

ANDREA YVETTE MORRIS, PhD

PROFESSIONAL SUMMARY

- **20+ years'** experience in Public Policy Development and Implementation, Program & Project Management, People Development and Management, Budget Development and Management, Teaching, Mentoring, Public Speaking, Research and Writing, Issue Resolution and Team Motivation with Virginia Tech and American Universities, Arlington County, District of Columbia Government, International Economic Development Council, Fannie Mae Foundation, the Congressional Black Caucus, and the Fairfax Church of Christ.
- Extensive experience facilitating communications and building collaborations between and with internal and external organizations, including federal, state and local organizations, local communities, educational institutions and elected and appointed officials.
- Skilled public speaker and writer as keynote, panel discussant and moderator, columnist for monthly BRAC newsletter and author/co-author of four papers. Present at national, regional and local conferences and meetings. Prepare briefings, reports and talking points for university leadership, agency directors, County Manager and local elected and appointed officials. Interviews with Federal News Radio, WTOP, Kojo Nnamdi Show, *Washington Post*, *Washington Examiner*, *Washington Business Journal*, *ArlNow*, *ADC360*, WAMU, and *Market Wise*.

EDUCATION

PhD Public Policy, George Mason University, Fairfax, VA	May 2008
MA Urban Studies, Long Island University, Brooklyn, NY	May 1999
BS Public Affairs, Indiana University, Indianapolis, IN	August 1996

PROFESSIONAL EXPERIENCE

Adjunct Faculty and Director, Washington Semester *Leadership through Policy and Governance*. Virginia Tech. September 2014-present

Oversee all aspects of the program, including student recruitment, instruction, internships, field study, partnerships, professional development, staff/volunteers and budget. Engage with undergraduate advisors and faculty in other Virginia Tech colleges and schools to raise awareness of the Washington Semester program and its value to students academically, professionally and personally to build their social capital and expand their employment base. Collaborate with the office of the Vice Provost for Undergraduate Academic Affairs, the Director of Career and Professional Development and the Director of Housing and Residence Life to expand the reach of the program and to ensure student experiences are seamless between Virginia Tech campuses.

Build and expand internship opportunities in public, private and non-profit agencies and organizations with a focus toward leadership and public service. Establish formal and informal partner agreements between the Washington Semester program and the organization as well as employer-student contracts for each placement. Develop curriculum that connects policy theme, planned field study, professional development and professional lecture series—all with the goal of deepening student exposure, understanding and experience with the creation and practice of policy and public service. Curriculum also fosters self-exploration and discovery through weekly journal entries that chronicle student experiences. Advise students on course of study and professional aspirations and support through personal challenges.

Teaching and Mentoring

- Instructor May 2014 – present
Seminar in Politics and Public Policy, UAP 4624, Virginia Tech, Alexandria, VA
- Lecturer May 2016 – present
Policy and Administration in a Democracy, UAP 4644, Virginia Tech, Alexandria, VA
- Lecturer Fall, Spring 2016, Fall 2017
Urban Public Issues, UAP 1024, Virginia Tech, Blacksburg, VA
- Chair and Discussant April 2017
APPAM DC Regional Student Conference, “Perspectives on Emergency Management Response: Social Structures, City Planning and Religious Volunteerism.” George Mason University
- Discussant April 2017
APPAM DC Regional Student Conference, “Obstacles to Home Ownership and Investment.” George Mason University
- Instructor Fall 2013
Living Laboratory Seminar, SPIA 5984, Virginia Tech University, Alexandria, VA

Research

- Designed and executed “Consequence Management for Critical Infrastructure Failures” project for Northern Virginia Emergency Response System (NVERS). Conducted interviews of ten jurisdictions in the National Capital Region (NCR) for the purpose of identifying vulnerabilities and gaps in communication and coordination efforts during infrastructure failures. Developed an NCR template to standardize communication and coordination methods for localities and their partners to use when Critical Infrastructures (CI) fail. Directed the work of two researchers, an NCR emergency management planning team and a budget. October 2013 – May 2014

Professorial Lecturer, School of Professional and Extended Studies. American University
August 2019 – December 2019

Create and build content for syllabi including course materials, scheduling site visits and guest speakers. Focus was to strengthen critical thinking, analytical and problem-solving skills of students. Administer and grade all exams and papers using Blackboard. Hold office hours and conduct meetings by appointment. Work with the school's Assistant Dean of Student Services and the university Dean of Students to support students experiencing academic and transitional difficulties. Submitted "Early Warning" notices to identify students falling behind in the classroom and recommended students to the "Care Network" for additional mental and emotional support. Counsel and advise students on personal challenges, academic pursuits and extra-curricular activities.

