fifty leading national companies and new public policy endorsements from over forty national companies and dozens of small businesses to date
- Conduct presentations on policy and programming and represent the organization at conferences and convenings
- Demonstrate significant initiative and self-direction, as well as communication and collaboration with colleagues

Deputy Director of Economic Justice

June 2018-May 2019

Manager of Special Projects, Economic Justice

June 2017-May 2018

- Advanced key workplace equity issues – including paid family and medical leave, paid sick days, fair pay, safe workplaces, and pregnancy discrimination – by tracking emerging research and news coverage; providing policy analysis of proposed federal legislation; and developing resources for members of Congress and committee staff
- Strategically planned and coordinated substantial team projects; developed products, provided support, managed the timeline and work flow, and ensured timely, successful completion of deliverables across the team
- Supervised and executed an eighteen-month research project funded by the Robert Wood Johnson Foundation on state paid leave program implementation and outreach; oversaw sub-grantee research and deliverables; conducted quantitative and qualitative research on program utilization, state political climates and potential intersections with health care systems and social service programs; edited all reports and final deliverables

Poverty Solutions at the University of Michigan

Ann Arbor, MI

Graduate Research Assistant

Spring 2017

- Researched, designed and promoted original policy proposals to improve economic mobility in the City of Detroit
- Published articles, reports and literature reviews on successful anti-poverty initiatives and best practices

White House Domestic Policy Council

Washington, DC

Graduate Policy Intern

May-August 2016

- Conducted rigorous research and communications projects to support the Urban Affairs, Justice and Opportunity team in implementing interagency programs, Executive Orders and the White House Equal Pay Pledge
- Wrote daily memos, reports and talking points for senior White House staff
- Policy areas of focus included wage growth and collusion, equal pay, workforce development and labor organizing

Norwood School

Director of Enrichment Programming

Bethesda, MD

August 2014-August 2015

- Developed and directed enrichment, childcare, after school and summer programs at an independent K-8 school
- Recommended budget revisions that reduced expenditures by 15% annually and improved operational efficiency
- Managed a staff of thirty employees and operated programs licensed through the state's Office of Child Care, which required accordance with best practices, precise record keeping and exceptional attention to detail

Latin American Youth Center

Program Coordinator

Washington, DC

July 2013-July 2014

- Led a workforce development and case management program for TANF recipients ages 11-24 with children
- Increased program enrollment and retention by 50%; developed a lecture series to increase reach by over 150%
- Built citywide partnerships with agencies and service organizations to streamline referrals, services and donations
- Wrote grants, annual reports and monthly program updates for funders; managed social media engagement
- Tracked annual program budget of over \$200,000 and successfully secured a three-year renewal of funding

Institute of Women & Ethnic Studies

Program Coordinator

New Orleans, LA

August 2011-July 2013

- Served as the coordinator for two CDC-funded youth HIV-prevention programs; responsible for numerous aspects of the programs, including curriculum design, facilitation, recruitment, outreach and public presentations
- Composed reports and website content addressing sexual health, community violence, juvenile justice and trauma
- Contributed to writing six grants that were successfully awarded to expand our public health programming
- Collaborated with colleagues to conduct a national review of sex education policies to design an original proposal
- Built relationships with funders and key stakeholders, including school administrators and faith-based organizations, to advance both local and statewide comprehensive sex education mandates

Wesleyan University

Ford Foundation Fellow

Middletown, CT

June 2010-May 2011

- Awarded a yearlong postgraduate Ford Foundation fellowship to direct Wesleyan's prestigious Writing Workshop
- Developed lesson plans and taught undergraduate writing and instruction courses to over 75 students each term

SKILLS AND INTERESTS

Policy Advocacy: Strategic and accomplished advocate with communications, analytical and persuasive writing skills**Data Analysis:** Proficient in Stata data management and analysis; experienced with dozens of national data sets**Writing and Editing:** Recognized for exceptional writing skills through scholarships, fellowships and works selected for publication; extensive experience and training as a writing editor, tutor and teacher**Campaigns:** Experience with city, state and national campaigns; canvassing, GOTV and targeted outreach strategies**Computer Software:** Proficient in Microsoft Office, Salesforce, Constant Contact and all social networking sites**Gardening:** Assisted in all aspects of production on a family-run organic farm and several urban community gardens**COMMUNITY ENGAGEMENT**

Collective Action for Safe Spaces, *Nonprofit Board Member*

March 2018-Present

DONA International, *Volunteer Certified Childbirth Doula*

November 2014-Present

Biden for President, *Policy and Voter Outreach Volunteer*

August-November 2020

Janeese for DC, *Voter Outreach Volunteer*

January-November 2020

826DC, *Youth Writing Workshop Leader*

January 2014-December 2019

Wesleyan Center for Prison Education, *Nonprofit Board Member*

August 2011-July 2017

EDUCATION

Harvard University B.A. in Government. Minor in Spanish (GPA: 3.72/4.00) <i>Graduated Cum Laude. Received Magna Cum Laude on Honors Thesis.</i>	Cambridge, MA 2015-2019
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EXPERIENCE

Office of Mayor Martin J. Walsh, City of Boston <i>Manager of Key Initiatives and Strategic Planning</i>	Boston, MA Jul 2020-present
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- Coordinate the City of Boston's crisis response across 8 priority work streams, monitor progress to plan, design streamlined processes, such as PPE in-take and distribution, and help teams operationalize new constraints or policies.
- Advise the Chief of Staff's Office and Chief of Equity's Office on daily operations, such as drafting press releases and talking points, managing meeting requests, and producing briefing materials.
- Manage key mayoral initiatives that span across different Cabinets and verticals, most notably police reform efforts, which involved liaising between an 11-member Task Force and community stakeholders over the course of 6 months to deliver historic police reforms, currently being implemented.
- Support the Equity & Inclusion Cabinet's six departments by staffing cabinet meetings and onboarding personnel.

Presidential Public Service Fellowship <i>Harvard Fellow, Advisor to the Mayor, City of Boston</i>	Boston, MA Jul 2019-Jul 2020
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- Managed a portfolio of 3-5 projects across the topics of housing, sustainable development, and economic mobility, working directly with Cabinets and Departments to implement policy, evaluate pilots, and coordinate across silos.

Harvard Derek Bok Center for Teaching and Learning <i>Cultural Communication Consultant</i>	Cambridge, MA Sept 2016-May 2019
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- Co-led weekly professional communication classes to 10-12 international Harvard graduate students.
- Individually consulted with 3 international graduate students a semester on their English fluency and cultural literacy.

Alliance Consulting Group <i>Summer Associate</i>	Boston, MA Jun-Aug 2018
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- Supported a 4-member consultant team on 5 cases across M&A, due diligence, and business strategy categories.
- Analyzed pricing dynamics and growth opportunities for clients ranging from local businesses to Fortune 500 companies by synthesizing consumer surveys, conducting proprietary research, and arranging expert interviews.

Department of Government, Harvard University <i>Research Assistant for Professor Theda Skocpol</i>	Cambridge, MA Jan 2017-Mar 2018
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- Coded qualitative archival data spanning 8-10 years on a national political organization's grassroots mobilization in order to identify trends in political organizing and forecast future behavior (final research published in 2020).

U.S. Senator Edward Markey (D-MA) <i>Stanley Miller Fellowship Recipient, Summer Policy Intern</i>	Washington, D.C. Jun-Aug 2017
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- Produced concise briefings on Congressional Committee meetings for senior staff, and synthesized the Senator's media coverage in daily news briefs and aggregated the political opinions of his constituents in weekly data visualizations.

LEADERSHIP

Harvard College Democrats <i>Campaign Organizer and Research Lead</i>	Cambridge, MA Sept-Dec 2016
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- Organized bi-weekly, 2-hour phone-banks to elect Democratic candidates across the U.S. and co-led 2 canvassing trips.

Institute of Politics, Harvard Kennedy School <i>Outreach Liaison for U.S. Ambassador Wendy Sherman</i>	Cambridge, MA Sept-Dec 2015
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- Managed the Ambassador's online outreach and engagement strategy to increase the visibility of the Ambassador's weekly study group at the Kennedy School on negotiations, the Iran Nuclear Deal, and crisis management.

SKILLS AND ACTIVITIES

Skills: Spanish (Advanced), Stata, R Studio, QGIS, Qualtrics Surveys, Canva; process management, strategic communications.
Activities: Remote English Tutor (Jun 2019-Feb 2020), Mentor for Strong Women Strong Girls (Jan-May 2016).

Kathleen Kennedy Townsend is Executive Director, of Retirement for All, an advocacy foundation that supports retirement reform. Previously she was the Director of Retirement Security at the Economic Policy Institute. She Founded the Center for Retirement Security at Georgetown University where she is a Research Professor. She was Chair of the Task Force that created the Secure Choice legislation in Maryland, and now serves on the Board of “Maryland Saves”, implementing that legislation.

She has served with distinction in both the private and public arenas. She was Maryland’s first woman Lt Governor, and served as Deputy Assistant Attorney General of the United States.

Prior to serving at the Department of Justice, Ms. Townsend led the fight to make Maryland the first—and only—state to make service a high school graduation requirement.

She has been a Managing Director of Rock Creek, one of the largest women owned asset management firm in the US, with states, foundation, unions and corporate pension funds for clients and now serves as a Senior Advisor.

She has been a Special Advisor at the Department of State, a Woodrow Wilson Fellow, taught foreign policy at the University of Pennsylvania and the University of Maryland and has been a visiting Fellow at the Kennedy School of Government at Harvard. In the mid-1980s, she founded the Robert F. Kennedy Human Rights Award.

She Chaired the Institute of Human Virology founded by Dr. Robert Gallo, which treats over one million patients in Africa as part of the PEPFAR program, has chaired the Robert Kennedy Memorial served on the Board of Directors of the John F. Kennedy Library Foundation.

She Co-Chairs, along with former Senator Jon Kyl, the Board of Counselors of the School of Civic and Economic Thought and Leadership at Arizona State University. She also serves on the Board of the Pension Rights Center, Center for American Progress, Why We Vac, Lightbridge, and CanAlaska. She Chairs the Innovation in Government Awards, at the Kennedy School, Harvard University. She serves on the Advisory Board of the Voice of the People and the Washington Monthly. Ms. Townsend is also a member of the Council of Foreign Relations and the Inter-American Dialogue. She served as the Vice-Chair of the Future of Science conference held in Venice Italy for over a decade.

She has served on a number of boards including the Export-Import Bank, Johns Hopkins School of Advanced International Studies (SAIS), the Wilderness Society, the Points of Light Foundation, the National Catholic Reporter and the Institute for Women’s Policy Research, the Baltimore Urban League, Sheppard Pratt Health System. She Chaired the Center for Popular Democracy.

An honors graduate of Harvard University, Ms. Townsend received her law degree from the University of New Mexico where she was a member of the law review. She has received fourteen honorary degrees. Ms. Townsend’s book, *Failing America’s Faithful: How Today’s Churches Mixed God with Politics and Lost Their Way* has been published by Warner Books in March 2007.

KRISTIN M. GARCÍA

EDUCATION

Harvard Law School, J.D. *magna cum laude*

Cambridge, MA, May 2013

• **Activities:** Forum Chair, Women's Committee Chair, *Harvard Law Review*, Semi-Finalist, Ames Moot Court Competition; Harvard Defenders; Resident Pre-Law Tutor, Quincy House, Harvard College.

• **Publications:**

• *The Supreme Court 2011 Term — Leading Cases*, Perry v. Perez, 126 HARV. L. REV. 377 (2012).

• Recent Case, *Briscoe v. City of New Haven*, 654 F.3d 200 (2d Cir. 2011), 125 HARV. L. REV. 1852 (2012).

Bar Admissions: California

Court Admissions: United States Supreme Court, Northern District of California

Harvard College, A.B. *cum laude* with high honors in Social Studies

Cambridge, MA, May 2005

EXPERIENCE

California Labor Commissioner's Office, Special Counsel

Sacramento, CA, Dec. 2019 – Present

- Appointed by Governor Newsom to serve as Special Counsel to the Labor Commissioner.
- Managed and oversaw lawsuits against the Labor Commissioner challenging state labor laws, including constitutional and federal preemptions challenges to AB 5 and AB 51.
- Managed team of three attorneys in developing wage adjudication process for employees who are denied exclusion pay under the Cal OSHA emergency temporary standard.
- Developed and led legal strategy for enforcing California's COVID-19 Supplemental Paid Sick Leave, including implementation of legislation.
- Managed 15-person team of attorneys and Deputy Labor Commissioners for identifying high-priority Supplemental Paid Sick Leave cases and implementing cross-program strategy.
- Represented Labor Commissioner in lawsuits against Uber and Lyft for wage theft and misclassification.
- Managed process of analyzing and providing technical assistance on bills related to the work of the Labor Commissioner's Office.
- Determined impact of proposed and newly enacted legislation on budget of Labor Commissioner's Office.
- Managed process of proposing legislation and reviewed all proposed legislation for submission to the Secretary's office and Governor's office.
- Oversaw drafting and submission of annual reports to the Legislature.
- Managed media and press strategy for high-profile legal developments, including new legislation and recent court cases interpreting California law.
- Managed group of four attorneys and four Deputy Labor Commissioners in developing trainings on California Equal Pay Act.
- Collaborated with community groups, the Office of the First Partner, and Commission on the Status of Women and Girls to provide training on the California Equal Pay Act.
- Assisted Labor Commissioner in hiring process for executive leadership, including Deputy Chief Labor Commissioner, Assistant Chief for the Bureau of Field Enforcement, and various Deputy Labor Commissioner positions.
- Assisted, prepared, and briefed Labor Commissioner in advance of California Senate confirmation process.

Office of Gov. Gavin Newsom, Deputy Legal Affairs Secretary

Sacramento, CA, Jan. 2019 – Dec. 2019

- Drafted and negotiated ground-breaking legislation to permit 40,000 child-care providers to unionize and collectively bargain for the first time in California.
- Advised Governor's Office regarding antitrust and federal preemption issues related to establishing state-based collective bargaining for private-sector workers.
- Coordinated state's legal responses to Trump Administration's immigration policies and enforcement efforts, including immigration-related conditions on federal grants; oversaw legal aspects of state agencies' response to proposed rules,

including DHS's proposed public charge rule and HUD's mixed-status rule; and provided legal advice regarding immigration-related legislation.

- Advised Governor's Office regarding *Dep't of Commerce v. New York*, possible inclusion of citizenship question on 2020 Census, and privacy protections under Title 13.
- Coordinated affirmative litigation efforts with the Attorney General's Office, including challenge to Trump Administration's Title X rule and public charge rule.
- Oversaw defense strategies for numerous lawsuits against state defendants, including challenges to public employee collective bargaining, the state's compliance with the National Voter Registration Act and California's New Motor Voter Act, and challenges to gun regulation.
- Negotiated settlement to establish \$50 million of block grants for low-performing schools to improve literacy, which was included in the State's 2019-2020 budget.
- Managed and approved legal work of Business, Consumer Services, and Housing Agency and California State Transportation Agency.
- Advised Governor's Office regarding a range of personnel issues, including adverse employment actions against political appointees and inter-agency effort to apply the California Equal Pay Act to state employees.
- Managed responses to Public Records Act requests for the Governor's Office and managed and approved five statewide agencies' compliance with the Public Records Act.
- Interviewed and assisted in hiring chief counsels for the California Transportation Agency and Department of Consumer Affairs.
- Developed statewide policy and legal guidance for disclosure of peace officer records under SB 1421 and oversaw and approved all responses to requests for peace officer records.

Altshuler Berzon LLP, Associate

San Francisco, CA, Sept. 2014 – Jan. 2019

- Represented and advised public employee unions in a variety of matters, including contract interpretation, negotiations and settlement with the employer, and discipline and discharge of bargaining-unit employees.
- Negotiated settlement with the state of Washington on behalf of 45,000 home care workers for failure to properly withhold federal taxes.
- Served as second-chair trial counsel for class of thousands of McDonald's workers involving wage and hour claims, which resulted in \$26 million settlement.
- Managed eight paralegals and legal assistants in interviewing witnesses, reviewing discovery documents, editing and reviewing legal briefs, and preparing legal briefs for filing.
- Created, prepared, and delivered training for incoming paralegals and new associate attorneys.
- Defended public employee unions against attacks on fair-share fees and exclusive representation.
- Drafted appellate briefs, including amicus brief on behalf of Labor Organizations in *Trump v. Hawaii*, Petition for Rehearing to California Court of Appeal, Petition for Review to California Supreme Court, and merits briefs in case before California Supreme Court involving the California Private Attorneys General Act.
- Drafted numerous memoranda regarding class certification, appellate jurisdiction, personal jurisdiction, section 302 of the Taft-Hartley Act, effects of and potential responses to proposed Trump Administration rules, and First Amendment protection against tort liability, among other topics.

The Honorable Stephen Reinhardt, Ninth Circuit Court of Appeals, Law Clerk

June 2013 – June 2014

- Drafted judicial opinions and memoranda in preparation for oral argument and deciding cases.

The White House, Legislative Assistant

Washington, D.C., Feb. 2009 – July 2010

- Wrote and edited nightly and weekly memoranda on Senate outreach and intelligence and drafted over 150 memoranda to President Obama and senior White House officials.
- Tracked Senate floor activity.
- Managed schedule of Deputy Assistant to the President for Legislative Affairs and Senate Liaison.
- Managed meetings with Senators ahead of Justice Sonia Sotomayor's confirmation and drafted memoranda regarding Senators' interests, positions, and potential concerns.
- Managed White House Legislative Affairs interns, assigned research activities, and reviewed and edited interns' work.

Ohio Campaign for Change, *Deputy Field Director*

Columbus, OH, July 2008 – Dec. 2008

- Managed staff of fifty-eight organizers and six regional field directors.
- Responsible for reaching daily voter contact goals in southwestern Ohio.
- Organized volunteer operations in southwestern Ohio, including voter registration, phone-banking, and canvassing.
- Oversaw crowd-building and volunteer management for campaign rallies, including numerous rallies with over 20,000 attendees.
- Led post-election *Organizing for Change Conference* for 400 staff and volunteers.

Greater Boston Interfaith Organization, *Community Organizer*

Boston, MA, Jan. 2007 – June 2008

- Organized for expanded health care coverage in Massachusetts and led multilingual workshops on health reform.
- Managed numerous events and actions with hundreds of participants.
- Coached organization leaders to give speeches and hold elected officials accountable.
- Led training sessions on organizing techniques, including relational and house meetings.

The Carter Center, Venezuelan Election, *Assistant Project Coordinator*

Atlanta, GA, Fall 2006 – Winter 2007

- Researched political and electoral developments and drafted regular briefings regarding political situation in Venezuela.
- Coordinated and drafted briefings with in-country consultants for Senior Staff and President Carter.
- Organized delegates to observe Venezuelan election, including preparing materials and briefings and organizing logistics for election-day observation.

ADDITIONAL EXPERIENCE

New Leaders Council – San Francisco, *Co-Director and Board Member*

San Francisco, CA, July 2016 – June 2019

- Created vision of organization.
- Served as primary spokesperson for the organization.
- Managed and led board of trustees.
- Chaired meetings of board of trustees and annual retreats of board of trustees.
- Interviewed and selected members of board of trustees.
- Raised funds for organization and led organization's two annual fundraising events.
- Managed budget of organization and ensured financial solvency.

Altshuler Berzon LLP, *Summer Associate*

San Francisco, CA, Summer 2012

- Drafted Ninth Circuit brief for wage and hour case.
- Wrote memoranda regarding voting rights litigation, sovereign immunity under the Clean Water Act, labor and antitrust law, and the First Amendment and the right of publicity.

Mexican American Legal Defense and Education Fund, *Intern*

San Antonio, TX, Summer 2011

- Conducted legal research for Texas redistricting litigation.
- Wrote successful brief opposing motion for a protective order.
- Assisted trial team in preparation for education finance case.

Department of Justice, Civil Rights Division, *Legal Intern*

Washington, D.C., Summer 2011

Democracy International, Election Observation Mission to Pakistan, *Logistics Officer and Delegate Liaison* 2008

Benjamin A. Trustman Post-Graduate Fellowship, *Fellow*

2005 – 2006

Phillips Brooks House Association, *President*

Cambridge, MA, Spring 2004 – Fall 2005

- Presided over public service organization and largest student group at Harvard.
- Managed \$1.6m budget.

LAFE E. SOLOMON

Member: Bar of the State of Arkansas
Bar of the District of Columbia

EMPLOYMENT HISTORY:

U.S. SENATE COMMITTEE ON HEALTH, EDUCATION, LABOR & PENSIONS, Washington, D.C.

LABOR COUNSEL

September 2019 - September 2020

Part-time consultant to the Committee on issues arising under federal labor laws and the National Labor Relations Board and the Department of Labor. Assisted in drafting oversight letters, Federal Register comments and legislative text.

DEPARTMENT OF LABOR, Washington, D.C.

SENIOR LABOR COMPLIANCE ADVISOR, OFFICE OF THE SOLICITOR

September 2014 – January 2017

Responsible for implementation of the Fair Pay and Safe Workplaces Executive Order, signed by President Obama in June 2014, requiring contracting officers in every federal agency to consider a company's record of compliance with federal labor laws before awarding the company a federal contract. Led team of attorneys to draft DOL guidance and worked closely with the Federal Acquisition Regulations Council to draft FAR regulations. Designed work processes and created job descriptions for labor compliance advisors in every federal agency charged with making recommendations to contracting officers regarding whether the company's record of compliance with federal labor laws was satisfactory. Helped design IT systems within DOL and across the federal government to collect and report data to labor compliance advisors and contracting officers relevant to a company's record of compliance with federal labor laws. Conducted numerous listening sessions with the contracting community and labor advocates and testified before Congress in support of the Executive Order.

SENIOR ADVISOR TO SOLICITOR OF LABOR (on detail from the NLRB)

November 2013 – September 2014

Researched legal issues and drafted legal memoranda in support of Presidential Executive Orders and Presidential Memoranda. Participated in drafting and reviewing Notices of Proposed Rulemaking pursuant to those Executive Orders and Presidential Memoranda. Developed procedure for the referral of untimely-filed retaliation complaints under the Occupational Safety and Health Act (OSHA) to the National Labor Relations Board (NLRB) and for the coordination of litigation of retaliation complaints between the

NLRB and OSHA and the Wage/Hour Division. Advised DOL senior management officials regarding issues arising under the National Labor Relations Act.

NATIONAL LABOR RELATIONS BOARD, Washington, D.C.

ACTING GENERAL COUNSEL

June 2010 – October 2013

Chief legal officer, responsible for the investigation and prosecution of unfair labor practice cases which are filed in the Agency's 51 field offices throughout the United States, including deciding whether to issue complaint in cases involving novel issues of labor law and cases of national importance. Also responsible for the general supervision of the 1500 employees in the field offices, the three casehandling divisions housed at national headquarters in Washington, D.C., and the administrative functions of the Agency. Also responsible for securing compliance with the Board's orders, filing petitions on behalf of the Board in federal district and appellate courts.

DIRECTOR, OFFICE OF REPRESENTATION APPEALS

December 2000 – June 2010

Managed office under the Chairman responsible for handling requests for review to the Board by parties from pre-election decisions issued by Regional Directors, exceptions to the Board from Regional Director post-election reports on objections and challenges, and appeals from Regional Director administrative dismissals of representation petitions. Responsible for rendering advice to Board Members and their staffs and Regional Directors and their staffs on substantive and procedural questions in particular cases, maintaining continuing technical review and evaluation of the decisional activities of all Regional Directors, and recommending to the Board policy or legal changes in existing precedent or procedure governing representation cases.

DEPUTY CHIEF COUNSEL TO BOARD MEMBERS JAMES STEPHENS AND SARAH FOX

May 1995 – December 2000

Responsible for planning, directing, and coordinating the work of the Board Member's legal staff. Advised the Board Member on questions of law, policy, and procedure in all representation and unfair labor practice cases requiring the Board member's decision. Coordinated and managed with the other Deputy Chief Counsels the caseload of the Board and developed plans and procedures for the processing of cases.

ASSISTANT CHIEF COUNSEL TO VARIOUS BOARD CHAIRMEN AND MEMBERS

July 1989 – May 1995

Supervised team of attorneys responsible for advising Board Member on the facts and issues in particular cases and drafting legal memoranda and decisions in those cases. Represented Board Member at case discussion with other staffs.

STAFF ATTORNEY TO VARIOUS BOARD MEMBERS

February 1981 – July 1989

Handled complex cases pending before the Board, drafting legal memoranda and Board decisions. Formulated positions for Board Members in major cases, drafting dissents and concurrences. Assisted Members with special projects, including speech writing and preparation for Board agendas and oral arguments.

APPELLATE COURT BRANCH

February 1979 - February 1981

Handled all stages of appellate litigation of Board decisions, including writing motions and briefs and engaging in oral argument. Also handled federal district court litigation of cases arising in the Contempt Branch and the Special Litigation Branch.

OFFICE OF APPEALS

October 1976 - February 1979

Analyzed and formulated legal theories in unfair labor practice cases on appeal to the General Counsel. Drafted legal memoranda with appropriate recommendations. Participated in meetings with the General Counsel to consider the appeal and the techniques and theories of trial before the Board.

FIELD EXAMINER - NATIONAL LABOR RELATIONS BOARD, REGION 19, Seattle, Washington

January 1972 - July 1973; Summers 1974 and 1975

Investigated unfair labor practice charges, set up and conducted representation elections, acted as hearing officer in representation hearings, prepared legal memoranda, conducted settlement negotiations and drafted decisions on representation hearings.

VISTA VOLUNTEER - Standing Rock Sioux Reservation, Fort Yates, North Dakota

July 1970 - September 1971

EDUCATION:

TULANE UNIVERSITY SCHOOL OF LAW, J.D., May 1976, Order of the Coif
BROWN UNIVERSITY, B.A. ECONOMICS, June 1970

Lauren Grace Adreanna Reyes

Professional Experience

Virginia Coordinated Campaign | Democratic Party of Virginia | Biden For President January 2020-November 2020 **Coordinated Campaign Director**

- Hired and managed a leadership team of 26 directors and deputy directors across 7 departments including field, digital, data, early vote, compliance, operations, and voter protection. Oversaw a campaign of over 100 staffers.
- Created and successfully executed a coordinated campaign strategy to elect Joe Biden, re-elect Senator Mark Warner, secure our 7 democratic congressional districts, and run up votes in 4 congressional districts
- Developed and supervised overall voter contact strategy including voter identification, voter registration, early vote turnout, and get out the vote efforts
- Oversaw and managed the \$5.6 million coordinated budget
- Worked with 2 vendors to prepare and disseminate advertisements, mailers, and literature
- Worked closely with stakeholders, congressional campaigns, and the Biden national campaign to implement plans and hit weekly and monthly metrics across all departments
- Engaged with 5 existing partner organizations such as Planned Parenthood, Next Gen, and the Human Rights Campaign to integrate programs and volunteer capacity into the coordinated campaign
- Built communication structures to collaborate with the local party, chairs, committees, press, party leaders and stakeholders
- Elected Joe Biden with 54% of the vote and by a victory margin of 10.1%
- Re-elected Senator Warner with 2.4 million votes, and re-elected Representatives Beyer, Scott, Connolly, McEachin, Wexton, Luria, and Spanberger

Julián for the Future

March 2019-November 2019

Early States Director

- Created and coordinated with 7 departments regarding the campaign narratives of the 4 early states including the narrative of the candidate Julián Castro and the individual stories of the states
- Created and implemented the 4 state strategies including targeting, field strategy, and political outreach programs
- Monitored and tracked endorsement builds, supporter and volunteer bases, and polling across the four early states
- Managed the early states budget for the 4 early states totaling \$3 million
- Traveled to early states to help set up, design, and execute large cattle call events including the Iowa Steak Fry, South Carolina Fish Fry, and the New Hampshire Convention
- Assisted the campaign for both NGP and VAN systems

Organizing Director for New Hampshire

- Created and implemented a relationship building focused field program for Julián Castro's presidential campaign
- Developed spreadsheets, trackers, and other forms of data analysis based upon projections, polls, and media analysis
- Developed internship program to build out the New Hampshire program
- Developed and executed the house party toolkit for 35 house parties across the state

Virginia Coordinated Campaign | Democratic Party of Virginia

January 2018-November 2018

Coordinated Campaign Field Director

- Hired and managed a team of 7 regional field directors, 50 field organizers, and 9 deputy field organizers
- Created and implemented the extensive persuasion and mobilization field program for Senator Tim Kaine and the Coordinated Campaign including incumbent Representatives Beyer, Scott, Connolly, and McEachin
- Coordinated with campaign managers and field directors for congressional races, and committee chairs in order to elect democrats up and down the ticket
- Re-elected Senator Kaine with 1.9 million votes, re-elected Representatives Beyer, Scott, Connolly and McEachin, and elected (and flipped congressional districts for) Wexton, Luria, Spanberger
- Highest Virginia Turnout in a non-presidential year in a generation with 59% turnout and 3.3 million voters
- Metrics:
 - Made 1.2 million DVC attempts in the last 4 days (GOTV)
 - Made 4.4 million DVC attempts from Feb 1st-Nov 6th

Statewide Petition Director

- Hired and managed a team of 7 district organizers
- Designed and executed an aggressive commonwealth wide petition campaign for Senator Tim Kaine and 4 incumbent congressmen (Representatives Beyer, Scott, Connolly, and McEachin)
- Collected 19,000+ petitions from February 1st-March 12th for the Senator

The Virginia Coordinated Campaign | The Democratic Party of Virginia

July 2017-November 2017

Regional Field Director: Henrico, VA

- Hired and managed a team of 6 field organizers, 4 deputy field organizers and 10 interns
- Developed spreadsheets, trackers, and other forms of data analysis based upon turnout
- Executed an aggressive persuasion campaign over a turf consisting of 150 precincts across the Henrico, Hanover, and Richmond area
- Coordinated with local campaign managers and delegates for the House of Delegates races in the Henrico/Hanover area

Lauren Grace Adreanna Reyes

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- Coordinated with partner programs to provide canvassing materials including Equality VA, Planned Parenthood, New VA Majority and local unions such as SEIU and the IBEW
 - Metrics for Voter Contact Goals:
 - Canvassed: 289,304 doors from July 1st-November 7th
 - Calls: 123,970 calls from July 1st-November 7th
 - Volunteers: 1,170
 - Super Volunteers: 518

Jon Ossoff for Congress

March 2017- June 2017

Regional Field Director: Sandy Springs, GA

- Hired and managed a team of 4 field organizers, 1 political organizer, 6 deputy field organizers, and 20 interns
- Developed spreadsheets, trackers, and other forms of data analysis based upon voter registration and turnout
- Executed an aggressive mobilization and persuasion campaign over a turf consisting of 39 high priority precincts
- Coordinated with Communications Team on multiple press attended events
- Facilitated a strong team culture amongst Staff, Interns, and Volunteers
- Metrics for Voter Contact Goals:
 - Canvassed: 114,416 doors from March 1st-June 20th
 - Calls: 124,369 calls from March 1st-June 20th
 - Precinct Captains Recruited: 35/39 Precincts
 - Volunteers: 492
 - Super Volunteers: 246

NC Coordinated Campaign | North Carolina Democratic Party

August 2016 - November 2016

Field Organizer: Greensboro, NC

- Organized and managed volunteers and volunteer teams
- Built and managed volunteer canvass and phone bank events
- Managed local social media accounts to recruit volunteers and engage with voters
- Meet strict weekly voter contact and volunteer recruitment goals
- Executed an aggressive Get Out the Vote operation in the Greensboro area

The Quattro Firm

June 2015 - July 2016

Legal Consultant and Director of Social Marketing

- Communicated with and assisted clients regarding family law matters, commercial law matters, and estate planning
- Researched and drafted memorandums of law for family law matters, commercial law matters, and estate planning
- Oversaw and managed all social media outlets for The Quattro Firm including Twitter, Facebook, Instagram, monthly newsletter, promotions, community management, and marketing
- Planned and executed large social events on behalf of the firm

Sisters By Grace Foundation

January 2015 - January 2016

Secretary, Executive Board Member

- Created and managed monthly meeting minute reports
- Created and managed historical archives for the Foundation
- Worked as a liaison between the Foundation and the sisters of Sigma Alpha Omega
- Drafted and filed documents necessary to receive 501(c)(3) status
- Planned and executed social events such as Winter and Summer Convention attended by over 300 alum and active sisters

Legal Aid Society of Palm Beach County

September 2014 - January 2015

Legal Assistant

- Communicated with and assisted clients regarding immigration matters including SIJS, Naturalization, TPS, asylee adjustments, and waivers
- Communicated with and assisted clients regarding medical partnership matters including disability claims based on HIV/AIDS status and/or mental health illness
- Researched and drafted memorandums for the Immigrant Advocacy Project, the Ryan White Project, and the Medical Legal Partnership Project
- Worked with doctors and medical partnerships to create and research disability claims for clients
- Oversaw summer internship program and created team building events for incoming class of interns
- Created and submitted a grant proposal for a SIJs program within the Immigrant Advocacy Project

The Law Offices of Helen Jugovic

January 2011 - August 2012

Paralegal

- Attended the national AILA conference in San Diego
- Managed case files and electronic filing on LawLogix
- Communicated with and assisted clients regarding immigration and marriage visas

Lauren Grace Adreanna Reyes

- Assisted clients in matters involving immigration and family law
- Drafted employment visa, fiancé visas, marriage, and family applications
- Created immigration packets to send to Immigration services

Education

Charlotte School of Law, Charlotte, NC
Juris Doctor, May 2014

Honors and Activities: **Highest Pro Bono Distinctions**-May 2014; **Dean's List**, Fall 2013; **Pro-Bono Leader**, August 2013-May 2014; **Immigration Law Society**-Founder and President, August 2012-May 2014;
Volunteer 92.30 hours, **Pro Bono** 447.65 hours, **Clinical** 380 hours

University of North Carolina at Wilmington, Wilmington NC
Bachelor of Arts, Anthropology, May 2011
Bachelor of Arts, Criminal Justice, May 2011

Internships

Legal Aid Society of Palm Beach County
Legal Aid Society of Palm Beach County
Wrightsville Beach Museum of History
Children's Museum of Wilmington

May 2013 - July 2013
May 2012 - May 2012
Spring 2011
Fall 2010

Training

Completed the National Democratic Training Committee's "Budgeting and Financing" Training

Leah Ford, Esq.

Summary

During my 25 years in the labor movement, I went from organizing warehouse workers in rural Arkansas to Chief of Staff at the International Brotherhood of Teamsters (IBT); the highest staff position ever held by a woman in the 100-year history of the union. I earned a law degree from the University of Maryland and have direct experience in field mobilization, contract negotiations, regulatory compliance and the workings of various federal bureaucracies. I am responsible for the management of more than 150 employees and an organizational budget in excess of \$32 million. I am a proud graduate of the public schools of Montgomery County, Maryland, where I live today with my husband and two teenage children.

Professional Experience

Chief of Staff/Counsel to the General Secretary-Treasurer (2012 – present), International Brotherhood of Teamsters:

Provide legal advice and counsel to the General Secretary-Treasurer and top elected union leadership on a diverse array of subjects including policy development, labor and employment law, internal union management, adherence to the IBT's constitution and court-imposed consent decree, personnel issues, contract law, collective bargaining, and reporting requirements to federal agencies.

Review, oversee and monitor an annual budget of more than \$32,000,000 supporting programmatic, operational and administrative expenses of the union.

Present the annual budget to the union's General Executive Board for approval.

Report and present financial and programmatic information to the IBT's General Executive Board consisting of elected leaders from across the United States and Canada. Reports include membership numbers, per capita received, adherence to the annual budget, health of the general fund and the strike and defense fund currently totaling more than \$380,000,000.

Direct and manage a staff of 18 department directors and more than 150 employees working for the Office of the General Secretary-Treasurer, some of whom work under a collective bargaining agreement. This includes staff working in the headquarters building as well as staff working in the field.

Review and approve arbitration and grievance settlements between the IBT and its staff union.

Advise the Human Resources Department on all aspects of staff management from hiring and discipline to merit raises and training.

Review and approve consulting agreements and manage outside consultants and contractors.

Manage emergency situations (in the past this has included a ransomware attack that shut down the computer systems, operating safely during the coronavirus pandemic, and responding to negative press).

Compose talking points for top elected leaders to be used at internal meetings, conferences, and media appearances.

Write op-eds published in major newspapers under the name of top elected officials of the union on diverse subjects such as opposing and supporting legislation affecting union members and working people, supporting and opposing candidates for political office, and the need for corporate responsibility.

Advise more than 350 Local unions and affiliates on adherence to IBT constitutional provisions, federal reporting standards, local union election procedures, and other miscellaneous needs.

Act as liaison between the IBT and the Independent Office of the Election Supervisor to ensure a secure and fair internal national union election which occurs every five years.

Work with in-house and outside counsel to comply with subpoenas and information requests from courts, agencies and the IBT's internal review board.

Resolve political disagreements among affiliates and elected leaders.

Attend pension fund and 401(k) fund meetings in an advisory capacity and fulfill responsibilities as an appointed trustee for the Teamster Disaster Relief Fund.

Assistant Director/Counsel for the Package Division (2006-2015), International Brotherhood of Teamsters:

Served on the IBT's negotiating committee for the United Parcel Service Agreement, providing counsel to the chief negotiator of the largest private sector union contract in the country, covering more than 250,000 employees.

Wrote contract language based on oral agreements made during negotiations, and integrated the language into the current collective bargaining agreement.

Composed ratification materials disseminated to 250,000 Teamster members explaining changes to the contract affecting terms and conditions of employment. Changes included health insurance packages, pension accrual, wage increases, safety and health issues, vacation and sick leave, composition of the workweek, progressive discipline, technological advances, and many others.

Created and wrote a guide for Local Union personnel and stewards focusing on new language and changes to the UPS collective bargaining agreement and interpretations discussed but not included in the Agreement itself.

Worked with Teamster leadership and UPS management to resolve grievances and contract disputes through arbitration and negotiated settlements.

Partnered with the IBT legislative department on legislative issues affecting UPS members, preparing union leadership for congressional hearings, and the submission of comments to federal agencies.

Wrote press releases and advised the Communications Department before releasing information to the public regarding the state of negotiations and the final settlement and ratification.

Provided advice and counsel to more than 180 local union affiliates that represented UPS members regarding contract interpretation and dispute resolution with UPS.

Staff Attorney, Legal Department (2002-2006), International Brotherhood of Teamsters:

Conducted research on various labor and employment laws including the NLRA, FLRA, LMRDA, OSHA and the FLSA for senior attorneys, union leadership and local union affiliates.

Lead counsel for Organizing department on issues such as recognition demands, petitions for recognition, picket line activity, and unfair labor practice charges.

Advised the IBT Freight Division on the negotiation and administration of the National Master Freight Agreement which, at the time, covered nearly 100,000 truck drivers.

Represented IBT staff and elected leaders in depositions and responded to subpoenas on their behalf.

Conducted training for organizers on the National Labor Relations Act and best practices.

Researched and composed decisions resolving geographic jurisdictional disputes among IBT affiliates and adjudicated appeals from union members and affiliates.

Labor Union Organizer (1995-2002):

Graduated from the AFL-CIO Organizing Institute in 1995 and held organizing positions at UNITE (Union of Needletrades, Industrial and Textile Employees) and the AFT (American Federation of Teachers).

Organized workers in both the public and private sectors including poultry workers in Mississippi; cabinet makers in Kansas; warehouse workers in Arkansas; healthcare professionals in Rhode Island; state employees in Maryland; federal employees at the Indian Health Service in Arizona; and nurses at a federal prison in New York.

