

Dear Mr. Keeley:

I am confident you will find after reading through this cover letter and my resume that I am uniquely qualified for *Director, Office of Environmental Sustainability* for the City of Milwaukee. In my capacity as a U.S. Department of Commerce **senior environmental and sustainability policy analyst**, I have led a team of highly motivated economists for nearly 6 years and possess 10 years of quantitative economic analytical expertise. Over the course of my career, I have worked extensively with the business community, federal, state and local partners and even foreign governments to ensure environmental policy approaches are achievable and economically viable.

- **I created and currently lead a national environmental sustainability initiative** for the U.S. Department of Commerce – the Sustainable Manufacturing Initiative (please visit: www.manufacturing.gov/sustainability).
- I work closely with cities to plan **sustainability events like the one I just held in Columbus, Ohio where as the lead planner I worked closely with the office of the Mayor, the local utilities, the local media and other stakeholders** to roll-out a regional sustainability program the U.S. Department of Commerce sponsors. That was the fifth such event I have planned in cities across the United States.
- **I am a leader in national sustainability policy development**; I know how to build partnerships, gain allies and leverage strengths to build holistic strategies that benefit many different stakeholders. In fact, I am traveling to Seoul, Korea in March to be the featured U.S. speaker at an international workshop on national strategies for green growth and green sector development.
- **I am eager for a new challenge** and look forward to learning and trying new things in a collaborative atmosphere serving the great citizens of Milwaukee.

The skills and expertise I have developed are directly transferable to the mission and goals of the Office of Environmental Sustainability. For instance, the Sustainable Manufacturing Initiative takes a unique approach to sustainability by leveraging institutional knowledge and resources across the federal government, and then developing tools and delivering services to U.S. companies in conjunction with state and local governments. The Initiative has been recognized by the Secretary of Commerce and U.S. industry as an integral part of the federal government's approach to continued sustainable development in the United States. In addition to my knowledge of sustainability issues, **I am also helping to lead a White House effort with its Council on Environmental Quality and the Commerce Department Chief Economist to define the green economy** and promote green jobs in the United States and help ensure continued competitiveness of U.S. green technology exports.

With my background, education and professional experience I believe **I am the right person to develop economically viable environmental strategies with the motivated professionals in the Office of Environmental Sustainability**, and with their help facilitate a holistic and coordinated approach to sustainable development for a great city in the region of the country I was born and raised. The accompanying resume provides additional details on my qualifications, position of national leadership on sustainability, and evidence of my success in diverse assignments. I would value the opportunity to speak with you after you have had a chance to review my background and qualifications and can provide unique references. Thank you for your consideration.

Sincerely,

Matthew C. Howard

MATTHEW C. HOWARD

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PROFESSIONAL PROFILE

SENIOR SUSTAINABILITY ECONOMIST AND STRATEGIST

Highly accomplished sustainability program manager and senior strategic analyst with an impeccable track record of running a highly respected national sustainability initiative whose reputation is built on working across organizational structures to deliver services and tools to enhance the sustainability and competitiveness of U.S. businesses. Skilled in quickly assessing the strategic implications of a decision and identifying a course of action that leverages personal expertise as well as those within the organization. Not afraid to collaborate with unlikely allies or move in new directions and employ creative thinking to overcome unforeseen challenges or organizational inertia.

Professional Strengths:

- Technical expert able to enhance strategic policy formulation and implementation
 - Strategist with equal strength in tactical execution and coalition building
 - Expert in structuring complex analyses and building and managing teams to solve problems
 - Focused speaker able to clearly convey complex issues to non-experts or top-level decision-makers
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PROFESSIONAL EXPERIENCE

U.S. DEPARTMENT OF COMMERCE WASHINGTON, DC

JUNE 1999-PRESENT

The U.S. Department of Commerce helps build U.S. business competitiveness at home and abroad. The Manufacturing and Services (MAS) unit of Commerce is U.S. industry's advocate in the domestic and international economic policy process. MAS analyzes the domestic and international aspects of U.S. competitiveness by working with businesses to evaluate national economic needs and priorities. Since total U.S. trade has averaged \$2.7 trillion per year in the last three years, the mission of MAS is critical to the sustained competitiveness of the U.S. economy.