Teaching and Mentoring

- Instructor August 2019-December 2019
Politics in the U.S., Government 110-016
- Instructor August 2019-December 2019
Politics in the U.S., Government 110-021
- Instructor August 2019-December 2019
American University Experience, AUx1-104
- Instructor August 2019-December 2019
American University Experience, AUx1-106

BRAC Coordinator, Arlington Human Services, Arlington, VA September 2005 – June 2007
Director, Urban Resilience, Arlington Economic Development, Arlington, VA.
June 2007 – July 2016

POLICY AND PROGRAM DEVELOPMENT

Directed a team of Northern Virginia (five jurisdictions) workforce and business experts providing services to separating military members and Department of Defense (DoD) contractors at risk of losing their contracts due to DoD program realignments. Collected and analyzed contractor services data, LMI, including SOC, NAICS, and MOS codes to create a crosswalk between military and civilian occupations. The analysis and crosswalk identified the jobs and industries most impacted by DoD actions and informed the services and strategies developed for this population. Served as point of contact for Secretary of Veterans & Defense Affairs and staff and the Coordinator for the Virginia Department of Emergency Management and staff who served as grant administrator. Presented findings from contractor services analysis and LMI research to Secretary of Veterans & Defense Affairs citing mitigation plans. Led grant proposals, budget creation and monthly meetings. Submitted quarterly reports and monitored reimbursement requests.

Directed and managed the Community Resilience Partnership with the Virginia Tech Research Center, which included an Urban Living Lab thrust. Created resilience groups consisting of Arlington County staff and Virginia Tech researchers/faculty to address environmental and situational awareness needs in the County. Helped establish a formalized partnership with Arlington's Emergency Communication Center and Virginia Tech's Social and Decision Analytics Lab to analyze 911 call data with the goal of more efficient use of responder resources. Collaborated with the Director of Arlington's Office of Emergency Management to write a proposal to establish the Virginia Tech Research Center as a back-up emergency operations center for Arlington.

Wrote the policy and business plan governing the Arlington-Virginia Tech Living Laboratory initiative. The Living Lab brought the public and private sector, faculty and graduate students together in a research, study, evaluation and testing environment on real-world resiliency issues that affect localities, regions, states and the nation. Efforts were focused on economic development, planning, transportation, labor, emergency management, first responders, public health, security and science and technology. Fostered and expanded relationships with the partners to collaborate on elements of study, evaluation and testing in the Living Laboratory.

Base Realignment and Closure (BRAC) expert for Arlington County. Created the strategy to monitor all legislative and policy activity related to the 2005 BRAC law for impact to Arlington and the region. Advised County Board, County Manager, Economic Development Commission and Economic Development Director of potential effects from activity, offering scenarios of affect and response.

Administered all aspects of the Arlington County BRAC Project that directed action on thirty-four strategic recommendations owned by several County departments, including economic development, workforce development, transportation, planning, environmental services, and parks and recreation. Initiated a comprehensive workplan that identified, prioritized and assigned specific projects and tasks required to fully implement the BRAC recommendations. Projects and tasks included economic impact studies, retail studies, transportation/transit studies, community forums and monitoring state and federal legislative and policy activity. Coordinated with task owners to ensure all resources were in place to carry out functions. Utilized Microsoft tools to manage and track financial, social, and human capital, timelines and challenges and made modifications as necessary.

Worked with Department of Labor and the Alexandria/Arlington Workforce Investment Board (now known as the Alexandria/Arlington Regional Workforce Council) to develop policies to govern workforce initiatives, objectives and goals to mitigate the impact of BRAC on the regional workforce community. Instituted data-driven strategies to capture the impact of the employment loss and realignment on the regional economy. Formulated policies that directed daily workforce development aspects of the Arlington BRAC project with the goal of sustaining Arlington's workforce strength through the transition. Directed the work of six workforce and economic development staff as we conducted research and created a profile of the BRAC'd worker citing the numbers and types of positions and occupation descriptions using Standard Occupational Classifications (SOC) codes, Northern American Industry

Classification System (NAICS) codes, and Military Occupational Specialties (MOS) codes, commuting patterns, security clearances, salary ranges and impending retirements. Additionally, determined education and training needs of workforce through collaborations with Department of Defense (DoD) HR staff. Collaborations helped create programming and an operation plan to respond to identified needs of workers for service delivery at the BRAC Transition Center. Programming had regional impact as it served impacted workers in the National Capital Region, helping to retain the competitive advantage of the region to attract business requiring cleared, skilled workers.