Program Assistant, Free Trade Union Institute, AFL-CIO (1994-1995):

Worked with leaders of independent, free trade unions in the former Soviet Union as they transitioned to bona fide collective bargaining and member representation.

Wrote successful grant proposals to funding agencies including the U.S. Agency for International Development and the National Endowment for Democracy.

Education

Juris Doctor, University of Maryland School of Law, graduated with honors (2002).

Focus on Labor and Employment Law; 2000 Peggy Browning Fund Labor Law Fellow.

Bachelor of Arts, Russian Language and Literature,
Indiana University - Bloomington, Indiana (1994).

Lucia Nuñez

Made to Save: the COVID-19 Vaccine Public Trust Campaign, Training Consultant, Remote March 2021 - April 2021

- Managed the creation and approvals process of public-facing content like website copy, vaccine fact sheets, and training decks

Presidential Inaugural Committee, Deputy National Training Director, Remote/DC December 2020-January 2021

- Developed Day of Service training materials such as slide decks, manuals, and videos for the Day of Service team, contributing to the largest Presidential Inaugural Committee's Day of Service participation in history, involving over 250,000 volunteers
- Developed and facilitated the National Equity in Service Workshops, which engaged 1600 volunteers

Biden Harris 2020 Coordinated Campaign, Deputy National Training Director, Remote/HQ July 2020-November 2020

- Played an integral training program development and project management role, working with cross-functional stakeholders to develop content for the Distributed Organizing Program, which accounted for 40% of the coordinated campaign's voter contact and achieved 200 million voter contact attempts
- Created the Equity in Politics Training Program, a first-of-its-kind program that trained 2900+ volunteers in 11 live sessions covering Diversity, Equity, and Inclusion; Convened trainers with expertise in DEI and in Latinx, African American, and Disability Engagement; Managed sensitive materials creation and clearance processes
- Initiated and led the Training Corps Program, which recruited, trained, and vetted volunteers to facilitate virtual training sessions of up to 2500 volunteers, leading to a 95% decrease in staff time spent on onboarding trainings

Biden for President, Southeast Pod Deputy Organizing Director, Remote/Multiple States March 2020-June 2020

- Led two Regional Organizing Directors and eight organizers in a virtual organizing structure that executed 186 virtual campaign events in TX, GA, SC, TN, AR, and OK; supervised event memo process for HQ Communications and Organizing clearance
- Selected by HQ staff to present a Virtual Organizing Training with Dr. Jill Biden with over 1000 RSVPs
- Represented Pod organizing leadership on video meetings with elected officials and party leaders

Biden for President, Deputy Organizing Director/Out of State Director, Las Vegas, Nevada June 2019-February 2020

- Directed the Out of State volunteer program in Nevada which accounted for 90% of caucus GOTV shifts completed
- Managed three Regional Organizing Directors and two Organizers to coordinate logistics and direct volunteers to 6 staging locations; arranged lodging and transportation for 200+ individual volunteers
- Managed two Regional Organizing Directors and five Organizers in organizing Northern Nevada

Eric Johnson for Dallas Mayor, Field Director, Dallas, TX March 2019-June 2019

- Managed a \$125,000 field budget; hired, trained, and directed a diverse staff that included an organizing and paid canvass team; 85% of organizing staff were people of color; program focused on neighborhoods with a majority people of color
- Led a team of one Organizer, three Phonebank and Canvass Shift Leads, and 40 Canvassers

California Democratic Party, Field Director in CA-10, Modesto, CA July 2018-November 2018

- Directed a field program that reached historic field metrics and helped elect first-time candidate Rep. Josh Harder
- CA-10 has a 40% Latinx population and was a Red-to-Blue target after a Democrat lost by 3% in 2016; Rep. Josh Harder won by about 10,000 votes, or 4.6%
- Program made over 1 million voter contact attempts, registered 4083 voters, completed 9500 GOTV canvass shifts
- Recruited and managed 5 Field Organizers, a GOTV Director, and a Paid Canvass Director; opened 3 offices

California Democratic Party March Into '18, Organizing Director in CA-10, Modesto, CA November 2017-June 2018
Senior Regional Organizer in CA-10 February 2017-November 2017

- Convened labor, advocacy, and grassroots activist groups to build a district-wide CA10 Progressive Coalition
- Weekly earned media events regularly drew 30-100 participants and 1-3 TV cameras; planned messaging with partner organizations, coached speakers, wrote press advisories, made reporter pitch calls, directed on-ground press
- Recruited, trained, and managed a team of 19 part-time paid canvassers to register voters in April and May 2018
- Recruited and managed seven interns to support the voter registration and canvass program
- Built volunteer list from scratch to over 5000 contacts; executed weekly canvass events with up to 200 volunteers

California Democratic Party, Field Organizer in CA-07, Sacramento, CA June 2016-November 2016

- Grassroots organizer for the most competitive Congressional race with the largest field program in the country
- Worked to recruit and train ten interns and over sixty volunteers to canvass, phone bank, and register voters to execute Rep. Ami Bera's successful Frontline Congressional race;
- Organized turf with the largest Latinx population; initiated Latino to Latino phonebanks

Lucia Nuñez

Brilliant Corners Research & Strategies, Research & Office Associate, Washington, DC **December 2015-June 2016**

- Contributed to daily operations of a Black-owned polling firm specializing in the Black, minority, and youth electorate
- Analyzed crosstabs to determine demographic groups who over-index and under-index on survey responses
- Drafted client proposals and tweets on behalf of Cornell Belcher (company Principle)
- Managed schedule/logistics for Cornell Belcher including travel/focus group logistics and media appearances
- Formatted survey data into topline and PowerPoint presentations; proofread proposals, topline, questionnaires, results decks, moderator guides, Op Eds, and blog posts; produced invoices and ordered office supplies

New Partners Consulting, New Media Intern, Washington D.C. **September 2015-November 2015**

- Moderated Facebook advertisements, composed tweets, emails and Facebook posts on behalf of clients, tracked advertisements on major news outlets
- Assisted Communications department with reporter pitch calls, background research, and press call quotes
- Observed candidate campaign focus groups; authored buzzword memo to plan new media strategy
- Drafted Facebook advertisements, tweets, and emails for candidate campaign

Essie Justice Group, Intern, San Francisco, CA **October-December 2014**

- Compiled a background and talking points sheet about vision for Advisory Board by communicating with Executive Director to critically frame the organization's vision and values

Crossroads, Inc., Organic Gardening Program Lead Intern, Claremont, CA **January-May 2013**

- Coordinated 10 volunteers (college students, community members, and formerly incarcerated women) and directed weekly gardening sessions at two local homes in Claremont to build community and critically engage diverse volunteers with food justice and incarceration issues and advocacy

Accountability Counsel, Undergraduate Intern, San Francisco, CA **May-August 2014**

- Composed legal memos providing background information for environmental and human rights advocacy cases by summarizing longer technical reports and responding to attorneys' feedback
- Selected and organized photos and videos from a collection of thousands of files for a new promotional video
- Revised website errors, collated donor letters, updated brochure and video script

Scripps College, Mellon Undergraduate Research Fellow, Claremont, CA **May-August 2013**

- Co-investigator with professor on case study research project: "Local Food Networks and the Power of Community"
- Managed contact list of over 100 people and communicated effectively with activists and officials in the local food network to plan and execute about 50 ethnographic interviews
- Composed preliminary paper and a senior thesis that defines local food networks and analyzes the ways in which they both subvert and perpetuate hierarchies of privilege
- Presented research orally to students, faculty, and families in Research Symposium and Family Weekend events; one of three students selected to speak at Scripps' Donor Appreciation Luncheon

Scripps College, Humanities Institute Junior Fellow, Claremont, CA **September-December 2012**

- Faculty-nominated and selected to participate in interdisciplinary seminar "Social Media and Social Change: Negotiating Access, Control, and Unrest in the Information Age" taught by visiting leading scholars and industry professionals
- Produced research paper "From Compost to The Cloud: Linking Food Justice and Social Media Through the Lens of a Small Local Nonprofit" and photo project illustrating a local nonprofit's food justice community engagement projects

Democratic National Training Committee, 2021 Trainer

Scripps College, Bachelor of Arts, Environmental Analysis Policy Track, Hispanic Studies minor **May 2015**

- **Sigma Delta Pi**, National Spanish Honor Society; **James E. Scripps Scholar**, half-tuition merit scholarship
- **Café Con Leche**, Board Member and Historian 2014-2015, Member 2011-2015
- **Environmentalists of Color, Organize! (ECO)**, Co-president, 2014-2015
- **President's Advisory Council on Sustainability**, Student Representative, 2013-2015
- **Study Abroad**: Comparative Ecology & Conservation, School for International Training, Quito, Ecuador, Fall 2013

LYNN RHINEHART

PROFESSIONAL EXPERIENCE

Senior Fellow, Economic Policy Institute, January 2019 – present. Develop and contribute to briefing papers and reports on labor and collective bargaining issues; participate in panels and briefings on these issues.

Special Counsel, Actors' Equity Association, March 2019 – present. Advise national labor union on legal and governance issues; assist with other matters as needed.

General Counsel, AFL-CIO, October 2009 – July 2018. Chief legal advisor to federation of 56 national and international unions. Advise officers, governing bodies, and state and local chapters on legal issues, governance, and labor policy issues; represent the AFL-CIO before Congress, agencies, courts, and as a speaker at meetings and conferences; lead 2,100-member organization of union-side labor lawyers as Executive Director of the AFL-CIO Lawyers Coordinating Committee.

Associate General Counsel, AFL-CIO, September 1996 – October 2009

Law Clerk to the Honorable Joyce Hens Green, U.S. District Court for the District of Columbia, September 1994 - September 1996

Occupational Safety and Health Specialist, AFL-CIO, Department of Occupational Safety & Health, Washington, DC, July 1991 - August 1994

Service Employees International Union, Washington, DC. **Law Clerk** (summer 1993); **Writer/Researcher** (March 1990 – July 1991)

Professional Staff Member (1988-1990) and Staff Assistant (1987), U.S. Senate Subcommittee on Labor, Senator Howard Metzenbaum, Chairman

Paralegal, Bredhoff & Kaiser, PLLC, Washington, DC, July 1984 – December 1986

EDUCATION

Georgetown University Law Center, J.D., *magna cum laude*, 1994
University of Michigan, B.A. (high distinction), Psychology, 1984

PUBLICATIONS (Partial List)

Would Workers Be Better Protected If They Were Declared an Endangered Species? A Comparison of Criminal Enforcement Under Federal Workplace Safety & Environmental Protection Laws, 31 AM. CRIM. L. REV. 351 (1994)

The Growing Contingent Workforce: A Challenge for the Future, 10 LAB. LAW. 143 (1994) (co-authored with Jonathan Hiatt, General Counsel, AFL-CIO)

Is There Gender Bias in the Judicial Law Clerk Selection Process? 83 GEO. L.J. 575 (1994)

Workers at Risk: The Unfulfilled Promise of the Occupational Safety and Health Act, 111 W. VA. L. REV. 117 (2008)

Unprecedented: The Trump NLRB's Attack on Workers' Rights, Economic Policy Institute (Oct. 16, 2019) (with Celine McNicholas and Margaret Poydock)

Collective Bargaining Beyond the Worksite: How Workers and Their Unions Build Power and Set Standards for Their Industries, Economic Policy Institute (May 4, 2020) (with Celine McNicholas)

Why Unions Are Good for Workers – Especially in a Crisis Like COVID-19, Economic Policy Institute (Aug. 25, 2020) (with Celine McNicholas, Heidi Shierholz, Margaret Poydock and Daniel Perez)

Explaining the Erosion of Private Sector Unions, Economic Policy Institute (Nov. 18, 2020) (with Larry Mishel and Lane Windham)

Shortchanged: Weak Anti-Retaliation Provisions in the National Labor Relations Act Cost Workers Billions (April 22, 2021) (with Celine McNicholas)

OTHER

National Employment Law Project (not-for-profit organization that advocates for low-wage workers) -- Member, Board of Directors

Labor and Employment Relations Association, vice-chair, Program Committee for annual national conference, 2020-21

Harvard Law School “Clean Slate” project. On advisory board and co-chair of working group for 18-month project to reimagine labor law and make recommendations for legislative reform. Report issued in January 2020.

Member, Labor Agency Review Team, Biden-Harris Transition, November-January 2020.

MAÍRA FERRANTI CORRÊA

PRODUCTION & OPERATIONS

PERSONAL PROFILE

With expansive experience in the ever-changing media business, I've evolved and adapted my skills to build strong teams, lead big initiatives, and help setup businesses for long-term success.

SKILLS AND CORE COMPETENCIES

- Languages: English, Spanish, Portuguese
- Google Suite & Microsoft Office
- Movie Magic Budgeting & Scheduling
- Studio Binder
- Film, TV, Events, and Digital Media Production
- Leadership & Management

ACADEMIC BACKGROUND

UNIVERSITY OF CALIFORNIA, LOS ANGELES (UCLA)

Certificate of Production for Film and TV | 2014 - 2015

FUNDAÇÃO ARMANDO ALVARES PENTEADO (SAO PAULO, BRAZIL)

Bachelor in Communications with emphasis in Film | Class of 2013

RELEVANT EXPERIENCE

PRODUCTION MANAGER

Biden for President Presidential Campaign | Aug 2020 - Present

- Lead production and operations for the Biden/Harris organic video team
- Supporting creative through budgeting, scheduling, crew hiring, licensing, SoWs and other agreements, and other daily needs
- Support the Director of Video on team operations: hiring, cost manager, team-wide meetings, and other necessary efficiencies

DIRECTOR OF PRODUCTION AND OPERATIONS

Smosh (Mythical Venture, Inc) | Feb 2019 - April 2020

- Head all businesses and operations for YouTube's biggest comedy brand, which releases 20+ pieces of content a month to 35M+ fans worldwide
- Lead all Production and Post-Production, set and manage budgets and costs, overseeing P&L and ensuring company's profitability
- Hire and structure a team of 30+ professionals
- Oversee all office and studios operations

CHIEF OF STAFF & STRATEGIC PROJECTS MANAGER, TASTY

BuzzFeed | 2018 - 2019

- Manage all special editorial projects and partnerships, internally and with external partners such as NBC, Walmart, Universal, the UN, and so on.
- Developed and launched the "Tasty Talent" initiative, setting the tone for future Talent introductions in the company
- Help plan and run Senior Staff and Executive meetings

PRODUCTION MANAGER, INTERNATIONAL TASTY

BuzzFeed | 2015 - 2017

- Launch and oversee operations for our international Tasty pages, managing 6 overseas studios, a team of 10 people, and over 60 pieces of content released per month
- Implemented workflows with senior management domestically and abroad to bridge gaps between countries, teams, and initiatives ensuring company-wide alignment

PRODUCTION COORDINATOR

Warner Bros./Eyeworks TV | 2012 - 2014 (Sao Paulo, Brazil)

- Shows: "MasterChef Brasil", "The World According to Brazilians", "Who Wants to Marry My Son?"
- Support shows on all aspects of production, from casting, budgeting, scheduling, payments, all the way through to show delivery to networks.

MARSEILLE L. ALLEN



Marseille Allen is a trusted political strategist known for her dedication to grassroots initiatives. She is the founder of *The Fairfield Group, LLC*, a strategy consulting firm based in Michigan. Best known for her commitment to empower *all* communities, Marseille garnered national and international media attention after creating the *WaterForFlint-WFF* GoFundMe campaign in wake of the ongoing Flint Water Crisis. Her team raised more than \$60,000 in donations from around the globe, enabling them to deliver to Flint residents more than 300,000 bottles of water, hundreds of filters, food, and other essential supplies. For her work in Flint and around the country, Marseille is a 2021 recipient of MI List's *Great Women of the Great Lakes* award.

In 2013 Marseille co-founded the Oakland County Combat Veterans Treatment Court, one of two combat-only courts in the country. Marseille concurrently established *The Warriors Trust Fund* and collaborated with community stakeholders such as the International United Auto Workers (UAW), UPS, and Uber to better support military veterans. Marseille's experience on Capitol Hill includes positions as the assistant to the Majority General Counsel for the Health, Education, Labor and Pensions (H.E.L.P.) Committee under the late Senator Edward M. Kennedy, and with the Center for Community Change. Upon returning to the U.S. after a one-year contract as an English instructor in South Korea, she joined the Michigan Department of Corrections where she is now a Master Trainer and an alternate unit manager.

Marseille was a registered lobbyist for UAW Local 6000, the International UAW's largest local with more than 14,000 State of Michigan employees. In this role, Marseille worked closely with legislators and policy staff on behalf of the local and represented the union as a consultant to the Democratic nominees during the 2018 election cycle. After a sweep at the top of the ticket, Marseille was nominated for *Labor Leader of the Year* and was appointed to the Attorney General-elect's transition team. Most recently, Marseille worked closely with the policy and fundraising teams of then-Senator Kamala Harris' presidential campaign and in a voluntary advisory role for the Biden-Harris presidential campaign.

Marseille recently joined the Michigan League of Conservation Voters Board of Directors and serves on the Honorary Leadership Committee for *Fair and Equal Michigan*, a ballot initiative spearheaded to ensure equal rights for LGBTQ Michiganders. Marseille is a board member and board trustee for The Charles H. Wright Museum of African American History, RemixEducation, and the Veterans Support Foundation, and serves as the Michigan Legislative Liaison for Alpha Kappa Alpha Sorority, Incorporated®. As well, she considers her appointment as the 2020 Michigan elector to nominate Kamala Harris as Vice President of the United States one of her greatest honors.

Marseille received the 2017 Philanthropic Award from the Greater Detroit Chapter of the National Association of Women Business Owners and is the recipient of Wellesley College's Black Excellence Award, and the Department of Corrections' Citizenship Award and Leadership Challenge Coin.

Deeply committed to her adopted indigenous family, the Cheyenne River Sioux Tribe, Marseille joins annual 300+ mile horseback rides to commemorate the 1890 Wounded Knee Massacre and the 1862 hanging of the Dakota 38+2, the largest one-day mass execution in U.S. history. Marseille received a Bachelor of Arts from Wellesley College, a Master of Arts in Sociology from Wayne State University and is certified in LEAN Six Sigma. Marseille is a member of Temple Israel in West Bloomfield.

MARSEILLE L. ALLEN

Skillful political consultant with Capitol Hill experience and cross-industry insight into governmental entities and non-profit organizations. Highly motivated leader with extensive background in political strategy development, project management, policy negotiation, fundraising, and on-the-ground collaboration with community stakeholders. Proven track record as a principled and trusted advisor, dedicated mentor, and a passionate advocate on behalf of all underserved with an acute awareness of diversity issues.

EDUCATION

Master of Arts, Sociology, Wayne State University

Dissertation Title: *“Prisoners of War: Combat Veterans in the Criminal Justice System”*

Certificate, LEAN Six Sigma, Villanova University

Bachelor of Arts, Wellesley College

Concentrations: *African Studies & Sociology*

PROFESSIONAL EXPERIENCE

Michigan Department of Corrections, Lansing, MI

(2006 – Present)

Lead Probation/Parole Agent (Master Trainer)

- Train incoming probation/parole agents and all support staff in departmental technology and case management; provide refresher training for department leadership and seasoned agents; maintain training materials; serve as alternate supervisor and conduct new employee interviews.
- Promoted to department-wide business expert for parole and probation offender supervision case management and the Department's extraordinarily complex information systems.
- Monitored system's quality assurance based upon specifications, standards, and functionality.
- Managed a caseload average of 120 active military and veteran probationers through weekly in-person assessments, home visits and partnerships with community-based organizations.
- Engaged social networks including family members, friends, and community organizations to ensure the successful supervision and discharge of probationers.
- Assisted probationers with education, career, and financial planning for reintegration purposes.

UAW (United Auto Workers) Local 6000, Lansing, MI

(2017 – 19)

Legislative Liaison / Registered Lobbyist

- Represented more than 14,000 state employees and 10,000 retirees by collaborating with elected officials to develop legislation benefiting those employees and the Michiganders they serve.
- Trusted intermediary between the largest UAW local and the Michigan legislature.
- Advised local's president and the International UAW of recommended positions on legislation.
- Consulted congressional and statewide campaigns of UAW-endorsed candidates.
- Collaborated with a corps of labor and lobby representatives to develop, support, or oppose legislation and prevent the outsourcing of public and private jobs within the state of Michigan.
- Managed all social media outlets and responded to member inquiries.
- Led bipartisan effort to stop the outsourcing of nearly 400 registered nurses' positions in Michigan prisons.

Oakland County Combat Veterans Treatment Court, Pontiac, MI (2014 – 17)

Co-Founder, Supervising Probation Agent

- Facilitated the launch of one of two Combat Veterans Treatment Courts in the U.S., in which the crimes of participants must be a direct result of their traumatic experience(s) in the military.
- Established and implemented rehabilitation and readjustment program guidelines.
- Developed Memorandum of Understanding with the U.S. Department of Veterans Affairs, Oakland County Circuit Court, Oakland County Veterans Services, and the Michigan Department of Corrections.

Westwood Community School District, Dearborn Heights, Michigan (2004 – 06)

Truancy Officer

- Participated in monthly strategy meetings with the Office of the Wayne County Prosecuting Attorney and community leaders to create a county-wide method for combating truancy.
- Ensured school attendance of students by maintaining trusting relationships with the students and their families.

Sogang Language Program, Anyang-Shi, South Korea (2003 – 04)

English Instructor

- Pioneered American Classics reading program for middle and high school students.
- Taught students ages 3-17 at one of South Korea's highest ranked English language institutions.

Center for Community Change, Washington, DC (Jan 2003 – Oct 03)

Executive Assistant to the National Director of Public Policy

- Monitored and analyzed the voting records of Congressional Members and pending legislation specific to ending poverty and exclusion.
- Managed the daily office operations of the Public Policy Unit, including the training and supervision of interns.

The Honorable Senator Edward M. Kennedy, Washington, DC (2001 – 03)

Assistant to the Majority General Counsel, Health, Education, Labor and Pensions (H.E.L.P.) Committee

- Coordinated daily tasks with Democratic and Republican leadership to manage the Committee, including the scheduling of hearings and meetings, and distribution of legislative documents.
- Authored memorandum for the use of numerous bills, including the "No Child Left Behind Act" of 2001.
- Appointed as the Senator's legislative aide on foster care and adoption issues.
- Served as the liaison between the H.E.L.P. Committee, the U.S. Secret Service, and the Office of the First Lady on forums focused on early childhood education.
- Served as office liaison on Capitol Police committee for the development and implementation of a Capitol-wide, all-employee post-9/11 disaster evacuation implementation.
- Trained and supervised interns assigned to the main Committee office.

SERVICE

Michigan League of Conservation Voters <i>Director</i>	(2021 – Present)
The Charles H. Wright Museum of African American History <i>Trustee</i>	(2019 – Present)
Alpha Kappa Alpha Sorority, Incorporate® <i>Michigan Legislative Liaison</i>	(2018 – Present)
RemixEducation, Washington, DC <i>Director</i>	(2018 – Present)
Veterans Support Foundation, Silver Spring, Maryland <i>Director, Second Vice-President</i>	(2015 – Present)
The Warriors Trust Fund, West Bloomfield, MI <i>President</i>	(2015 – Present)
Pretty Hearts Foundation, Southfield, MI <i>Director</i>	(2016 – 20)
Shelter of Flint, Flint, MI <i>Member, Fund Development Committee</i>	(2016 – 18)
WaterforFlint-WFF GoFundMe Campaign, Flint, MI <i>Creator/Fundraiser</i>	(2016 – 17)
Mission Trip, Salvation Army, Port-au-Prince, Haiti	(2010)
Developmental Disabilities Institute, Detroit, MI <i>Member, Support All Families in Emergencies (S.A.F.E.) Project Advisory Committee</i>	(2009 – 11)

AWARDS, RECOGNITION

2021 Great Women of the Great Lakes, MI List

2018 Labor Leader of the Year Nominee, African American Leadership Institute

2017 Philanthropic Award, National Association of Women Business Owners

2016 Water for Flint - \$10,000 Awardee, GoFundMe, Inc.

2016 Black Excellence Award, Wellesley College

2016 Citizenship Award, Michigan Department of Corrections

2015 Leadership Challenge Coin, Michigan Department of Corrections

MARY K. BEECH

WORK EXPERIENCE

2020-Present	BIDEN-HARRIS TRANSITION <i>Executive Secretary, Department of Labor Agency Review Team</i> <ul style="list-style-type: none">• Manage process for deliverables and stakeholder engagement, providing direct support to 30 team leaders• Engaged over 115 stakeholder groups and coordinated 120+ agency and stakeholder meetings	Washington D.C.
2020	CONSULTANT <i>Georgetown University, Beeck Center for Social Impact + Innovation</i> <ul style="list-style-type: none">• Led creation of a report with actionable recommendations for the federal government to create a more inclusive and fair financial system, leveraging new research and collaborating with subject matter experts <i>Northeastern University, Strategic Planning and Growth</i> <ul style="list-style-type: none">• Advised vice chancellor on strategy to reimagine experiential learning and career design to increase revenue opportunities, strengthen university competitiveness, and improve student outcomes• Developed financial models for university leadership to identify new, innovative program and partnership opportunities, and to assess economic impact	Washington D.C.
2020	BIDEN FOR PRESIDENT <i>Convenor, Innovation Policy Committee</i> <i>Convenor, 21st Century Government Policy Committee</i>	
2020	DENYSE WANG STONEBACK FOR ILLINOIS STATE REPRESENTATIVE <i>Policy Director, Winter 2020</i> <ul style="list-style-type: none">• Led creation of policy positions, platform, and strategy for a highly contested Democratic primary race, unseating the incumbent by an 11%-point margin• Prepared and staffed Representative Stoneback for debates and endorsement interviews, securing 10+ endorsements and \$95,000, over half of overall fundraising	Skokie, IL
2019-2020	PETE FOR AMERICA <i>Policy Volunteer, Fall 2019-Winter 2020</i> <i>Digital Summer Associate, Summer 2019</i> <ul style="list-style-type: none">• Technology Policy Committee, Future of Work Group: contributed to action plan, outlining outcomes-based goals, historical context, and policy plans to enable more Americans to obtain better paying jobs• Developed constituency-specific briefs, conducted quality assurance for 10+ policy plan launches, created state policy briefings for Mayor Buttigieg, and developed platforms content for 6 plans• Initiated a metrics dashboard to assess content mix, performance, and engagement across platforms, managing four interns to develop and input required data• Managed launch of a video search tool to connect voters with Pete's values, platform, and story. Coordinated efforts across digital team, communications team, web developers, and volunteers	South Bend, IN
2014-2018	THIRD SECTOR CAPITAL PARTNERS, INC. <i>Manager, 2017-2018</i> <i>Senior Associate, 2016-2017</i> <i>Analyst, 2014-2016</i> <ul style="list-style-type: none">• Drove strategic projects to improve government social services through outcomes-based contracts, data and evaluation, and impact investing—managed four associates and budgets ranging from \$60-350K• Projects included:<ul style="list-style-type: none">• Developed recommendations for the City of Boston Workforce Director to improve data integration and align funding and contracting incentives for the city's \$14M summer youth employment program<ul style="list-style-type: none">○ Managed \$250K budget and project associate, as well as partnerships with the City of Boston, Northeastern University, the Corporation for National and Community Service, Abt Associates, the National League of Cities, the Annie E. Casey Foundation, the State Street Foundation, and the Brookings Institution	Boston, MA

- Developed a proposed \$6M demonstration project for Mecklenburg County (Charlotte, NC) Executive and Superintendent to enhance pre-k and early elementary school to narrow income inequality
 - Managed \$350K budget and project associate, as well as partnerships with Mecklenburg County, Charlotte Mecklenburg Schools, the Urban Institute, and the U.S. Department of Education
- Assessed how the North Carolina Department of Health and Human Services can leverage integrated data systems and outcomes-oriented contracting to develop an early intervention program for pregnant women affected by opioid use
 - Managed \$655K budget and project associate, as well as partnerships with the U.S. Social Innovation Fund, North Carolina Department of Health and Human Services, Guilford County, Actionable Intelligence for Social Policy
- Managed \$60K engagement with County Attorney's Office in Ramsey County (St. Paul, MN): created framework and economic model to link risk indicators, long-term outcomes, and spending to inform strategic priorities
- Built and managed \$12M economic model for state government officials, Yale University leadership, and impact investors to inform due diligence, contracting, and negotiations for a mental health program
- Conducted analysis to advance a \$1.7B human services company's strategy to scale workforce programs and increase profits through WIOA Pay for Performance provisions
- Developed and led collaborative decision-making workshops for four senior members of the American Institutes of Research to determine if Pay for Success can improve outcomes for homeless individuals
- Firm and field building efforts included:
 - Built firm-wide resource for a new approach to engagements—developed a process map, frameworks, best practices, and tools to increase the number of projects that result in outcomes-oriented contracts
 - Led content creation and delivery of group workshops to improve the capacity of 40+ government leaders to develop an effective theory of change, select rigorous metrics, and set benchmarks
 - Redeveloped the format and content of biweekly firm-wide meetings to improve knowledge sharing

2014-2015	AMERICORPS NEW SECTOR RESIDENCY IN SOCIAL ENTERPRISE (RISE) FELLOWSHIP	Boston, MA
	<ul style="list-style-type: none"> • Selected as a fellow for an 11-month social impact leadership development program • Received social enterprise training e.g. issue-based problem solving, nonprofit finance, and human capital management 	
2011- 2014 (Summers)	U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID) <i>Intern, Economic Growth, Education, and Environment (E3) Bureau</i>	Washington D.C. and Addis Ababa, Ethiopia
	<ul style="list-style-type: none"> • Implemented procedures to streamline a strategic planning process as bureau coordinator • Produced event briefing and takeaway materials for leadership, including for the Mission Director Consultations and Advisory Committee on Voluntary Foreign Aid (ACVFA) 	
	<i>Communications Intern, CNFA Livestock Market Development Project</i>	
	<ul style="list-style-type: none"> • Selected for summer internship in Addis Ababa with a livestock market development program • Developed policy briefs and case studies, collaborating with technical experts, evaluation specialists, beneficiaries, and partners • Evaluated year two project outcomes in terms of defined performance indicators and public relations potential 	

EDUCATION

2018-2020	KELLOGG SCHOOL OF MANAGEMENT - NORTHWESTERN UNIVERSITY <i>Master of Business Administration, June 2020</i>	Evanston, IL
	<ul style="list-style-type: none"> • 1 of 18 students awarded Kellogg's F.C. Austin full-tuition scholarship for demonstrated leadership • Case co-authorship: Mexico's Tax on Sugar-Sweetened Beverages • Research: How sensor technology and machine learning can improve real-time truck driver safety • 1 of 6 students selected to represent Kellogg at global finals of the MIINT Impact Investing competition • Entrepreneurship and Venture Capital Club: Director, Events & Academics 	
2011-2014	TUFTS UNIVERSITY <i>Bachelor of Arts, magna cum laude, May 2014</i>	Medford, MA
	<ul style="list-style-type: none"> • Major: Economics • Economics Department Research Assistant: developed Tufts' first comprehensive development organizations resource, totaling over 450 organizations 	

- Honos Civicus Society: selected for demonstrated meaningful service and leadership activities
- AMIDEAST Semester Study Abroad, Rabat, Morocco

VOLUNTEER

2014-2018	TUFTS SOCIAL IMPACT NETWORK <i>Program Chair, Leadership Committee Member</i> <ul style="list-style-type: none"> • Oversaw programming for 500+ Tufts alumni, including panels, speakers, workshops, and networking events • Organized the first “Careers in Social Impact,” bringing 20 alumni to campus with diverse paths and perspectives--72% of students felt they learned something new about social impact careers 	Boston, MA
2017-2018	TECH GOES HOME – BASIC TECHNOLOGY CORPS <ul style="list-style-type: none"> • Supported trainer in eight-week course to help local micro entrepreneurs assess their current marketing system, identify areas that need improvement or expansion, and learn how to master new strategies • Conducted comparative analysis of strengths and weaknesses of media practices for Boston small businesses 	Boston, MA
2011-2014	BOYS AND GIRLS CLUB <i>Founding Program Coordinator</i> <ul style="list-style-type: none"> • Founded a sustainable program which brought 20+ new tutors and volunteers to the Club • Managed volunteer program, communicated with Tufts volunteers and Boys and Girls Club leadership 	Medford, MA

ADDITIONAL INFORMATION

Speaking Engagements

- “Maximizing Impact Through WIOA Pay for Performance,” National Assoc. for Welfare Research and Statistics, Aug. 2017
- “Technical Resources and Best Practices: Innovations in Workforce State Plans,” Richmond Federal Reserve, Sep. 2016
- “New Legal Aid Funding Source? Social Impact Bonds to Finance Systemic Representation,” Equal Justice Conf., May 2016

Publications

- Strengthening the U.S. Digital Infrastructure for Fair Finance, https://beeckcenter.georgetown.edu/wp-content/uploads/2020/11/US_DIFF.pdf, 2020
- Innovative Data Sharing Practices Shaping the Social Sector, <http://www.thirdsectorcap.org/blog/innovative-data-sharing-practices-shaping-the-social-sector/>, 2017
- Strategies for Elevating Social Impact, <http://www.thirdsectorcap.org/blog/strategies-for-elevating-social-impact-three-lessons-from-the-wharton-social-impact-conference/>, 2017
- The Intersection of Impact Investing and Pay for Success, <http://www.thirdsectorcap.org/blog/the-intersection-of-impact-investing-and-pay-for-success/>, 2016

MAYA RAGHU

LEGAL AND POLICY EXPERIENCE

NATIONAL WOMEN'S LAW CENTER, Washington, D.C.

Director of Workplace Equality and Senior Counsel, January 2016 to present

- Lead federal legislative and regulatory policy development and advocacy on workplace gender equity and antidiscrimination issues, including equal pay, harassment, and civil rights enforcement by EEOC and OFCCP; advocacy on executive branch nominations
- Provide expert assistance to federal and state policymakers and staff, including legislative drafting and analysis; legislative and stakeholder strategy; providing testimony, briefings, reports, and fact sheets for Congress and state legislatures; assisting with and speaking at bill press conferences
- Lead, develop, and work in national coalitions with womens', civil, and workers' rights organizations, attorneys, researchers, and grassroots organizations, including on workplace harassment, equal pay, civil rights, and the Leadership Conference on Civil and Human Rights Employment Task Force
- Created and co-lead a national advocacy coalition of more than 35 organizations that drafted and advocated for the introduction and advancement of the BE HEARD in the Workplace Act, the EMPOWER Act, the CAA Reform Act and other antiharassment legislation
- Co-lead a national advocacy coalition of more than 50 organizations advocating for the Paycheck Fairness Act, including leading to its passage by the House in 2019 and 2021
- Engage in impact litigation, including APA challenges of federal agency action such as the stay of the EEO-1 pay data collection, and amicus briefs in civil rights litigation such as *Bostock v. Clayton Cty., Georgia*
- Speak to print, television, radio, and digital media outlets, including *PBS Newshour*, *CNN*, and the *Washington Post*
- Engage in public education and outreach to various stakeholders, including creating education and research resources; developing website and social media content; planning convenings; and authoring articles for publication
- Speak at 20-35 conferences, events, and trainings per year for audiences of 20-400 individuals each, including attorneys, individuals, policymakers, businesses, and advocates
- Recruit and supervise 2 attorneys and 2-3 law student interns per year
- Participate in the development of grant proposals and grant reporting

FUTURES WITHOUT VIOLENCE (FORMERLY FAMILY VIOLENCE PREVENTION FUND), Washington, D.C.

Senior Attorney, November 2010-January 2016

- Developed and managed innovative national projects focused on the intersection of employment, trafficking, and gender issues
- Developed and implemented strategies to facilitate multi-sector collaboration and cross-movement building between employers, workers' rights groups, and anti-violence advocates.
- Developed and managed three projects piloting multi-sector strategies to promote economic and personal safety for low-paid workers in Immokalee, Florida (agriculture sector); New York, New York (restaurant industry); and Baltimore, Maryland (health care sector). Oversaw a team of 10-20 collaborators at each pilot site.

- Provided technical assistance, including developing and conducting 20-40 trainings, convenings, and conference workshops per year, to stakeholders including policymakers, attorneys, civil society organizations, workers' rights organizations, businesses and professional sports leagues
- Monitored and analyzed legal, policy, and research developments related to economic security, trafficking, and gender-based violence
- Created public education materials and resources; oversaw website and social media content; engaged with media; authored articles for scholarly and trade publications
- Engaged in federal legislative and regulatory advocacy; developed and work in coalitions with advocates, attorneys and grassroots organizations
- Participated in the development and administration of grants, budgets and grant reporting, including \$2.5 million multi-year federal grant from the Department of Justice Office on Violence Against Women
- Recruited and supervised 2-6 project consultants and staff, including subject matter experts, communications consultants, and monitoring and evaluation consultants

LEGAL MOMENTUM (FORMERLY NOW LEGAL DEFENSE AND EDUCATION FUND), New York, New York

Senior staff attorney, October 2004-October 2010

- Developed and implemented innovative legal work focused on gender-based employment and housing rights under international, federal, and state civil rights laws, including rights of immigrants and victims of interpersonal violence
- Conducted client intake; oversaw case development and assessment; planned and conducted 2-3 impact litigation cases per year (including research, discovery, motion practice, trial preparation and settlement negotiations) in federal and state trial and appellate courts and administrative agencies
- Researched and prepared *amicus* briefs on a variety of civil and international human rights issues in state, federal, and international fora; prepared shadow reports to international human rights bodies
- Provided expert and legal assistance to legislators, policymakers, attorneys, advocates, employers, labor unions, and individuals nationwide
- Engaged in federal and state legislative and regulatory advocacy on gender equity and workplace and housing discrimination, including the Violence Against Women Act; provided expert assistance to federal and state policymakers and staff, including legislative drafting, analysis, and research
- Produced public education materials, including guides collecting and describing legislation across the country on employment rights of survivors of domestic and sexual violence
- Engaged in public education, including speaking at 10-20 trainings or events per year for audiences of 20-100 individuals each including attorneys, individuals, labor unions, and service providers nationwide
- Supervised 3-5 law student interns each year

SIMPSON THACHER & BARTLETT LLP, New York, New York

Associate, November 2000-October 2004

- Researched and prepared legal briefs and motions
- Conducted discovery, including motion practice, and prepared and conducted depositions
- Engaged in trial preparation work and trial involving various areas of complex commercial civil litigation in federal and state trial and appellate courts
- Conducted *pro bono* litigation of employment claims on behalf of immigrant domestic workers
- Supervised teams of 2-5 junior associates per matter

UNITED STATES DISTRICT COURT FOR THE SOUTHERN DISTRICT OF TEXAS, Houston, Texas

Law Clerk to the Honorable Vanessa D. Gilmore, August 1998-August 2000

- Researched and prepared drafts of orders for dispositive motions in civil lawsuits involving various substantive areas of federal and state law

- Prepared jury instructions, and prepared for and attended hearings and trials
- Supervised 1-2 interns each semester and summer

GEORGETOWN UNIVERSITY LAW CENTER

Legal research assistant to Professor Courtney Howland, January-May 1998

- Conducted legal research on issues of women's rights and international human rights law and drafted memoranda
- Assisted with planning convening with international legal experts

GEORGETOWN UNIVERSITY LAW CENTER

Center For Applied Legal Studies (political asylum clinic), August-December 1997

- Represented individuals in asylum proceedings before federal immigration judge
- Conducted client intake and client and witness interviews; oversaw case development and assessment; conducted research and motion practice; argued motions and request for asylum

CHADBOURNE & PARKE LLP, New York, New York

Summer associate, June-August 1997

- Researched and prepared legal briefs and motions
- Assisted with discovery, including motion practice and deposition preparation
- Engaged in trial preparation work and trial involving various areas of complex commercial civil litigation in federal and state trial and appellate courts

UNITED STATES DISTRICT COURT FOR THE SOUTHERN DISTRICT OF TEXAS, Houston, Texas

Legal intern to the Honorable Vanessa D. Gilmore, June-August 1996

- Prepared research for orders for dispositive motions in civil lawsuits involving various substantive areas of federal and state law
- Prepared for and attended hearings and trials

EDUCATION

Georgetown University Law Center, Washington, D.C.

