

PATRICK OAKFORD

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