COMMUNICATION AND FACILITATION

Lead Arlington representative to DoD, affected agencies, military representatives, commercial and residential property owners, brokers, local, state, and federal public officials, the media, educational institutions, the Arlington community, and County departments on BRAC and urban resilience issues. Made written responses to local, state and federal inquiries, provided statements to media, disseminated qualitative and quantitative information to stakeholders through conferences, meetings and reports. Convened community meetings with affected neighborhoods, military installations, and federal agencies to discuss sustainability challenges to base expansion and environmental and transportation alternatives to mitigate negative effects.

Hosted *Tuesday Talks* to raise the level of awareness and discussion on resilience challenges such as cybersecurity, pandemics and transportation with the goal of moving the issues toward policy solutions. Facilitated partnerships between Arlington departments and Virginia Tech researchers to study, analyze and recommend solutions to current policy, program and planning challenges.

Led and facilitated meetings of the Northern Virginia Local Planning Group charged by the Virginia Secretary for Veterans & Defense Affairs with creating strategies to support transitioning service members in Northern Virginia by connecting them to employment and training opportunities that would retain them in the region. Led research, data collection and analysis of current veteran programs and occupational codes to provide a crosswalk of military functions to civilian functions. Created a database of veteran programs for transitioning service members to use as needed. Shared findings and recommendations with Secretary for Veterans & Defense Affairs via meetings, presentations, and reports.

PUBLIC SPEAKING

Prepared presentations delivered at local, state, regional and national conferences and meetings taking into consideration the audience, event and purpose. Topics included economic development, demographics, labor, transportation, infrastructure development, resiliency, technology and policy. Presentations served to inform the audience of strategies to employ to build durable infrastructures that underpin strong markets that can withstand fluctuations and/or shocks. Comments also provided methods of sustainability and recovery during a fluctuation/shock that can support growth after the transition. Presentations offered tools for building collaborations that support and enable project goals. Additionally, completed interviews with the *Washington Post*, the *Washington Business Journal*, Federal News Radio, WTOP, *Market Wise*, *ADC360*, *WAMU*, *ARLnow* and the *Examiner*.

AUTHOR

Co-authored two articles on the 2005 BRAC decision and authored two articles on Arlington as a model for building resiliency. The BRAC articles cite the unprecedented impact on commercial space in Arlington and Alexandria. They speak to the anticipated economic, workforce and business impacts, as well as the deliberate efforts toward partnerships and recovery and expansion leading to corridors of economic activity. The two resiliency articles discuss how Arlington uses the Living Laboratory environment to test, analyze and evaluate policy challenges and mitigations and how it uses the skilled workforce as a tool for building a resilient business market. I also wrote a monthly column and provided updates on thirteen BRAC actions for the Arlington BRAC Newsletter.

GRANT WRITER AND MANAGER

Researched and prepared grant applications for state, federal and foundation planning, economic development, workforce planning, sustainability and infrastructure funding opportunities, including narrative and budget requirements.

Simultaneously managed three grants (two federal, one state) totaling over \$4 million, which required quarterly reports citing project status, challenges, remedies, expenditures to date and remaining funds. Excel databases were used to track grant expenditures and Word files were maintained to document and describe progress toward project goals. The grants also required mid-term and final financial reports and final performance reports which documented activity over the life of the grant and attainment of grant goals. Financial and narrative reports were submitted to fulfill this requirement. Additionally, I approved and submitted reimbursement requests with the quarterly reports.

Prepared and managed grant for Northern Virginia defense contractor project in the amount of \$760,904. Monitored reimbursement requests from partner jurisdictions to ensure adherence to project plans and goals and provided quarterly reports on project status, challenges and suggested remedies. Quarterly reports were narrative and reimbursements requests with proper documentation and were uploaded to a State website that tracked spending and encumbrances against available funds.

Consulting Work

International Economic Development Council

Washington, DC

September 2008 – May 2009

Economic development expert. Collaborated on site visits for Department of Justice Weed and Seed projects. Interviewed affected stakeholders, including executive branch, school Superintendent and residents. Reviewed documents relevant to community and economic planning, policy frameworks, business environment, workforce capacity and training models. Made presentation to executive branch and other stakeholders citing findings. Reviewed final report for content before dissemination.

Fannie Mae Foundation, Washington, DC

March 2004 – December 2005

Conducted research and prepared papers/briefings on affordable housing, transportation, housing barriers, and housing trends. Reviewed and summarized article submissions for *Housing Debate*, created annotated bibliographies and talking points for use by senior associates. Assembled housing and transportation data products and performed analysis on same. Consulted with national and regional housing, community development, and data clearinghouse organizations.