Juris Doctor, *cum laude*, May 1998

Honors: Dean's List; Honors in Legal Research and Writing

Clinic: Center for Applied Legal Studies (political asylum)

Law Review: Articles Editor, *Georgetown Immigration Law Journal*

Trinity University, San Antonio, Texas

Bachelor of Arts, *summa cum laude*, Political Science and Spanish, May 1995

Honors: Phi Beta Kappa, Dean's List

REPRESENTATIVE PUBLICATIONS

- "OFCCP Loss in Oracle Pay Case Threatens Future Civil Rights Enforcement," *Bloomberg Law*, Oct. 20, 2020
- *Employment Protections for Victims of Domestic Violence in THE IMPACT OF DOMESTIC VIOLENCE ON YOUR LEGAL PRACTICE* (Jane Yin Zhi, ed., American Bar Association Commission on Domestic & Sexual Violence, 3rd ed., 2018)
- Remington Gregg and Maya Raghu, "Congress Should Lead, Not Follow, On Protecting Victims of Sexual Harassment," *Huffington Post*, Nov. 14, 2017

- Maya Raghu and Joanna Suriani, *#MeTooWhatNext: Strengthening Workplace Sexual Harassment Protections and Accountability*, NAT'L WOMEN'S LAW CTR. (2017)
- Maya Raghu, "How employers can save money -- and lives -- with paid leave," *msnbc.com*, Aug. 22, 2015
- Lisalyn R. Jacobs and Maya Raghu, *The Need For a Uniform Federal Response To the Workplace Impact of Interpersonal Violence*, 11 GEO. J. GENDER AND THE LAW 593 (2010).
- Timothy Casey, Soraya Fata, Leslye Orloff and Maya Raghu, *TANF Reauthorization Round II – An Opportunity to Improve the Safety Net for Women and Children*, 14 DOMESTIC VIOLENCE REPORT 65 (June/July 2009).
- Jenifer Knight and Maya Raghu, *Case Note, Colorado Domestic Violence Victims Living in Project-Based Subsidized Housing May Keep Their Housing While Staying Safe, According to Settlement Terms*, 41 CLEARINGHOUSE REV. 104 (May-June 2007).

RECENT REPRESENTATIVE SPEAKING ENGAGEMENTS

- Berkeley Law Center on Comparative Equality and Anti-Discrimination Law, Sexual Harassment in Education Conference (2021)
- Berkeley Law Center on Comparative Equality and Anti-Discrimination Law, Global Resistance to Sexual Harassment and Violence conference (2020)
- SXSW (2019) (workplace harassment)
- WorkHuman (HR) annual conference (2019) (equal pay)
- National Employment Lawyers Association fall seminar (2018) (workplace harassment)
- BSR (Business for Social Responsibility) annual conference (2018) (workplace harassment)

RECENT REPRESENTATIVE PRESS

- CNN (August 2020) (COVID and women in the workforce)
- CNBC (March 2020) (COVID and equal pay)
- The Takeaway (December 2018) (workplace harassment)
- PBS Newshour (August 2017) (sexual violence and harassment)

PROFESSIONAL ACTIVITIES

- Advisory Board member, Freedom Forum Institute, Power Shift Project (2018-present)
- Commissioner, American Bar Association Commission on Domestic and Sexual Violence (2012-2016)
- New York City Bar Association, Immigration Committee member (2003-2005); Civil Rights Committee member (2005-2008)

ADMISSIONS

- New York (1999)
- Washington, D.C. (2016)

Michele Evermore

Experience

National Employment Law Project

2018-present

- Research and provide policy expertise on unemployment insurance, retirement security and other labor related issues as they arise.
- Provide technical assistance to Congress, the press, and allies to advance sound policy
- Testified before the Senate Finance Committee and the House Oversight Committee Special Select Committee on the Coronavirus
- Appear regularly in national news outlets including Washington Post, New York Times, Wall Street Journal, CNN, Good Morning America, NPR, Marketplace, AP, Reuters, USA Today, CBS, ABC, CNBC, CSPAN, Politico, The Hill, Roll Call, Bloomberg, Business Insider, Huffington Post, Slate, Time, People, Forbes, Fortune, McClatchy, Financial Times, MarketWatch, VICE, Wired, FiveThirtyEight, VOX, as well as many large regional newspapers, radio shows, and television news.

Service Employees International Union, Local 1199 – Political Organizer

2016-2018

- Lobbied the Connecticut legislature on healthcare worker issues, including protecting disability services funding, fighting privatization of state worker jobs, improving pension security, worker compensation for home care workers, and improving revenue to protect state workers
- Organize support for candidates in state level primary and general elections

University of Massachusetts - Labor Studies Research and Teaching Assistant

2014-2016

- Served as a TA for courses on Food and Labor, Labor and the Global Economy, and Labor Studies
- Worked with professors to research a wide variety of issues including economic development policy in South Carolina and its effect on workers, the Canadian logistics system, the effect of coordinated labor efforts on state minimum wage policy, and strategic corporate research issues
- Consulted with the American Federation of Teachers, primarily on the concentration of hedge funds in public sector pensions, and also as needed on other research areas

Senator Tom Harkin – Legacy Coordinator

2014

- Because of the quantity and quality of work I performed in previous positions with Senator Harkin, I was asked to return to the office as he was retiring to compile records, document his forty year legacy in the House and Senate, develop documents describing his work in key legislative areas, quantify the effects of his efforts on communities in Iowa, and plan events celebrating his legacy.

Pew Charitable Trusts – Project Manager, Public Sector Retirement Systems

2012-2014

- Worked with several states with severely underfunded public employee pensions to develop strategies to help them consider possible options, understand what is known about each, then make decisions based on the best available information

National Nurses United – Legislative Advocate

2010-2012

- As the first full-time lobbyist for a new national union, developed extensive national lobbying agenda
- Developed safe patient handling legislation and nurse-to-patient ratio legislation, and helped to advance these issues in Congress
- Worked with other unions to promote collective bargaining rights for nurses at the U.S. Department of Veterans Affairs
- Educated nurses and state government affairs staff on federal issues and effective advocacy techniques

United States Department of Labor – Senior Legislative Officer Office of Congressional and Intergovernmental Affairs

2009-2010

- Helped nominees gain Senate confirmation by preparing Committee nomination paperwork, preparing for hearings, developing rebuttal materials, and briefing nominees on legislative issues
- Performed Congressional liaison work for the Employee Benefits Security Administration, the Bureau of Labor Statistics, and the Office of Disability Employment Policy
- Assisted in development of testimony and other communications to Congress
- Assisted in development and delivery of technical and policy assistance to Congress

**United States Senate, Senator Tom Harkin - Legislative Assistant
Senate Committee on Health, Education, Labor, and Pensions**

2007-2009

- Managed Senator Harkin's labor, pension, and Social Security portfolio
- Played major role in advancing high priority labor legislation
- Developed legislation to protect retirement security of millions of Americans
- Worked to improve mental health services for veterans and active duty troops
- Played key role in advancing the Employee Free Choice Act
- Drafted S. 401, the Defined Contribution Fee Disclosure Act of 2009; held hearings on high fees participants pay in 401(k)-type plans
- Worked to raise visibility of wage gap between men and women through legislation, hearings, press conferences, and two General Accountability Office investigations
- Drafted legislation to expand overtime and minimum wage coverage to home care workers
- Developed S. 1725, the Restoring Pension Promises to Workers Act of 2007, to re-link rank-and-file benefits with special executive retirement packages

**United States House of Representatives – Legislative Associate
Committee on Education and the Workforce**

2005-2006

- As a key committee staffer, used expertise in labor, health care, pension and other issues to help committee members to advance their priorities
- In briefings and detailed memos, educated Congressional staff on issues pending before the committee
- Helped pass three amendments to protect retirement security of millions of Americans and participated in the House-Senate negotiation over the final pension Pension Protection Act
- Successfully managed hearings on immigration and health care reform in the states
- Fought to ensure Congress debated and voted on an increase in the minimum wage; worked with federal and state groups to raise public awareness

United States Senate, Senator Tom Harkin - Legislative Assistant

2001-2005

- Developed and aided enactment of legislation relating to pensions, banking, housing, small business, Social Security, and Homeland Security and appropriations for Interior; Energy and Water; Homeland Security; Veterans, Housing and Urban Development; as well as for Defense construction projects
- Developed outreach and public relations strategies for Iowa communities to help them craft economic development plans to effectively use available federal resources
- Helped sick energy workers receive compensation through the Energy Employees Occupational Illness Compensation Program by working to designate a Special Exposure Cohort, making them eligible for automatic compensation.
- Led Senator's efforts in pension reform to protect older workers whose companies converted from traditional pensions to cash balance plans in ways that eroded their accrued benefits
- Fought efforts to privatize the Social Security system by leading efforts in the Senate to educate Members and staff about disability and survivor benefits and held numerous town halls throughout Iowa

U.S. Senate, Senator Tom Harkin - Legislative Correspondent/Staff Assistant

1999-2001

- Managed constituent correspondence on variety of state and national issues, conducted legislative research, drafted speeches

Education

B.A. in Interpersonal Rhetoric and Communication, Iowa State University

1993-1997

M.S. in Labor Studies – University of Massachusetts, Amherst

2014-2016

Michelle Rose

EXPERIENCE

Cleveland Innovation Project

December 2019 – Present

Director of Talent Initiatives

- Direct the efforts of the Cleveland Innovation Project, a non-profit collaborative of foundations and economic development organizations with a directive to create high-tech jobs in Northeast Ohio. One of two full-time staff steering the work in conjunction with non-profit and corporate partners.
- Develop data-driven strategies to support workforce development and talent attraction programs in support of the project's mission of inclusive economic growth.
- Design worker-centered training programs and expand the foundational elements of access to the internet, literacy and digital skills, and social support navigation. Aligned programs will serve more than 1,000 additional jobseekers in 2021 while also expanding broadband to more than 10,000 residents of Greater Cleveland.
- Build consensus for strategies with training providers, higher education institutions, employers, civic and economic development leaders, and philanthropy to align programs and outcomes.
- Identify key milestones and metrics for success to ensure support for the portfolio of strategies. Fundraised more than \$40,000 for these strategies to be implemented.
- Present the work of the Cleveland Innovation Project to funders. Maintain relationships with funding and execution partners. Brief key leaders on strategic approach and incorporate critical feedback into consensus.

United States Department of Labor

October 2009 – January 2017

Chief of Staff to the Deputy Secretary (May 2015 – January 2017)

- Executed the priorities of Deputy Secretary Chris Lu within the Department of Labor. Directed his staff of seven with two direct reports. Represented the Deputy Secretary internally, government-wide, and to the public. Reported on the Deputy Secretary's behalf to the Office of Secretary Tom Perez.
- Supported the Deputy Secretary in developing a policy agenda for the Department, focused on opportunities for significant impact on American workers. Managed ongoing planning and agency reporting related to the budget process, operational plans, and strategic plans for stewardship of \$11.8 billion DOL budget (FY15).
- Prepared the Deputy Secretary to represent the Administration in public events, media appearances, and external meetings. Drafted message points and speeches as needed.
- Advised the Secretary and senior leadership on myriad topics including work and family issues, international labor rights, innovation, and community-based solutions.
- Supervised the 2016 Presidential transition process for the Deputy Secretary. Prepared and reviewed briefing materials provided to succeeding administration.
- Coordinated operational priorities for the Deputy Secretary intended to boost the effectiveness of the Department's 17,000+ employees, including staff engagement and IT infrastructure.

Senior Legislative Officer, Office of Congressional Affairs (October 2009 – May 2015)

- Represented the Obama Administration to the United States Congress on matters of workforce development funding, wages and enforcement, retirement protections, and other critical issues.
- Proactively educated Congressional staff about Administration initiatives. Provided technical assistance and policy feedback on key matters before the Congress.
- Spearheaded Department's Congressional strategy for the the Conflict of Interest (fiduciary) rule, which updated protections for retirement savers. Achieved a successful, protective, and balanced outcome through extensive engagement with the White House, Congress, consumer advocates, and industry stakeholders.

- Monitored developments in the Department and the Congress on a portfolio of issues, including job training, safety, wage growth, health and retirement benefits, and access to fair, diverse workplaces. Responsible for advising internal policymakers on the impact of Congressional developments in those areas.
- Developed relationships with key Congressional staff. Provided input to policymakers on regulatory strategy, leveraging insight from developments in Congress.

The White House

March 2009 – May 2009

Associate, White House Advance and Presidential Personnel

- Interviewed and researched candidates for political appointments, identifying potential liabilities for the Administration, and prepared memoranda for senior staff.
- Organized events for Vice President Biden and his family, coordinating with public, media, and Secret Service officials.

Obama For America and Presidential Inaugural Committee

August 2008 – January 2009

Advance Staff

- Planned and executed large rallies and convention events to maximize voter contact and earned media coverage, in collaboration with campaign staff.
- Supervised and directed hundreds of volunteers on behalf of the campaign, ensuring successful events for the campaign.
- Created and implemented a crowd and security plan for six Inaugural balls, with complex levels of access for vendors and 43,000 guests.

Democratic National Committee

July 2007 – July 2008

Department of Constituency Services

- Responded to the public's inquiries, representing the DNC and its values to citizens and Party members.
- Wrote talking points and messaging documents, in partnership with communications staff.

BOARDS AND COMMITTEES

Global Cleveland, Board Member

Shaker Heights Democratic Club, Vice Chair

Cuyahoga County Democratic Party, Executive Committee Member

Northeast Ohio Worker Center, Steering Committee Member

Cleveland Innovation Project, Steering Committee Member (former)

Biden for President Economic Policy Committee, Employment Subcommittee Convenor (former)

Department of Labor Child Development Center, Board Member (former)

EDUCATION

Miami University, Oxford, OH, Bachelor of Arts in Political Science

May 2007

MING-QI CHU

EDUCATION

Columbia University School of Law, New York, NY

J.D. received May 2011

Honors: Harlan Fiske Stone Scholar 2008-09, 2009-10, 2010-11

Activities: Federal Court Clerk Externship, Extern to Hon. Judge Allyn Ross (E.D.N.Y.),
Articles Editor and Founding Board Member, *Columbia Journal of Race and Law*

Yale College, Yale University, New Haven, CT

B.A., *cum laude with distinction in both majors*, received May 2007

Majors: History, French (Intensive Literature Track)

Honors: Parker Huang Fellowship Winner for International Public Service, 2007-08

EXPERIENCE

New York State Office of the Attorney General, New York, New York

Chief, Civil Enforcement Section, Labor Bureau, July 2019 - present

Co-Head, Task Force for Workers' Equality, Labor and Civil Rights Bureaus, August 2019 – present

Assistant Attorney General, Labor Bureau, May 2017 - July 2019

Management Responsibilities: Define priorities for Labor Bureau's civil litigation and investigations docket across New York State. Maintain close working relationships with labor and civil rights advocacy groups and other governmental agencies. Manage a team of six attorneys and two paralegals in Labor Bureau handling investigations, monitoring arrangements, lawsuits, and policy initiatives. Manage attorneys in Civil Rights Bureau on jointly prosecuted employment discrimination cases. Settlements in supervised cases on behalf of low- and minimum-wage workers in past 18 months total approximately \$4 million. Notable matters include:

- Large-scale sexual harassment cases in restaurant industry (including against Spotted Pig, Babbo, and other restaurants owned and managed by Mario Batali) as well as construction and laundry sectors;
- Joint employment liability cases in franchise fast food industry (including against Domino's Pizza, Inc. and Papa John's Pizza, Inc.);
- National origin discrimination and unlawful retaliation cases in home health sector;
- Anti-trafficking cases in healthcare and domestic worker sector;
- Coronavirus-related paid sick leave cases;
- Proposed legislation to expand protections for immigrant workers who experience threats of retaliation from employers based on immigration status; and
- Statewide roundtable for stakeholders on equal pay issues.

Additional Litigation Responsibilities: Serve as part of office's Federal Initiatives team challenging federal administrative actions under Administrative Procedure Act and U.S. Constitution. Manage litigation teams of two to three attorneys within office and supervise or coordinate with attorneys from co-plaintiff states across the country.

- Briefed and argued motion for preliminary injunction in multistate lawsuit against U.S. Department of Health and Human Services for promulgating changes to federal family planning (Title X) program.
- Developed claims and drafted complaint in multistate lawsuit against U.S. Department of Homeland Security for promulgating changes to admissibility requirements under the INA (Public Charge). Briefed and argued motion for preliminary injunction. Briefed and argued opposition to federal government's motion to dismiss. Briefed motion for summary judgment. Assisted in appellate briefing in United States Supreme Court and Second Circuit.
- Developed claims and drafted complaints in multistate lawsuit against U.S. Department of Labor for promulgating changes to the FLSA's joint employment framework.
- Drafted various comment letters opposing proposed administrative rulemaking from 2017 to 2019, including comment letter on behalf of 14 states opposing U.S. Department of Labor's 2019 regulation limiting overtime protections for "white collar" workers.

Vladeck, Raskin and Clark, P.C., New York, New York

Associate, October 2013 - May 2017; Law clerk, August 2011 – December 2011

Represented clients with fair wage and discrimination claims, including actions under Title VII of Civil Rights Act, Americans with Disabilities Act, Section 1981, Equal Pay Act, Fair Labor Standards Act, and Title IX. Handled all stages of litigation, including exhaustion of administrative remedies, document management and depositions, motion to dismiss and summary judgment practice, and pre-trial practice. Drafted briefs submitted in the Second Circuit, New York Appellate Division, and New York Court of Appeals. Helped to collect over \$10 million for clients in settlement. Notable matters include:

- Case pursuing novel theory of equal pay protection for women department heads (*Chiaramonte v. Animal Medical Center*);
- Case expanding whistleblower protections for non-tenured university employees (*O'Neill v. New York University*); and
- Case exposing culture of sexual harassment against women in business journalism sector (*Girimonte v. Mergermarket, L.L.C.*).

DLA Piper LLP (US), New York, New York

Associate, January 2012 - August 2013

Worked as part of litigation team in white collar and antitrust practice groups. Completed over 300 hours of pro bono work in areas of immigration, special education, and hunger alleviation. Received pro bono award for hunger alleviation project from New York Appleseed.

AWARDS: New York State Attorney General, Louis J. Lefkowitz Award for Excellence in Legal Advocacy, March, 2020.

PUBLICATIONS: *Why We Need Anita Hill*, Los Angeles Review of Books (Sept. 20, 2014).

OTHER ACTIVITIES:

Columbia University School of Law, Lecturer-in-Law, Civil Litigation – Labor and Employment Law, Fall 2020

- Teach weekly seminar on substance of and practice under federal, state, and labor and employment laws; and
- Supervise and provide guidance to seminar students in semester-long externship at New York Attorney General's Office.

Women in the Courts Subcommittee, New York City Bar Association, 2015-16

- Advocate for increased responsibilities and visibility of women lawyers in federal and state court; and
- Raise awareness for obstacles that women litigants, including domestic violence survivors and immigrants, face in access to court services.

BAR ADMISSIONS: New York, Southern District of New York, Eastern District of New York, Second Circuit; California.

LANGUAGE SKILLS: Mandarin Chinese (native fluency in speaking; proficient in reading), French (proficient).

Momoko “Peach” Soltis

WORK HISTORY

Working IDEAL

Dec 2019 – Present

Senior Advisor

- Provide client advice to build stronger workplaces through diversity, equity, and inclusion strategies.
- Prepare project pitches for potential clients on the benefits of proactive DEI compliance and implementation of best practices.
- Plan, lead, and execute client assessment projects that include convening and leading internal team meetings, designing project plans, setting and meeting deadlines, advancing deliverable packages, and serving as client point of contact.
- Conduct assessments and perform analysis of employer workplace policies and pay practices, including for the City of Cambridge, a major city council, a major university, and prominent national nonprofits and political media firms.
- Have conducted dozens of witness interviews and employee focus groups to advance workplace assessments, investigations.
- Served as primary report author and document manager of the investigation of AFGE (the nation’s largest federal employee union) which resulted in a 40-page report based on more than 70 witness interviews, and review and analysis of thousands of emails, personnel files, complaints, CBAs, and workplace policies and procedures.
- Served as primary author of Working IDEAL’s *Campaign Equity Toolkit*, a comprehensive guidebook for political and advocacy campaigns to implement best practices for DEI in a campaign environment and a follow-up project to the *#CampaignEquity: Blueprint for Safety, Inclusion & Equity in Political Campaign Work* for Friends of Bernie Sanders.

United States Commission on Civil Rights

Aug 2019 – Nov 2019

Special Assistant and Counsel, Commissioner Karen Narasaki

- Provided counsel to Commissioner on civil rights policy and advised on Commission votes.
- Assisted Commissioner in drafting policy statements, correspondence, and op-ed.
- Assisted Commissioner in identifying and advancing policy priorities within topics under Commission consideration.
- Assisted Commissioner in evaluating and navigating complex legal, policy, and strategy questions.
- Represented the Commissioner’s views in staff negotiations and exercised independent judgment in resolving policy debates.
- Reviewed and provided both technical and substantive contributions to the following reports:
 - *Trauma at the Border: The Human Cost of Inhumane Immigration Policies*
 - *In the Name of Hate: Examining the Federal Government’s Role in Responding to Hate Crimes*
 - *Free to Learn: Speech and Sexual Harassment on Campus*
 - *Women in Prison: Seeking Justice Behind Bars*
 - *Federal #MeToo: Examining Sexual Harassment in Government*
 - *Are Rights a Reality? 2019 Statutory Enforcement Report*
- Successfully negotiated for a broader interpretation of Commission jurisdiction to facilitate inclusion of critical recommendations addressing the role of the United States in accepting asylum seekers in the *Trauma at the Border* report.
- Prepared and staffed the Commissioner for the Commission’s all-day briefing entitled *Subminimum Wages: Impacts on the Civil Rights of People with Disabilities*, featuring the testimony of over 20 witnesses.
- Prepared the Commission’s first Media Tool Kit for the release of the *Trauma at the Border* report, which was distributed to Congressional stakeholders including the CBC, CHC, and CAPAC, which continued to serve as a template for later releases.
- Contributed to vetting and approving applicants to the State Advisory Committees.
- Coordinated projects with general counsel, communications, research, and field offices.

Policy, Strategy, and Workplace Advising

Jan 2019 – Jul 2019

Independent Consultant

- Independently led all operations of a private workplace consulting service, including business development, project planning and execution, billing and invoicing, and completion of client deliverables.
- Provided client services on workplace harassment, racial justice, and diversity, equity, and inclusion practices.
- Led research and recommendations of presenters for the National Women’s Law Center/Urban Institute two-day conference entitled *What Works at Work: Promising Practices to Prevent and Respond to Harassment in Low-Paid Jobs*.
- Drafted legal research memos on novel subjects in emerging legal areas to inform client recommendations.
- Provided research and drafting contributions for academic articles on employment discrimination and worker bargaining/power, including topics such as artificial intelligence in employment selection and power of employers v workers.
- Assisted in research for and preparation of expert testimony delivered before the House Ed and Labor Committee.
- Developed expertise in Title IX obligations, organizational ombudsman programs, and harassment prevention practices.

United States Equal Employment Opportunity Commission

Sep 2013 – Dec 2017

Senior Attorney Advisor, Office of Chair Jenny R. Yang

- Provided counsel to Commissioner/Chair (*Sep 2014 – Jan 2017*) on employment discrimination policy and litigation.
- Analyzed and provided recommendations on complex legal, policy, and strategic decision-making affecting the agency.
- Participated in organizational decision-making affecting operation of the 2,200 person agency and its \$350 million budget.
- Led ongoing agency projects on Big Data, tech industry diversity, religious discrimination, evidence-based employment practices, policing, and employer use of criminal histories; directed and supervised the work of many project-based teams (between 5-20 members) that included career Office Directors and Deputy Directors.
- Served as staff co-leader of effort to launch a new nationwide pay data collection initiative to combat pay discrimination.
- Selected membership and launched multiple agency-wide working groups on emerging policy issues that included 15 staff (junior through SES) from across nationwide field offices.
- Led the agency's planning of most Public Commission Meetings, including recruiting, vetting, and preparing witnesses and testimony, coordinating roles of internal component offices including the Legal Counsel and Executive Secretariat, briefing and preparing the Chair on considered topics and drafting witness questions.
- Assisted in planning and executing employee trainings and researcher convenings.
- Served as agency's primary staff liaison to the White House Domestic Policy Council and to several interagency working groups including Federal Interagency Re-entry Council, Council on Women & Girls, and Vulnerable Worker Task Force.
- Served as liaison to the internal research office to guide and support priority research projects and initiatives.
- Served as liaison to the internal Office of Equal Opportunity to coordinate agency-wide events highlighting staff diversity.
- Received annual awards from the Chair for outstanding performance.
- Recruited, interviewed, hired, supervised, and evaluated law clerks for the Chair's law clerk program.

The White House

Nov 2014 – May 2015

Senior Policy Advisor (Detail), Office of Urban Affairs, Justice & Opportunity, Domestic Policy Council

- Provided advice on economic security, labor and employment policy, paid family leave, civil rights, and criminal justice.
- Ran the policy process on the impact of erratic hourly scheduling on working families and work opportunities for people with criminal histories; Developed a proposal to promote police-community relations included in President's budget; Led the Interagency Equal Pay Enforcement Task Force; Staffed priorities within the inter-agency My Brother's Keeper initiative.
- Drafted talking points and presentations for senior administration officials, reviewed and edited regulations, press releases, fact sheets, digital media content, and Statements of Administration Policy.

United States Senate, Office of Senator Al Franken

Jul 2009 – Sep 2013

Deputy Legislative Director and Senior Counsel (Jan 2012 – Sep 2013)

Senior Labor and Economic Counsel (Jul 2009 – Dec 2012)

- Advised Senator Franken and developed his original policy agenda on all economic, labor, employment, tax, budget, consumer protection, banking, and business issues, and select women's and civil rights issues.
- Provided vote recommendations on hundreds of committee and Senate floor votes.
- Provided guidance to the Senator in navigating complex and sensitive political, legal, and policy questions on a daily basis.
- Engaged in federal agency and private sector oversight and initiated oversight activities.
- Exercised independent judgment in negotiating legislative text and other policy language.
- Developed and drafted legislation with input from advocacy groups, academic experts, and other interested stakeholders.
- Staffed HELP and Judiciary Committee hearings; planned and executed a full Judiciary hearing that the Senator chaired.
- Authored speeches, floor statements, fact sheets, letters, agency comments, and memos for the Senator.
- Built and maintained internal and external stakeholder coalitions in issue areas including progressive budget priorities.
- Managed the economic policy team, which included a fellow, junior policy staffer, and intern.
- As Deputy LD, assisted the LD in the management of the legislative team (approximately 15 full-time staff members) and setting strategic policy priorities for the office; attended weekly internal senior leadership meetings; initiated professional development activities for legislative staff; served as Acting LD in LD's absence; coordinated and deconflicted policy portfolios among legislative staff.

Congressional Research Service

Sep 2008 – Jul 2009

Analyst, Congressional & Budget Procedure

- Drafted reports in anticipation of congressional requests on issues relating to budgetary or congressional procedure.
- Responded to congressional inquiries.
- Briefed Members of Congress on procedure and budget topics on request.
- Contributed to the CRS publication on the Senate's historical use of the filibuster.

ADDITIONAL EXPERIENCE

- Political Volunteer:
 - Co-led Planning & Operations for Florida Voter Protection Hotline 2020 (Biden-Harris campaign); recruited and provided orientation for a 10-person super-volunteer leadership team; coordinated training, scheduling, and operations decision-making for 1,000+ volunteers and 600+ Election Day hotline shifts.
 - Maryland Democrats GOTV volunteer 2018.
 - Florida Democratic Voter Assistance Hotline Attorney Volunteer 2016.
 - Obama for America/Senator Sherrod Brown, GOTV and Election Protection Monitor 2012.

EDUCATION

University of Wisconsin Law School

Madison, WI (2008)

Juris doctorate

President, Asian Law Students Association

Recipient, Diversity Bridge Builder Award

Admitted, State Bar of Wisconsin

University of Wisconsin-Madison

Madison, WI (2004)

Bachelor of Arts, Political Science and Legal Studies

PUBLIC SPEAKING

- Panelist, National Asian Pacific American Bar Association Conference, *Moving Diversity, Equity, & Inclusion Programs Forward - A Roadmap for Employers*, September 2020

OTHER

Caretaker of Senator Franken's office dog Blaine; Violinist; Minnesota State Fair enthusiast; Furniture restoration hobbyist.

Natalícia R. Tracy, Ph.D.

SUMMARY OF PROFESSIONAL QUALIFICATIONS

Non-profit Management. Ability to manage and direct non-profit, community-based organizations, with missions in the area of services, organizing, policy development, and advocacy. Experience and proven ability supervising and coordinating organizational staff, relations with boards of directors, inter-agency collaborations and coalition participation, media relations, community outreach, event organizing, grant development and fundraising, and mounting of large-scale public campaigns for social reform.

Policy and Legislative Campaigns. Leadership in a variety of campaigns for legislative and policy change at the state level, and building of appropriate community-labor coalitions, in Massachusetts and Connecticut, on both labor and immigration matters.

Teaching and Training. Oversight and planning as Project Director in Susan Harwood OSHA Targeted Topic Training in Fall Prevention for Residential Construction, from 2012 to present, for 6151 worker trainees as of September 2020, and preparation of training curriculum materials in Portuguese and Spanish. Ability to teach a variety of social science university courses, especially in sociology, at the bachelor's and master's levels, and to motivate successful student learning through an encouraging, rigorous pedagogy that helps students reach high standards of achievement. Experience and proven ability at mentoring youth, especially college students. Knowledgeable of the techniques of Popular Education, and experienced as a trainer in workers' rights, and community and women's leadership development, and in ESOL teaching.

Research. Ability to conduct quantitative and qualitative research that requires outreach to racially and linguistically diverse, immigrant, underserved communities, especially focused on identifying and understanding barriers and pathways to success in health and educational outcomes. Interview and survey research skills and experience, including SPSS. Experienced evaluation researcher.

General Professional. Excellent communication skills; Excellent fluency in English and Portuguese; and in Basic Spanish; attention to detail; ability to work in groups or with others, and independently; experience working with diverse populations; excellent skills in outreach and counseling; bilingual in English and Portuguese (native language); dual citizenship – USA and Brazil.

PRESENT POSITIONS

Executive Director, Brazilian Worker Center, Inc., and Brazilian Policy Center, 14 Harvard Avenue, Allston, Massachusetts 02134, May 1, 2010-continuing

Co-Director and Co-Founder, Massachusetts Immigrant Collaborative (M.I.C.), a coalition of 15 grassroots organizations working closely together to respond to the Covid crisis in immigrant communities, April 2020-continuing. We have raised and distributed over \$6 million in food,

rent, and other emergency assistance, and championed vaccine equity and access for BIPOC communities.

Resident Scholar, Labor Resource Center, University of Massachusetts Boston, Fall 2014 – continuing

Lecturer, Labor Studies Program and Department of Sociology, University of Massachusetts Boston, Fall 2010 - continuing

EDUCATION

Ph.D. in Sociology, May 2016
Boston University

Dissertation: *Transnational Brazilians: Class, Race, Immigration Status and Family Life*

M.A. in Applied Sociology

University of Massachusetts Boston, June 2005

Cumulative GPA 3.80

Master's Thesis: "*Brazilian Immigrants in the U.S.: Pathways and Barriers to Assimilation*," based on my own field research, including surveys and interviews, among Brazilians in the Boston metropolitan area

B.A. in Social Psychology (Criminal Justice Emphasis),
University of Massachusetts Boston, December 2003

A.S. in Computer Science

Quincy College, Quincy, Massachusetts, June 1998

TRAINING

Next Generation of Leadership Program, on labor leadership and activism, Massachusetts Teachers Association, Springfield and Amherst, Massachusetts, 2018-2019, 4 days

Troublemakers Institute Training, Massachusetts Teachers Association, Worcester State University, Massachusetts, 1 day, June 2, 2019

Northeast School for Women in Unions and Worker Organizations, Amherst MA, five days, July 2017; Cornell University School of Industrial & Labor Relations, five days, July 2018

InterValley Project Summer Institute, North Adams MA, July 2016

NELLI, New England Labor Leadership Institute, three weeks, 2016

B.O.L.D. (Black Organizing for Leadership and Dignity), Directors' and Leads' Training, 12 Days, North Carolina, Missouri, Los Angeles, 2015; Washington, DC, 2 days, February 2019
AFL-CIO Leadership Institute, Baltimore (March 2013); San Diego (December 2013); Miami, Florida (November 2014)

NDWA SOL (Solidarity, Organizing, and Leadership) Training Institute, National Domestic Workers Alliance: San Francisco, New York City, Connecticut, December 2011, March 2012, December 2012, March 2013

Opportunity Agenda Media Training Institute, New York City, March 2013

OSHA Trainer Exchange, US Dept. of Labor, Washington, DC, March 2012, March 2013, February 2015, November 2016
Lenny Zakim Fund Institutes, Boston, Various Non-Profit Management Trainings, 2011-2013
Grassroots Institute for Fundraising Training, Oakland, California, August 2012
Women's Institute for Leadership Development (WILD) Summer Institutes, Massachusetts, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019
New York Immigration Coalition, Immigration Law Training, 40 hours, Syracuse University, June 2013; 5 hours, New York City, June 2015

HONORS AND AWARDS

Notable Brazilian Award, from the Brazilian Heritage Foundation and *The Brazilian Times* newspaper, in recognition of my community activism, Somerville, Massachusetts, January 26, 2021.

Advocate for Justice Award, from the Jewish Alliance for Law and Social Justice, awarded at their 2020 Annual Meeting, Boston, for leadership as co-chair of the Driving Families Forward Coalition, June 17, 2020

Inspirational Woman 2020 Award: Outstanding Community Leader. Awarded by Latina Center MARIA (Mujer/Madre-Authentica-Restaurada-Inteligente-Amorosa), at their Mother's Day Gala, Lynfield, Massachusetts, May 8, 2020

Special Leadership Award, from the Greater Boston Labor Council, AFL-CIO, November 8, 2019

Latinx Amplifier Award in the area of Arts & Culture, as "one of 20 Latinx Leaders in Massachusetts who represent today's risk takers, quiet disruptors and outspoken advocates who are leading in their profession and driving positive social change in their communities," September 26, 2019

Barr Foundation Fellow, Class of 2019, in a two-year program of training, cohort-building, and leadership development. Chosen as one of a group of 12 "exemplary civic leaders committed to Greater Boston... nominated and selected on the basis of...personal qualities, organizational impact, and commitment to collaboration to advance Greater Boston's community and civic agendas," June 27, 2019

Brazilian International Press FOCUS Award, from the Brazilian International Press Association Board of Directors, awarded in Boston, December 22, 2018

Eduque Community Leadership and Service Award, from Eduque Educational Exchange, Boston, November 30, 2018

The Intercultural City Award, from the Welcome Project, Somerville, Massachusetts, recognizing "an outstanding individual or group whose work has substantially and positively impacted Somerville as an intercultural city," Somerville, Massachusetts, April 26, 2018

Recognition Award for Community Leadership, at The Diaspora: A Celebration of Black Immigrants, presented by Boston's Black Women City Councilors Pressley, Edwards, Campbell, and Janey, Boston City Hall, February 28, 2018

Making a Difference Award: World Impact. Awarded by O Globo Media Network and the Industrial Federation of the State of Rio de Janeiro, in a television broadcast to 80 countries, Hotel Copacabana Palace, Rio de Janeiro, March 30, 2017

M.I.C.A.H. Award (Members in Community Action Honoree), Naugatuck Valley Project, Waterbury, Connecticut, November 14, 2015: "Given to those who have passion for justice, who love mercy, and who walk humbly with the lord in service to others."

And Still I Rise: Black Women Labor Leaders, AFL-CIO National Office and the Institute for Policy Studies, Washington, D.C., designation as one of America's 20 leading Black Women Labor Leaders, October 15, 2015

Jorge Fidalgo Community Service Award, Massachusetts Alliance of Portuguese Speakers, Boston, April 18, 2015: "Awarded for her outstanding leadership on behalf of workers' rights and efforts in getting the state Legislature to pass the first Domestic Workers' Bill of Rights this past year. The Brazilian Immigrant Center has flourished under her leadership."

Leadership Award, Greater Boston Labor Council, AFLCIO, November 14, 2014. The citation reads: "The Greater Boston Labor Council is proud to honor Natalicia Tracy for your advocacy for domestic workers and passing of landmark legislation to bring the plight of excluded workers out of the shadows."

The Richard M. Fontera Award, from the Arnold M. Dubin Labor Education Center, University of Massachusetts Dartmouth, October 23, 2014. The citation reads: "In recognition of your dedication in improving the lives of working women throughout New England and the US, you have made the commitment to education and the ideals of democracy and social justice an integral part of your life through your struggle for the rights and better working conditions of domestic workers in this nation."

Brazilian Heritage Foundation and *Brazilian Times*, recognition as one of Massachusetts' 15 most notable Brazilian women leaders, awarded at the Dag Hammarskjöld Library, United Nations, New York City, March 15, 2014

Mayor Martin J. Walsh, City of Boston, Certificate of "Recognition to Natalicia Tracy and the Brazilian Immigrant Center," in "Appreciation of Leadership and Commitment to the Advance of Latina Women in the City of Boston," awarded March 15, 2014

City of Boston, Official Resolution of the City Council, offered by City Councilors Ayanna Pressley and Michelle Wu, in "Recognition of Natalicia Tracy for her Leadership and Commitment to Advance the Leadership of Latina Women in the City of Boston," awarded March 14, 2014

Women Who Live United Award Nominee, for “Creating Lasting Change and Advancing the Common Good in our Community,” from United Way of Massachusetts Bay and Merrimack Valley Leadership Council, September 16, 2013

Petra Award for being an “Unsung Hero in the Struggle for Social Justice,” Petra Foundation, Boston, July 2013: “Often at risk and without the safety net of personal privilege or institutional support, Petra Fellows fight poverty, discrimination, environmental degradation and violence. They work in prisons and police departments, factories and migrant worker camps, health clinics, housing projects, family farms and public schools—wherever people lack the resources, connections or clout to participate fully in American society. Armed with the fierce passion for justice that inspired Petra Shattuck, they are fixing what’s broken in America.”

“The Influentials” Designation, voted by the Brazilian Times one of the 15 most influential leaders of the Massachusetts Brazilian Community, June 2013

“The Notable Ones,” Outstanding Community Service Award, Brazilian Community Heritage Foundation, New York, November 2013

International Brazilian Women in Power Award, Hartford, Connecticut, October 2012

Whitney Young Fellow, minority fellow in the area of race, urban problems, and community leadership, Boston University Graduate School of Arts and Sciences, 2008-2009. This fellowship is awarded to a student with a central interest in race, and a history of activism or leadership in improving race relations.