Lead, Sustainable Manufacturing Initiative (2007 – Present)

Lead a nationwide sustainability initiative leveraging long-standing expertise in policy analysis into a new area of strategic interest for the U.S. Department of Commerce. The Secretary of Commerce has recognized this initiative as a top departmental priority. The initiative is targeted to helping U.S. businesses improve economic efficiencies through increased utilization of sustainable business practices while encouraging them to actively engage in the sustainable development of their communities.

- Developed and built a recognized nationally leading initiative – *the Sustainable Manufacturing Initiative* - with a comprehensive program of work on a tight budget and staffed with only three people.
- During the first 2.5 years held two national events in Washington, DC, four smaller regional events across the U.S., one international event, chartered a new inter-agency federal government body to

better coordinate and deliver sustainability and environmental initiatives and resources to U.S. businesses and communities, and built a dynamic web presence with nearly 600 stakeholder subscribers (www.manufacturing.gov/sustainability).

- Identified a direct U.S. industry need and built an online *Sustainable Business Clearinghouse* that allows companies to search and access nearly 800 federal and state level programs and resources that support sustainable business practices (access the Clearinghouse via URL above).
- Branded and held *SMARTs* in cities across the United States that showcase regional sustainability leaders and best practices and deliver targeted federal, state and local sustainability focused resources to small and medium sized companies (see www.manufacturing.gov/sustainability for more information).
- Advise departmental decision-makers on the latest issues surrounding green economic development, green jobs, green products and services and other White House and departmental priorities.
- Ensure U.S. business priorities are properly balanced with the national economic interest in the spectrum of environmental and sustainability-related trade policy issues such as a proposed Environmental Goods and Services Agreement, WTO negotiations on trade in remanufactured goods and other international agreements affecting the flow of goods with an environmental component, end-use or impact.

Team Leader, Industry Competitiveness and Outreach (2004 – 2010)

Promoted to lead newly established team of five international economists charged with analyzing the effect of national economic policy on U.S. businesses' competitiveness. Helped forge the team's mission and scope of policy and analytical work covering a wide array of issues including sustainable business practices, economic impact analysis, environmental trade policy and domestic impact analysis resulting from foreign competition.

- In each Congressional session, coordinate and provide quality assurance on agency analysis of nearly 1000 miscellaneous trade and tariff bills worth \$1.4 billion in savings to U.S. firms (in 2008). Due to the sound analytical methodology I helped develop, Congress typically accepts Commerce recommendations on 99% of the bills.
- Manage yearly import sensitivity analysis on goods entering the U.S. under the auspices of U.S. preference programs for developing countries. The main analysis on \$32 billion (in 2008) worth of products ensures the necessary strategic balance between developing country exporters and U.S. consumers and producers is maintained.

International Economist (1999 – 2004)

- Identified U.S. government priorities in foreign procurement markets worth billions of U.S. dollars (procurement markets are typically 15% of a country's gross domestic product) as vital member of U.S. international trade negotiating team.
- Established long-standing analytical framework for market access negotiations that have resulted in U.S. government procurement negotiators meeting a majority of U.S. priorities in foreign country procurement markets.
- Led analysis of U.S. import sensitivities as a result of raising duties on \$116 million worth of imported products.

U.S. PATENT AND TRADEMARK OFFICE ALEXANDRIA, VA

AUGUST 2008 – DECEMBER 2008

In order to fulfill a requirement of the U.S. Department of Commerce's prestigious Executive Leadership Development Program, the U.S. Patent and Trademark Office (USPTO) asked that I explore the nexus of patent activity and innovation in the U.S. In addition to examining all patent and trademark applications in the U.S., the USPTO is the leading advisor to the President on intellectual property issues affecting U.S. economic competitiveness.