Senior Associate Consultant

Center for Innovation and Reform, Office of the City Administrator, Washington, DC

October 2004-June 2005

Researcher/Writer: Identified as expert researcher/writer for projects in the Department of Consumer and Regulatory Affairs (DCRA) and Local, Small, and Disadvantaged Business Enterprises (LSDBE). Consulted with agency Directors and staff to collect and analyze data and information through discussions, meetings, and report review. I prepared and presented briefings to Deputy Mayor of Operations and City Administrator.

Study Lead: Completed Environmental Agency feasibility study. Designed and implemented research plan that identified all District environmental practices and the responsible agency, including budget and FTE data. I conducted an environmental practice benchmarking study with 10 jurisdictions across the nation, including telephone interviews with key personnel, and culled best practices data. Consulted with agency Directors and staff, Deputy Mayors, City Council staff, and Mayoral staff and prepared and presented briefings and completed report to City Administrator. Work led to creation of District Environmental Agency.

Project Manager: Primary for Office of Personnel Transformation project. Assigned and coordinated work of team members, designed and conducted focus groups and conducted interviews with Personnel and District agency staff. Developed questionnaires for intra and inter-agency stakeholders, facilitated meetings with District agency Directors, management, and line-staff. Prepared and presented weekly briefings to Deputy Mayor of Operations, consulted on Business Process Re-engineering (BPR) work plan, prepared and presented report to Deputy Mayor and City Administrator.

Congressional Black Caucus Foundation, Inc.

Washington, DC, July 2003, 2004

Chief project advisor for summer internship program. Directed research of Caucus Interns, including developing linkages with local businesses, non-profits, education and government agencies to secure interview and research times. Conducted group meetings to maintain project course and provided research direction and support. Reviewed and critiqued individual and group research papers in preparation for presentation before Caucus members and Foundation staff.

SERVICE, Fairfax Church of Christ, Fairfax, VA

Outreach Planning Team Co-Lead

May 2020-present

Select and co-lead a group to examine and evaluate the church's outreach mission and vision. Study neighborhoods within a five-mile radius of the church building to understand composition, current social and spiritual offerings, and Fairfax County programming. Also study the church's composition to understand its make-up, learn its values regarding outreach, and connections members have to outreach efforts. Evaluate current outreach mission and vision and outreach ministries in light of current church membership, values, and community needs. Recommend changes to mission and vision, and ministries accordingly.

Vision Forward Education Team Lead

October 2019-present

Member of planning team managing the expansion project for the Fairfax Church of Christ. The expansion will include an education center with a preschool and childcare services and a cafe. Management activities include completing contracts with land use attorney, civil engineer, construction firm, and education center management firm, the design phase, permitting process, drafting of construction documents, and communicating with church family. Additionally, we will partner with Fairfax County Zoning to obtain needed approvals for each phase of the project and to coordinate community meetings during identified phases of the project. The Education Center is intended to provide additional services to Fairfax County families in need of preschool and childcare services.

Discipleship Team

June 2009-present

Co-lead with Discipleship Minister

June 2009-January 2012

Founding member of team charged with administering the education, training, and discipleship for the work at the Fairfax Church of Christ. We build the Bible class curriculum and Wednesday night studies, develop theme and content for conferences, retreats and ministry leads/teacher/growth group leader trainings, manage the Disciple Ministry budget (children, youth, college, young adult, women, men, and deaf), and support other Fairfax ministries when a teaching/training component is present. I directly support and mentor the college and young adult ministries.

Director, Stepping Stones Preschool

August 2017-June 2019

Direct all aspects of the preschool, including daily operations, curriculum development, program planning, evaluation and scheduling, licensing and permitting, marketing, financial operations, hiring, supervising and evaluating staff and communicating with parents and community partners. Create and maintain a loving and nurturing environment for students to learn and grow and where teachers work collaboratively in support of the mission and philosophy of the school.

- Set all policies governing school operation, including start and end times, the number and type of class offerings, student assignment and daily logistics.