Honorable Mention, Ford Foundation Minority Pre-Doctoral Fellowship Program, 2007

Alpha Kappa Delta, Honorary Sociology Fraternity, 2005

PROFESSIONAL EXPERIENCE

Non-Profit Management

-Executive Director, Brazilian Worker Center, Inc., 14 Harvard Avenue, Allston (Boston), Massachusetts 02134, May 1, 2010-present

-Executive Director, Brazilian Policy Center, Inc., 14 Harvard Avenue, Allston (Boston), Massachusetts 02134, October 2013-present

Teaching and Academic Appointments

-Resident Scholar, Labor Resource Center, University of Massachusetts Boston
September 2014 – present

-Lecturer I, Adjunct Professor, University of Massachusetts Boston, Department of Sociology, teaching “Race & Ethnic Relations,” “Race & Power in the United States,” “The Family,” “Introduction to Sociology,” “Race, Criminality and Deportation,” and “Sociological Research

Methods.” Labor Studies Department, teaching “Workers Rights and Human Rights,” “Work and Society,” “Labor, Community Organizing, and Social Justice,” “Sex and Labor Trafficking in the Global Economy,” and “Labor and Globalization;” and, Human Services Program: teaching “Life Cycle and the Environment.” Spring 2010 through Fall 2019 and continuing

-Lecturer, University of Massachusetts Amherst, The Union Leadership and Activism Summer Program, Master’s Program in Labor Studies, taught intensive course on, “Labor and Community Organizing,” July 2019

-Adjunct Professor, Eastern Nazarene College, Department of Sociology, teaching “Sociological Research Methods,” “Non-western Cultures,” and “Life Span Development,” September 2005 - May 2007; January 2008; January 2009

-Assistant Teacher, ALERTA Summer Enrichment Program for Inner-City Youth, University of Massachusetts Boston, 2007

-ESL Teacher, English Wisdom, Quincy, MA, 2005-2006. I taught a Basic English course to a group of eight mostly Brazilian immigrant adults.

-Graduate Teaching Assistant, University of Massachusetts Boston, “Research Methods” course, 2003-2004. For this course, I lectured when the professor was absent; ran computer laboratories; advised and tutored students; and assisted the professor in preparing, administering, and evaluating student assignments.

Publications

2021 “Invisibility, Forced Labor, and Domestic Work” [with Ai-Jen Poo], in Katherine Chon and Makini Chisolm-Straker, eds. *The Historical Roots of Human Trafficking – Informing Primary Prevention of Commercialized Violence*. Cham, Switzerland: Springer Nature Switzerland AG

2020 “Worker-Led Research Makes the Case for Labor Justice for Massachusetts Domestic Workers: Social Research and Social Change at the Grassroots” [with T. Sieber], in Susan Greenbaum, Glenn Jacobs, and Prentice Zinn, eds., *Collaborating for Change: A Participatory Action Research Casebook*. New Brunswick, NJ: Rutgers University Press

2019 “Baker should make immigrant licenses part of road safety agenda: Letting all residents drive legally would help families, make streets safer” [with Roxana Rivera]. *Commonwealth: Politics, Ideas and Civic Life in Massachusetts*. February 9, 2019. Available: <https://commonwealthmagazine.org/criminal-justice/baker-should-make-immigrant-licenses-part-of-road-safety-agenda/>

2018 “I am a Survivor of Human Trafficking: Natalicia’s Story,” *The Atlantic*, March 12, 2018 (<https://www.theatlantic.com/business/archive/2018/03/human-trafficking-natalicia/553100/>)

2017 “Domestic Worker Rights Organizing: a Past Still Alive in the Present,” *New Solutions: a Journal of Environmental and Occupational Health Policy* 27(1): 1-6.

2016. Siqueira, C. Eduardo; Gabriella Barreto Soares; Pedro Luiz de Araujo Neto; **Natalicia Tracy**. “Documento faz diferença: o caso das trabalhadoras domésticas em Massachusetts, Estados Unidos [Documents make a difference: the case of Brazilian domestic workers in Massachusetts, USA].” *Cadernos de Saúde Pública [Notebooks in Public Health]* (Rio de Janeiro) 32:7 [<http://dx.doi.org/10.1590/0102-311X00131115>]

2015. “I have found my voice and have been able to help others find theirs as well,” in *And Still I Rise: Black Women Labor Leaders’ – Voices, Power, Promise*, pp. 81-83. Washington, D.C.: Institute for Policy Studies

2015. Steven S. Coughlin, Molly Jacobs, Herpreet Thind, Nicole Champagne, Benyuan Liu, Margo Simon Golden, Cheryl Osimo, **Natalicia Tracy**, and Rachel I. Massey. “On the need for research tested smartphone applications for reducing exposures to known or suspected breast carcinogens in work and home environments. *Journal of Environmental Health Sciences*. Published online October 29, 2015

2015. “Immigrants, Undocumented.” The Wiley Blackwell Encyclopedia of Race, Ethnicity, and Nationalism. 1–3. (<http://dx.doi.org/10.1002/9781118663202.wberen238>)

2015. “Immigrants, Illegal.” The Wiley Blackwell Encyclopedia of Race, Ethnicity, and Nationalism. 1-3. (<http://dx.doi.org/10.1002/9781118663202.wberen227>)

2015 “Forum: International Women’s Day — Women are still working to be seen” [Op-Ed], *New Haven Register*, March 7, 2015. Available at: <http://www.nhregister.com/opinion/20150307/forum-international-womens-day-x2014-women-are-still-working-to-be-seen>

2014 *INVISIBLE NO MORE: Domestic workers organizing in Massachusetts and beyond* [with T. Sieber and S. Moir], Labor Studies Faculty Publication Series. Paper 1. http://scholarworks.umb.edu/laborstudies_faculty_pubs/1

2013 “Immigration Policy Reform is Right for America, and We Need it Now,” *The Blue Mass Group: Reality Based Commentary*. <http://bluemassgroup.com/2013/10/immigration-policy-reform-is-right-for-america-and-we-need-it-now-by-natalicia-tracy/>

2011 “Statewide Campaign to Respect All Workers” (with Lydia Edwards), *Mass Dissent* (National Lawyers Guild), March 2011

2010 “Immigrant Workers’ New Challenge: Improve Conditions for Domestic Workers,” *Allston-Brighton TAB*, December 23, 2010

2009 “Encounters between Immigrant Students and U.S. Urban Universities,” *Human Architecture: Journal of the Sociology of Self-Knowledge* 5:23-34

2008a “Engaging Cultures – The People of the World are One Species: a Multicultural Analysis” (with Yue Zhu), *Report to the Deutsche Gesellschaft Intercultural Summer Seminar. Berlin, Germany, August 2008*,
<http://www.europa-information-stralsund.de/summerscool/media/SummerScool-2008-25-1.pdf>

2008b “Kulturen im Austausch: Eine multikulturelle Studie mit den Teilnehmern der ISSB 2008” (with Yue Zhu), *Report to the Deutsche Gesellschaft Intercultural Summer Seminar. Berlin, Germany, August 2008 [German translation of 2008a]*,
<http://www.europa-information-stralsund.de/summerscool/media/SummerScool-2008-4-1.pdf>

Research Experience beyond my Dissertation Research

Massachusetts Domestic Worker Bill of Rights Enforcement: a community-based, participatory research project, 2019-2020

Principal Investigator, Project Director, and Trainer. Funded by the Sociological Initiatives Foundation and the UMass Boston Labor Resource Center, a team of domestic workers, BWC staff, and university interns from UMass Boston is completing an evaluation of the implementation of the 2015 Massachusetts Domestic Worker Bill of Rights, including its usefulness on the job for workers, responses of employers, and state-level enforcement and oversight provisions.

Social Survey of Working Conditions of Domestic Workers in Connecticut
January 2015 – July 2015

Principal Investigator, Project Director, and Trainer. Funded by the Sociological Initiatives Foundation, and in collaboration with the University of Massachusetts Boston, a team of domestic workers is surveying 200 Brazilian, Latina, Haitian, West Indian, and Polish domestic workers active in major Connecticut metropolitan regions, in order to identify workplace problems and health hazards that require remedies in a new state-wide Domestic Worker’s Bill of Rights for Connecticut.

Social Survey of the Work Life of Massachusetts Brazilian Housecleaners,
January 2013 – July 2014

Principal Investigator, Project Director, and Trainer. Funded by the Sociological Initiatives Foundation, and in collaboration with the University of Massachusetts Boston, a team of domestic workers has surveyed 200 Brazilian housecleaners in Massachusetts communities representative of Brazilian domestic workers, in order to identify workplace problems and health hazards that require remedies in a new Massachusetts Domestic Worker’s Bill of Rights.

Brown University and Brockton Public Schools Roadmap Action Plan Evaluation Project,
February 2009 – June 2010.

Evaluation Research Consultant, Brown University, Department of Education. Field research evaluating program innovations in the Brockton, Massachusetts public school system. Findings are based on observations of school team meetings, surveys of teacher participants, and

interviews of principals, associate or assistant principals, department heads, and resource specialists. In this part-time research position my job is to collect multiple sources of data and to help write reports of finding and suggestions to improve classroom practices and student achievement.

“Understanding Mentoring Project,” Boston University School of Social Work, Fall 2008 and Spring 2009.

Research Interviewer. The goal of this Project was to access the positive impact of the Big Brother/Big Sister program in Boston, Massachusetts. In a paid part-time position in this project, I interviewed mentors about their relationship with the youth they became a mentor to, and how they view impact on the young people’s lives. Companion interviews were also conducted with youth about their relationship with their mentor, inquiring into the types of support they felt they were receiving from them.

Brazilian Immigrants: Creating a Sense of Community in Diverse Urban Settings, Spring 2008.

Principal Investigator. This research was conducted to fulfill requirements for Boston University courses on Qualitative Research Methods and Urban Community. I visited a convenience sample 16 community businesses in five different cities in the Boston Metropolitan area and I interviewed 27 Brazilian immigrants in a variety of jobs sectors. The study findings explain how Brazilian immigrants sustain community within the immigrant context, and a “heterolocal” residence pattern, and to predict the manner and degree of their social and economic integration in the wider US host society.

Barriers to Access Higher Education: Focus on Latino Populations, 2006-2008.

Co-investigator. I worked as part of a small group of educators under the direction and coordination of Professor Raul Ybarra, specialist on Latino Education, at the University of Massachusetts, Boston. Our goal was to gain an understanding of minority students’ struggles while pursuing a higher education, especially with the unspoken rules and expectations of academic culture, and in identifying how some minority students succeed against all odds. Our findings were presented in several conference panel sessions, and in some publications, including one of my own.

Brazilian Immigrant Survey Project, May 2006 - August 2007, University of Massachusetts Boston, Harvard University, and Brazilian Immigrant Center of Boston.

Research Assistant/Project Manager/Interviewer. In this project I worked with Professor Enrico Marcelli, of the Department of Economics of the University of Massachusetts Boston, as a project manager for a large household survey research project on Brazilian, Dominican, Haitian, and Salvadorian immigrants in the Boston metropolitan area. For the project, I did considerable canvassing in Salem, Framingham, Marlborough, Lawrence, Chelsea, and Somerville. I helped with survey design, field work material preparation, supervision of a 40-person research team, and hiring and training of interviewers. As part of my field work on the project team, I also conducted more than fifty face-to-face extended interviews with subjects.

Brazilian Immigrants in the U.S.: Pathways and Barriers to Assimilation, September 2004 - June 2005 - Master's Research Project.

Principal Investigator. Based on my own field research, this study included surveys and interviews conducted both in English and in Portuguese, among a sample of 60 Brazilians living in the Boston metropolitan area. This project gave me an opportunity to enter into the Brazilian community for the first time as a sociologist, and to learn about immigrant struggles and realities, including Brazilians' positive attitude toward life.

Women's Health Network Evaluation Project, Women's Health Network (WHN) and Harvard University School of Public Health, September 2004 - May 2005.

Research Assistant. This large-scale study and planning project evaluated all aspects of the health care system at 26 health care delivery sites in the state of Massachusetts. As a research assistant for the project, working under Professor Russell Schutt of the Department of Sociology at the University of Massachusetts, I had the opportunity to learn to design and plan an evaluation research project, and to formulate and ensure the validity of questionnaires. On this project, I also obtained hands on experience in editing and coding data into SPSS, transcribing qualitative data, assisting with literature reviews, and completing various other administrative tasks associated with administration of large-scale surveys.

Service and Leadership: Community, Professional, and Institutional

- Member, Federal Reserve Bank of Boston Community Advisory Board, 2019 – present
- Member, Advisory Board, Mayor's Office of Immigrant Advancement, City of Boston, May 2016 – present
- Member, Mayor's Living Wage Advisory Committee, City of Boston, April 2016 – present
- Community Delegate, Greater Boston Labor Council, AFL-CIO, 2016 to present
- Vice-President of the Board of Directors, National Domestic Workers Alliance, New York and Oakland, California, 2012-2016
- Member, Board of Directors, Women's Institute for Leadership Development, Boston, a multiracial, multicultural women's organization founded in 1986 by women labor activists and educators to empower women to become effective leaders in their workplaces and in the Massachusetts labor movement, 2009 to 2020
- Member, Community Advisory Board, Gaston Institute for Latino Community Development and Public Policy, University of Massachusetts Boston, 2019 – present

- Member, U-54 Outreach Core Community Advisory Board, with Dana Farber Cancer Institute, UMass Boston, Harvard University School of Public Health, 2017 - present
- Member, Board of Directors, Greater Boston Legal Services, Inc., 2015 to present
- Member, Board of Directors, Boston Women's Fund, 2018-2019
- Treasurer, Executive Board, Jobs with Justice Massachusetts, 2013-2018
- Member, SEIU 1199-National Domestic Worker Alliance Partnership Committee, 2013-14
- Member and Secretary of the Board of Directors, Brazilian Immigrant Center of Boston, 2005-2010
- Treasurer, University of Massachusetts Boston Graduate Student Assembly, 2003-2005
- Co-Chair, Applied Sociology Graduate Students Association, University of Massachusetts Boston, 2003-2005
- Member, University of Massachusetts Boston NEASC Accreditation Task Force, 2004-2005
- Jump Start, member of organizing committee, "Spark a Life Basket" Fundraiser, 2005
- Organizer, "Warm Hands and Warm Hearts Money Donation Raffle" Fundraiser, to benefit the (Boston) Long Island Shelter's Winter Apparel Fund, 2004
- Intern, Women of Means Empowerment Project; worked with homeless women at Rosie's Place and Women's Lunch Place, Boston, 2004
- Student Ambassador, Conference on "Dangerous Intersections," on urban youth violence, University of Massachusetts, 2004

Legislative Leadership and Policy Engagement

Legislative and Policy Coordinator, Massachusetts Coalition of Domestic Workers, 2012 – 2014, successfully spearheaded the passage of the Massachusetts Domestic Worker Bill of Rights in 2014

Member of the Working Group on Federal Funding, sponsored by the Greater Boston Labor Council, focusing on promoting social and economic inclusion through equitable distribution of federal stimulus funding within Massachusetts, March 2021 - continuing

Policy and Legislative Strategist, Connecticut General Assembly, numerous bills concerning domestic worker labor and civil rights, including building support inside the capitol, and mobilizing grassroots support outside, 2013-present

Co-Chair, Driving Families Forward Coalition, advancing the “Work and Family Mobility Act,” concerning immigrant drivers’ licenses, 2018 to present

Co-Chair, Stop Wage Theft Coalition, advancing the “Act to Prevent Wage Theft, Promote Employer Accountability, and Manage Public Enforcement, 2019 - present

Member, Covid-19 Emergency Task Force, Massachusetts Legislature, advocating for the “ITIN bill,” to offer stimulus help to all taxpayers, including immigrants, during the Covid-19 pandemic, 2020-present

Member, Mass Healthy Family Income Tax Credit Coalition, advocating for passage of the An “Act Providing a Guaranteed Minimum Income to all Massachusetts Families,” 2020-present

Conference Presentations, Addresses and Speeches (selected)

WHY WE NEED IMMIGRANT DRIVERS’ LICENSES, panel organizer and speaker, sponsored by the Massachusetts Major Cities Chiefs of Police Association and the Driving Families Forward Coalition in support of the Work and Family Mobility Act, June 15, 2021 (Remote)

BOSTON MAYORAL FORUMS: THE QUESTION OF IMMIGRATION, co-host and moderator, panel of six leading mayoral candidates, sponsored by the Greater Boston Labor Council, the Brazilian Worker Center, and SEIU 32-BJ, May 13, 2021 (Remote)

BRAZILIAN WORKER CENTER IN FOCUS, Interviewed by Helenita Moraes, Radio Negocio Fechado, March 16, 2021

THE IMPACT OF COVID-19 ON IMMIGRANT HEALTH, Panelist, Harvard University Health Equity Scholars Program and the Cambridge Health Alliance, June 1, 2021 (Remote).

DISRUPTING DISCRIMINATION: VACCINE JUSTICE & EQUITY, panelist, Sponsored Lawyers for Civil Rights, April 20, 2021 (Remote)

COVID RESPONSE IN MASSACHUSETTS: EVICTIONS, AND THE LACK OF WORKPLACE SAFETY AND SOCIAL SUPPORTS, Panelist, sponsored by the Mass Coalition for Health Equity, December 22, 2020 (Remote)

UNIVERSITY OF CONNECTICUT MOTLEY SPEAKER SERIES: STRUCTURAL RACISM IN EMPLOYMENT, panelist, sponsored by the Connecticut Bar Association, December 16, 2020 (Remote)

BATE PAPO TELEVISION LIVE: REPRESENTATIVE DAN SENA ON THE IMPORTANCE OF THE CSNSUS AND DRIVERS LICENSE FOR IMMIGRANTS. Host and Moderator, September 25, 2020 (Facebook Live)

LET'S TALK ABOUT RACE, UNFILTERED: WHY DO WE NEED TO PASS THE DRIVERS' LICENSE BILL IN MASSACHUSETTS NOW. Co-host and Panel Moderator, July 23, 2020 (Remote)

IMMIGRATION POLICY AND LATINX ADVANCEMENT: WHY IMMIGRANT JUSTICE IS CRUCIAL TO SOCIAL-ECONOMIC JUSTICE. Panelist, AMPLIFY CONFERENCE – NUESTRO IMPACTO: BE COUNTED, BE HEARD VIRTUAL CONFERENCE. Sponsored by the Gaston Institute for Latino Public Policy and Community Development, and the Center for Women in Politics and Public Policy, University of Massachusetts Boston, July 17, 2020

LET'S TALK ABOUT RACE, UNFILTERED: HEALTH AND IMMIGRATION. Co-host and Panel Moderator, July 9, 2020 (Remote)

LET'S TALK ABOUT RACE, UNFILTERED: RACE. . Co-host and Panel Moderator, June 25, 2020 (Remote)

LET'S TALK ABOUT RACE, UNFILTERED: BLACK LIVES MATTER. Co-host and Panel Moderator, June 18, 2020 (Remote)

CONVERSATION ON IMMIGRATION AND INTERNATIONAL POLICY WITH CONGRESSMAN JIM MCGOVERN, panelist, sponsored by Centro Presente, Boston, June 2, 2020

A JUST IMMIGRATION POLICY: DIALOGUE WITH MASSACHUSETTS CANDIDATES FOR US SENATOR, SENATOR ED MARKEY AND CONGRESSMAN JOE KENNEDY, Panelist, May 7, 2020 (Remote)

BRAZILIAN WORKER CENTER IN FOCUS, Presentation, Radio Negocio Fechado, March 16, 2020 (Facebook Live)

THE PUBLIC JURY AS A TEMPORARY PARLIAMENT, Member and Panelist, and Representative of the National Domestic Workers Alliance, sponsored by the Visible Award, the Cittadellarte-Fondazione Pistoletto, Fondazione Zegna, and Lafayette Anticipations, Hotel de Ville, Paris, France, November 16, 2019

VALUING WOMEN'S WORK AND BUILDING WOMEN'S ECONOMIC EMPOWERMENT, Panelist at the 100th Anniversary Celebration of the Founding of the International Labor Organization (ILO), Yale University, New Haven, Connecticut, October 4, 2019

THE CARE ECONOMY: WOMEN, WEALTH AND WORK, Panelist at the Community Fund for Women and Girls Annual Meeting, New Haven Lawn Club, New Haven CT, June 20, 2019

PROTECTING AND DEFENDING IMMIGRANT WORKERS, Troublemakers School in Labor Organizing; Panel Organizer, Chair and Presenter, sponsored by Labor Notes, Worcester State University, Worcester, Massachusetts, June 2, 2019

RESEARCH, POLICY, AND ADVOCACY ON BEHALF OF IMMIGRANTS: A GRASSROOTS PERSPECTIVE, presentation in the panel on “Activist Research on Immigration Policy and the Journey North,” Latin American Studies Association, Boston, May 26, 2019

FIGHTING BACK: WOMEN, LABOR AND INTERNATIONAL MIGRATION, panelist and roundtable co-organizer, *Otros Saberes* (Other Knowledges) Pre-Conference on “Solidarities Across Borders: Art, Activism, and Activist Research in Boston and Beyond,” Latin American Studies Association, Northeastern University, Boston, May 23, 2019

US AND BRAZILIAN COLLABORATIONS IN RESEARCH AND TRAINING, presenter at and organizer of the Conference on “Forging Inter-University Exchanges: United States and Brazil,” co-sponsored by the University of Massachusetts Boston and the Faculty of Technology and Engineering of Curitiba, Brazil, May 17, 2019

BUILDING INTERNATIONAL SOLIDARITY, AND RAISING POLITICAL VISIBILITY, address at the XII International Women in Solidarity Conference, Massachusetts State House, April 17, 2019

WHY WE NEED A NATIONAL DOMESTIC WORKER BILL OF RIGHTS, speaker, news conference, sponsored by Members of Congress and the National Domestic Workers Alliance, U.S. Capitol Building, Washington, DC, January 25, 2019

RESILIENCY OF BRAZILIAN ENTREPRENEURS IN OVERCOMING OBSTACLES TO SUCCESS, presentation at conference on “Innovative Business Practices for Brazilian Businesses in the United States,” co-sponsored by the University of Massachusetts Boston and the Brazilian-American Chamber of Commerce, November 15, 2018

INTRODUCING THE BRAZILIAN WORKER CENTER, speaker and panelist, “Community-based Legal Services Organizations in New England,” Legal Aid Bureau, Harvard Law School, August 18, 2018

BORDERS AND TRANSNATIONAL NETWORKS OF BRAZILIAN MIGRANTS, presenter and panelist, symposium on “Rethinking Borders: Climate Change, Migration, and Human Rights,” Co-Sponsored by the Program on Human Rights and the Global Economy (PHRGE), Northeastern University Law School, the NELS Chapter of the International Refugee Assistance Project (IRAP), and the Raoul Wallenberg Institute of Human Rights and Humanitarian Law, June 14, 2018

BORDER REGIMES, GENDER, AND VIOLENCE FROM A TRANSCONTINENTAL COMPARATIVE PERSPECTIVE, speaker and panelist, Latin American Studies Association, Barcelona, Spain, May 23, 2018

VIOLATIONS OF LABOR RIGHTS FOR IMMIGRANT WORKERS IN THE UNITED STATES, presenter and panelist, “Immigration and Women’s Labor,” Latin American Studies Association Pre-Congress, *Otros Saberes* (Other Knowledges) Section, Barcelona, Spain, May 21, 2018

EQUITY THROUGH ESOL: PURSUING CONOMIC OPPORTUNITY BEYOND IMMIGRANT STATUS, presenter and panelist, English for New Bostonians Convening, Action for Boston Community Development, Boston, Massachusetts, April 27, 2018

CAREFORCE: INAUGURATING A NEW PBS MINI-SERIES ABOUT DOMESTIC WORKERS, presenter and panelist, Studio REV and Northeastern University Nu Law Lab, Harvard University School of Public Health, Boston, Massachusetts, April 23, 2018

MOTHERING FROM AFAR IN AN AGE OF GLOBALIZATION AND INTERNATIONAL MIGRATION: TRANSNATIONAL PARENTING IN IMMIGRANT FAMILIES – CAPE VERDEAN, BRAZILIAN AND OTHERS [with Tim Sieber], paper presented at the 3rd International Conference on Cape Verdean Studies, Pedro Pires Institute on Cape Verdean Studies, Bridgewater State University, Bridgewater, Massachusetts, April 21, 2018

WINNING THE PUBLIC DEBATE, panelist, The Boston Labor Conference: Labor Organizing, Political Power, and the Trump Effect, University of Massachusetts Boston, April 14, 2018

COMMUNITY ENGAGEMENT – EQUITY OR PATERNALISM? ETHICAL ISSUES IN UNIVERSITY RESEARCH AND SERVICE COLLABORATIONS WITH COMMUNITY-BASED ORGANIZATIONS [with Tim Sieber], paper presented at the Society for Applied Anthropology, Philadelphia, April 3, 2018

SOMERVILLE BOARD OF ALDERMEN- Speech supporting the city resolution to condemn the assassination of Councilwoman Mirelle Franco in Rio de Janeiro, Somerville, Massachusetts, March 22, 2018

THE DIASPORA: A CELEBRATION OF BLACK IMMIGRANTS, presenter and award-winner, City Hall, Boston, Massachusetts, February 28, 2018

WORKER CENTERS AND THEIR ROLE IN REDUCING POVERTY, panelist in the session, “Empowering Labor: Jobs, Training and Organizing,” at Conference on Poverty and Inequality – Uniting Against Poverty: New Alliances and Partnerships, John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts, February 24, 2018

MY NAME IS NATALICIA TRACY AND THIS IS MY STORY, speaker at “The State of Our Union” (a response to the President’s State of the Union Address), sponsored by #MeToo, National Domestic Workers Alliance, Moms Rising, Labor Council for Latin American Advancement, Alianza Nacional de Campesinas, National Press Club, Washington, D.C., January 30, 2018

NEW FORMS TO SETTLE OLD SCORES? WORKER CENTERS AND THEIR RECENT TRAJECTORIES, speaker at the James Greene Memorial Symposium, Harvard University Trade Union Program, Labor and Worklife Program, Harvard Law School, Cambridge, Massachusetts, January 18, 2018

LABOR LEGISLATION AND MASSACHUSETTS LATIN AMERICAN IMMIGRANTS IN THE AGE OF TRUMP, Presenter and Panelist, International Migrants Day Symposium, co-

sponsored with the Lawyers Committee for Civil Rights and Economic Justice, and Centro Presente. Massachusetts State House, House Members Lounge, December 18, 2017

BOSTON'S IMMIGRANT COMMUNITIES. Presenter and Panelist at break-out session, 2nd ANNUAL BOSTON TALKS ABOUT RACISM, Northeastern University, December 16, 2017

THE MOVEMENT FOR DOMESTIC WORKER RIGHTS IN THE UNITED STATES, Encuentro de Trabajadoras del Hogar Afro-Latinas (International Meeting of Afro-Latina Domestic Workers), Salvador, Bahía, Brazil, sponsored by the International Federation of Domestic Workers and the Brazilian Solidarity Center, December 1-3, 2017

PASSAGE OF THE DOMESTIC WORKER BILL OF RIGHTS, session on "Organizing Care Workers in New England: Creative Strategies," Care Work Summit, Center for Women and Work, University of Massachusetts Lowell, June 2, 2017

THE RESEARCH PROJECT "INVISIBLE NO MORE: DOMESTIC WORKER ORGANIZING IN MASSACHUSETTS AND BEYOND," session on "Research to Support Organizing Campaigns," Care Work Summit, Center for Women and Work, University of Massachusetts Lowell, June 2, 2017

WINNING NEW LABOR RIGHTS FOR DOMESTIC WORKERS: THE ROLE OF SOCIAL RESEARCH AND UNIVERSITY-COMMUNITY PARTNERSHIPS IN MOVEMENT BUILDING, GRASSROOTS LEADERSHIP DEVELOPMENT, AND POLICY CHANGE. [with Tim Sieber] Paper delivered at the Society for Applied Anthropology, Santa Fe, New Mexico, March 31, 2017

CHANGING REGIMES OF RACE AND CLASS IN THE IMMIGRANT SETTING. Harvard Migration and Immigrant Incorporation Workshop, Harvard University Department of Sociology, Cambridge, Massachusetts, March 21, 2017

FALL PREVENTION OUTREACH STRATEGIES. Plenary address, OSHA Trainer Exchange, US Department of Labor, Washington, DC, October 18, 2016

CROSSING THE BORDER: HOW RACE AND CLASS PREDETERMINE IMMIGRATION STATUS FOR BRAZILIANS, Panelist. Mini-Conference on Migration: Race, Class and Immigration. Eastern Sociological Society, Boston, March 19, 2016

AND STILL I RISE: THE POWER OF ORGANIZING BLACK WOMEN, Panelist, AFL-CIO Martin Luther King Jr. Civil and Human Rights Conference, Washington, DC, January 18, 2016

MAKING THE LAW WORK FOR US: WINNING PRO-WORKER, PRO-IMMIGRANT POLICIES AND BUILDING THE POWER TO MAKE THEM REAL, Panelist, 2015 National Immigrant Integration Conference, "New American Dreams: Advancing Opportunity, Equality and Justice." Brooklyn, New York, December 14, 2015

HOW CAN WE CREATE AN EFFECTIVE, SUSTAINABLE LABOR MOVEMENT FOR DOMESTIC WORKERS? Panelist, International Migration Conference, New York City, December 10, 2015

SCHOLAR-ACTIVIST DIALOGUES: RESEARCH, WRITING, AND ACTIVISM ON DOMESTIC WORKER ORGANIZING, Panelist, National Women's Studies Association Annual Meeting, Milwaukee, Wisconsin, November 13, 2015

SHUT OUT TRAFFICKING WEEK, sponsored by UNICEF Children First, and University of Massachusetts Boston, Panelist, *Not My Life* Film Screening, November 10, 2015; and Panelist, "Understanding Trafficking and its Survivors," November 12, 2015, both at the University of Massachusetts Boston.

LOCAL AND GLOBAL IN THE MOVEMENT FOR DOMESTIC WORKER RIGHTS. Presentation, Merrimack Valley Day of Awareness of Domestic Workers, University of Massachusetts Lowell [Sociology Dept. and Labor Resource Center], and the Merrimack Valley Project, Lowell, Massachusetts, November 4, 2015

BRAZILIANS IN BOSTON AS CAREWORKERS. Presentation to the symposium, "Contributions of Brazilians to Boston," Brazilian Week, Consulate of Brazil in Boston and Tufts University, Medford, Massachusetts, September 15, 2015

LABOR TRAFFICKING AND DOMESTIC WORKERS, IN CONNECTICUT AND BEYOND. Presentation to the Trafficking in Persons Council, Permanent Commission on the Status of Women, Connecticut General Assembly, Hartford, Connecticut, June 18, 2015.

CHANGING POLICY AND TRANSFORMING CULTURE: THE U.S. DOMESTIC WORKER MOVEMENT, Presentation, Invited Conference on "Moving Beyond the Silos: Women, Migration, and the Work of Care," Migration Policy Institute and University of Maryland, Washington, DC, March 19, 2015

DOMESTIC WORKERS AND THE CARE ECONOMY: A CONVERATION WITH AI-JEN POO. Dialogue with the principal speaker. Yale University School of Law, New Haven, Connecticut, March 2, 2015.

MOTHERING FROM AFAR: TRANSNATIONAL PARENTING IN BRAZILIAN IMMIGRANT FAMILIES, Panel on "Transnational Issues in Labor Migration," Society for Applied Anthropology, Albuquerque, New Mexico, March 19, 2014

CONSIDERING WHO ARE THE AGGRIEVED: EXAMINING THE SOURCE OF THE PROTESTS, Panel on "Global Protests, Local Realities: Understanding the Massive Brazilian Street Protests of 2013," Mini-Conference, International Business School, Brandeis University, Waltham, Massachusetts, March 4, 2014

DOMESTIC WORKERS, US AND GLOBALLY: INVISIBLE AND EXCLUDED, BUT EMERGING FROM THE SHADOWS, Panel on "Domestic Work," Conference on "Invisible Work," Eastern Sociological Association, Baltimore, Maryland, February 20, 2014

RACE, WORKPLACE DISCRIMINATION, AND LABOR LAW REFORM FOR DOMESTIC WORKERS, presentation, Special Forum on Race, Discrimination and Economic, Social and Cultural Rights in North America, McGill University, Montreal, Canada, organized by the Inter-

American Commission on Human Rights, Office of the Rapporteur on the Rights of Afro-Descendants and the Unit on Economic, Social and Cultural Rights, and the Labour Law and Development Research Laboratory, Faculty of Law, McGill University, November 23, 2013

MIXED STATUS IMMIGRANT FAMILIES: COMPLEXITIES IN THE LIVES OF THE UNDOCUMENTED, poster presentation, American Anthropological Association, Chicago, November 21, 2013

EXTENDING NEW RIGHTS TO EXCLUDED WORKERS, presentation, panel on “Labor Law Reform: Which Way Forward?” Labor Research and Action Network Quarterly Meeting, Charlestown, Massachusetts, November 18, 2013

THE NEW IMMIGRATION, THE CHAIN OF CARE, AND THE DOMESTIC WORKER MOVEMENT, presentation, conference on “The Care Economy: Building A Just Economy With A Heart,” Hampshire College, Amherst, Massachusetts, Institute for Popular Economics, August 6, 2013

IMMIGRANT RIGHTS AND WORKERS RIGHTS: LOCAL AND GLOBAL, United Nations Headquarters, New York City, Council on Population and Development, Address, April 22, 2013

MY OWN IMMIGRANT STORY, Keynote Address, Immigrant Day, Massachusetts State House, Boston, sponsored by the Massachusetts Immigrant and Refugee Advocacy Coalition (MIRA), April 8, 2013

PROSPECTS FOR THE DOMESTIC WORKER MOVEMENT IN MASSACHUSETTS, panelist, University of Massachusetts Lowell, Center for Women & Work, 15th Annual Conference of Women Organizing for Economic Justice, April 4, 2013

DOMESTIC WORKERS: A MOVEMENT FOR CHANGE AT THE LOCAL, NATIONAL AND GLOBAL LEVELS, Address, 6th Annual Conference of Latina Women, Network of Women in Solidarity, Massachusetts State House, Boston, March 29, 2013.

ONE FOOT HERE, ONE FOOT THERE: HOW TRANSNATIONAL FAMILIES NAVIGATE THEIR FAMILY RELATIONS THROUGH SOCIAL NETWORKS, Research Presentation, Eastern Sociological Society, Boston, March 23, 2013.

MISCLASSIFICATION AND EXCLUSION OF DOMESTIC WORKERS, Address, Northeastern University, School of Law, Conference on Employed Or Just Working? Rethinking Employment Relationships In The Global Economy, March 22, 2013.

WHAT IS AT STAKE FOR WOMEN IN IMMIGRATION REFORM? Panelist, Conference on Women and Immigration Reform, Washington, DC, conference sponsored by the National Asian Pacific American Women’s Forum, National Domestic Workers Alliance, National Latina Institute for Reproductive Health, Women’s Refugee Commission, and Moms Rising, March 21, 2013.

UNITY BETWEEN UNIONS, THE WORKING CLASS, AND COMMUNITY GRASSROOTS ORGANIZING, Address, AFL-CIO Leadership Training Institute, Washington, DC, March 14, 2013.

WHAT IS JUST IMMIGRATION REFORM? Panelist, Boston University, School of Theology, March 12, 2013.

OVERCOMING EXPLOITATION AND TEACHING OTHERS TO DO THE SAME: MY PERSONAL EXPERIENCE, Keynote Address, Lenny Zakim Fund Annual Awards Night, Boston, February 25, 2013.

THE UNIVERSITY OF MASSACHUSETTS BOSTON-BRAZILIAN IMMIGRANT CENTER PARTNERSHIP, National Institutes of Health, Bethesda, Maryland, address and poster, National Community Partner Forum on Community-Engaged Health Disparities Research, December 7, 2012

THE ECONOMICS OF TRANSNATIONALISM AMONG BRAZILIAN LABOR MIGRANTS: THE CASES OF THE U.S. AND PORTUGAL, Panel on “Migrant Labor in the U.S.,” Society for Applied Anthropology, Baltimore, March 31, 2012

THE STATE OF WORKERS’ RIGHTS IN NEW ENGLAND, address delivered at the 2nd Annual Community Policy Forum, sponsored by the Comitê Pró-Cidadania Unida, the Brazilian Community Heritage Foundation, and the *Brazilian Times* Newspaper, Somerville, Massachusetts, March 14, 2012

EFFECTS OF SOCIAL, ECONOMIC, AND LABOR POLICIES ON OCCUPATIONAL HEALTH DISPARITIES, *Panel on “Environmental Health Disparities,” Partnerships for Environmental Public Health Network Conference*, National Institutes of Health, Bethesda, Maryland, March 8, 2012

DIVERSE FORMS AND MEANINGS OF TRANSNATIONALISM AMONG BRAZILIANS IN THE U.S. AND PORTUGAL, Panel on “Transnational Identities,” Eastern Sociological Society, New York City, February 23, 2012

CHANGING TIDES IN IMMIGRATION POLICY. Forum for Immigration Policy Debates, Northeastern University, Boston, Massachusetts, May 15, 2011

ORGANIZING BRAZILIAN WORKERS IN NEW ENGLAND. Brazil-United States Civil Society Forum, Washington, DC, March 17, 2011

CHALLENGES AND OPPORTUNITIES FOR TODAY’S IMMIGRANT WOMEN LEADERS. Latina International Women’s Day Conference, Massachusetts State House, March 8, 2011

COMPARATIVE PATTERNS OF BRAZILIAN IMMIGRANT ECONOMIC MOBILITY, Panel on “Comparative Studies of Immigration,” American Anthropological Association, New Orleans, Louisiana, November 19, 2010

BRAZILIAN IMMIGRANTS IN TRANSNATIONAL PERSPECTIVE, 5th Massachusetts Latino Public Policy Conference, Worcester, Massachusetts, September 19, 2010

TRANSNATIONAL IDENTITY AND OUT-OF-STATUS IMMIGRANTS: BRAZILIANS IN NEW ENGLAND, *Panel on "Reintegration, and Modes of Just Restoration," Justice Studies Association, Albany, New York, May 29, 2009*

COMMUNITY DYNAMICS AMONG BRAZILIAN IMMIGRANTS: FINDING COMMUNITY EXPRESSION IN THE CITY. *Boston Social Theory Forum, Panel on "Integration, Globalization and Racialization: Theories and Perspectives on Immigration," Boston, April 8, 2009*

FINDING COMMUNITY EXPRESSION IN THE LIVES OF URBAN IMMIGRANTS, *Poster Session, Society for Applied Anthropology, Santa Fe, New Mexico, March 19, 2009*

DEUTSCHE-GESELLSCHAFT-INTERCULTURAL SUMMER SEMINAR IN BERLIN, GERMANY. *Invited attendance at a 15-day seminar that discussed immigration, race, multiculturalism, integration in the U.S. and Europe; presented a paper based on field research conducted in Berlin, "Engaging Cultures," August 2008*

BRAZILIAN IMMIGRANTS: CREATING A SENSE OF COMMUNITY IN DIVERSE URBAN SETTINGS, *Paper presented at the European "International Migration, Integration and Social Cohesion" (IMSCOE) Conference, Faculdade das Letras, University of Lisbon, Portugal, June 2008*

ENCOUNTERS BETWEEN IMMIGRANT STUDENTS AND U.S. URBAN UNIVERSITIES, *Paper presented at the First International Conference of Young Urban Researchers, Lisbon University Institute (ISCTE), Portugal, June 2007*

SESSION RAPPORTEUR, "Latino Community Development and Public Policy," *at the 4th Massachusetts Latino Public Policy Conference, Boston, April 2007.*

BARRIERS TO ACCESS TO HIGHER EDUCATION FOR IMMIGRANT STUDENTS: FOCUS ON LATINO POPULATIONS, *Two papers presented at the 3rd Annual Conference of the New England Center for Inclusive Teaching, October 2006; and the 12th Annual Teaching for Transformation Conference of the Center for the Improvement of Teaching, January 2007, both conferences at the University of Massachusetts Boston*

COMMUNITY ISSUES AFFECTING BRAZILIAN IMMIGRANTS IN NEW ENGLAND, *Paper presented at the Brazilian Roundtable, University of Massachusetts Dartmouth, April 2006*

Selected Electronic Media Interviews and Appearances 2010-2021

Massachusetts: Bate Papo with Shirley, Television show; Brazilian Times TV; Sua TV Noticias; "Radio Viola" WUML 91.5fm –Lowell; "Amigos" WSRO 650am; "Com Voce" on Radio do Povo 1360am; Radio Brazilian Times 1350am; "Greater Boston" on WGBH-TV, PBS Network, Boston; WBUR Public Radio, "Radio Boston"; Boston Neighborhood News, BNN Network,

Boston [four times]; Fox News 25, Boston; WGBH radio news [five times]; BRUSA TV (Framingham MA); “Super Business,” BR TV (Framingham MA); “Sempre em Frente,” BR TV (Framingham MA); WMBR, MIT Radio, “Subject to Change,” “Opinioao da Mulher” and “Hora da Noticia shows, ABR Radio (Framingham MA)

Executive Producer and Host, Brazilian Immigrant Center biweekly public affairs television program in Portuguese and English, “Know Your Rights,” Boston Neighborhood Network, Channel 9 [2014-15]

National: Huffington Post Live (internet television), “Melissa Harris Perry Show,” MSNBC; Public Radio International (PRI) radio network, “The World”; The Bev Smith Show, WWRL 1600-AM, American Urban Radio Network, national syndicated radio, Atlanta; “Stratosphere,” WSLR 96.5 FM, national syndicated radio, Sarasota, Florida; “The Jefferson Exchange,” syndicated talk radio show, Southern Oregon & Northern California. All interviews were on labor trafficking to the US, and on the domestic worker movement.