International Economist

- The economic policy paper and recommendations I developed are the only ones in the U.S. attempting to illuminate how the USPTO's leverage over patent policy influences innovative activity in the United States. Created a mission statement and potential work plan based on these recommendations for a soon-to-be established Office of the Chief Economist.
- In addition to this quantitative work, in four months built an informal network of intellectual property economists from other countries in order to help national patent offices share best practices and tackle common problems and issues.

U.S. HOUSE OF REPRESENTATIVES WASHINGTON, DC

APRIL 2004 – NOVEMBER 2004

In order to complement my trade negotiating experience, I established this temporary developmental assignment as the Trade Subcommittee economist on the Committee on Ways and Means in the U.S. House of Representatives. The Committee on Ways and Means is arguably the most powerful committee in Congress as all revenue measures must originate from it.

Subcommittee Economist

- As the only economist on a staff of attorneys, prepared economic outreach materials and forged relationships inside and outside of government to support the Subcommittee's legislative priorities. Briefed Subcommittee staff and Members of Congress as necessary on the economic effects of implementing trade legislation.
- Helped pass several important pieces of legislation: the U.S.-Australia Free Trade Agreement worth \$12 billion in export opportunities for U.S. businesses at the time and an extension to the Africa Growth and Opportunity Act covering \$13 billion in duty-free goods for U.S. consumers and producers.

FOREIGN AGRICULTURAL SERVICE WASHINGTON, DC

MARCH 1998 – JUNE 1999

In addition to attending graduate school full-time, developed and administered Foreign Agricultural Service (FAS) export programs and foreign assistance agreements. FAS improves foreign market access for U.S. products, builds new markets, improves the competitive position of U.S. agriculture in the global marketplace, and provides food aid and technical assistance to foreign countries.

Program Analyst

- Responsibilities included gathering and analyzing relevant financial, economic, and political data in order to effectively monitor U.S. agricultural programs in Southeast Asia, the Subcontinent and the Middle East during the Asian Financial Crisis totaling over \$1 billion in aid.

PROFESSIONAL AWARDS

U.S. Department of Commerce Bronze Medal Award for Outstanding ITA Team (2004 & 2006)

- This is the highest team award given in ITA and recognizes superior Federal service in the individual's professional field as part of a team.

U.S. Department of Commerce Bronze Medal Award for Superior Federal Service (2003)

- This is the highest individual professional award in the Department and recognizes superior Federal service in the individual's professional field.

International Trade Administration Charles F. Meissner Memorial Award (2000 & 2006)

- This award is presented to the office in the International Trade Administration that best exemplifies agency goals and commitment to excellence.

PROFESSIONAL AFFILIATIONS

Network for Emerging Leaders in Sustainability (NELS) – Member
Washington International Trade Association (WITA) – Member

EDUCATION & PROFESSIONAL TRAINING

M.A., INTERNATIONAL ECONOMIC AND TRADE POLICY– The George Washington University –
Washington, DC (1999)

B.A., INTERNATIONAL ECONOMIC AND CULTURAL AFFAIRS, CUM LAUDE – Valparaiso University –
Valparaiso, IN (1997)

U.S. Department of Commerce:

- Executive Leadership Development Program (ELDP) Graduate– The goal of the ELDP is to prepare, via a selective application process, high caliber Departmental employees for executive leadership positions within the Department as well as prepare them for the Senior Executive Service Candidate Development Program.

International Trade Administration Professional Development:

- Aspiring Supervisor and Management Leadership Program
- International Trade Law Seminar
- Introduction to Spanish
- Introduction to HTML

Office of Personnel Management Leadership Series:

- Strategic Leadership Seminar
- Developing High-Performing Teams

Other:

- Introduction to SAS Programming
- Intensive Media Relations Training