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- Supervise the renewal of state and local permits and licenses, staff and volunteer background checks and staff certifications.
- Oversee the writing and updating of Parent Handbook, which communicates standard operating procedures for the school, parent responsibilities and how parents engage with the school.
- Wrote Emergency Response Plan outlining procedures followed in case of natural, environmental, man-made and medical emergencies. Plan also identifies evacuation protocols and reunification procedures. Schedule and practice emergency drills.
- Hire, supervise and train a staff of twelve full-time and six part-time teachers, subs, a bookkeeper and custodian. Prepare Performance Plans, including personal and professional goals and evaluate annually. Lead monthly staff meetings. Respond to and resolve any staff concerns and/or issues.
- Oversee curriculum development and implementation and student progress toward learning metrics. Hold teachers accountable for student assessments and evaluations, parent meetings and communication.
- Manage all revenue and expenditures for the school. Purchase technology, equipment and supplies and authorize all staff purchases and maintenance on equipment.
- Act as liaison for the staff to the Board of Trustees. Report to the Board of Trustees and provide monthly updates on financial and enrollment status. Communicate schedule and programming changes as needed.
- Conduct parent meetings to discuss student progress and behavioral concerns as needed. Communicate with parents regularly regarding events, schedule changes and other items as necessary. Host parent gatherings to foster community among student families and to build a strong network of supporters.
- Liaise with community partners to support and enhance the school's presence and mission.

Minister Search Teams

Outreach Minister Co-lead

September 2013-January 2014

Mission Work

Chaperone and disciple high school members of the Fairfax Church of Christ Youth Group on the following mission trips:

Augusta, ME Mission Trip	July 2010, 2011, 2012
Peterhead, Scotland Mission Trip	July 2013
Bobita, Dominican Republic Mission Trip	July 2014
Gambell, AK Mission Trip	July 2016

NON-ACADEMIC PAPERS/ARTICLES

Morris, A. "Workforce Development: An Economic Resilience Tool." *Virginia Issues and Answers*, School of Public and International Affairs, Virginia Tech University. Spring 2015.

Morris, A. "Arlington's Living Laboratory: A Model for Building Resilience." Arlington Economic Development. December 2013.

Morris, A. and M. Almquist. "The BRAC Effect: Crystal City and Arlington, VA." NAIOP. April 2009.

Morris, A. and M. Chipley. "BRAC 2005—The Other Side." *The Response*. Office of Economic Adjustment, Department of Defense. August 2008.

PRESENTATIONS/CONFERENCES

APPAM DC Regional Student Conference, Discussant. George Mason University, April 2017.

Collaboration as Big Data Ethics, Discussant. Virginia Tech, Arlington, VA. September 2016.

Cities on the Path to Smart, Introduction of Speaker. Virginia Tech, Arlington, VA. September 2015.

Cybersecurity and Inter-Sectorial Jurisdictional Issues, Moderator. Virginia Tech, Arlington, VA. August 2015.

Normative Dimension of Resilience Conference, *The Living Lab Model*. Virginia Tech, Arlington, VA. October 2014.

MEMA Conference, *Consequence Management for Critical Infrastructure Failures*. Ocean City, MD. May 2014.

Cyber for Emergency Managers, Alexandria, VA. March 2014.

BRAC Community Forum, Warner Robbins, GA. May 2013.

<http://macon.13wmaz.com/news/military/116302-robins-air-force-base-prepared-brac>

Arlington Hotel Summit, September 2011, 2012, 2013.

Rosslyn Property Manager BRAC Update, Arlington, VA. August 2011.

Arlington Committee of 100, *The Impact of BRAC On Arlington County*, February 2011.

Arlington Economic Development Commission, *BRAC Project Update*, May 2010.

Society of American Military Engineers (SAME) and the Quantico-Belvoir Regional Business Alliance BRAC Update Part II, What Comes Next: How the Private Sector is Gearing Up. Panel Member. Belvoir, VA. April 2010.

Arlington Property Owners BRAC Update, August 2009.

Commercial Real Estate Women (CREW) Northern Virginia Regional Meeting: *The Arlington BRAC Project*. McLean, VA, March 2009.

BRAC Action Brown Bag, Washington Headquarters Services, January 2009.

BRAC Action Brown Bag, Defense Financial and Accounting Service, April 2008.

BRAC Workforce Summit: *Wiring BRAC: Catalyzing Regional Economic Development*. Tampa, FL, March 2008.

BRAC Action Brown Bag, Missile Defense Agency, Arlington, VA. February 2008.

Workforce Innovations Conference: *Wiring BRAC: Catalyzing Regional Economic Development*. Kansas City, MO, July 2007.

BRAC Town Hall, Surface Deployment and Distribution Command, Alexandria, VA. March 2007.

National Association of Workforce Boards, BRAC Panelist. Washington, DC. February 2007.

BRAC Workforce Summit: *Data Driven Strategies for BRAC Employment Implications*. St. Louis, MO, January 2007.