International: *Folha de Sao Paulo*, Brazil; Univision Television (Mexico, broadcast widely on Spanish-language television in the USA); O Globo Television (Brazil and other Portuguese-speaking countries globally); Telesur (Venezuela-based network, broadcast to all of the Americas)

Legislative Testimony, Massachusetts & Connecticut

Boston City Council, testimony urging passage of the Mayor’s annual budget, June 22, 2020 and again on June 29, 2021

Massachusetts Progressive Legislative Caucus, testimony on the Work and Family Mobility Act, June 8, 2021

Progressive Legislative Caucus, Connecticut General Assembly, on behalf of the Paid Sick Day Expansion bill, and on An Act Concerning Wage Education and Enforcement Relating to Domestic Workers, March 3, 2021

Appropriations Committee, Connecticut General Assembly, Testimony supporting allocation of new funding resources for Connecticut’s state Department of Labor, for enhanced public education of domestic workers on wage and hour laws, February 2021

Black and Puerto Rican Caucus, Connecticut General Assembly, Testimony on Supporting Good Labor Policies for Mothers as a Poverty Reduction Strategy, February 2018

Joint Labor Committee, Massachusetts Legislature, Testimony on behalf of the Act to Prevent Wage Theft and Promote Employer Accountability, April 2017

Joint Committee on Public Safety and Homeland Security, Massachusetts Legislature, Testimony on the Massachusetts Trust Act, November 15, 2015

Labor and Public Employees Committee, Connecticut General Assembly, Testimony on the Domestic Worker Bill of Rights, March 13, 2014; February 23, 2015; April 15, 2016; April 16,

2019

Member of the Connecticut General Assembly Legislative Task Force on Domestic Workers, September 2014 through October 2015

Joint Committee on Labor and Workforce Development, Massachusetts legislature, Testimony on the Massachusetts Domestic Worker's Bill of Rights, November 2013

Joint Committee on Public Safety and Homeland Security, Massachusetts legislature, Testimony on the Massachusetts Trust Act, September 2013

Joint Committee on Labor and Workforce Development, Massachusetts legislature, Testimony on revising the Massachusetts Wage and Hour Laws, April 2012;

Joint Committee on Labor and Workforce Development, Massachusetts legislature, Testimony on the Act to Combat Wage Theft and Promote Employer Accountability, May 2019

Joint Committee on Transportation, Massachusetts legislature, Testimony on the Work and Family Mobility Act, September 4, 2019; and, again on June 25, 2021

July 7, 2021

Nikkilia E. Lu

SKILLS OVERVIEW

- Multi-racial, first-generation American with proven success building power for diverse coalitions and stakeholders
- Community-oriented leader with expertise in governance structures, with extensive experience working with elected officials at every level of government on electoral and legislative campaigns
- Nimble facilitator and strategist with proven ability balance competing priorities, projects and stakeholders
- Results-oriented manager and mentor to large and diverse teams

PROFESSIONAL EXPERIENCE

State Innovation Exchange (SiX) | Pennsylvania Consultant | December 2020 - March 31, 2021

- Expert consultant on Pennsylvania's progressive movement landscape
- Expert advisor to senior staff for staff hiring process and coalition relationships in Pennsylvania –managing and advising on a multi-step four month hiring process

Biden for President Victory 2020 (coordinated) | Deputy State Director for Pennsylvania | June 2020 - Dec. 2020

- Directly supervised/managed and facilitated collaboration among large and diverse teams across multiple departments including 25+ staff in the political, trips, surrogates, communications and coalitions departments
- Shifted margins in every PA pivot county by successfully managing a dozen principal trips in state

State Innovation Exchange (SiX) | Pennsylvania Director | January 2018 - June 2020

- Developed governance plan with 150+ State House and Senate legislators/staff and 30+ movement partners, resulting in the first ever progressive bicameral agenda in the PA General Assembly, shifting the culture of collaboration within Democratic caucuses in PA's state assembly
- Managed legislative coalition of 30+ partners in PA to ensure equity and inclusion were at the center of the bicameral agenda especially ensuring that people of color were included in Caucus leadership, elevating the first Black woman, Rep. Joanna McCClinton, to serve as House Minority Leader in PA's history
- Directly managed an annual budget of nearly a quarter of a million dollars for research, travel, direct legislator engagement, and leadership development training programs

Local 32BJ Service Employees International Union (SEIU) | Western Pennsylvania Political Director | Jan. 2014-Jan. 2018

- Managed membership engagement in all political/legislative work including lobbying, grassroots organizing and political endorsements
- Coordinated successful legislative campaigns with 25+ grassroots partners, including the campaign to pass the Paid Sick Days Act in the City of Pittsburgh, resulting in paid sick days for 50,000 Pittsburgh citizens
- Managed team of 25 janitors and nurses to successfully knock on 100,000+ doors in Western Pennsylvania for 2014 gubernatorial election
- Directly managed an annual Political Action Committee (PAC) budget of \$100,000+ dollars for Western Pennsylvania political contributions directly to candidates

Deborah Gross Pittsburgh City Council Special Election Campaign | Campaign Manager | May 2013 - January 2014

- Successfully managed political program and stakeholder engagement resulting in over 30 direct endorsements
- Successfully managed field and organizing teams resulting in over 200 unique volunteers throughout the campaign
- Successfully managed budget of nearly \$200,000 for organizing, paid media and staff expenses

Dan Gilman Pittsburgh City Council Election Campaign | Field Director | Jan. 2013 - May 2013

- Directly managed 300+ unique volunteers for the campaign throughout the organizing campaign and for Get Out the Voter and Election Day operations

EDUCATION

- **Graduate School of Public and International Affairs, University of Pittsburgh**
 - Master of Public and International Affairs (MPIA) | 2013 | Pittsburgh, PA
 - Specializations in Political Economy and Public Administration
 - Relevant courses include Economics for Public Affairs, Micro and Macroeconomics for Public Affairs, Public Policy Analysis, Public Administration, Power/Order and Change in the Global Economy and more
- **Washington & Jefferson College**
 - Bachelor of Arts | Political Science | 2011 | Washington, PA

LEADERSHIP EXPERIENCE

- Vice Chair, Board of Directors | Emerge Pennsylvania
- Board of Directors | Women & Girls Foundation
- Board of Directors | Pennsylvania United (Founding Board Member)
- Women In Leadership Program | Coro Center for Civic Leadership

REFERENCES

- **Jessie Ulibarri, Co-Executive Director | State Innovation Exchange (SiX)**
 - Email: jessie.ulibarri@gmail.com | Mobile: 720.434.3747
- **Mary Kusler, Senior Director, Center for Advocacy | National Education Association**
 - Email: MKusler@nea.org | Mobile: 703.732.8996
- **Brendan McPhillips, State Director for Pennsylvania | Biden for President 2020**
 - Email: brendan.m.mcphillips@gmail.com | Mobile: 951.970.3268
- **The Honorable Joanna McClinton, Minority Leader Pennsylvania General Assembly, State House**
 - Email: Jmcclintonesq@gmail.com | Mobile: 267.304.2804
- **Blayre Holmes Davis, Director of Community Relations | Pittsburgh Steelers**
 - Email: blynholmes1@gmail.com | Mobile: 724.493.2160

Nora Doherty

WORK EXPERIENCE

Program Manager, Office of External Affairs

March 2019 - Present

City of Boston Parks & Recreation Department

- Project manager for the planning and execution of various events and programming throughout the Boston Parks system within the Office of External Affairs, owning event logistics, communications, marketing efforts and event production
- Create marketing materials and copy for events to be used on social media and on the Boston.gov website
- Prepare briefing material, talking points and drafted press releases for Mayor Walsh and the Boston Parks Commissioner for events such as park openings and groundbreakings
- Conceived of and executed a variety of COVID-safe summer events for families throughout the City of Boston

Special Assistant & Project Manager for the Chief of Operations

March 2017 - March 2019

City of Boston, Office of Mayor Martin J. Walsh

- Supported the City of Boston's Chief of Operations, assisting with various projects
- Assisted in the execution of a variety of renovation projects within Boston City Hall, helping to manage communications between departments, ensuring that projects were delivered on time
- Helped to facilitate the implementation and manage content for a new digital signage program throughout City Hall, using various digital marketing tools
- Managed the Mayor's Office Summer Internship program for two summers, interviewing over 50 applicants, ensuring that all candidates were onboarded, oriented, and assigned to a department of interest, while also programming various events throughout the summer to provide professional development opportunities for our interns
- Assisted event coordinators in the execution of a variety of large-scale Mayoral events including Mayor Walsh's State of the City Address (2016, 2017) and the 2018 Inauguration, assisting with event logistics including ticket distribution, seating arrangements, volunteer organization, script writing and general event production
- Assisted in launching various donation drives within City Hall, including the Help for Houston donation drive, the Mayor's Office toy drive, and the One Boston Day sneaker and blood drives, communicating and coordinating between internal and external partners
- Assisted with production of *City Hall*, an award winning documentary film about Boston City Hall by Oscar-winning director Fred Wiseman, creating a film schedule, and coordinating filming logistics
- Launched and maintained content for the @CityHallBoston twitter account, a satirical twitter account meant to give a voice to one of Boston's most controversial buildings
- Videographer/production assistant for regional Emmy-nominated news short capturing the creation and installation of the Boston Marathon bombing Memorial

Advance Coordinator, Scheduling & Advance Department

Sept. 2015 - March 2017

Office of Mayor Martin J. Walsh

- Owned event logistics and staff support at Mayor Walsh's daily events and appearances, coordinating with multiple internal and external contacts to ensure the smooth execution of the mayor's schedule, making sure to anticipate problematic scenarios to avoid complications
- Prepared daily briefing materials as needed, gathered talking points and conducted site walk throughs to ensure the seamless execution of events and appearances
- Responsible for briefing the Mayor and his traveling team upon arrival at events

Community Organizer

April 2015 - July 2015

Boston 2024

- Engaged neighborhood leaders and residents in an ongoing conversation about Boston's bid to host the 2024 Olympic Games, identifying and organizing volunteers and supporters in various neighborhoods throughout Boston
- Organized volunteers to attend various sporting and cultural events throughout the City, coordinating all logistics and staffing needs for each event while creating social media content to promote Boston's bid

Traffic Coordinator

Jan. 2015 - April 2015

KHJ Brand Activation

- Assisted the Traffic Manager with the scheduling, processing and routing of all technical documents and marketing related materials for various clients, acting as the liaison between different departments, clients and outside vendors ensuring efficient and timely project processing

Administrative Associate**June 2014 - Jan. 2015***KHJ Brand Activation*

- Supported staff in all facets of daily business by answering and appropriately directing incoming calls, shipping and receiving mail, maintaining the calendar for conference meetings using Microsoft Outlook, along with general office maintenance and upkeep, assisting account associates with various projects as needed

Assistant to Inaugural Coordinator**Dec. 2013 - Jan. 2014***Mayor Martin J. Walsh Inaugural Committee*

- Served as assistant to the Inaugural Coordinator
- Owned event logistics including ticket distribution and seating arrangements, and provided on-site assistance at Inaugural events

Intern**Summer 2012***Massachusetts Democratic Committee*

- Volunteered on Elizabeth Warren's Senatorial campaign
- Responsible for phone banking and door knocking, with the goal of engaging undecided and/or Democratic voters about the campaign

EDUCATION**Boston University**, Boston, MAGraduated **Spring 2019***Master of City Planning***Fordham University**, Bronx, NYGraduated **May 2013***Bachelor of Arts in English**Junior Semester abroad, University of Melbourne***Newton Country Day School**, Newton, MAGraduated **June 2009****Recipient, Scholar-Athlete Award****SKILLS**

- Excellent interpersonal skills with the ability to communicate effectively verbally and in writing
- Strong organizational and problem-solving skills with the ability to manage multiple priorities simultaneously
- Proficient in Microsoft Office, Google Suite, Canva and Social Media platforms such as Twitter, Instagram, Facebook, Hootsuite and Tweetdeck.

OLIVA A. LOPEZ

PROFESSIONAL PROFILE

Results-driven professional with over 15 years of experience implementing global and domestic initiatives to promote social change. Successful track record leading teams and executing complex projects; designing communication and advocacy strategies; and building cross-sector partnerships and coalitions. Thrive in fast-paced environments and provides strategic counsel to achieve team goals. Communicate with ease in multicultural settings and with diverse stakeholders. Skilled manager known for mentoring and coaching staff in any team environment. Bilingual English/Spanish.

EMPLOYMENT HISTORY

The Rockefeller Foundation

Managing Director, Partnerships & Policy New York, NY and Washington, D.C.

December 2018 - Present

- Member of senior management team reporting to the President and working alongside the Foundation's six Vice-Presidents guiding the foundation through a strategic realignment and informing the development of new flagship initiatives to promote economic recovery at home and abroad with an equity lens in response to the Covid-19 crisis.
- Led the development of a new initiative to promote Equity and Economic opportunity in the U.S. by combining and aligning resources from three different departments and secured approval from the Board of Directors to launch this new \$36 million effort.
- Responsible for executing a strategy for engaging new partners to achieve program objectives, launch new ventures, aggregate capital and scale-up successful interventions incubated at the Foundation. Advised on the negotiation strategy to secure a \$25 million commitment from a partner philanthropic organization to leverage Rockefeller's investments in Covid-19 response and scale-up Covid-19 testing in K-12 schools in the U.S.
- Responsible for maintaining and building relationships with partners from multi-lateral organizations including the United Nations, World Bank and partners from the private sector and non-profit sectors to advance the foundation's policy and partnership agenda. Successfully convened high-level representatives from the Office of the President of the World Bank, International Monetary Fund and International Finance Corporation to develop a new multi-stakeholder collaboration effort to invest in distributed renewable energy projects in Africa and Asia and leverage a \$500 million investment from The Rockefeller Foundation.
- Worked with the Vice-President for the Power and Climate to negotiate the terms of a Memorandum of Understanding with the U.S. International Development Finance Corporation to leverage Rockefeller's \$50 million investment with a \$2 billion investment to collaborate to deliver sustainable electricity to 800 million people who lack electricity, and 2.8 billion more who have unreliable access to electricity
- Built a new unit at the Foundation to coordinate partnership execution across departments. Implemented a new model of partnership development and implementation that convened leads from across the foundation including initiative Vice Presidents, Technical Leads and Managing Directors, Policy Directors, and Communications and Advocacy Managers to achieve internal alignment on partnership goals and coordinate on execution.
Lead efforts to institutionalize partnership management tools, including Salesforce, to facilitate long-term partner engagement and evaluation of partnership activities. Managed a team of two direct reports.

Independent Consultant, Washington D.C. and New York, NY

June 2017 to November 2018

- Provided strategic planning services to non-profit organizations. Key projects included developing an implementation and evaluation plan for a new non-profit teaching coding skills to hundreds of women in the U.S.; planning press engagements resulting in national media attention (Forbes, FastCompany, New York Times).

Peace Corps, Office of External Affairs, Washington, D.C.

May 2015 - January 2017

Lead for Strategic Partnerships for the Let Girls Learn Initiative.

- Provided thought leadership and management support for the whole-of-government implementation of Let Girls Learn and worked across six agencies to develop the initiative's implementation guide.
- Led strategic partnership development and negotiation processes and helped secured over \$2 million of new financial commitments.
- Managed external relations for the initiative and led public engagement efforts to raise awareness about girls' education and encourage the American public to take action through storytelling and crowd-fundraising.
- Expanded the base of partners for the Peace Corps to include mass media and tech companies resulting in a doubling of donations to Peace Corps' volunteer-led education projects.

The White House, Office of the First Lady, Washington, D.C.

April 2014 - May 2015

Associate Policy Director

- Co-created the concept for the Let Girls Learn initiative, which aimed to remove barriers to global girls' education around the world.
- Co-led a process to develop and launch the initiative in less than a year by aligning strategic objectives across seven government agencies and planning the budget, developing a dozen partnerships to demonstrate support for the initiative at the time of the launch, and planning the First Lady's strategic engagements and international travel to promote the initiative.
- Managed the First Lady's Leadership and Mentorship initiative, which paired twenty female high-school students with female mentors who work in government.
- Implemented the First Lady's Reach Higher initiative to encourage American high-school students to complete higher education.

U.S. Department of State

Secretary's Office of Global Food Security, Washington, D.C.

September 2012 - April 2014

External Engagement Advisor

- Led the Department's public diplomacy activities to promote U.S. Government efforts to end global hunger and promote the Feed the Future food security initiative launched by President Obama. Planned the Secretary's engagements on the issue and worked across bureaus to advance policy goals and craft deliverables to promote food security. Wrote speeches, congressional testimony and blogs for the Secretary of State and the Special Representative for Global Food Security.
- Led efforts to promote Feed the Future with civil society stakeholders and the private sector. Helped secure \$1 billion of investments pledged by non-profit partners and helped launch 660 public-private partnerships in the first 2 years of the initiative.
- Developed a unified communications strategy for the Feed the Future initiative in collaboration with nine U.S. Government agencies. Planned outreach events, strategic communications and contributed to progress reports that resulted in increased public awareness of the initiative and unprecedented collaboration with the private sector.

U.S. Agency for International Development (USAID), Washington D.C.

April 2010 – September 2012

Special Assistant to the Assistant Administrator for Latin America and the Caribbean Bureau

- Served as chief of staff managing priorities for the Assistant Administrator, ensuring effective cross-office communication, monitoring responses to sensitive matters, serving as liaison to other agency partners and managing congressional relations.
- Served on the working group to develop the agency's new Youth in Development Policy to strengthen USAID's youth programs; served as liaison to the working group on Women Peace and Security and worked with the Agency's Gender Coordinator to promote gender mainstreaming across all programs.
- Launched new evidence-based initiatives to improve citizen security in Central America by strengthening communities and promoting positive youth development. Promoted partnerships with Central American private sector organizations and championed new partnership models to scale promising new projects and bring new partners to the table.

Democracies USA, Washington, D.C.

July 2009 - March 2010

Director of Leadership Development

- Member of the Executive team of national civic organization working to promote Latinx participation in the electoral process.
- Responsible for training and coaching field staff of twelve and developing field operations in six states.
- Managed the expansion of programs to train bilingual community activists. Developed curriculum, delivered trainings and expanded strategic partnerships with advocacy groups and donors to leverage resources, doubling the number of people served in one year.

Obama for America, Nevada, Arizona, Texas, Oregon, Florida

August 2007 - November 2008

Deputy Field Director, South Florida.

- Directed field operations in Miami-Dade, Collier, Lee and Monroe counties during the general election and was accountable for achieving vote goals. Supervised a staff of over 40 field organizers. Oversaw voter registration drives resulting in 20,000 new voter registrations. Managed relationships with local elected officials and community leaders.
- Supervised field operations in the primary states of Nevada, Arizona, Texas and Oregon. In addition to managing field organizers and interns, supervised Spanish language communications, outreach and getting out the vote strategies in Hispanic communities and worked to secure endorsements from prominent members of the Latino community.

Management Systems International (MSI), Washington, D.C.

May 2006 - August 2007

Project Manager

- Managed proposal development and project implementation for USAID efforts to promote Citizen Security in Latin America and foster Economic Empowerment globally.
- Managed contracts to support the implementation of U.S. Department of Labor efforts to end Child Labor in Africa and Asia.

- Worked as part of the monitoring and evaluation team to support performance improvement projects and was responsible for managing a \$10 million-dollar multi-year contract to provide business consulting services to U.S. Government agencies.

U.S. Department of Defence, Office of the Secretary, Defence Manpower Data Center, Seaside, CA November 2002 - August 2004

- Information Technology Specialist (computer programmer).

EDUCATION

M.SC. COMPARATIVE POLITICS, London School of Economics and Political Science 2005

B.A. POLITICAL SCIENCE, University of California, Berkeley 2002

CERTIFICATE, LEADERSHIP ESSENTIALS, Columbia University School of Business, 2015

CERTIFICATE, DEVELOPMENT PROJECT MANAGEMENT AND INNOVATION, Monterey Institute of International Studies, 2006

COMMUNITY LEADERSHIP

- Volunteer teacher at ECHO100 Plus, a Greek non-profit providing humanitarian relief and educational opportunities to refugees, including unaccompanied minors, arriving in Greece (January – March 2018)
- Co-founder of Latinos44, an alumni organization of Latinos who served in the Obama administration (June 2016 – Present)

Relevant Work Experience

JUST Capital (nonprofit)

May 2019 – Present

Director, Programs and Engagement

Senior Manager, Programs and Engagement

- Hired to develop and manage JUST Capital’s programmatic initiatives, creating and executing a strategy to directly engage America’s largest companies to improve their human capital practices and raise wages, including Hilton, Allstate, Target, Verizon, Prudential, PNC Bank and Darden Restaurants (owner of Outback Steakhouse and Olive Garden), among others.
- Manage external partnerships with more than 5 ally organizations, including partnering on written content, webinars, and other events. Developed and executed webinar for over 100 corporate leaders on how investing in workers can improve business outcomes; secured the CEO of Edward Lifesciences, a major medical device manufacturing company, to provide opening remarks.
- Review and provide edits to four junior staff members on their written work, including grant proposals, issues briefs, reports, and corporate engagement letters.
- Developed grant proposals for programmatic initiatives. Secured over \$700,000 in new grants.
- Designed and oversaw the launch of the Worker Financial Wellness Initiative, establishing a three-year partnership with PayPal’s leadership team and two nonprofits to make employee financial security a C-suite priority across Corporate America.
 - The aim of the initiative is to secure commitments from participating companies to conduct a living wage audit and financial health assessment of their workforce.
 - Manage a 20-person multi-organizational team that is designing and executing a corporate engagement strategy, as well as conducting ongoing media outreach, fundraising and research, among other tasks.
 - Lead author of written proposal that secured PayPal’s participation in the initiative.
 - Oversaw the development of the initiative’s launch, which included a *New York Times* exclusive as well as a joint op-ed by PayPal’s CEO and JUST Capital’s Founder.
 - Led the development of a \$2 million budget for the initiative and served as lead author of grant proposals. Represent JUST Capital and the initiative in conversations with funders.
 - Serve as lead organizational and initiative representative in one-on-one meetings with senior staff at Fortune 500 companies, seeking their participation in the initiative.
- Launched and oversaw the COVID-19 Corporate Response Tracker, an interactive tool detailing the actions taken by the 1,000 largest publicly traded companies in the US to protect their workers. Tracker gained significant media coverage, including articles in Forbes, Fast Company, and Vox, among other outlets.
- Key member of a four-person team designing a new public policy workstream at JUST Capital; facilitated a roundtable conversation with former CEOs of Fortune 500 companies about public policy and the future of capitalism.
- Developed and moderated a panel discussion on temporary, vendor and contract workers with the General Counsel at Microsoft and a Partner at Mercer.

Pete for America Campaign

March 2019 – February 2020

Policy Advisor (Volunteer)

- Advised on and developed Mayor Buttigieg’s labor and employment policy platform, working closely with the campaign’s top economic policy advisor (Danny Yagan), the Deputy Director of Policy, and the Communications team, among others.
- Wrote briefing memos and talking points for the Mayor in advance of key labor events and speeches. Reviewed and provided feedback on op-eds. Developed debate prep materials.

Consultant

- Primary researcher and lead author of “Economic and Fiscal Benefits of Postsecondary Education in Prison” – a report published by GCPI and the Vera Institute of Justice. The purpose of the report was to build support for lifting the ban on awarding Pell Grants to incarcerated people.
- Report contained original data analysis and modeling, including first-ever estimates of the number of incarcerated people who would be eligible for a Pell Grant if the ban were lifted. Report also included state-level estimates of the economic and fiscal benefits of lifting the ban.
- Release of the report generated coverage by the *Washington Post* and *Fast Company* among other outlets. Figures from the report have been subsequently cited in a *New York Times* Op-Ed, and in coverage by *Politico* and *NPR*, among other outlets.
- The report was cited extensively by members of Congress during efforts to lift the ban, which was accomplished in December of 2020. Its findings were included in a joint statement issued by Speaker Nancy Pelosi and Senate Minority Leader Chuck Schumer.

Office of Governor Andrew M. Cuomo

January 2017 – June 2018

Senior Policy Advisor

- Collaborated with Deputy Secretaries to develop the Governor’s labor, employment, and immigration policy agendas. Advised speechwriters on the Governor’s high-profile addresses.
- Managed multi-agency initiative to create a new Office of Workforce Development, which awards \$175 million in grants. Developed new grant application and reporting requirements.
 - Lead author of the policy proposal; facilitated meetings with Deputy Secretaries of Labor, Economic Development and Education and drove the group’s decision-making process.
 - Managed working group charged with reviewing and evaluating existing workforce development grant programs.
 - Engaged external stakeholders, listening to their input and advice on the proposal.
 - Developed the concept of creating a new senior-level position within the Governor’s office to manage and coordinate workforce development initiative across state agencies, and wrote the role’s job description. Position has been filled.
- Engaged external stakeholders and legislative staff while drafting and securing passage of the New York Secure Choice Savings Program Act, which created a new retirement plan for private-sector workers.
 - Reviewed and provided extensive edits to report laying out the need for a state-facilitated retirement plan for New York residents.
 - Provided line-edits to draft legislation, and worked with the counsel’s office to minimize risk of legal action given recent changes in federal regulations.
 - Participated in negotiations with Senate and Assembly counterparts on legislative language.
- Member of a four-person team in the Governor’s office managing the multi-agency implementation of New York’s Paid Family Leave law.
 - Oversaw the tracking and coordination of agencies’ development of new technology systems and upgrades, including: a website redesign and launch, a new system for workers to submit claims with the state, and a data submission process for insurance companies.
 - Reviewed and provided edits to public rollout materials, including posters and subway ads, among others. Co-developed a new call center script, logic flow, and answers.
 - Identified potential areas of risk associated with new payroll deduction, including wage theft. Coordinated with NY Department of Labor to mitigate risk.
- Led the development of a policy proposal to ban non-compete agreements for low-income workers and increase protections for middle-income workers.

- Briefed Secretary Perez on matters relating to the labor market, conducting analysis of economic data. Prepared the Secretary for the monthly employment report and key media interviews on a range of topics from raising the minimum wage to global trade. Wrote weekly memos for Secretary Perez on the labor market, economic trends to watch, and new economic research.
 - Conducted an original analysis estimating the number of workers who would benefit from raising the minimum wage to \$15 per hour in advance of a speech on Capitol Hill.
- Worked closely with senior staff to implement the Department's regulatory agenda. Reviewed and developed cost-benefit analyses of high-profile regulations, including Fair Pay Safe Workplaces, Paid Sick Leave, and numerous final OSHA rules. For example:
 - Led the development of the cost-benefit analysis for the Fair Pay Safe Workplaces final rule, coordinating the work of two economists in OASP. Served as DOL's point person on the cost-benefit analysis during the interagency review process, including OIRA review.
 - Directed a team of four contractors developing the cost-benefit analysis for the Paid Sick Leave rule; oversaw the development of the methodology, reviewed and revised drafts, and signed off on analysis on behalf of the Office of the Chief Economist.
- Briefed the Domestic Policy Council, the National Economic Council, and Congressional committee staff on regulatory impact analyses.
- Worked closely with Assistant Secretaries of Labor charged with advancing policy initiatives, such as ban-the-box, paid family leave, and unemployment insurance for adjunct faculty members. For example:
 - Conducted original analysis on the number of adjunct faculty workers who would benefit from changes to Unemployment Insurance eligibility rules. Briefed staff at Council of Economic Advisers on analysis. Briefed DOL leadership team.
- Managed intern in the Office of the Chief Economist.

Center for American Progress (CAP)

August 2012 – February 2015

Policy Analyst, Economic and Immigration Policy

- Developed and executed CAP's research agenda on the economic impacts of immigration; lead researcher and day-to-day manager of all work conducted under a \$1 million grant. Authored grant reports and developed proposals for grant renewals.
- Authored reports, issue briefs, and talking points during the Congressional immigration reform debate and President Obama's executive actions. Assisted with the development of CAP's immigration policy recommendations and communications strategies. For example:
 - Conducted original microdata analysis and authored report on the wage effects of expanding Deferred Action for Childhood Arrivals (DACA). Briefed the Council of Economic Advisers, the Domestic Policy Council, the National Economic Council and the Office of Management and Budget on the fiscal impacts of proposed executive actions on immigration.
 - Conducted original microdata analysis to develop an income profile of green card holders who are eligible to naturalize but have not done so. Briefed US Citizenship and Immigration Services on analysis, highlighting the need and impact of expanding application fee waivers.
 - Developed rapid response talking points and research, which were used during the Judiciary Committee's markup and Senate floor debates of the 2013 immigration reform bill (S.744)
- Routinely briefed Capitol Hill staff, key stakeholders, and administration officials. For example:
 - Coordinated with Leader Pelosi's staff to develop state-specific talking points and press releases for Democratic members of Congress on the economic benefits of immigration reform, leveraging CAP's research and reports.
 - Briefed Democratic Senatorial Campaign Committee on the fiscal impact of immigration reform on Social Security and Medicare programs.

- Reviewed and revised commissioned papers authored by external researchers. Reviewed colleagues' written content pertaining to the economic impacts of immigration policies. Oversaw junior staff's data analysis. Managed work conducted by 2 to 3 three interns on the CAP Immigration team.
- Pitched and engaged reporters on original research, generating coverage by *The New York Times*, *Washington Post*, *Wall Street Journal*, *NPR*, and *PBS News Hour*, among others.

Education

University of Oxford—Oxford, England June 2012
Master of Science, Migration Studies

Cornell University—Ithaca, New York May 2011
Bachelor of Science, Industrial and Labor Relations

Other Skills

Computer: Stata, Excel, Census and Bureau of Labor Statistics microdata, LexisNexis

RACHANA DESAI MARTIN

Biden for President, Philadelphia, PA (remote)

National Director of Voter Protection and Senior Counsel, June 2020 - November 2020

- ♦ Built and led the largest voter protection program in history, which spanned 17 battleground states; recruited more than 50,000 volunteers; expanded early voting opportunities; eased the vote-by-mail process; and educated voters through iwillvote.com, outreach events, and a network of state and national voter hotlines.
- ♦ Recruited and managed a national staff of 11 and nearly 200 paid staff in the states; managed budget for all voter protection activities; provided strategic guidance to state programs; advised senior leadership on all matters related to voting and voting access; conducted on-the-record interviews and background briefings for media outlets on voter protection strategy.

Democratic National Committee, Washington, DC

Chief Operating Officer, April 2019 - June 2020 (Interim COO starting February 2019)

Director of Civic Engagement and Voter Protection, September 2018 - April 2019

- ♦ Managed operational activities including all DNC-related litigation, legal, risk management, insurance, and contracting; supervised 11 staff spanning across the human resources, operations, facilities management, and physical security teams; and headed the DNC internship program.
- ♦ Facilitated cross-departmental projects like Organizing Corp 2020 and readying the DNC for field operations by registering to do business in 12 battleground states; led cost-saving initiatives that streamlined and strengthened processes while reducing costs; and spearheaded DNC's coronavirus response, successfully transitioning a 200+ staff to fully remote work and advising state parties and partners on best practices.
- ♦ Led the national voter protection program during the 2018 midterms; managed the department budget and three national staff and two interns; provided strategic advice to and facilitated coordination among campaigns, state parties, and sister committees on voter protection; and deployed to Florida to manage recount operations.

Center for Reproductive Rights, Washington, DC

Senior Federal Policy Counsel, April 2018 - August 2018

- ♦ Managed administration-facing policy and advocacy program to advance reproductive, civil, and human rights; supervised a team of attorneys and staff; organized coalition advocacy letters and the Center's comments to draft federal regulations on topics ranging from protecting the ACA to opposing the Domestic Gag Rule; co-chaired a women's health roundtable on military/veterans issues; developed strategies to hold the Trump administration accountable; and represented the Center at rallies, events, and in on-the-record interviews.

Multiple Organizations, Washington, DC

Adviser / Organizer, January 2017 - April 2018

- ♦ Coordinated the Virginia Democratic Party's 2017 voter protection program, which contributed to larger than expected margins of victory in all three statewide races and historic wins in the House of Delegates; drafted a comprehensive voting rights action guide published by Indivisible and Access Democracy; served on the organizing team for both the 2017 and 2018 Women's March in DC; and worked with the Dulles Justice Coalition on issues arising from the Muslim Ban.

Nevada State Democratic Party, Las Vegas, NV

Director of Voter Protection, June 2016 - November 2016

- ♦ Spearheaded a statewide voter protection program that: recruited more than 1,500 attorneys from across the nation, trained attorneys through in-person election protection trainings in four states, and deployed attorneys to all targeted polling locations during the 14-day early vote period and on Election Day.
- ♦ Persuaded the Secretary of State to extend the voter registration deadline by three days, which allowed the campaign to register more than 5,000 new voters; led successful effort to add a Sunday early voting site in a predominately African American neighborhood; and successfully advocated for the adoption of emergency regulations governing counting the vote in the event of a machine failure.

RACHANA DESAI MARTIN

U.S. Department of the Treasury, Office of the General Counsel, Washington, DC

Multiple positions culminating in *Counselor to the General Counsel*, January 2011 - June 2016

Counselor to the General Counsel, July 2015 - June 2016

Deputy Assistant General Counsel for Oversight & Litigation, February 2015 - July 2015

Acting Chief Counsel of the Office of Financial Stability, June 2013 - November 2013

Deputy Chief Counsel of the Office of Financial Stability, December 2012 - February 2015

Attorney-Advisor in the Office of Financial Stability, January 2011 - November 2012

- ♦ As chief oversight counsel for the Department, advised the Secretary, senior officials, and the Office of White House Counsel on the legal, policy, and political implications of ongoing litigation, audits, and investigations and corporate activities.
- ♦ Strategically managed responses to audits and investigations initiated by Congress, inspectors general, GAO, and other oversight bodies on key topics, including the debit limit, LIBOR, the Financial Stability Oversight Council, the Dodd-Frank Act, and the IRS; prepared officials for congressional testimony and depositions by congressional staff, as well for interviews and depositions by oversight bodies.
- ♦ While in the Office of Financial Stability, managed Troubled Asset Relief Program (TARP) legal activities; supervised a team of 12 attorneys and staff; managed outside counsel; served as lead agency counsel in litigation related to AIG, housing, the auto rescue, and the Freedom of Information Act; directed responses to oversight inquiries; oversaw corporate transactions involving TARP assets; and managed a \$13 million budget.
- ♦ Received the Secretary's Honor Award in 2013 for outstanding leadership of the Office of Chief Counsel for the Office of Financial Stability and for a distinguished record of public service to the Department.

U.S. Department of Veterans Affairs, Washington, DC

Special Assistant to the Secretary (detailed from Treasury), May 2014 - August 2014

- ♦ Managed crisis response and spearheaded congressional oversight process related to timely access to care issues; researched and drafted a report to President Obama on the situation; engaged in daily strategic planning and messaging; prepared agency witnesses for twice-weekly Congressional hearings; and assisted in confirmation process for Secretary Bob McDonald, who was confirmed in fewer than 30 days.

Office of U.S. Senator Evan Bayh, Washington, DC

Counsel / Legislative Aide, November 2009 - January 2011

- ♦ Served as chief advisor on small business, pensions, and judiciary matters; advised on banking, financial services, consumer protection, and housing issues; and formulated Dodd-Frank Act policy recommendations, which resulted in a stronger bill that had sufficient votes to pass.
- ♦ Prepared the Senator for meetings with press, industry representatives, and government officials; represented the Senator in meetings with the same; drafted vote recommendation memos, information memos, and correspondence with constituents, interest groups, and high-level Administration officials; coordinated hearings by identifying and securing witnesses, summarizing testimony, and drafting questions; and advised the Senator on the impeachment trial of Judge G. Thomas Porteous.

Sutherland LLP (now Eversheds Sutherland), Washington, DC

Financial Services / Litigation Associate, September 2005 - November 2009

- ♦ Argued motions before state and federal courts; served as lead associate in a federal civil jury trial and an SEC investigation; led settlement negotiations and represented clients in mediations; conducted internal compliance reviews; prepared witnesses for SEC testimony, trial testimony, and depositions; managed discovery; and drafted numerous appellate briefs and motions relating to securities, consumer finance, commercial litigation, class actions, and intellectual property.
- ♦ Drafted registration statements for annuities and other investment-oriented insurance products; and counseled clients on requirements for registration, compliance, and disclosure under federal and state securities laws.

RACHANA DESAI MARTIN

FieldWorks, Washington, DC

Consultant/Office Manager, June 2001 - May 2002

- ♦ Performed political and election research; coordinated campaign trainings; assisted in voter targeting and the development of get out the vote plans; prepared proposals and marketing presentations; edited and prepared training materials; managed event and travel logistics; and administered accounting and billing.

Gore-Lieberman 2000, Nashville, TN

Deputy Northeast Political Director/Delegate Tracking Assistant, June 2000 - December 2000

- ♦ Assisted in coordinating political decisions in the Northeast; supervised daily operations of headquarters in 12 states; aided principal and surrogate trip planning; assisted in preparations for the Democratic National Convention in Los Angeles; and organized recount operations in south Florida.

EDUCATION

Vanderbilt University Law School, Nashville, TN
J.D., May 2005

University of South Carolina Honors College,
Columbia, SC
B.A. Political Science,
magna cum laude with Honors, May 2001

BAR ADMISSIONS

Commonwealth of Virginia Bar,
admitted October 2005 (currently on inactive status)

District of Columbia Bar,
admitted February 2007

RACHEL SHABAD

PROFESSIONAL EXPERIENCE

Digital Consultant, TIME'S UP, April 2021-present

- Provide strategic advice for content and format on social media and websites
- Write several blog posts to bring awareness to the prevalence of sexual assault and inequity of women and people of color in the workplace.
- Conduct research on topics such as prevention of sexual assault, inclusion and diversity in the workplace, caregiving, etc.
- Collaborate on project management for digital projects, coalitions and campaigns, and online channels.

Email Fundraising Strategist, Biden For President, September 2020 – November 2020

- Member of online fundraising team that raised highest amount of funds online in any presidential campaign throughout history, raising a total of \$293MM on email from 2.5MM donors, a total of 54% of all campaign funds.
- Drafted fundraising emails that personally raised a total of about \$13MM; raised \$2.5MM+ for Kamala Harris' debate night email.
- Successfully curated the voice for Joe Biden, Kamala Harris, Barack Obama, Hillary Clinton, Carole King, and various other surrogates.
- Created email content for a number of our grassroots fundraising virtual events which raised \$28MM from our team.
- Optimized fundraising emails with geotags, donor personalization which increased action from our email list.
- Collaborated on various AB testing for SLs, SMS, senders, etc. to identify high-performing content and push out to increase revenue and donors.
- Provided strong attention to detail and quality assurance, creating a high-quality product for nearly 6 million supporters on our list.
- Collaborated in team-wide brainstorms to mobilize online supporters, different forms of testing, rapid response, debate nights, grassroots fundraisers, contests, reactivation, and various donor content.

Digital Strategist, FogLamp Content Studio, October 2019- February 2020

- Created digital fundraising campaigns for congressional and state legislative races, providing KPIs and optimization of content
- Customized a digital campaign for the ratification of the Equal Rights Amendment under Virginia Delegate Jennifer Carroll Foy.
- Participated in creating firm-wide communication and project management standards for a handbook for internal and external procedures and company-wide best practices.

Junior Digital Strategist, Veracity Media, March 2018 – November 2018

- Created effective digital campaigns that elected House Democrats such as Andy Kim, Lucy McBath and Ayanna Pressley.
- Provided strategic messaging, list growth, and testing for clients during weekly calls to increase overall ROI.
- Led trainings in Blue State Digital, Photoshop, and personalized content in BSD and NGP 8.
- Created Facebook persuasion ads and tested images, content, and audience leading up to the election and increased name ID.
- Assisted with P2P SMS messaging to youth voters to help get information for voting on Election Day

Production Coordinator, Well & Lighthouse, June 2017 – November 2017

- Assisted on digital marketing strategy for House & Senate candidates such as Ed Markey, Tammy Duckworth, Nancy Pelosi, and Elijah Cummings
- Loaded email marketing drafts into Blue State Digital, coded & curated an audience
- Collaborated on quality assurance for email marketing campaigns, website and petitions
- Participated in weekly team meetings to build strategy on engagement & fundraising emails for congressional candidates

Digital Coordinator, Democratic Senatorial Campaign Committee, March 2016- February 2017

- Wrote 6 FR/ENG emails daily and up to 40 monthly; brainstormed and tested content and graphics to generate more followers and donors.
- Participated in weekly team meetings on micro-targeting, personalized content, and social strategy.
- Managed Facebook and Twitter pages providing content & design in rapid response moments; doubling our followers and engagement rate

Communications Coordinator, Hillel International, February 2016

- Established strategic communications plan for newsletters to Hillel student community, alumni, and parents
- Gathered content from campuses across the country to highlight on the national social media pages and newsletters

Web Assistant, Brady Campaign to Prevent Gun Violence, February-December 2015

- Produced effective email marketing with list growth by 11%, driving 15,000 signatures to our petitions.
- Created content for our website and social media pages as well as live-tweeted Capitol Hill press conferences.
- Managed web performance through Google Analytics/Adwords, including during coverage of major mass shooting incidents.

Communications Associate, Religious Action Center of Reform Judaism, April-December 2014

- Managed migration process for a new website and created layout through Drupal
- Assisted with email targeting and marketing through Salsa Labs to our supporters and affiliate congregations
- Coordinated online press mentions through CisionPoint Media, digitized donor files, organized event planning materials for student programming.
- Played a role in creating an anniversary video of history of organization, and organized photos within Flickr

EDUCATION & EXTRA CURRICULARS

The American University, School of Public Affairs, May 2014

Bachelor of Arts, Political Science

College Fellow, Obama for America, 2012

- Helped register 1000+ students to vote and organized phone banks on campus

Server, Open City, Tryst Trading Company, Spring 2016-Summer 2018

- Team player with other servers, managers, and back of house workers

Server, Tryst, Tryst Trading Company, Summer 2019

- Team player with other servers, managers, and back of house workers
- Managed front of house register and drinks and first to welcome customers

Front Desk Studio Coordinator, Flywheel Sports, January 2019-March 2020

- Managed attendance new and old customers for class
- Organized, cleaned, and replenished the full studio with other team players
- Problem-solved database issues for customer accounts
- Open and closed the studio and register with routine security

SKILLS & HIGHLIGHTS

- Basic HTML, CRMs and CMS, ActBlue, Qualitative Assurance, etc.
- Sprout Social, Hootsuite, Tweetdeck, Facebook Business & Ads Manager, Google Analytics/Adwords
- Content creation, Project management, Rapid Response management, Optimization & A/B testing creativity
- Customer service experience building and sustaining relationships – with customers and stakeholders
- Strong team player providing creative ideas and assistance with every project

Rebecca Young

EXPERIENCE

Oct 2016 - Present

CITY OF BOSTON

BOSTON, MA

Executive Director, Mayor's Office of Scheduling and Advance (Jan 2020 - Jan 2021)

- Work strategically with the Mayor, Chief of Staff, and other senior staff to organize, plan, and execute the Mayor's day-to-day schedule to ensure it optimizes opportunities and reflects the administration's priorities
- Manage, hire, and train new members of the Mayor's Scheduling and Advance team
- Direct the planning and logistics for all Mayoral events, press and media appearances, and all international and domestic travel
- Manage special projects as assigned by the Mayor

Deputy Director, Mayor's Office of Scheduling and Advance (March 2019 - Present)

- Scheduled and/or delegated 150+ event, meeting and call requests per week
- Provided event support as needed, which included staffing the Mayor's 2017 State of the City Address, 2018 Inauguration, and 2019 State of the City Address
- Selected to be on the 2019 Boston Public Schools Educator of the Year Committee

Mayor's Scheduler, Mayor's Office of Scheduling and Advance (Oct 2016 - March 2019)

Jan 2013 - June 2019

FEELGOOD.ORG

SAN FRANCISCO, CA

Changemaker Ignitor (May 2016 – June 2019)

- Advised members of three university-based FeelGood chapters, providing insight into how to effectively use communication strategies to fundraise for nonprofits

Program Development Chair, Board of Directors (March 2015 – June 2016)

- Represented the interests of 500+ organization members in all programmatic and budget-related decisions that impacted the global programming and fundraising models of FeelGood.org

Boston University Chapter Leader & Volunteer (Jan 2013- May 2016)

- Led all BU chapter fundraising & membership recruitment efforts

June 2016 -Sept 2016

YOUNG COMMUNICATIONS

ROWLEY, MA

Freelance Marketing Assistant

- Assisted with developing brand strategies for companies working in the retirement and wealth management industries by managing direct mail, web, and email campaigns for clients; assisted with market research and web page development

June 2014 - May 2016

BOSTON UNIVERSITY RESIDENCE LIFE

BOSTON, MA

Resident Assistant, La Casa Italiana; Boston, MA (Aug 2015 — May 2016)

- Led and fostered community for 22 undergraduate students interested in Italian language & culture; planned 20+ events over the course of the year

Resident Assistant, Boston University Tanglewood Institute; Lenox, MA (June — Aug 2014)

- Provided direct support to 54 high school-aged singers in a community of 300 student musicians

TECHNICAL SKILLS

Microsoft Office Suite; Google Suite; Salesforce; Adobe Acrobat

PERSONAL/INTERESTS

Traveler; Cook; Italian language aficionado

EDUCATION

May 2016

Boston University, Boston, MA

Bachelor of Arts in English; Minor in Italian Language; GPA: 3.6/4.0, *Cum Laude*

BU Study Abroad in Padua, Italy, 2015; Dean's List: seven semesters; Dean's Scholarship; BU Grant Recipient, Padua Research Scholarship Recipient

RICHARD CESAR

EDUCATION

University of Wisconsin Law School

Juris Doctor

Madison, WI

May 2014

Certification: *Entrepreneurship*, Wisconsin School of Business (May 2014)

Leadership: Black Law Students Association: Executive Director (2013-2014), Student Bar Association: Executive Board (2012-2013)

Journal: *Wisconsin International Law Journal*, Articles Editor

University of Pennsylvania

Bachelor of Arts, Philosophy, Politics (Political Science) & Economics

Philadelphia, PA

May 2010

Certification: *Spanish*

Study Abroad: Universidad Torcuato Di Tella – Buenos Aires, Argentina (2008)

PROFESSIONAL EXPERIENCE

Los Angeles County Workforce Development, Aging & Community Services

Senior Public Policy and Program Manager

Los Angeles, CA

October 2018 – Present

- Serve as the Economic and Business Development Division lead on matters related to Board motions, state and federal legislation, policy, strategic planning, public affairs, economic development coordination, strategic partnerships and Board mandated workforce and economic development programming.
- Supervise 4 staff and 3 Public Policy Fellows, providing direction on program implementation and execution strategy, reviewing policy proposals, legislative analysis, data analysis, and Board reports, and conducting both formal and informal evaluations to promote staff's professional development.
- Spearheaded the execution of the *Los Angeles County Works* initiative, a cross-departmental, Board of Supervisors mandated initiative, to identify strategies and recommendations to spur economic recovery in Los Angeles County through intensive labor market research, engagement with over 2,000 industry sector employers, partners and stakeholders, and development of critical policy and program solutions to address the economic impacts of the COVID-19 pandemic.
- Developed and implemented the first State Employment Development Department (EDD) funded business grant program, known as the Los Angeles County Employer Assistance Grant Fund, which deployed \$500,000 to 59 COVID-19 impacted businesses across LA County, averted 311 employee layoffs, and retained over \$1.5 million in revenue.
- Designed and led the Department's efforts to deploy of \$47 million in Coronavirus Aid, Relief, and Economic Security (CARES) Act funding to over 1,430 COVID-19 impacted business across Los Angeles County, via the Employer Assistance Grant Fund, which helped avert over 5,700 employee layoffs, and retain over \$99.5 million in revenue.
- Spearhead the development, design, and implementation of the Jail-Based Job Center (JBJC) pilot program at the Los Angeles County women's jail, a Board of Supervisors mandated workforce program, with a budget of \$2 million dollars, designed to place over 200 justice-involved women in high growth sector career pathway employment and facilitate their successful reintegration into society.
- Serve as the lead project manager in the creation and implementation of the Cal-Fresh Employment and Training (CFET) Expansion initiative, a federal and state program that allows counties to leverage federal dollars to provide employment and training services to eligible Supplemental Nutritional Assistance Program (SNAP) enrollees, in partnership with the Department of Public Social Services (DPSS).
- Engage in strategic partnerships with private and public sector employers in county growth sectors to place individuals with barriers to employment in the career sectors of construction, technology, hospitality, manufacturing, entertainment, and digital media.
- Collaborate with executive-level staff to develop the Department's strategic plan and advise leadership on methods to achieve desired outcomes.
- Serve as project lead for the creation of the Los Angeles County Business Solutions Portfolio, a comprehensive hardcopy and digital resource guide, created in partnership with the CEO, CIO, LAEDC, and 16 county departments, that details the services and programs the County offers to businesses, including direct points of contact for businesses to access such resources.

RICHARD CESAR

- Draft Board letters and reports to the Board on department activities related to business engagement, program development, and initiatives aimed at the strategic alignment of economic and workforce development program delivery across the County's 35 workforce development programs.
- Work closely with the CEO, Sacramento Advocates, and the California Workforce Association (CWA) to identify, track, analyze, and recommend positions on legislation impacting the county's programs and service delivery.
- Create and advocate for the Department's state and federal legislative agenda and policy initiatives.
- Drafted Senate Bill 1333, known as the California Homeless Hiring Tax Credit, and worked closely with bill authors, lobbyists, stakeholders, and over 30 sponsoring organizations, including CWA, Los Angeles Economic Development Corporation (LAEDC), United Way, and the Los Angeles Chamber of Commerce, to advocate for adoption of the legislation and inclusion in California's state budget.
- Provide recommendations to the Division Director on business engagement strategies to ensure workers with multiple barriers to employment are placed in family-sustaining career pathway employment, and to help businesses grow and thrive in the regional county economy.
- Developed, organized, and executed 2 full-day trainings for over 80 county staff at the Department of Consumer and Business Affairs (DCBA), Office of Education, DPSS, and America's Job Center's of California (AJCCs) on how to effectively connect businesses to various programs and services offered across the county.
- Traveled to Washington D.C. to present to members of Congress on the key workforce initiatives in Los Angeles County and advocate for additional funding to enhance service delivery across the Los Angeles workforce region and spur economic activity across California.
- Presented on a panel for the National Association of Workforce Boards (NAWB) titled "The ABCs of Business Engagement: Economic Growth Through Leveraging Technology & Unique Populations" to share my knowledge of best practices on business engagement and relationship development through technology to place unique populations experiencing barriers to employment.
- Participated in a panel hosted by Congressman Jimmy Gomez (CA-34) to share information on resources available within Los Angeles County to assist businesses and workers impacted by the COVID-19 pandemic.
- Supervise 4 staff and 3 Public Policy Fellows.
- Lead special projects for the Division Director that include analyzing program data and departmental policies to recommend solutions to streamline Department operations internally and externally.

JKH Consulting

Los Angeles, CA

Workforce and Community Relations Manager

March 2018 – October 2018

- Served as a consultant for a full-service public affairs firm that manages over 23 clients in industries including infrastructure, real estate, government, business advocacy, and politics.
- Provided direction on workforce development activities for the LA Metro Crenshaw/LAX Transit Project, a \$2 billion-dollar light rail construction project spanning 8.5 miles, to ensure that the contractor, Walsh/Shea, achieved local target hire requirements, in compliance with the project labor agreement.
- Managed community engagement activities on LA Metro Crenshaw/LAX Transit project to adequately communicate project updates to residents of South LA, Inglewood, Hawthorne, El Segundo, and portions of unincorporated Los Angeles County.
- Managed business engagement and workforce development efforts for the \$2 billion-dollar LAX Automated People Mover Project by implementing small business and local job seeker inclusion strategies to ensure contractor, LAX Integrated Express Solutions (LINXS), complied with project labor agreement terms.
- Advised clients on effective public affairs strategies and partnered with business and construction trades unions alike to connect hundreds of small businesses and job seekers to potential opportunities.

Balfour Beatty Construction

Los Angeles, CA

Inclusion & Diversity Coordinator

September 2017 – March 2018

- Managed small business inclusion and community engagement efforts to increase Balfour's involvement in the Southern California market.
- Represented the company in over 14 outreach events geared at educating small businesses and job seekers on how to attain employment opportunities with Balfour Beatty and other contractors on large scale infrastructure projects across California.

RICHARD CESAR

- Developed a resource guide to direct small businesses to services across Southern California, offering access to capital, business technical assistance, bonding assistance, and counseling.
- Fostered relationships with over 15 non-profits, adult schools, high schools, and elementary schools to further the philanthropic goals of the company.
- Helped draft the LAX Integrated Express Solutions (LINXS) inclusivity section of proposal for the \$2 billion-dollar LAX Automated People Mover Project.

Office of the Secretary, United States Department of Transportation

Washington, D.C.

Special Counsel to the General Counsel (Presidential Appointee)

February 2016 – January 2017

- Served as Special Counsel in the Office of the General Counsel, the Secretary's primary legal advisor, responsible for the supervision, coordination and review of the legal work of almost 500 lawyers throughout the Department.
- Counseled leadership on legal, policy, political and practical alternatives to successfully develop and implement strategies and programs that advanced the mission of the Department.
- Advised government affairs and policy staff on the legal considerations regarding congressional affairs, grant administration, and the Freedom of Information Act (FOIA).
- Drafted responses to a growing number of oversight requests from Congress, the Office of the Inspector General, and the U.S. Government Accountability Office.
- Prepared and edited memoranda, policy proposals, talking points, press releases, and speeches.

Detailed as Special Assistant to the Secretary (Presidential Appointee)

January 2015 – February 2016

- Managed Secretary Foxx's political, media, security, constituent, and public affairs activities for his official travel by working closely with senior leadership, congressional members, state and local politicians, business and community leaders, companies, universities, embassies, and various other stakeholders.
- Traveled domestically and internationally with Secretary Foxx to facilitate his public appearances, develop and foster relationships, and guarantee logistical execution.
- Collaborated with senior leadership to design and implement Secretary Foxx's Ladders of Opportunity Agenda, an initiative aimed at connecting Americans to economic and workforce opportunities, revitalizing the national economy, and strengthening access to jobs, healthcare, and transportation for communities with multiple barriers.
- Supervised 2 members of the Secretary's scheduling team responsible for preparing the Secretary's daily briefing book and scheduling his internal meetings in order to ensure staff submitted quality briefing memoranda and that his time was aligned with his priorities.
- Aided the Chief of Staff and Deputy Chief of Staff with special projects to improve front office processes.

Special Assistant to the Chief Financial Officer (Presidential Appointee)

August 2014 – January 2015

- Supported the Chief Financial Officer, the principal fiscal advisor to Secretary Foxx, in the management of an over \$70 billion-dollar operating budget, and a portfolio of innovative financing programs for infrastructure projects, including the Transportation Infrastructure Finance and Innovation Act (TIFIA) and Transportation Investments Generating Economic Recovery Grants (TIGER).
- Enhanced the budget development process by working with modal budget offices and senior leadership to ensure expectations were met and budget justifications were properly formulated for consideration by the White House and Congress.

Law & Entrepreneurship Clinic, University of Wisconsin Law School

Madison, WI

Student Attorney

September 2013 – May 2014

- Counseled 14 Wisconsin based start-up companies, entrepreneurs, and nonprofit organizations on corporate structuring, contracts, tax, intellectual property, employment, and a variety of other legal issues.
- Drafted employee agreements, terms of service, privacy policies, operating agreements, consignment agreements, USPTO responses, and memoranda on legal issues relevant in entrepreneurial ventures.

RICHARD CESAR

Office of Chief Justice Shirley S. Abrahamson, Wisconsin Supreme Court

Judicial Intern

Madison, WI

May 2013 – August 2013

- Authored bench memoranda, researched legislative history, discussed legal issues with Justice, and recommended dispositions on a variety of cases pertaining to corporate law, tort law, and criminal law.

Family Law Project, Frank J. Remington Center

Student Attorney

Madison, WI

May 2012 – May 2013

- Provided legal services to prison inmates with family law issues including divorce, child support, paternity, placement, and custody.
- Managed a caseload of 9 clients located at various prison facilities across the state of Wisconsin.
- Representative projects included: drafting motions to modify placement and child support, drafting motions to vacate judgments, preparing marital settlement agreements, drafting petitions and orders, negotiating with opposing attorneys, and, under supervision, advocating in hearings.

ADDITIONAL INFORMATION

Bar Admissions:

State Bar of California (active), State Bar of Wisconsin (active)

Campaign Experience:

Get Out the Vote (2008), Voter Protection (2016), Get Out the Vote (2020)

Memberships:

LA County Management Council (LACMC), Langston Bar Association

Skills and Interests:

Haitian Creole (fluent), Spanish (conversational), hiking, live music, sports

RICQUEL JACKSON

Political Advancement • Project Manager • Digital Designer • Event Manager • Political Fundraiser



Dynamic Event Manager and Project Manager with more than 10+ years of experience in corporate, political, and entertainment sectors. A highly accomplished, resourceful, and innovative fundraiser who uses new forms of technology and existing techniques to help raise money for political campaigns and organizations. Strong ability to produce high-quality content, manage complex projects and political events, and utilize digital marketing to increase clients' brand awareness.

Highlights

- Market Strategies & Campaigns
- Corporate Communications
- Brand Start-ups
- Public & Media Relations
- Vendor Management
- Web Content Development
- Business Development
- Market Trends Analyst
- Social Media Management
- Talent Relations
- Stakeholder Management

Project Manager | The Nuday Group Creative Agency | Atlanta, GA | May 2016 - Current

- Responsible for day-to-day project management and marketing strategy for client's projects, including brand management, event planning & execution, website/mobile design, and social campaign management. Serves as client success manager, actively communicate project status, execute daily deliverables, manage vendor relationships, identify & manage risks, and offer solutions.

Advance Team Lead | March 2019 – January 2021| [click here to view my past clients.](#)

Executed campaign advance duties for three presidential campaigns during the 2020 election season.

- Demonstrated foresight to expect the unexpected and the flexibility and confidence to handle the unexpected. The versatility to plan for every contingency and the ability to react quickly and effectively when plans change on short notice.
- The ability to reconcile the sometimes-competing interests of local hosts, other event participants and the campaign itself in a diplomatic manner.
- Communicated and coordinated logistical details to execute events that ensure the best images of the candidate are transmitted to voters nationwide.
- Managed a national traveling team for several state primaries, executing drive-in rallies and campaign fundraising events.
- Served as the Advance Site Team Lead for Tom Steyer Presidential Campaign and event Advance Team Manager for candidates Beto O'Rourke and the Biden/Harris Campaign.

Talent Relations Manager | March 2012 – January 2021| [click here to view my past clients.](#)

Developed and maintained relationships between the company and the artist and act as the liaison between both parties for large events, festivals, and fundraisers.

- Ability to communicate the ideas and messages of the principal in a logical, coherent, professional, and visual manner where, and when appropriate, and to people from all walks of life.
- Onsite liaison between talent and production for special event programming and award shows 2020 Grammys, Essence Festivals, 2019 BET Awards, 2019 Super Bowl.
- Work directly with all network lines of business including press, production, logistics, and hospitality to ensure artist is satisfied during production and performed various tasks to ensure the artists know they are valuable assets.
- Maintain constant communication with the artist teams to determine and solve possible conflicts and coordinate with the production various departments for high-profile artists such as Migos, Kathryn Horne, Kelly Rowland, and Will Packer.

Marketer in Residence | November 2019 – May 2021| [click here to view my past clients.](#)

Consulted with small business and startups for several non-profit accelerators impacting over 50 businesses. Ensured 25% growth of website traffic and more than 75% growth in email every quarter for clients.

- Propose and execute strategic plans to increase revenue with emphasis on grassroots marketing and merchandising tactics using social media, website, email, and events to influence B2B and consumer buying behaviors.
- Supported CEO and developed marketing campaigns to launch partnerships, increase social media engagement by 75% and execute brand strategic goals to secure over \$75k in sponsorships.

RICQUEL JACKSON

Political Advancement • Project Manager • Digital Designer • Event Manager • Political Fundraiser

National Events Manager | Abrams for Governor | Atlanta, GA | August 2018 – November 2018

Headed the planning and execution of all national fundraising efforts for the Stacey Abrams' gubernatorial campaign, exceedingly over \$30 million. Cultivated relationships with major donors in a condensed period and made solicitation ask towards our campaign goal.

- Oversaw the stewardship, communication, implementation, and logistics for all events with high-profile donors and celebrities - including developing and managing budgets, soliciting donations, negotiating vendor contracts, and securing high-profile speakers.
-

Florida A&M University Young Alumni Giving | President | Atlanta, GA | May 2014 – Current

I have established a community of young professionals who nurture students and alumni relationships through fundraising and experiential giving totaling over \$15k. Increased fundraising revenue by 95% through aggressive sponsorship selling.

- Negotiated corporate sponsorship deals and secured partnerships with university leadership developing strategies to encourage new or increased contributions.
 - Generated 84% of operating budget from public and private entities to financially support non-profit organization, serving more than 500 people in the Southeast Region to lower retention rates of enrolled students.
 - Chartered overall event experience (including logistics, budget, sponsorship, promotions, and marketing), attended by noted celebrities, political leaders, and alumni.
-

Cartoon Network | Turner Broadcasting System | Executive Assistant to the CEO | Dec. 2013 – August 2014

Managed day to a day program for c-level executives with discretion, precision, and efficiency as executed in my 2-month promotion from department assistant to Executive Assistant to the President of Cartoon Network to manage the transition of leadership, company strategy, and media relations for 3 global brands.

- Assisted VP & Director with overall company content buys in the form of larger package deals that include programming or movies that can be shared across all Turner US networks.
 - Revised the creation of monthly/quarterly reports that provide key insights into competitive acquisition practices on television series and feature films, including analyzing trends in purchasing for on-air exhibitions and exposure in other forms of media based on recommended strategies
-

Marketing Specialist, Strategic Marketing | CNN | Atlanta, GA | August 2012 – May 2013

Hired into newly created position to team execute global brand positioning, launch events, and strategically manage multiple brands, maintain consistent brand voice and message.

- Act as "manager on duty" during the national launch event of New Day Morning Show to over 3,000 CNN employees across 5 bureaus simultaneously. Served as lead on the execution of catering, promotional items, and volunteer management.
 - Created presentation decks and advise department brainstorm sessions on the theme, creative, implementation, and cost of premium buys totaling over \$50,000 for multiple show launches.
-

Finance Team Specialist | Obama for America Campaign | Chicago, IL | January 2012 - May 2012

Recruited to manage relationships of wealthy donors in the African America Leadership Council. Managed all fundraising events that hosts the President of the United States, celebrities, and high-level campaign officials across the country, such as Tyler Perry and Oprah Winfrey.

- Manage email campaigns, template designs, calls-to-action, content, and craft landing pages and lead generation forms for content distribution through relevant paid programs.
 - Developed a Facebook fan page that has exceeded over 4,000 impressions.
-

Florida A&M University, Tallahassee, FL

Bachelor of Science – Public Relations

Bachelor of Science – Business Administration, Concentration in Marketing

Certifications

Project Management Professional (PMP), *Project Management Institute* – September 2021

SABRINA STEEL

EXPERIENCE

LEGISLATIVE COUNSEL

CONGRESSMAN ANDY LEVIN, UNITED STATES HOUSE OF REPRESENTATIVES, WASHINGTON, DC

2019-2021

- Drafted legislation, memos, amendments and oversight letters, including H.R. 8960, the Sustainable Investment Policies Act and H.R.8959, the Retirees Sustainable Investment Policies Act; Key areas of focus included work to augment workforce development with education opportunities, expanding overtime pay, and require the adoption of sustainable investment policies by investors and pension plan fiduciaries.
- Advised the Representative on government oversight, labor, pensions, trade, financial services, gun safety, telecommunications, consumer protection, and the judiciary.
- Organized and prepare materials for legislative hearings, markups and floor activity.
- Tracked floor and other committee activities, and make voting recommendations related thereto.
- Researched, review and draft legislation; solicited input from stakeholders, drafted memos and letters; tracked regulatory developments; met with stakeholders and constituent groups.
- Fostered relationships with committee staff and advocacy groups to move legislation through the committee and House processes.
- Managed one labor fellow and two interns on policy and procedural related tasks.

JOB RELATED TRAINING

Government Affairs Institute Congressional Management Foundation *Legislative Operations for Congressional Staff*
9/2020

SENIOR POLICY ANALYST

US DEPARTMENT OF LABOR, WASHINGTON, DC

2010-2018

- Advised senior leadership regarding Wage and Hour policies to implement statutory provisions or to reflect policy changes and developed regulations and corresponding sub-regulatory protocols, often in response to GAO audits and OIG reports.
- Conducted seminars and provided technical assistance to employers on the implementation of the Wage and Hour Division's laws; implemented new strategies for investigators to more effectively enforce the Family and Medical Leave Act and the Fair Labor Standards Act, including their anti-discrimination, retaliation, and whistleblower provisions.
- Travelled to regional offices to train Wage and Hour field staff on: investigative techniques and strategy, preparation of investigations for litigation, and providing technical expertise on technical questions of enforcement.

Selected Accomplishments:

- Drafted a manual for processing applications for subminimum wage certificates under Section 14(c) of the FLSA.
- Prepared at least 10 Field Operation Handbook chapters/revisions for clearance by branch chiefs, SOL, and high-level management of the Wage and Hour Division.
- Trained National Office staff on the formatting, finalizing and clearance of Field Operation Handbook revisions.
- Assisted Regional Office staff in creating and conducting training on investigations and managers under the FMLA branch's new strategic enforcement policy in preparation for the roll out the first FMLA pilot Strategic Enforcement Action to Compliance; developed training materials, in conjunction with regional staff, to assist field staff nationwide with the shift in focus from a complaint-based compliance approach to systemic and strategic compliance under the FMLA; trained over one hundred investigators and managers on how to investigate, identify and remedy potential systemic violations under the FMLA.
- Trained field staff on the Family and Medical Leave act, section 14(c) of the Fair Labor Standards Act, the Service Contracts Act and Executive Order 13658 through National, Regional (Just in Time) and Basic trainings; Presented (on several occasions) on the Family and Medical Leave Act, section 14(c) of the Fair Labor Standards to employers,

- employees, stakeholders, attorneys and other interested parties. Created and presented (on several occasions) the PowerPoint, "Break Time for Nursing Mothers under the FLSA"; answered questions addressing complex issues.
- Formulated Field Operations Handbook (FOH) guidance for Wage and Hour Staff on the enforcement of FLSA 7(r): Break Time for Nursing Mothers.
- Drafted sections of the Family and Medical Leave Act Field Operations Handbook Chapters 39 and 69, which replaced 52w, and serve as external and internal guidance on the provisions of the Family and Medical Leave Act and its enforcement procedures; prepared these Chapters for Wage and Hour clearance.
- Planned and participated in regional compliance conferences for certificate holders under Section 14(c) of the FLSA.
- Drafted parts of the NPRM, Final Rule and rollout materials for the implementing regulations of Executive Order 13706: Paid Sick Leave for Federal Contract Workers.
- Drafted supporting materials to the 2012 FMLA Final Rule including press releases, training materials, and fact sheets.
- Drafted parts of the NPRM and regulatory language for the change in the definition of spouse in the FMLA regulations
- Developed guidance materials on investigative tools for conducting a Wage and Hour investigation, including the use of subpoenas, search warrants and civil money penalties.
- Collaborated with partners at Health and Human Services to develop the online resource, "Business Solutions for Nursing Mothers", which provides assistance to employers on accommodating nursing mothers in all applicable industries.
- Managed a team of five to collect and analyze the Break Time for Nursing Mothers Request for Information (RFI) comments; created a database and led the team on processing comments and entering them into the database in preparation for writing a report on the RFI comments.

JOB RELATED TRAINING

- Regulatory Drafting and Process- the Regulatory Group 8/2016
- Train the Trainer 7/2015
- Basic II Investigator Training 7/2013
- Basic I Investigator Training 1/2012
- Basic IB National Office Training – Government Contracts, 2012; Agriculture/Immigration, 2011; FMLA, 2011; FLSA, 2010
- Enforcement Tools Training
- Rulemaking and Administrative Law Training 4 Sessions 2012-2013

CREDENTIALS MANAGER

DEMOCRATIC NATIONAL CONVENTIONS; DENVER, CO/CHARLOTTE, NC

7-8/2008/7-8/2012

- Managed the allocation and distribution of over 100,000 highly confidential and secure credentials for all staff, volunteers and contractors working at the Democratic National Conventions.
- Supervised staff of 15 volunteers and oversaw all distribution operations at the credentials center during the weeks of the Democratic National Conventions.
- Managed 2 staff to assist with coordinating credential requests and changes to any requests or pertinent data.

EDUCATION

Juris Doctor, New York Law School, New York, New York – May, 2009

Bachelor of Arts, Reed College, Portland, Oregon – May, 2005

SARAH JANE GLYNN

EXPERIENCE

CURRENT

OCTOBER 2019 – PRESENT

SENIOR FELLOW, CENTER FOR AMERICAN PROGRESS

OCTOBER 2016 – PRESENT

CONSULTANT

Partial selection of current and past clients includes:

- *Connecticut State Office of Policy and Management*
- *Family Story*
- *National Partnership for Women and Families*
- *Washington Center for Equitable Growth*
- *Hawaii Children's Action Network & Hawaii State Commission on the Status of Women*
- *Montgomery County Council, Maryland*

SEPTEMBER 2017 – PRESENT

SENIOR FELLOW, NATIONAL ACADEMY OF SOCIAL INSURANCE

PREVIOUS

AUGUST 2018 – DECEMBER 2019

DIRECTOR OF AGING AND DISABILITY SERVICES, GREATER NASHVILLE REGIONAL COUNCIL

OCTOBER 2016 – DECEMBER 2016

SENIOR POLICY ADVISOR, CENTER FOR AMERICAN PROGRESS

JANUARY 2015 – SEPTEMBER 2016

DIRECTOR OF WOMEN'S ECONOMIC POLICY, CENTER FOR AMERICAN PROGRESS

MARCH 2013 – JANUARY 2015

SENIOR POLICY ANALYST, CENTER FOR AMERICAN PROGRESS

JUNE 2011 – DECEMBER 2012

POLICY ANALYST, CENTER FOR AMERICAN PROGRESS

SEPTEMBER 2010 – AUGUST 2011

FELLOW, ROBERT PENN WARREN CENTER, VANDERBILT UNIVERSITY

JUNE 2008 – AUGUST 2010
LECTURER, VANDERBILT UNIVERSITY

JANUARY 2009 – JUNE 2010
LECTURER, BELMONT UNIVERSITY

FUNCTIONAL WORK EXPERIENCE:

- Contributing to planning, including taking the lead in setting the research agenda for the women's econ portfolio and seeing it to completion.
- Responsibility for conducting and overseeing original quantitative and policy research on issues related to U.S. labor market trends, employment, work and family issues, gender, and the economy including authoring and co-authoring the majority of CAP Women's Initiative's economic research.
- Collaborating with internal and external colleagues and Hill offices and representing CAP in an array of coalitions and working groups, including the Work-Family Strategy Council, AEI-Brookings Working Group on Paid Family and Medical Leave (2018), and the Paid Leave for All Policy and Research Working Groups.
- Representing CAP and the Women's Initiative publicly, including providing written and oral testimony before Congress, state legislatures, and local government bodies, along with regular media appearances (radio, press, television), public speaking engagements, and conference presentations.
- Supervising, training, and overseeing the work of 1-3 junior staff members and interns.
- Managing and maintaining relationships with funders including making pitches for new funding and writing grant proposals and grant reports.
- Managing grants totaling over \$3 million.

EDUCATION

PH.D., SOCIOLOGY, VANDERBILT UNIVERSITY, NASHVILLE, TN

B.A., WOMEN'S STUDIES (CONCENTRATION IN LGBT STUDIES), UNIVERSITY OF CALIFORNIA, LOS ANGELES

OTHER SKILLS

- Media trained with frequent media appearances (clips available upon request):
- TV interviews, including: MSNBC, PBS, CSPAN, FOX News, Bloomberg, and Al-Jazeera;
- Radio interviews, including: NPR, Radio Boston, Wisconsin Public Radio, and Oregon Public Broadcasting Radio;
- Citations in print and online media, including *The New York Times*, *The Washington Post*, *US News and World Report*, *The Wall Street Journal*, and *The New York Post*.

STATE POLICY RESEARCH

Glynn, Sarah Jane, Kitty Richards and Jessie Posilkin, *Key Considerations for Implementing Paid Family and Medical Leave in Connecticut*. Hartford, CT: Office of Policy and Management, (forthcoming).

Glynn, Sarah Jane. *Implementing Paid Family Leave Insurance: Hawaii*. Washington DC: U.S. Department of Labor, 2017.
https://www.dol.gov/wb/media/Hawaii_Report_Final_2.pdf

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https://www.dol.gov/wb/media/MoCo_Final_Report_2016_Final_Narrative_Report.pdf.

Glynn, Sarah Jane, Gayle Goldin, Jeffrey Hayes, Sarah Fleisch Fink, Sherry Leiwant, and Vicki Shabo. *Implementing Paid Family Leave Insurance: Connecticut*. Hartford, CT: Connecticut Department of Labor, 2016.
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REPORTS, BRIEFS, AND COLUMNS

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Glynn, Sarah Jane. *Raising the Minimum Wage Is Key To Supporting the Breadwinning Mothers Who Drive the Economy*. Washington DC: Center for American Progress, February 2021.
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- Glynn, Sarah Jane. *Breadwinning Mothers Continue to be the U.S. Norm*. Washington DC: Center for American Progress, May 2019.
<https://www.americanprogress.org/issues/women/reports/2019/05/10/469739/bread-winning-mothers-continue-u-s-norm/>
- Fremstad, Shawn, Sarah Jane Glynn, and Angelo Williams. *The Case Against Marriage Fundamentalism: Embracing Family Justice for All*. Washington DC: Family Story, April 2019.
<https://familystoryproject.org/wp-content/uploads/2019/04/Case-Against-Marriage-Fundamentalism-Family-Story-Report-040419.pdf>
- Glynn, Sarah Jane. *Trump's Attacks on Families*. Washington DC: Family Story, April 2019.
<https://familystoryproject.org/wp-content/uploads/2019/04/Trump-Attacks-on-Families-Family-Story.pdf>
- Gitis, Ben, Sarah Jane Glynn, and Jeffrey Hayes. "Comparison of Methods for Cost Estimates of a Federal Paid Family and Medical Leave Program Using Public Data," *American Enterprise Institute-Brookings Institution Working Group Report on Paid Family and Medical Leave*. Washington DC: American Enterprise Institute, September 2018, pp. 77-94. <http://www.aei.org/publication/the-aei-brookings-working-group-report-on-paid-family-and-medical-leave/>
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- . *What the FAMILY Act Means for Communities of Color*. Washington DC: Center for American Progress, December 2013. <http://www.americanprogress.org/wp-content/uploads/2013/12/FamilyActFactsheet-CoC.pdf>
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POPULAR ECONOMIC WRITING

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BOOK CHAPTERS AND ENCYCLOPEDIA ENTRIES

Boushey, Heather, and Sarah Jane Glynn. "Women & Paid Work." Edited by David Coates, Kathy Smith, and C. William Walldorf. *The Oxford Companion to American Politics*. Oxford University Press, 2012.

TESTIMONY

(PARTIAL LIST)

U.S. House of Representatives, House Education and Labor Committee, Subcommittee Hearing, "The Healthy Families Act (H.R. 1784): Examining a Plan to Secure Paid Sick Leave for U.S. Workers." Washington DC (March 2020).

State of Virginia, Subcommittees of the House Commerce and Labor Committee and the Senate Commerce and Labor Committee, "Joint Meeting on Paid Family and Medical Leave." (September 2019).

Vermont State House General Committee, "H. 196 - An act relating to paid family leave." Montpelier, VT (March 2017).

Council of the District of Columbia, Committee of the Whole, "Bill 21-415, Universal Paid Leave Act of 2015," Washington DC (January 2016).

INVITED SPEAKING ACTIVITIES

(PARTIAL LIST)

New York City Bar Association, "Women Leaving the Law During COVID-19: Why Is It Happening & How Do We Fix It?" Remote (May 2021).

Deseret News, "Pandemic Unemployment Disparity: Women Bearing the Brunt." Remote (February 2021).

Family Story, "Solo Parents and Paid Leave for Care of Newborn Children Under the FAMILY Act" Remote (September 2020).

A Better Balance and The Ford Foundation, "Future of Work and Social Insurance Roundtable." New York City (September 2018).

Federal Reserve Bank of Boston, "Paid Family and Medical Leave: Impact and Implementation." Boston, MA (January 2018).

Hawaii State Legislature, “Discussion of a Family Leave Insurance Program for Hawaii.”
Honolulu, HI (January 2018).

Family Values @ Work, “The Latest National Research on Paid Leave.” New York City (December 2017).

Washington Center for Equitable Growth, “Equal Pay Convening.” Washington DC (September 2017).

National Academy for Social Insurance, “Designing Inclusive Paid Leave Policy [Webinar].”
Washington DC (September 2017).

Montgomery County, Maryland Council’s Health and Human Services and Government Operations and Fiscal Policy Committees, “Joint Work-session on Paid Leave Analysis.”
Rockville, MD (February 2017).

WiLL/WAND conference Dine Around Dinner, “Women: Economic Security.” Washington, DC (October 2015).

Rise and Shine Breakfast, (hosted by Heidrick & Struggles, Johnson & Johnson, and PR Week)
“The Evolving Dynamics of Pay Equity.” New York, NY (June 2015).

Women & Power Conference, “Toward a Culture of Care.” Rhinebeck, NY (September 2014).

Women and Economic Security Conference: “Pay Issues.” Ann Arbor, MI (May 2014).

Washington Policy Center Minimum Wage Debate at Gonzaga University, Spokane, WA (April 2014).

Washington Policy Center Minimum Wage Debate at University of Washington, Seattle, WA (April 2014).

Chicago Metropolitan Battered Women’s Network Training Seminar: “Women’s Economic Security.” Chicago, IL (March 2014).

Leap Forward Project Conference: “Leap Forward Ideas Panel: Secure Families.” Los Angeles, CA (February 2014).

CONFERENCE PRESENTATIONS

Attaining Paid Family and Sick Leaves in U.S. States and Cities: Obstacles and Ingredients of Success, Work Family Researchers Network Conference, Washington, DC (June 2016)

Presidential Session: Work, Family, and Gender: A Conversation about Progressive Policies for Change, Pacific Sociological Association annual meeting, Portland, OR (March 2014)

Workplace Flexibility: A Workplace Perk for the Most Valued Workers or Compensation for Those Who Need It Most? Labor Employment Relations Association/ International Association for Feminist Economics session at American Social Sciences Association/American Economic Association annual meeting, Philadelphia, PA (January 2014)

PANEL CHAIR/DISCUSSANT/MODERATOR

Advancing Equality and Inclusion through Social Insurance, Moderator at National Academy of Social Science meeting, Washington, DC (June 2016)

Women and Economic Risks, Discussant at Eastern Economic Association annual meeting, Washington, DC (January 2016)

The Politics and Poetics of Ethnography: Ethnographers on the Craft, Discussant at Pacific Sociological Association annual meeting, Portland, OR (March 2014)

Leave, Hours and Worker Outcomes, Chair at Labor Employment Relations Association session at American Social Sciences Association/American Economic Association annual meeting, Philadelphia, PA (January 2014)

Putting the Safety Net to the Stress Test: Assessing Private and Public Economic Security During the Great Recession, Chair at Labor Employment Relations Association session at American Social Sciences Association/American Economic Association annual meeting, San Diego, CA (January 2013)

Working Time Developments in Five Countries, Chair at Labor Employment Relations Association session at American Social Sciences Association/American Economic Association annual meeting, San Diego, CA (January 2013)

WORK EXPERIENCE

Democratic National Committee

Washington, D.C.

Chief Administrative Officer & Executive Assistant to Chair Thomas E. Perez

April 2017 – Present

- Maintain a sense of order & decorum in a fast paced, often chaotic workplace, creating a welcoming and professional atmosphere for leadership to thrive and host meetings with high profile guests & donors.
- First line of defense for all official & personal incoming requests, queries, and demands for Chair's time & attention. Prioritizing urgency & relevancy, redirecting lower priority items to other staff for fulfillment. Served as the connection to Chair's family in long term planning, travel and participation.
- Coordinate travel for 200+ staff, including \$1 Million budget oversight, booking, approval/denial and presentation of alternative choices. Refreshed all employee travel rules and streamlined process for approval and purchase of travel arrangements, leading to conservation of resources.
- Execute \$800k + contracts with hotels and travel booking platform to coordinate travel and needs for national meetings, GOTV, 11 national Democratic debates and the Democratic National Convention.
- Serve as liaison for Chair on internal work teams including Diversity, Equity, & Inclusion, project oversight of building facilities upgrade and management, tech advisory committee, authored continuity of operations plan, & active on COVID response team. Complete comprehensive work on special projects and orchestrate internal special functions hosted by the Chair and leadership.
- Work in concert with COO and building manager on COVID-19 mitigation and building upgrades to comply with CDC guidelines for social distancing. Implementing more robust cleaning practices, one way traffic flows, signage, and alternative workspaces. Created new workflows and obtained office supplies to accommodate staff and allow them to acclimate and thrive in a remote work period. Sought out and negotiated services for COVID-19 testing for all staff.
- Sought approval for \$475,000 building wireless upgrade. Consulted in the hiring of project manager to see to fruition. Understanding construction impacts on workplace and pushing project through while building was vacant due to COVID-19 work from home guidelines.
- Aligned with COO on human resources initiatives and staff engagement. Lead weekly All Staff meetings and joint staff meetings with Biden for President. Setting agendas, oversight of presentation materials, communications with staff, coordination with special guests & technical troubleshooting.
- Keeper of institutional knowledge of the Chair and organization. Act as a repository for highly sensitive materials. Serve as the first stop for most staff as many questions that arise on a daily basis.
- Handle correspondence, scheduling and execution of daily tasks for the Chair. Anticipate Chair's needs and triage any conflicts as they arise. Established close relationships with counterparts for labor presidents, sister committees, constituency / advocacy groups, and members of Congress.
- Source and purchase gifts on behalf of Chair, notably for staff thank you and holiday gifts with budget of \$80,000.
- Serve as Chair's official voice through his public email account. Including response to external incoming correspondence and all official communications from leadership. Averaging 20+ internal communications a week and answering 10+ emails a day from external stakeholders.
- Managed of team of at least three, including Chair's traveling staffer, Special Assistant overseeing briefing materials and 1-2 interns.

U.S. Department of Labor, Office of the Secretary

Washington, D.C.

Executive Assistant to Secretary Thomas E. Perez

February 2015 – January 2017

- Provided professional and confidential support to cabinet member, managed daily schedule and kept Secretary on task and prepared for day's events, anticipated needs and triage conflicts as they arise.
- Gatekeeper of Secretary's office; full understanding of agency leadership and the roles they hold, daily interaction with high-level government officials and staff from Executive and Legislative branches. Greet all guests and foreign dignitaries, ensure that meeting setup meets all rules of protocol. Served as primary liaison with Secretary's spouse; coordinating schedules and any issues that need her attention.
- Maintained Top Secret clearance, serve as primary contact for all confidential, classified, and top secret documents for Secretary, Deputy Secretary and senior staff.

- Managed Secretary's front office operation including direct report of one staff, oversight of daily briefing book compilation, direct management of incoming correspondence and calls, work with Executive Secretariat to ensure response to all inquiries. Work in concert with Chief of Staff's Executive Assistant to tackle any issues as they arose.
- Serve as Secretary's voice through his public email account. Including response to external incoming correspondence and all official communications with the approval of leadership. Averaging 20+ internal communications a week and answering 10+ emails a day from external stakeholders.
- Acted as surrogate for Secretary in planning meetings and as ambassador for Secretary in agency building.
- Served as host for outside groups, including 26 day strike negotiation hosted in building. Given a \$5000 budget for meals, following strict guidelines for use of official funds.
- Coordinated arrangements for taking of official portrait and its framing; worked in concert with Deputy Secretary to arrange a ceremony for the portrait unveiling.
- Oversaw archiving of Secretary's record, papers, and gifts. Coordinated photos with departing staff.

United States Senator Tom Harkin

Washington, D.C.

Administrative Director

March 2000 - January 2015

- Oversaw daily operations of a 100 plus-person staff in Washington, D.C., five offices in state of Iowa, as well as a full committee and subcommittee.
- Management of operating budget over \$3.5 million dollars including staff payroll, travel reimbursements, vendor contract negotiation, and payments for services.
- Direct supervision of seven administrative staff including Staff Assistants, Schedulers, Interns, Mailroom and Senator's Personal Assistant
- Daily coordination with Chief of Staff and Senator's scheduler to execute day smoothly
- Direct daily contact with Mrs. Harkin on any scheduling issues or projects that needed her attention
- Handled all human resources aspects of organization including interviewing, hiring, firing, disciplinary actions and annual evaluations for full time staff as well as over 50 interns a year
- Work directly with Senator's committee staff directors to coordinate office policies, budget, and serve as an information bridge between all staffs
- Served as liaison between office and Architect of the Capitol, Senate Superintendents Office, Secretary of the Senate, Senate Rules Committee and Senate Ethics Committee to keep office compliant with all rules and regulations as well as day to day office maintenance of operations
- In charge of security and maintenance for all office locations
- Worked directly with US Capitol Police on threat assessment and abnormalities in constituent behavior. This included security assessments of our physical space and the Senator's personal homes.
- Established and implemented protocol for the archiving of the Senator's 40 year congressional record including professional and political papers, photos, videos and memorabilia; train staff on historical record preservation
- Supervised the establishment of repository for Senator's papers; including contract negotiation, packaging, and transfer of goods to repository
- Served as Senator's event planner for special occasions such as formal portrait unveiling, delegation Inaugural events, swearing in, staff retirements and other various occasions
- Represented Senator in planning meetings, negotiations and special events for shared historic space
- Handled Chairmanship transition including acclimating 50+ new staff to Harkin office protocol, establishing office policy, hiring and movement of staff, settlement of space negotiations with minority staff
- Plan and administer bi-annual staff retreats for over 100 staff; working with Senator, committee directors, and personal office senior staff to establish goals and agenda for retreat

Intern Coordinator / Mailroom Manager

September 2000 –August 2001

- Communicate with Iowa colleges and universities regarding intern opportunities within Senate office: recruit, interview, and hire prospective interns
- Direct supervision of 15+ interns per work period; including training and oversight of work product and assignments
- Served as Senator's body person. Driving him to and from work and staffing him at all evening events

- Responsible for all incoming and outgoing mail

Staff Assistant

March 2000 – September 2000

- Served as face and voice of Senator to constituents visiting office and communicating via phone; arranged and guided tours of the United States Capitol
- Provided constituent congratulatory letters and fulfilled constituent flag requests

ADDITIONAL EXPERIENCE

United States Senator Richard Blumenthal

Washington, D.C.

Interim Administrative Director

September 2018 – November 2018

- Provided administrative support to office that was in leadership transition, taking on the payment of incoming invoices, travel reimbursements and vendor contracts.
- Oversight of travel and expenditure budget of \$523k
- Authored office archiving and information retention policy
- Worked 8-10 hours weekly

United States Senator Robert Casey

Washington, D.C.

Administrative Assistant (temporary)

January 2017 – May 2018

- Provided administrative support to office that was in leadership transition, taking on the payment of incoming invoices, travel reimbursements and vendor contracts.
- Oversight of travel and expenditure budget of \$700k
- Maintained mail room and oversight of interns
- Worked 10 hours weekly

State Historical Society of Iowa

Des Moines, IA

Archiving and Museum Education Intern

May 1998 – March 2000

- Worked directly with museum registrar to document and preserve all incoming collection pieces; provided research and supplemental information to documentation
- Recorded cemetery and death records to historical library collection; guided genealogic research for patrons by identifying their objective and establishing a starting point for their research
- Coordinated and led tours of historical museum for schools across Iowa
- Prepared and oversaw the execution of History Day in Iowa competition as well as served in role of judge

ADDITIONAL VOLUNTEER EXPERIENCE

United States Senate Softball League

Washington, D.C.

Head Commissioner

2002 - 2014

- Established 8k-10k budget, plan and operate all league functions including 32 team tournament, identify potential problems and propose rule change to correct; mediate disputes. Oversaw recruitment of teams and volunteers for recreational softball league with over 80+ diverse teams participating.

Joint Congressional Committee on Inaugural Ceremonies

Washington, D.C.

Volunteer

January 2013

- Served as seating manager and section leader on the outer ring of the inaugural platform, ensuring appropriate greeting and seating of more than 100 high-level dignitaries and elected officials; triage and managed any unexpected problems that arose with distinguished guests in the sections; directed the activities of assigned military aides in the section to ensure safety and efficiency in seating under exacting time constraints.
- Assisted the Architect of the Capitol's staff in preparing the inaugural platform for day's events on a strict timeline; trained extensively in emergency procedures and etiquette protocol.

EDUCATION

Simpson College
Bachelor of Arts, Political Science and History

Indianola, IA
1999

Secretary of the Senate, Employment Counsel
Certificate of Course Completion
Employment Law under Congressional Accountability Act of 1995

Washington, D.C.
February 2010

SULAIMAN BALOGUN, PhD

PROFESSIONAL SUMMARY

Accomplished, highly motivated economist and project manager with experience in agricultural economics, international economics, development economics, behavioral economics, education economics and project management. Proven track record of implementing academic research to real-world issues to provide a quality mix of technical and quantitative research experiences. Analytical thinker skilled in project planning, gathering requirements, classifying data and research and development. Passionate about policy, data protection and economic development. Builds and maintains positive relationships with stakeholders. Strong work ethic, effective with multi-tasking and possesses the talent and adaptability to quickly master job tasks.

CORE SKILLS AND KNOWLEDGE

Proficient in quantitative and qualitative analytical research tools
Expert in data analysis using cross-sectional, longitudinal, time series, or panel data
Proficient in econometric & statistical software (Stata, R, SAS, SPSS)
Proficient in MS SQL Server for extracting, exporting, and manipulating data
Proficient in Microsoft Office (Excel, Word, PowerPoint)
Proficient in Power BI, Tableau and Excel, for data visualization
Expert in statistical modeling (Regression analysis; Forecasting; multi-level modeling; trend analysis etc.)
Expert in research design (survey/ questionnaire & experimental designs).

CERTIFICATE OF COMPLETION

Project Management Professional
Certified Information Privacy Professional: Private Sector Privacy
Certified Information Privacy Professional: US Privacy Environment
Certified Information Privacy Professional: State Privacy Laws
Certified Information Privacy Professional: Workplace Privacy
Certified Information Privacy Professional: Government and Court Access to Information
Stakeholder Management

EDUCATION

Clemson University , Clemson, SC Doctor of Philosophy in Policy Studies	2020
West Virginia University , Morgantown, WV Master of Science in Agricultural Resources Economics	2012
Ladoke Akintola University of Technology , Oyo, Nigeria Bachelor of Technology in Agricultural Economics and Extension	2000

SULAIMAN BALOGUN, PhD

CAREER EXPERIENCE

South Carolina Department of Administration, Columbia, SC

August 2018 – Present

Project Lead

- Manage South Carolina Enterprise Information System's (SCEIS) functional teams to identify their business process, ensure data privacy and security measures are in place and data is properly classified.
- Work hand in hand with the director and senior officials to implement strategies and provide guidance to inform new programs so as to achieve the priorities and mission of the agency and that of the governor.
- Perform analysis to validate security requirements and to recommend additional security measures and safeguards when needed; assessed impact of additional controls.
- Measure project performance to identify areas for improvement. Providing advice on program performance management to assure the South Carolina Enterprise information operates at its optimum level.
- Research, evaluate and provide recommendations for process improvements for security tools, techniques, and technologies.
- Complete risk assessments for privacy data items that would impact functional testing capabilities.
- Led process improvement initiatives across SCEIS division, in conjunction with business warehouse and business object, to deliver efficiencies and benefits to internal and external system users.
- Documented and monitored business processes, business rules and standard operating procedures as a result of improvement initiatives.
- Analyzed business requirements and processes between business warehouse and business object and recommended solutions for development.
- Provided recommendations on best practices to the division director.
- Introduced the concept of centralization to improve the reporting process.
- Mapped out business processes between business warehouse and business object; presented findings, gaps and recommendations to the division director and key stakeholders.
- Develop and update policies, standards, models and programs to support agency's strategic projects and initiatives.
- Led specialized development projects, initiatives and activities that significantly impact the entire organization.

South Carolina Department of Administration, Columbia, SC

April 2017 – August 2018

Project Manager: SDLC Project

- Developed System Development Lifecycle (SDLC) standards for South Carolina Department of Administration.
- Established high level policy for South Carolina department of administration's entire phase of SDLC.
- Implemented SDLC standards and procedures for South Carolina enterprise information system.
- Developed the following for South Carolina enterprise information system: new development procedures and guidelines; change management process, procedures, policy, and guidelines; user request documentation and communication plan.

SULAIMAN BALOGUN, PhD

Principal Researcher, Clemson University, Clemson, SC

August 2015 – April 2017

2016 Election Outcome in South Carolina Promise Zone Counties

- Direct and coordinate the activities of compiling data for 6 promise zone counties from different databases by developing project plans and policies for program chair/director which will ensure that the university presents an accurate picture of voter's preference in the state of South Carolina promise zone counties.
- Serve as the principal advisor for the project and participates with the program director and the other program managers in planning the data collection, analysis, and economic research carried out by the University.
- Performed data cleaning and manipulation of relevant information from multiple data sources using statistical software such as Stata & Tableau .
- Carried out a systematic reviewed of literature on election outcome in United States for meta-analysis .
- Built analytical models based on cross-country panel data involving regressions for the study.
- Analyzed data collected using Stata econometric packages to derive the election outcome.
- Estimated fixed-effect and random regression model, forecasting, and trend analysis.
- Formulated recommendations, policies, or plans based on the analysis results.

Researcher, Clemson University, Clemson, SC

July 2014 – April 2015

Part of the team responsible for conducting: Economic Impact Analysis of County Square Development in Columbia South Carolina.

- Developed methodology for the study, including the design of a questionnaire for conducting field surveys
- Developed econometric models using statistical software (IMPLAN and REMI software packages)
- Analyzed data to explain the direct, indirect, and induced economic impact County Square Development in Columbia South Carolina.
- Synthesized relevant literature on the impact of County Square Development innovations for meta-analysis
- Formulated recommendations, policies, or plans based on the analysis

Family Health International Associations, Abuja, Nigeria

July 2009 – January 2010

Research Associate

- Designed and monitoring of randomized control trials (RCT) on the re-entry program for ex-prisoners
- Monitored data collection from the field and data entered into the FHIA database
- Retrieved data from FHIA, clean and sort using SPSS and Stata Software packages
- Analyzed data using SPSS and Stata to answers stakeholder questions on the impact of the re-entry program on employment and recidivism among ex-prisoners across six states in the United States
- Contributed to the preparation of the research proposals submitted for grants by providing economic and methodological (sampling and statistical) insights
- Presented periodic dashboard reports on program status, future opportunities and client issues to senior management.

Family Health International Associations, Abuja, Nigeria

July 2006 – June 2009

Project Lead

- Oversaw project planning, development and maintenance of customer applications.
- Monitored project activities and advised staff of issues due to resource availability.
- Partnered in design and development of complex applications.
- Produced project status reports, managed team and resolved day-to-day issues with emphasis on SDLC.
- Identified risks and documented a mitigation plan for client management's attention and remediation.
- Designed the ITIL implementation roadmap for a major healthcare insurance payer in the US.

SULAIMAN BALOGUN, PhD

PRESENTATIONS

- Balogun, S. O.** (Spring 2016). "Effectiveness of mandatory arrest policy" Fall semester research paper Presentation, Wyatt Innovation Centre, Clemson University, South Carolina.
- Balogun, S. O.** (Summer 2016). "Institutional analysis framework to explain and analyze policy change regarding nuclear utilization in united states "summer semester research paper Presentation, Strom Thurmond institute, Clemson University, South Carolina.
- Balogun, S. O.** (Summer 2016). "Understanding the dilemma between groups with different ethical positions on nuclear waste", summer semester research paper Presentation, Strom Thurmond institute, Clemson University, South Carolina.
- Balogun, S. O.** (Fall 2015). "Policy recommendation to prevent flu vaccine in the state of Georgia", Fall semester research paper Presentation, Strom Thurmond institute, Clemson University, South Carolina.
- Balogun, S. O.** (Fall 2015). "Challenges to policy implementation; an examination of fertilizer subsidy program in Africa", Fall semester research paper Presentation, Strom Thurmond institute, Clemson University, South Carolina.
- Balogun, S. O.** (Fall 2015). "Analysis of the effectiveness of fertilizer subsidy policy in Africa, Fall semester research paper Presentation, Bracket Hall room 2023, Clemson University, South Carolina.
- Balogun, S. O.** (spring 2015). "The role of ethics in declaration of War against Terrorism," Spring semester research paper Presentation, Strom Thurmond institute, Clemson University, South Carolina.
- Balogun, S. O.** (Spring 2015). "The role of traditional economics, neoclassical economics and behavioral economics to reduce oil consumption in United States," Fall semester research paper Presentation, Strom Thurmond institute, Clemson University, South Carolina.
- Balogun, S. O.** (Spring 2015). "Using behavioral concepts to explain energy usage at the household" Fall semester research paper Presentation, Strom Thurmond institute, Clemson University, South Carolina.
- Balogun, S. O.** (summer 2015). "Descriptive analysis of agricultural input policy in Africa"

SULAIMAN BALOGUN, PhD

summer semester research paper Presentation, Strom Thurmond institute,
Clemson University, South Carolina.

Ambassador Suzan G. LeVine (Ret.)

Profile: A private sector, public sector and not-for-profit leader who brings a listen-first approach and who has:

- Leadership & expertise in social insurance, workforce development, apprenticeship, and the future of work.
- Digital agility and a consistent history of integrating and launching new technology solutions.
- A long history of marketing and communications success, including extensive media engagement.
- Partnership and engagement success with organizations ranging from large companies to local councils.
- A track record of effective, data-driven strategic planning and change management.

Professional Experience

- 2018-present** ***Washington State Employment Security Department*** *Olympia, WA*
Commissioner and member of Governor Inslee's Cabinet
Leads the 2,500-person statewide workforce agency to support people through career transitions
Overall: Runs programs including unemployment insurance, paid family and medical leave, labor market information, re-employment services, H-2A certification, Service Corps and long-term care premiums.
- Built the nation's first made-from-scratch paid family and medical leave program in 30 months and provided over \$500 million in the first year to nearly 100,000 people
 - Scaled the organization to address the 1000% increase in demand by adding 1,200 people in 6 months and transformed it from 5% to 95% telework in 2 weeks
 - Delivered unprecedented amounts of unemployment benefits (\$13.2 Billion) in 10 months
 - Launched the federal CARES Act unemployment provisions in 21 days from bill signing
 - Rolled out 8 new unemployment benefit programs (federal and state) in 10 months
 - Addressed a sophisticated criminal fraud attack by dramatically increasing countermeasures, recovering \$358 million (out of \$600 million) and preventing at least \$200 million
 - Provided grant oversight for Washington's youth apprenticeship program: Career Connect
- 2014-2017** ***United States Department of State*** *Bern, Switzerland*
Ambassador to Switzerland and Liechtenstein
Led the 100-person Embassy to advance United States economic, security and human rights interests
Overall: Oversaw all functions including outreach, security, operations, consular services and diplomacy to build foreign direct investment and jobs in the United States, improve global security and development, highlight United States culture and values, and keep American citizens safe.
- Generated over \$3 Billion in foreign direct investment and thousands of U.S. jobs
 - Secured a Joint Declaration of Intent for apprenticeship collaboration between our nations
 - Obtained commitments from 30 corporate partners, including Nestlé, Zürich Insurance, Kudelski, ABB, Mercuria and others to bring Swiss apprenticeship to their U.S. facilities
 - Managed the U.S. Government presence at the World Economic Forum Annual Meeting in Davos
 - Conducted broad outreach to budding Swiss and Liechtenstein startup communities
 - Advocated successfully for banking services access for American citizen expatriates
 - Pioneered diplomatic social media usage in Switzerland, establishing a leading online presence
- 2009-2012** ***Microsoft Corporation*** *Redmond, WA*
Director of Strategic Partnerships for Student Developers
Managed the partnerships and sponsorship for student developer programs
- Produced \$2 million in partnerships with Coca Cola, Nokia, Avanade and others
- Director of Communications for Education**
Unified and amplified Microsoft's education story to students, educators, and government leaders
- Generated media coverage of the Imagine Cup (a student competition) in over 90 countries

- 1998-2005** ***Expedia, Inc.*** *Bellevue, WA*
Vice President of Sales and Marketing
Led the 25-person luxury travel sales and marketing team, working with travel agencies across the U.S.
Director of Marketing
Led the public relations and editorial teams, including for the IPO
- 1993-1999** ***Microsoft Corporation*** *Redmond, WA*
Product Manager for Operating Systems and Desktop Applications
 - Led Windows 95, MS-DOS 6.2X and WFW 3.11 forecasting, manufacturing and distribution
 - Coordinated, developed, built and performed at Windows 95 World Tour (26 global locations)

Board Service

- 2018-present** ***National Association of State Workforce Agencies, Chair-Elect*** *Washington, DC*
 - Emphasizing collective efforts to improve national workforce investments
- 2019-present** ***Publicis Groupe, Supervisory Board Member*** *Paris, France*
 - Serving as a director and sitting on the Audit and Strategy committees

Non-Profit Board Service and Political Experience

- 2017-present** ***Markle Foundation's Rework America Task Force, Member*** *New York, NY*
 - Providing insights on employer engagement and best international practices
- 2017-present** ***CareerWise Colorado, Board Member*** *Denver, CO*
 - Participating on the governance committee and offering national and international views
- 2017-present** ***The Democratic National Committee, Deputy National Finance Chair*** *Washington, DC*
 - Helping obtain the resources to build the grassroots and technology needed for the DNC
- 2017-2018** ***Career Connect Washington Task Force, Member*** *Olympia, WA*
 - Co-organized a Governor-led delegation with statewide leaders to Switzerland
- 2006-2014** ***Institute for Learning and Brain Sciences at the University of Washington, Advisory Board Co-Founder and Chair*** *Seattle, WA*
 - Co-led strategic planning, co-founded the advisory board, and helped raise \$26 Million
- 2006-2014** ***The Kavana Cooperative, Co-Founder and Board Chair*** *Seattle, WA*
 - Co-founded and raised funding for an entirely new and award-winning Jewish community model

Education

- 1993** ***Brown University, A.B. and Sc.B with Honors*** *Providence, RI*
 - Dual degree in English and Mechanical Engineering with Aerospace Applications
 - Summer internships at NASA's Jet Propulsion Laboratory and Carnegie Mellon University

Awards and Honors

- US Chamber of Commerce's Hiring our Heroes 2020 Community of the year (for military spouses)
- NASCIO (National Association of State CIOs) 2020 State CIO Office Special Recognition (for PFML)
- École Polytechnique Fédérale de Lausanne (EPFL) 2017 Honorary Degree (docteur honoris causa)
- United States Department of Labor Certificate of Appreciation (for apprenticeship success)
- Department of State Sue M. Cobb Award Honorable Mention for 2015 and 2016 (for apprenticeship work)
- TEDx and Broader Speaker on [Apprenticeship](#), [Workforce](#), [Innovation](#) and [Gender & Diversity](#)

Tanya Lea Goldman

PROFESSIONAL EXPERIENCE

Center for Law and Social Policy (Feb 2018–present)

Senior Policy Attorney. Develop and advocate at the state and federal level for policy solutions that improve job quality for low-wage workers and workers of color. Advocate for strengthening workplace protections and increasing workers' economic security. Key accomplishments include:

- Testified in March 2020 before House of Representatives Workforce Protections Subcommittee on the importance of paid sick days.
- Provided technical assistance and advocated for first national paid sick days and paid leave provisions for private sector workers in Families First Coronavirus Response Act (FFCRA).
- Convened implementation working group and executed communications and advocacy strategy to hold the Administration accountable for implementation of the FFCRA.
- Organize annual convenings for over 100 state and federal advocates and administrators.
- Conduct trainings and provide technical assistance to state and local officials, policymakers, and advocates. Through in-person trainings, convenings, webinars, and one-on-one technical assistance, have trained thousands of individuals.
- Co-chair policy working group for Paid Leave for All, a national paid leave campaign. The policy working group includes over 20 national organizations, including the Center for American Progress, Urban Institute, National Partnership for Women and Families, the Arc, and the Center on Budget and Policy Priorities.
- Research and publish briefs and fact sheets which are shared with Members of Congress and the media; regularly present and speak with the media; supervise research assistant and fellows.

Georgetown Law (Fall 2017; Spring 2019)

Adjunct Professor. Teach course on Advanced Civil Rights, which covers Title VII of the 1964 Civil Rights Act, examining development of the law over 50 years and legal strategies to address emerging issues in employment law.

U.S. Department of Labor Administrative Review Board (2017-2018)

Administrative Appeals Judge. Served as one of five appellate judges appointed by the Secretary of Labor to decide appeals from Administrative Law Judges in cases arising under a wide range of worker protection laws.

U.S. Department of Labor Wage and Hour Division (2015–2017)

Deputy Chief of Staff and Senior Policy Advisor.

- Served as key legal advisor on Wage and Hour leadership team.
- Developed policies for strategic enforcement and protection of workers' labor standards.
- Ensured execution of the Administrator's priorities and, in conjunction with the Chief of Staff, managed the administrative and operational activities of the Office of the Administrator.
- Briefed and worked with Members of Congress, Congressional staff, industry stakeholders, and

worker advocates on Wage and Hour policies.

- Coordinated the rollout of significant initiatives, including the Department's final regulation updating the overtime pay protections for more than 4 million workers.
- Crafted strategic messages to represent the Administrator's views in speeches, articles, and testimony.
- Developed guidance, communications, and outreach regarding departmental priorities, such as how the "on-demand" economy affects labor standards.
- Lead interagency teams in creating significant guidance documents, including on misclassification, joint employment, and the application of the agency's overtime regulations to the higher education, small business, and non-profit sectors.

U.S. Equal Employment Opportunity Commission (2010-2015)

Senior Trial Attorney. Prosecuted violations of federal employment laws, including Title VII, the Americans with Disabilities Act, and the Equal Pay Act.

- Litigated nationwide systemic failure-to-hire cases on race and gender discrimination; directed team of attorneys across five offices.
- Won precedent-setting rulings on same-sex harassment and on obesity as a disability.
- Prosecuted violations of federal employment laws and led all aspects of affirmative litigation, including briefing motions, working with expert witnesses, negotiating settlements, representing Commission in mediation, and conducting oral arguments, discovery, and trials.
- Advised investigators in three field offices on resolving discrimination charges.
- Lead nationwide trainings and developed policy recommendations as part of Office of General Counsel's LGBTQ Litigation workgroup.

Tulane University Law School (2008 – 2010)

Forrester Fellow and Instructor of Legal Research and Writing. Taught legal research and writing courses. Supervised eight teaching assistants responsible for advising 70 law students.

Hon. Sarah S. Vance, U.S. District Court, Eastern District of Louisiana (2007–2008)

Law Clerk.

- Drafted opinions for criminal and civil matters, including First Amendment challenge to Louisiana appropriations bill and Fourteenth Amendment challenge to post-Katrina housing ordinance.
- Prepared Judge for court appearances, including class certification hearing, criminal trial, oral arguments, guilty pleas, and sentencings.

King & Spalding (2006-2007)

Associate, Litigation and Antitrust. Represented international pharmaceutical company in multi-district antitrust litigation. Represented brewing company in antitrust and contract litigation.

EDUCATION

Harvard Law School, J.D. 2006, *cum laude*
Harvard Human Rights Journal, editor
Harvard Immigration and Refugee Clinic

Stanford University, B.A. 2003, *with honors & distinction*

Honors: Phi Beta Kappa

Center for International Security and Cooperation Honors Program

Thesis: *A Genocide Missed: International Policy Failure in Rwandan Reconstruction*

BAR MEMBERSHIPS

California State Bar (2006)

District of Columbia Bar (2008)

United States Supreme Court (2015)

PUBLICATIONS

Who's Responsible Here? Establishing Legal Responsibility in the Fissured Workplace, 42 BERKELEY J. EMP. & LAB. L. (forthcoming 2021) (with David Weil). Paper funded by a grant from the Institute for New Economic Thinking.

Labor Standards, the Fissured Workplace, and the On-Demand Economy, 20 PERSPS. ON WORK 26 (2016) (with D. Weil).

Establishing a Physical Impairment of Weight Under the ADA/ADAAA: Problems of Bias in the Legal System, 29 A.B.A. J. OF LAB. & EMP. L. 537 (Spring 2014) (with C. Monahan and D. Oswald).

Vo v. France and Fetal Rights: The Decision Not to Decide, 18 HARV. HUM. RTS. J. 277 (Spring 2005).

SHORT WRITING AND SELECTED MEDIA

- "Initiative 77: A shot at a predictable income," WASHINGTON POST Op-Ed, June 15, 2018 (with B. Alston)
- "Message To Uber's New CEO: Don't Forget Your Drivers," HUFFINGTON POST, Sept. 6, 2017 (with S. Block).
- "For Millennials, Jobs Don't Guarantee Financial Security," MEDIA PLANET FOR USA TODAY, Dec. 21, 2018.
- Quoted in Samantha Fields, "Congress lets paid sick, family and medical leave mandate expire," Marketplace, Jan. 1, 2021.
- Quoted in Katie Lobosco, "Millions left without paid sick leave after Congress let pandemic benefit expire," CNN, Jan. 10, 2021.
- Quoted in Jeff Stein and Heather Long, "White House, Congress have not given any hazard pay to the medical workers they call heroes," WASHINGTON POST, Apr. 30, 2020.
- Quoted in Ben Penn, "Virus Paid Leave Law's April 1 Start Muddles Layoff Decisions," BLOOMBERG LAW, Mar. 31, 2020.
- Quoted in Jessica Corbett, "Trump Labor Department slammed for overtime pay rule that 'leaves behind millions of workers,'" SALON, Sept. 25, 2019.
- Quoted in Ben Penn, "Long-Awaited Trump Overtime Pay Requirements Unveiled," BLOOMBERG LAW, Sept. 24, 2019.
- Quoted in Lydia DePillis, "Why Amazon's HQ2 might be better for New York than for Virginia,"

CNN BUSINESS, Nov. 24, 2018.

- Quoted in Danielle Paquette, “Huge federal contractor ‘failed’ to pay workers \$100 million in wages, union says,” WASHINGTON POST, Apr. 23, 2018.

SELECTED TESTIMONY, PANELS AND PRESENTATIONS

- Testimony before U.S. House of Representatives Education and Labor Committee Workforce Protections Subcommittee, *Hearing on The Healthy Families Act (H.R. 1784): Examining a Plan to Secure Paid Sick Leave for U.S. Workers*, Washington, D.C. (March 11, 2020)
- Guest on *Crisis Conversations — Live From Better Life Lab (Session X)*, A Better Life Lab Podcast Series hosted by Brigid Schulte and produced by David Schulman (May 29, 2020)
- Guest on Podcast Breaking Through with Kristin Rowe-Finkbeiner (Powered by MomsRising) (April 2020)
- Presented at *Labor, Technology and Growth: Towards A Gini Negative Solution*, Center for Advanced Studies in Behavioral Sciences, Stanford University (February 2020)
- Presented at *Work, Employment, and the “App” Economy: Jobs for All, or Worsening Inequality*, Georgetown University’s McCourt School of Public Policy and The Goodfriend Group, Washington, D.C. (February 2020)
- Presented at *Establishing Legal Responsibility in the Fissured Workplace*, Worker Protection Roundtable, Ford Foundation, New York, New York (January 2020)
- Presented at *The Title VII Cases: Reactions and Next Steps*, Georgetown Law School, Washington, D.C. (November 2019)
- Presented on *Strategic Communications*, Interstate Labor Standards Association 55th Annual National Conference, Washington, DC (August 2019)
- Presented on *Who’s Responsible Here? Establishing Legal Responsibility in the Fissured Workplace*, Labor and Employment Relations Association 71st Annual Meeting, Cleveland, Ohio (June 2019)
- Organized and presented on panel: *When Your Boss is an Algorithm: Exploring the Workplace, Legal, and Policy Implications for Workers*, Labor and Employment Relations Association 71st Annual Meeting, Cleveland, Ohio (June 2019)
- Testimony before D.C. Council Budget Oversight Hearing on Labor and Workforce Development, Washington, D.C. (April 2018)
- Presented on *Strategic Enforcement Training*, Interstate Labor Standards Association 54th Annual National Conference, Long Beach, California (August 2018)
- Presented on *Misclassification and the On-Demand Economy*, Interstate Labor Standards Association 52nd Annual National Conference, Albuquerque, New Mexico (August 2016)
- Presented on *Misclassification and Joint Employment under the Fair Labor Standards Act*, Spring Forum of the International Association of Accident Boards and Commissions, Santa Fe, New Mexico (April 2016)
- Presented on *LGBT Law and Title VII: Critical Updates*, FEDS & FEDQ First National Leadership and Diversity Training Program, Baltimore, MD (Sept. 2014)
- Presented on “*Because of Sex*,” EEOC Training Institute, Washington, D.C. (2014)



EDUCATION

The George Washington University,
School of Media and Public Affairs
Bachelor of Arts in Political
Communications, May 2012



SKILLS

Project Management, Staff
Management, Coalition Building,
Organizing, Event Planning, Advance,
Public Speaking, Photography

WORK EXPERIENCE

THE DEMOCRATIC NATIONAL COMMITTEE

Deputy National Political & Organizing Director | August 2020 - Present

- Worked with the National Political & Organizing Director to execute the agenda of the Democratic Party. Managed a team of 6 Director-level staff, responsible for creating short- and long-term goals in a constantly shifting environment.
- Under immense deadline pressure, served as project manager for transition of the Democratic Convention Caucus & Council from in-person to virtual/online. Worked with 14 Chairs, three staff teams, and vendors to create integrated experience for almost 90,000 unique attendees and 1,000 surrogates. Four-day event far exceeded participation levels of any prior in-person convention meetings.
- Supervised the Women for Biden Digital team of 325+ volunteers with 725,000 members on Election Day. Met daily with platform leaders to provide communications guidance, advise them on GOTV activities, and institute content moderation during debates and election week.
- Worked with Biden for President Coalitions and Political teams to integrate across 17 battleground states. Leveraged DNC contacts and established integrated communications infrastructure. Helped to create a strategy that allowed critical resources to be deployed and aligned in the last phase of the election.
- Managed political roll out for the DNC's voting resource, IWillVote.com. Site reached 21 million unique users in the 2020 election cycle. Led user training and adoption, and served as liaison between user experience and political team.

Constituency Operations Director & Women's Political Director | August 2019 - August 2020

- Managed 10 Political Directors that worked across 14 constituencies (Labor, Native American, African American, Latinx, Rural, etc). Provided guidance on organizing plans, events, and outbound communications. Prioritized outreach to ensure representation from diverse communities in DNC messaging.
- Worked with 50+ state electeds and influencers to spearhead planning around 11 Democratic Primary Debates that resulted in engaging 18,000 leaders through 70 events in key battleground states.
- Created implementation plan for comprehensive DNC Political database with detailed demographic, organization, and location information for over 20,000 key influencers.
- Led the Women's engagement portfolio working with 50 organizational partners, convened strategy sessions, and organized coalition meetings. Wrote "Women for the Win" newsletters to 14,000 subscribers.
- Staffed the DNC Women's Caucus under the direction of Chair Lottie Shackelford.

Political & Organizing Chief of Staff | June 2018 - August 2019

- Served as sole liaison with 10 departments responsible for building primary infrastructure and election readiness.
- Implemented new framework and processes to improve team efficiency. Helped create dashboard and metrics to track performance and outreach.
- Helped prioritize competing political travel leading up to the 2018 midterm elections for DNC Chair Tom Perez from 14 different constituencies and candidates across the country.
- Coordinated stakeholder engagement including constituency meetings and communications throughout election night.

THE UNITED STATE OF WOMEN

Director & Chief of Staff | February 2016 - June 2018

- Launched the United State of Women (USOW) in partnership with the Obama White House Council on Women and Girls, reporting to former Senior Advisor to the President Valerie Jarrett and former Assistant to the President Tina Tchen. Scaled the organization over two years, helped manage a budget of \$2 million, and grew to a staff of five with 20 pro-bono creative contributors at three agencies.

EDUCATION

The George Washington University,
School of Media and Public Affairs
Bachelor of Arts in Political
Communications, May 2012

SKILLS

Project Management, Staff
Management, Coalition Building,
Organizing, Event Planning, Advance,
Public Speaking, Photography

THE UNITED STATE OF WOMEN (*Continued*)

Director & Chief of Staff | February 2016 - June 2018

- In partnership with the Obama White House, led the first United State of Women Summit that gathered 5,000 gender equality activists. Event generated 2.6 billion impressions on social media.
- Helped negotiate and manage partnerships that raised over \$1 million from major brands including American Airlines, Unilever, PepsiCo, and the Tory Burch Foundation.
- Designed and executed national tour of 20 events and trainings that gathered thousands of women and allies across the country. Responsibilities included creating and coordinating with a local host committee, sourced training partners, recruited speakers, and developed multiple days of intersectional programming.
- Developed USOW's national and local engagement strategies that included coalition-building with over 500 stakeholder groups, both national and community-based, across six main issue areas.
- Served as the Project Manager for multiple roll-outs, including Summit announcements with First Lady Michelle Obama, a Sophia Bush PSA on Birth Control Access, and celebrations like Muslim Women's Day.
- Spearheaded USOW's digital organizing outreach that resulted in over 75 million content views, 57,000 digital event participants, 3,000 gatherings, and press coverage in mainstream publications such as The Washington Post and Women's outlets like Refinery 29.
- Collaborated with digital developers to revamp and maintain United State of Women's website.
- Moderated and/or participated on panels at events including SXSW, Teen Vogue Summit, and the MAKERS Conference.

DENIZENS BREWING CO

Founder & Director of Marketing | May 2014 - February 2016

- One of four business partners that opened the first majority female-owned brewery and taproom in the DC area.
- Recruited, scaled, and trained 40+ staff members to serve a 400 seat beer garden.
- Served as the brewery spokesperson for live TV interviews and as the first point of interaction for consumers.
- Created the voice and the tone of the brewery and grew social media followers to 15,000+ across platforms.
- Assisted with local government engagement to help change county laws to make them more supportive of craft brewing and other local industries.

NATIONAL WOMEN'S BUSINESS COUNCIL, SBA

Operations Officer | February 2013 - May 2014

- Reported to the Director of the National Women's Business Council and helped manage a \$1 million budget.
- Responsible for outreach to 16 appointed council leaders.
- Coordinated quarterly meetings in accordance with federal government protocols. Engaged female business owners, thought leaders, and speakers across different sectors.

ADDITIONAL EXPERIENCE

- Presidential Inaugural Committee, Budget and Procurement Manager (2013)
- Organizing for America - Florida, Deputy Regional Field Director (2012)
- Democratic National Convention Committee, Special Assistant to the CEO (2012)
- White House Office of Scheduling & Advance, FLOTUS Advance Staffer (2012)
- White House Social Office, Intern (2011)
- Organizing for American - New Hampshire, Summer Organizer (2011)
- Office of Congressman Bill Foster, Intern (2010)

TERESA ACUÑA

P O L I T I C A L & P O L I C Y A D V I S O R



EDUCATION

Master in Public Administration
& certificate in Management,
Leadership and Decision Sciences
Kennedy School of Government
Harvard University
2017

Bachelor of Arts in Political Science
& Chicana and Chicano Studies
San Diego State University
2007

Study Abroad
Oxford University
2006

SKILLS

- Fluent Spanish speaker
- Democratic manager who values team's diverse ideas and needs
- Exceptional collaborator and multi-sector relationship manager
- Results driven project manager and evaluator
- Trained negotiator and exceptional communicator
- Adaptive leader, catalyzing organizational systems change

PROFILE

Experienced government, legislative, and programmatic strategist at the state and federal level. Served in senior advisory roles with policy expertise in economic justice, future of work, and democratic governance innovations. Managed diverse teams through organizational change and in fast-paced work environments.

PROFESSIONAL EXPERIENCE

Associate Director, Democratic Governance Jul 2017-Present Ash Center, Harvard University

Lead program at Harvard-based think tank bridging multi-disciplinary academics and practitioners in reimagining democracy through civic engagement, economic equality, responsive governance, and research.

- Manage project based cross functional teams of 10+ people and oversee programmatic and pass-through funding of <\$1 million
- Direct *Technology and Democracy Fellowship*, democratic governance incubator focused on improving citizen engagement
- Co-found the *Harvard Votes Challenge*, the first university-wide civic engagement initiative, recipient of the Harvard Presidential Administrative Innovation Fund Award and Dean's Award
- Convert theory into practice for real world use by political stakeholders

Deputy Coalitions Director Aug 2020-Nov 2020 Biden for President

Served in inaugural coalitions team in the battleground state of Arizona, delivered critical votes to help flip the state and secured Arizona's electoral votes to first Democratic presidential candidate in over 20 years.

- Directed *Arizona Women's Vote Program* and *Out for Biden Program*, built intersectional coalitions reflective of the state's diverse populations
- Managed and expanded program organizing capacity by converting <1,000 supporters into recurring volunteers
- Cultivated relationships with key in-state and national stakeholders

Director, Policy & Leadership Programs Mar 2015-May 2016 National Hispanic Leadership Agenda

Served historic coalition of 40 prominent national Latino organizations, advocating on behalf of 56 million Latinos living in the United States.

- Directed advocacy strategy between coalition members, consultants, and national decision-makers including Congress and Obama administration
- Led national program to increase diversity in presidential appointments and co-managed *Latinas Represent*, to embolden Latinas to run for office
- Managed cross functional teams of 7+ people and programmatic budget of approximately <\$250 thousand

LEADERSHIP

National Board Member
League of Women Voters
2020-Present

Executive Board Member
New American Leaders
2019-Present

Executive Committee Member
Student Learn Student Vote
2020-Present

Board Member
Harvard Kennedy School Alumni Board
2018-Present

AFFILIATIONS

At-Large Delegate
Hillary for America
2016

Fellow
Partnerships for a Secure America
2014

Fellow
Wilson Foreign Policy Fellowship
2013

Fellow
New Leaders Council-Sacramento
2011

PUBLICATION

Be Counted in Our Democracy: 2020 Census and the Latinx Community.
Harvard Kennedy School Journal of Hispanic Policy. 2020.

INTERESTS

Proud daughter of immigrants, democracy futurists, avid traveler, host of technology and democracy podcast.

PROFESSIONAL EXPERIENCE (CONT'D)

Legislative Director Jan 2013-Jan 2015
U.S. Representative Gloria Negrete McLeod (CA-35)

Established legislative office for freshman member of Congress, developed policy agenda, and identified leadership opportunities.

- Managed policy team of six aides and interns, negotiated legislation as staffer to the Farm Bill conference committee
- Built strong rapport with congressional leadership and their staff, supported member's creation of bipartisan caucus, assisted member with crafting and introducing bipartisan bills and amendments
- Developed communication strategies, wrote editorials, speeches, talking points and translated press material to Spanish

Legislative Representative Jun 2012-Dec 2012
California Special Districts Association

State registered in-house lobbyist to statewide association representing over 1,000 local governments in California.

- Testified at legislative hearings, educated policymakers, legislative staff, and regulatory agencies on client's priorities
- Led coalition of over 20 local government interest groups and developed an effective rapid response communication campaign
- Executed workshops on best practices for public governance

Legislative Director Dec 2010-Jun 2012
California State Assemblymember Luis Alejo (D-28)

Established legislative team for freshman member of the California State Assembly, developed policy agenda reflecting constituent needs.

- Generated new legislative ideas that advanced the member's progressive agenda, managed policy team of five aides and interns, oversaw 20+ bills each session
- Introduced legislation to raise the state minimum wage and secured \$2.1 million in state and federal infrastructure funding for project in farmworker community
- Managed the California Latino Legislative Caucus Subcommittee on Governor Appointments, served as on-the-record spokesperson
- Met strict legislative deadlines while negotiating amendments with stakeholders including labor groups, the private sector, and the governor's administration

Legislative Aide Oct 2008-Dec 2010
California State Senator Gilbert Cedillo (D-22)

Created bold public policy solutions reflective of the legislator's economically diverse and largely immigrant constituency.

- Managed policy and projects for the California Latino Legislative Caucus, including economic policy forum series and green jobs summit
- Staffed legislation granting right to obtain driver's licenses to almost 1 million undocumented immigrants
- Primary staff liaison to Senate Health Committee and developed expertise around complex health policies

Thea Mei Lee

Summary

Progressive economist and trade/labor policy expert with extensive managerial and communications skills and experience.

Experience

Economic Policy Institute – Washington, D.C.

President – January 2018 - present

American Federation of Labor and Congress of Industrial Organizations (AFL-CIO)

Deputy Chief of Staff – October 2009 to June 2017

Policy Director – September 2005 to October 2009

Chief International Economist, Assistant Director Public Policy – April 1997 to September 2005

Economic Policy Institute – Washington, D.C.

International Trade Economist – January 1991 - March 1997

University of the District of Columbia – Washington, D.C.

Adjunct Assistant Professor – Fall 1990

Dollars & Sense Magazine – Somerville, Mass.

Staff Editor – July 1988 to April 1990

Joint Center for Urban Studies of Harvard and MIT – Cambridge, Mass.

Researcher in Housing Futures Program – summer 1982 and summer 1983

Brookings Institution – Washington, D.C.

Research Assistant – July 1980 to July 1981

Education

University of Michigan – Ann Arbor, Mich.

M.A./ABD in Economics, 1984

Major Fields: International Economics and Industrial Organization

Minor Fields: Political Economy and Economic History

Smith College – Northampton, Mass.

B.A. in Economics, *cum laude*, 1980

Sidney S. Cohen prize for outstanding work in economics

Selected Publications

"Can Trade Motor U.S. Economy?" Council on Foreign Relations Expert Forum, November 4, 2011.

"The Skinny on CAFTA," *Wall Street Journal* op-ed. March 31, 2005.
Field Guide to the Global Economy, co-authored with Sarah Anderson and John Cavanagh. New Press, 2000; revised edition, 2005.
"Trade Policy and Development: Spurring Good Growth," *Current History*, Nov.1996.
False Prophets: The Selling of NAFTA, EPI Briefing Paper, July 1995.
Employment Multipliers in the U.S. Economy, EPI Working Paper #107, March 1993, co-authored with Dean Baker.
Trade Protection and Industrial Revitalization: American Steel in the 1980s, EPI Working Paper #104, February 1993, co-authored with Robert A. Blecker and Robert E. Scott.
Reconsidering the Benefits and Costs of Trade Protection: The Case of Textiles and Apparel, EPI Working Paper #105, April 1991.
"Contradictions in the Teaching of Neoclassical Theory," *Review of Radical Political Economy*, Vol. 20, Nos. 2 & 3, Summer/Fall 1988.

Selected Media Appearances

PBS NewsHour (topics include trade, minimum wage, labor); C-SPAN; Fox Business, Fox and Friends, Fox News Sunday; Hardball with Chris Matthews; Full Frontal with Samantha Bee; UP with Chris Hayes; Commanding Heights; Great Decisions 2016, PBS NPR Justice Talking

Selected Speaking Engagements

Intelligence Squared Debate, Aspen Ideas Festival; Council on Foreign Relations; Camden Conference; National Asian Pacific American Bar Association; Chicago Council on Global Affairs; Campaign for America's Future; U.S. Chamber of Commerce; FreedomFest; Washington International Trade Association; Harvard University; University of Michigan; Boston University; Yale University; Washington University; Bucknell University; Davidson College

Appointments

U.S.-China Economic Security and Review Commission (appointed by Senator Charles Schumer); 2018- present; Democratic Party Platform Drafting Committee: 2008 and 2012; Congressional Advisory Committee on International Exchange Rate Policy (Dec. 2016)

Committee service

Boards of Directors: Center for International Policy, Coalition on Human Needs, Congressional Progressive Caucus Center/co-chair of the Policy and Research Council.

Advisory boards: Capital & Main, Institute for Women's Policy Research, Progressive Talent Pipeline, Roosevelt Project External Advisory Board

Previous: National Bureau of Economic Research Board of Directors and Executive

Committee; State Department Advisory Committee on International Economic Policy/Co-Chair Subcommittee on Investment; Export-Import Bank Advisory Committee; Labor Advisory Committee on Trade Policy and Negotiations (liaison); National Academy of Sciences Committee on Monitoring International Labor Standards; World Bank Committee to Review Doing Business Labor Indices.

TYLER C. GREEN

EXPERIENCE

Democratic Party of Wisconsin | Biden for President

Aug. - Dec. 2020

Deputy Digital Organizing Director for Distributed

Milwaukee, WI

- Oversaw the most robust peer-to-peer texting program in WI history; sent 5.5 million text messages and had 444,000 direct persuasion and mobilization conversations with voters in the tipping-point battleground won by a .63% margin
- Hired and managed three Digital Organizing Associates who recruited, trained and directed a 2,360+ member Texting Team from all 50 states and abroad using online volunteer management platforms including Slack and Mobilize
- Developed a team of 58 volunteer leaders who delivered comprehensive support to texters during their volunteer shifts; our Digital Organizing department produced 30% of the overall outreach to voters in WI with only 5% of the total staff
- Collaborated w/ Data, Political, Coalitions, and Voter Protection teams to complete dozens of unique texting campaigns, including scripts in six different languages to ensure every voter received accessible and culturally competent outreach
- Drafted and maintained the WI texting calendar, which strategically planned campaigns around key phases of the election

Warren for President

Feb. 2019 - Mar. 2020

Regional Organizing Director

Manchester, NH

- Launched grassroots outreach in the largest city in the state as the fifth staffer hired in NH, a full year before the NH primary
- Built a team of 15 paid staff who mobilized 260 volunteers, and knocked 70,000+ doors to persuade undecided voters and mobilize supporters in Manchester — this was the highest-volume GOTV effort managed by any regional team in NH
- Wrote the NH summer internship program plan including all steps of the recruitment, interview, intake and hiring process
- Coordinated daily with Regional Political Director on our approach to moving stakeholders, constituency groups and locking support from local leaders; secured endorsements from eight state legislators and major party leaders in Manchester
- Re-deployed to western North Carolina as a Regional GOTV Director for final sprint in major Super Tuesday battleground

Arizona Democratic Party

May - Nov. 2018

Regional Field Director

Flagstaff, AZ

- Directed a crafty field program in one of the most sprawling and rural districts in the country held by a Democrat; defended DCCC priority incumbent Tom O'Halleran, and elected Kyrsten Sinema the first Democratic senator from AZ in 30 years
- Hired, trained and managed seven paid staff with no previous campaign experience to often exceed our regional goals
 - Activated 198 volunteers, knocked 88,000 doors, made 80,000 phone calls and registered 787 new voters
 - Built the most productive GOTV effort of any regional team in AZ during unprecedented, 11-day extended GOTV

Conor Lamb for Congress (PA-18 Special Election)

Feb. - Mar. 2018

GOTV & Special Projects Director

Pittsburgh, PA

- Drafted a comprehensive election day plan on a very quick timeline for long-shot special election campaign; GOTV program knocked 152,000 doors and made 300,000 calls to secure a razor-thin .2% field margin victory in a 2016 Trump +19 district
- Created voter education and volunteer recruitment graphics posted on official campaign social media accounts
- Managed the election day voter hotline with legal team to solve poll-site issues from voter protection boiler room

Northam Inaugural Committee

Dec. 2017 - Jan. 2018

Ticketing & Guest Experience Lead

Richmond, VA

- Maintained RSVP database and the developed reservation process to track 7,500 tickets for all five inaugural weekend events
- Drafted correspondence templates & guidelines for communication between staff and inaugural guests during RSVP process

Democratic Party of Virginia

Aug. - Nov. 2017

Field Organizer

Fredericksburg, VA

- Established a campaign presence in a critical bellwether county during the final two months of the campaign; mobilized 168 volunteers to knock 11,700 doors during GOTV, helping to elect targeted red-to-blue candidate Jennifer Carroll Foy

Dan Gilman for Pittsburgh City Council

Jan. - May 2017

Campaign Manager

Pittsburgh, PA

- Collaborated with general consultant to craft messaging, web copy, blog posts, candidate profile for local paper, district-wide constituent letter, 13 successful endorsement applications, and produce two direct mail pieces in successful re-election

Pennsylvania Democratic Party | Hillary for America

May - Nov. 2016

Field Organizer

Pittsburgh, PA

- Activated 300+ volunteers, consistently exceeded weekly benchmarks and filled regional deficits; was one of the top five Organizers in Pennsylvania (out of 353 statewide) in both new voters registered and GOTV volunteer shifts completed

Office of Massachusetts Senator Patricia Jehlen, Legislative Intern

Boston, MA | **Spring 2016**

Office of U.S. Senator Elizabeth Warren, Constituent Services Intern

Boston, MA | **Fall 2015**

Office of Pittsburgh City Councilman Dan Gilman, Policy Intern

Pittsburgh, PA | **Summer 2015**

EDUCATION

Tufts University, B.A. International Relations & Political Science

Medford, MA | **2012 - 2016**

Valeria Treves

Contact

Summary

Over 20 years of professional experience including 14 years in leadership positions at non-profit organizations. Proven record in facilitating stakeholder alignment, outreach to vulnerable communities, policy advocacy, and program development. Extensive knowledge of, and relationships in the union and worker center landscape across the U.S. Deep expertise and intersectional analysis of the issues facing workers and consumers, particularly women, immigrants, and Black workers and communities. Native Spanish speaker with strong written and oral communications skills in English and Spanish. Strong roots in the Latinx immigrant community.

Experience

March 2016 - Current

Director • Labor Innovations for the 21st Century (LIFT) Fund

- Led a collaborative fund creating alignment between 8 major players in labor and philanthropy nationwide to make joint investments in the field of worker organizing through grants, research, convenings, and programs for local capacity building and technical assistance.
- Managed budget of over 9 MIL.
- Managed budgetary growth from 1 to 9 MIL over a five year period.
- Managed a staff and teams of consultants.
- Led grant making to over 30 worker organizing projects through the country totaling close to \$5 million dollars disbursed to the field.
- Developed targeted programs for, and provided technical assistance to over 75 of worker organizations and collaborations between worker centers and labor unions.
- Organized 3 national and 4 regional convenings which brought together worker center and labor union leaders from across the country for strategic conversations, joint visioning and planning.
- Led the fund, in partnership with an external consultant, through an internal evaluation. Implemented extensive programmatic changes that addressed the findings in the evaluation yielding stronger programs and impact.

October 2007- July 2015

Executive Director • New Immigrant Community Empowerment (NICE)

- Transitioned the organization to a community led model, developing a base of immigrant workers as member leaders who set our organizational, base building and policy priorities.
- Catapulted the organization to become a leading advocate and movement leader locally on issues affecting undocumented immigrant workers and consumers.
- Led organizational growth increasing the budget five-fold, diversifying income sources from 5 to over 30, growing the staff team and managing staff in a range of roles.
- Managed a budget of 1.5 MIL.
- Managed staff and volunteers totaling up to 20+ individuals at any time.

Key Skills

Proven Leader
and Manager
Community
Organizing
Policy Advocacy
Strategic Planning
Program
Development
Grant-making
Fundraising
Public Speaking

- Brought sizable visibility to the organization and the issues faced by our member base, through media work, legislative advocacy, participation in coalitions and working groups, coalition building, legislative advocacy.
- Worked on organizing and policy campaigns at the city, state and federal levels. Led successful campaigns including city appropriations for public funding for day laborer centers across the city, and fought for a NY state bill to regulate night predatory employment agencies targeting immigrant communities.
- Served hundreds of immigrants through targeted programs such as health and safety training, Know Your Rights, and ESOL.
- Managed government grants from the City Council, and from the Susan Hardwood program at OSHA.
- Developed creative tools for community outreach and education including creating a graphic novel, public service announcements and community theater.

August 2006- September 2007

Education Coordinator • New Immigrant Community Empowerment

- Developed and expanded targeted ESOL programs for over 100 immigrant workers. Developed organizing committees from the ESOL program paving the way to a member lead organization.
- Coordinated a civic engagement program for 15 immigrant youth.

2005- 2006

Adjunct Organizer, PSC CUNY.

- Brought together adjunct instructors to understand their rights and benefits as employees and union members. Mobilized adjuncts to become active in the union and developed leaders.
- Represented Hunter College adjuncts in internal PSC discussions including priority setting.

Fall 2005- Spring 2006

Adjunct Lecturer, Hunter College

- Lecturer for 3 session of Geography 101: Introduction to Geography
- Large lecture classes of 60 to 80 students each
- Excellent student and faculty peer evaluations

Fall 2005- Spring 2006

Researcher/Project Manager, Office of Prof. Pavlovskaya, Hunter College

- Coordinated all aspects of a Department of Housing and Development funded research project.
- Conducted 10 Spanish-language in-depth interviews and 45 Spanish language surveys with low-income immigrant mothers in Jackson Heights Queens.
- Demographic analysis, design and translation of outreach and research materials, and data collection and analysis, budget management, staffing and oversight of a research staff including interviewers, transcribers and translators, GIS specialists and other aids.

Summer 2001, Summer 2002

Literacy Teacher, Pre-Collegiate Academy, Oakland, CA

- Literacy teacher for middle-achieving students from low-income schools.
- Develop and implement program objectives and evaluate educational programs.

Fall 2000- Spring 2002

Bilingual Teacher, Oakland Unified School District, Oakland CA

- Middle school and high school bilingual teacher.
 - Class size of 20 to 30 students each
 - Curriculum design, students evaluation for bilingual and Spanish-only students
-

Education

2002-2005, Hunter College, CUNY,

- Master of Arts, Urban Geography

1996-2000 University of CA at Berkeley,

- Bachelor of Arts, Development Studies
-

Certificate Programs

- Cornell - AFL-CIO Union Leadership Institute, 2014
 - Advocacy Institute, 2012
 - Coro New York Immigrant Civic Leadership Program, 2008
-

Board Experience

- Labor Research Action Network, Advisory Committee, Member, 2019-present
 - Families for Freedom, Board Member and Treasurer, 2011-2016
 - National Day Laborer Organizing Network, Board Member 2014-2015
 - Lower East Side Federal People's Credit Union, Board Member Sept 2014 to 2016
 - New York Immigration Coalition, Board Member 2014-2015
 - North Star Fund's Community Funding Committee, Member, Sept, 2010-June 2011
-

Publications

- El Diario/La Prensa, NYC: [*Los jornaleros de NY merecen el apoyo de la Ciudad/NYC's Day Laborers Deserve Protection from the City*](#) June 11th, 2015
 - El Diario/La Prensa, NYC: [*¿Quién va a reconstruir nuestra Ciudad? Who will Rebuild our City?*](#) November 16th, 2013
 - Master's Thesis, Hunter College CUNY, Spring, 2005
-

Languages

- Spanish: Full bilingual proficiency
- French: Limited working proficiency

Victoria Godinez

EDUCATION

BACHELOR OF ARTS | POLITICAL SCIENCE | ST. EDWARD'S UNIVERSITY-AUSTIN, TX | DECEMBER 2016

PROFESSIONAL EXPERIENCE

CHIEF OF STAFF | STATE REPRESENTATIVE ERIN ZWIENER | NOVEMBER 2020-PRESENT

- Manage the member's calendar, email, personnel actions and office budget of \$15,250
- Monitor Representative Zwiener's social media accounts
- Carry out administrative duties such as sponsorship requests, ordering supplies, letters of support
- Train a staff of seven on office protocols and operating systems
- Create and maintain calendar to manage office day to day
- Check in with staff regularly on work plans and timelines
- Compose updates for newsletters, eblasts, stakeholder meetings, speaking engagements
- Respond to media inquiries and open record requests
- Assist with casework and act as a liaison between agencies and constituents
- Primarily responsible for managing, tracking and helping pass the member's legislative package as well as monitoring and reviewing all legislation
- Facilitate dialogue among stakeholders on specific policy proposals, such as environmental, healthcare, and education policy
- Maintain legislative calendar to ensure legislative deadlines are met
- Oversee Member's committee assignments, Appropriations, Public Health, and House Administration, during legislative session

COMMUNICATIONS ASSOCIATE | BIDEN FOR PRESIDENT | AUGUST 2020-NOVEMBER 2020

- Directly reported to the communications director and carried out assigned tasks
- Oversaw spanish communications for the campaign, including spanish endorsements for candidates
- Supported the communications director in developing weekly communications goals and objectives
- Created a press contact list of over 100 contacts and established press relationships in media markets
- Drafted ICYMI on campaign press conferences, virtual events and relevant Joe Biden articles
- Assisted in developing phone scripts, press memos, talking points, media advisories, both in english and spanish
- Tracked relevant Joe Biden news articles in Texas to share with the national campaign
- Secured RSVPs and coordinated press for campaign related events
- Assisted with spanish press calls by offering campaign remarks and moderating Q&A sessions
- Provided campaign communication updates on behalf of the communications director

COMMUNICATIONS AND OUTREACH DIRECTOR | STATE REPRESENTATIVE DIEGO BERNAL | OCTOBER 2019-AUGUST 2020

- Managed the member's calendar, email, personnel actions and office budget of \$13,500
- Monitored all of Representative Bernal's social media accounts
- Carried out administrative duties such as sponsorship requests, ordering supplies, letters of support
- Trained interns on office protocol and operating systems
- Drafted bi-weekly E-Blast sent to constituents of District 123
- Responded to media inquiries and open record requests
- Oversaw management of neighborhood associations, including maintaining positive relationships with leadership
- Assisted with casework and submit legislative inquiries to state agencies on behalf of constituents

- Planned and developed Fiesta Medal design and Fiesta Medal Food Drive Event

COMMUNICATIONS COORDINATOR (86TH SESSION) | STATE SENATOR BEVERLY POWELL | JANUARY 2019-OCTOBER 2019

- Developed correspondence, casework, and intern office protocols with Chief of Staff
- Trained capitol office interns on office protocol and operating systems
- Handled office correspondence, including drafting, editing and mailing of constituent responses
- Managed and created posts for social media platforms
- Drafted speaking points for Senator Powell
- Coordinated with Chief of Staff on media requests, statements, and press releases
- Oversaw the drafting and editing of our monthly legislative postcard

COMMUNITY OUTREACH COORDINATOR | STATE REPRESENTATIVE JUSTIN RODRIGUEZ | JUNE 2017-JANUARY 2019

- Developed and maintained positive relationships with neighborhood associations and key stakeholders
- Assisted with casework and submit legislative inquiries to state agencies on behalf of constituents
- Coordinated community gatherings and informational sessions for constituency of House District 125
- Trained district office interns on office protocol and operating systems
- Scheduled meetings and events for Representative Rodriguez

LEGISLATIVE ASSISTANT (85TH SESSION) | STATE REPRESENTATIVE JUSTIN RODRIGUEZ | JANUARY 2017-MAY 2017

- Researched and drafted policy memos for potential legislation
- Tracked legislation related to immigration, public safety, and education
- Prepared for and staffed Representative during committee hearings
- Met with key stakeholders and organizations to discuss their position on legislation
- Trained Capitol interns on office protocol and systems

LEGISLATIVE INTERN | STATE REPRESENTATIVE CHRIS TURNER| JUNE 2016-DECEMBER 2016

- Observed Representative's interactions with district constituents
- Drafted letters to constituents and input data into Correspondence Management System
- Helped with District event planning and attended events on behalf of Representative Turner
- Assisted with casework and submit legislative inquiries to state agencies on behalf of constituents

SKILLS

- | | | |
|---------------------|------------------------|--------------------|
| • Spanish fluency | • Legislative Research | • Press Management |
| • Event Planning | • Data Analysis | • CMS/LMS/LDR |
| • Budget Management | • Social Media | • NGP |
| • Scheduling | • Staff Management | • Mail Chimp |
| • Office Operations | • Microsoft Office | |

WENDY CHUN-HOON

EXPERIENCE

FAMILY VALUES @ WORK

Washington, DC | 2010–Present

Executive Director

- Lead a national network of grassroots coalitions in 27 states fighting for “care economy” policies and workplace rights such as paid sick and safe days, family medical leave insurance and child care.
- Direct a \$7 million budget, including primary decision-making over \$4 million in direct grants to community-based organizations implementing statewide campaigns that have won more than 60 new laws over the last decade, bringing expanded rights to more than 55 million workers and their families, and ensure robust enforcement of these new labor laws.
- Increased by \$3 million over prior year the foundation and donor support for this work. Led board committee and staff through 5 year strategic fundraising plan.
- Oversee annual budgeting process with staff and network stakeholders, including preparing and delivering presentations to and seeking approval from board of directors.
- Direct 12 national staff based in 6 states to provide network members technical assistance with legislative advocacy, bill drafting, community organizing, coalition building, strategic communications, digital strategy, and fundraising.
- Convene state-based leaders on a routine basis, including at least quarterly in cohorts by topical interest, and through annual 3-day conference to share lessons and strategies, develop and document best practices for evaluating, designing and winning inclusive and effective policy for the most marginalized populations. Lead monthly rapid-response calls to highlight emerging research and address resource and organizing needs in the field. Trained a dozen worker activists who lack paid time to care to bring their voices into the national debate.
- Develop strategy to align state-based organizing and communications efforts to bolster national policy reform efforts. Applied the advocacy power of our network to influence state-based and Congressional COVID response legislation, and establish the first-ever national emergency paid leave legislation.
- Co-founded the Family Justice Network to deepen partnerships with and align advocacy efforts across ~30 organizations representing movements for LGBTQ, reproductive, disability justice and labor rights. Identify and cultivate new leaders, activists, and allies in states and nationally to grow the base of grassroots support for these movements.
- Launched and provide daily direction for Paid Leave for All, a national campaign to win inclusive and permanent federal paid sick and family leave policies. Provide guidance to senior White House officials and Hill staff on care economy policy issues. Brokered coordination with grassroots advocates and paid leave champions around the country for 2014 & 2016 White House summits on Working Families and “Lead on Leave” tour.
- Speak at national conferences, funders briefings, on webinars and to the press; provide written and oral testimony on workplace leave policies.

OPEN SOCIETY FOUNDATIONS

Washington, DC | 2009–2010

Associate Director, The Special Fund for Poverty Alleviation

- Developed the investment strategies for a \$250 million quick-infusion, rapid-response fund designed to provide immediate relief to people severely impacted by the economic recession while creating lasting change through policy reform.
- Oversaw \$250 million in grantmaking (grants ranging in size from \$250k - \$8M) to large-scale direct service programs and policy advocacy organizations.
- Researched, developed and recommended best practices for poverty alleviation to Mr. Soros and his advisors.
- Identified and collaborated with leadership from public and private sectors to develop effective poverty alleviation strategies through education, workforce development and increased access to social safety net programs.
- Established partnerships with funders and local, state and federal government officials, including the White House Office of Social Innovation, to match the foundation’s investments, leverage American Recovery and Reinvestment Act dollars and strengthen public investments in anti-poverty efforts.

MARYLAND DEPARTMENT OF HUMAN SERVICES**Baltimore, MD | 2008–2009****Chief of Staff to the Secretary of the Department of Human Services**

- Led key decision-making and strategy sessions with the senior leadership team to implement agency priorities across Maryland's 24 human services offices and determine direction for \$1.8 billion agency.
- Directed the Office of Planning and Performance. Supervised a staff of eight responsible for agency-wide program improvement, performance accountability and strategic planning. Built agency-wide capacity and career staff motivation to routinely use data to drive decision-making.
- Served as liaison to and advised the governor's office on rapid-response child welfare matters and public safety net programs.
- Advised and prepared the secretary and senior staff for StateStat, a bi-weekly, agency-wide data reporting with the governor's office designed to quantify productivity and increase accountability for public agencies. Established and enforced mechanisms for increased coordination within the agency to highlight successes at StateStat meetings.
- Represented the secretary on the Governor's Children's Cabinet, State's Commission on Improving Child Welfare and Maryland Poverty Task Force. Represented the secretary and agency in projects with external stakeholders and other government entities. Oversaw the Maryland Commission for Women.
- Directed agency preparation of legislative priorities for the Maryland General Assembly.

ANNIE E. CASEY FOUNDATION**Baltimore, MD | 2002–2008****Program Officer**

- Helped develop and lead the foundation's economic security agenda focused on helping parents stay employed while raising young children. Fostered public and private partnerships to leverage foundation investments 3-to-1 in the work-family field.
- Managed \$3 million in foundation investments annually in research, policy analysis and advocacy across policy areas including food and nutrition programs, Medicaid, SCHIP, TANF, unemployment insurance, earned income tax credit, child care subsidies and family/medical leave insurance.
- Managed foundation investments of \$2 million annually in Providence, RI, a participating city in the foundation's decade-long "Making Connections" demonstration. Directed a team of ten staff members and consultants and improved the team's capacity to collect data and demonstrate impact of investments.
- Built coalitions with local residents, service providers, funders and public officials to adopt a common vision for improving outcomes for local families in disadvantaged neighborhoods.
- Advised Providence, RI, Mayor David Cicilline on anti-poverty policies and assisted the mayor's office in launching the Poverty Taskforce and the Poverty and Opportunity Office.
- Authored a comprehensive position paper on successful welfare reform strategies implemented by local governments and non-profit organizations to encourage replication of strategies by other government entities.

EDUCATION**INDIANA UNIVERSITY****Indianapolis, IN | 2001**

Master of Public Affairs, Non-Profit Management
Master of Arts, Philanthropic Studies

VASSAR COLLEGE**Poughkeepsie, NY | 1998**

Bachelor of Arts, Urban Studies
Minor in French Language and Culture

VOLUNTEER & BOARDS**Biden-Harris Policy Committee, Volunteer****2020****Consumer Health Foundation, Board Chair****2015-Present****National Employment Law Project, Board****2012-Present****Family Values @ Work Action, Board (FV@W's 501c4 sister organization)****2020-Present**

RECENT LEADERSHIP DEVELOPMENT

Rockwood Leadership Institute, Fellow, *Leading from the Inside Out*
Northstar Network, Member, *Cross-Movement Power-Building*
Stepping into Power, *Movement Building Fellowship*

2019-Present
2018-Present
2017-2018

RECENT PRESS & PUBLICATIONS

National Press Foundation: [The Political Battle Over Paid Leave](#)
Blog: [Honor Grandparents with Paid Leave for All](#)
Ms Magazine – various articles: <https://msmagazine.com/author/wchunhoon/>
FV@W Press statements: <https://familyvaluesatwork.org/media-center/>

December 2020
September 2020
Current
Current

YVETTE M. MEFTAH

PROFESSIONAL EXPERIENCE

Reinco, Inc. private family corporation
Vice-President

2017-present

Co-owner and manager of commercial real-estate portfolio in Naples, Florida.

Georgetown University, McCourt School of Public Policy
Chief of Staff

2015-2017

Created framework for a non-partisan policy & legislative training program for new/young Hill staff, working closely with Congressional Affairs and other stakeholders. Developed tools to increase outreach and fundraising with McCourt Alumni. Oversaw and managed Communications, IT, and Alumni Relations staff working with them to better integrate their strategies. Worked closely with recruitment staff to improve diversity of both domestic and international applicants, widen recruitment efforts at HBCUs and HACUs.

U.S. Department of Labor, Office of the Secretary
Counselor to the Deputy Secretary of Labor

2009-2013

Advised the Deputy Secretary on a wide range of policy and legal issues. Provided day-to-day policy input and guidance to Assistant Secretaries and their agencies on behalf of the Secretary and Deputy Secretary, with special focus on employment & training programs, federal grant programs, pension and ERISA issues, and workers compensation programs. Managed cross-Agency efforts on short term problems and projects, worked closely with the White House and other Departments on policy and legislative proposals, and represented the Department on various interagency councils.

Her Majesty's Government

2001-2008

Consultant - Senior Policy Advisor

Counseled departments on new initiatives, working with stakeholders across Government and in the private and voluntary sectors to develop policy, strategy and program plans for Ministerial consideration and departmental implementation. Where relevant, negotiated cross-Government targets and spending plans, developed pilot programs to test new solutions, and drafted reports for announcement of new policy and legislative initiatives.

Her Majesty's Government, Cabinet Office, Performance and Innovation Unit
Project Leader

2000-2001

Led project team analyzing the legal, systemic, technological and cultural issues related to the use and management of personal data across the public sector. Delivered a report to the Prime Minister recommending new Government policies to improve the collection, maintenance and use of such data to achieve enhanced personal privacy, and improved public sector services. Managed relationships with a broad spectrum of stakeholders including Ministers, local governments, and the voluntary sector.

U.S. Department of Labor, Office of the Secretary
Counselor to the Deputy Secretary of Labor

1997 - 2000

Responsible for managing policy, legislative, regulatory and public outreach strategies for the Deputy Secretary on issues including pension reform and education, welfare to work, minimum wage and overtime, employment-based immigration, job training and workforce development program consolidation. Advised on legal issues raised in cases pending with the Solicitor, and in policy and program implementation. Managed the confirmation process for Presidential nominees on behalf of the Secretary, coordinating with the White House and the Senate.

U.S. Department of Labor**Office of the Assistant Secretary for Employment and Training****1995-1997*****Special Counsel***

Developed strategies to further the policies and program priorities of the Employment and Training Administration, a \$25 billion government agency within the Department of Labor. Managed special interdepartmental projects, tracked agency legislative and regulatory initiatives in areas including employment-based immigration and unemployment insurance, and directed agency coordination with the Office of the Secretary of Labor and the White House.

United States Senate, Office of Senator Donald W. Riegle, Jr.**1993-1995*****Legislative Director/Counsel***

Managed legislative activity both in Committee and on Senate floor. Supervised the legislative staff and advised the Senator on legislative initiatives. Counsel handling Senator's Budget Committee responsibilities, as well as managing all labor, judiciary, education and arts issues, as well as nominations. Drafted and negotiated legislation, wrote briefing memoranda, speeches, and edited all other staff communications.

U.S. House of Representatives, Office of Congressman John Conyers, Jr.**1991-1993*****Counsel***

Managed a wide variety of issues in areas including: education and labor, crime and gun control, civil rights, antitrust, patent extensions and intellectual property, federal and State voting procedures, campaign finance reform, the arts, and food and drug law. Drafted and negotiated legislation, developed hearings, wrote speeches, editorials and managed legislative staff.

The Kerry Committee**1990*****Assistant Fundraiser***

Organized and promoted major fundraisers in Los Angeles, Orange County, and Boston on behalf of Senator John F. Kerry. Solicited support for other Massachusetts events, and contacted potential donors nationwide.

United States Senate, Office of Senator Howard M. Metzenbaum**1987-1988*****Staff Assistant***

Researched legal issues including campaign finance reform, food safety and labeling proposals, and federal judicial nominations. Analyzed legislative proposals, drafted position papers and briefings.

EDUCATION**The American University****Washington College of Law:** Juris Doctorate, 1989*Activities:* Phi Delta Phi Legal Fraternity, International Law Society, Women's Law Society.**Ohio Wesleyan University:** Bachelor of Arts, 1986*Major:* Politics and Government*Minor:* Spanish language and literature