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DIGITAL INNOVATION. LASTING IMPACT.

Municipal Growth, Economic & Infrastructure Insights

A practical advisory framework for growing cities navigating economic development, infrastructure, modernization, public trust, and cross-sector execution.

Prepared by

Britney Porter

Senior Strategic Advisor

Public Affairs | Economic Development | AI & Regulatory Governance

EXECUTIVE BRIEF

Growth can unlock new possibilities while increasing pressure on people, systems, services, and coordination.

Rapid residential growth can increase demand for roads, utilities, public safety, schools, parks, digital services, workforce systems, commercial amenities, and a more responsive government. At the same time, cities may need to strengthen their business base, expand local economic activity, modernize internal systems, manage new vendors and partnerships, and communicate clearly with residents about change.

The opportunity is to translate growth into a more vibrant, economically sustainable community with stronger infrastructure, more local opportunity, better public services, and systems that can scale.

My work is built for complex environments where policy, business, technology, communications, regulation, public institutions, and community priorities intersect. I help leaders organize those moving parts into practical strategies, implementation plans, operating systems, and measurable projects.

THE CORE PROPOSITION

- **Scale City Capacity**

Add senior-level support during growth, transitions, special projects, or unusually high workload.
- **Connect Strategy to Execution**

Organize workstreams, owners, timelines, partners, communications, risks, and implementation.
- **Use Data Clearly**

Translate data and community input into plain language and clear leadership choices.
- **Modernize Wisely**

Introduce tools, processes, and governance in stages without disrupting what already works.
- **Build for Continuity**

Create documentation, dashboards, workflows, training, and handoff systems.



MODEL IN ONE LINE

Understand the growth challenge. Align the data. Connect the departments. Build the strategy. Implement the project. Measure progress. Transfer durable capacity.



MUNICIPAL GROWTH OPPORTUNITY

Where residential growth can become broader economic value

A growing residential base does not automatically produce a stronger local economy.

Cities often have to intentionally connect housing growth to commercial development, small-business ecosystems, workforce opportunity, infrastructure capacity, and public-service delivery.



GROWTH AREA	OPPORTUNITY	COMMON PRESSURE	STRATEGIC RESPONSE
Residential growth	More residents, demand, and spending power	Retail leakage, service strain, traffic, limited amenities	Commercial attraction, corridor strategy, local-serving businesses, infrastructure planning
Small business & entrepreneurship	Local ownership, jobs, neighborhood identity	High costs, weak technical assistance, procurement barriers	Business support, vendor pipelines, procurement access, targeted programs, partnerships
Commercial development	Tax base, jobs, services, placemaking	Misaligned uses, vacancy, development that does not match community needs	Market intelligence, desired-business strategy, site/corridor analysis, developer and broker engagement
Infrastructure	Enables growth and long-term competitiveness	Deferred maintenance, capacity gaps, fragmented capital priorities	Capital strategy, bond/special measure support, partnerships, funding alignment, public communication
Workforce & mobility	Connects residents to growth	Skills mismatch, weak employer pipeline, limited pathways	Employer partnerships, education/workforce alignment, entrepreneurship, access strategies
Technology & public services	Better service delivery and data use	Legacy systems, fragmented tools, cybersecurity/privacy concerns	Workflow modernization, technology selection, AI governance, implementation and training
Climate & resilience	Protects assets and reduces long-term exposure	Extreme weather, energy costs, emergency-preparedness gaps	Resilience projects, energy efficiency, infrastructure coordination, funding and public engagement

CONNECTED GROWTH



A useful municipal strategy treats these areas as connected. A commercial-development decision can affect traffic, workforce demand, utilities, public safety, housing, community perception, and long-term fiscal capacity.

KEY MUNICIPAL INSIGHTS

Seven practical observations for cities in a growth cycle

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01 Pair residential growth with an intentional commercial and small-business strategy so new spending power supports local jobs, services, amenities, and fiscal sustainability.
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02 Treat economic development as interconnected with planning, infrastructure, communications, procurement, workforce, technology, public safety, finance, and community trust.
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03 Recognize implementation capacity as a common gap: cities may know what they want to accomplish but still need senior coordination across departments, vendors, advisors, data, timelines, and accountability.
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04 Design public communications and compliance together when letters, PSAs, websites, surveys, outreach, public-information materials, or campaign communications require coordinated review.
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05 Attach technology to a specific public-service problem; modernization should begin with workflow and user needs, not a software purchase.
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06 Use one-time funding to create long-term capacity through better systems, documentation, vendor controls, reporting, and trained staff.
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07 Use fractional or interim leadership as bridge capacity while deciding what should become permanent, remain project-based, or transfer to existing staff.

WHAT CAN GO WRONG WHEN THE PIECES STAY DISCONNECTED

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Housing growth outpaces retail, services, transportation, utilities, parks, or public-safety capacity.
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Leadership decisions, milestones, and community commitments are not communicated consistently across departments, partners, and the public.
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Economic-development efforts are not aligned with planning priorities or community expectations.
- 

Public communications happen after decisions are made, creating avoidable confusion and distrust.
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Departments use different data, timelines, vendors, or definitions of success.
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Legacy processes require manual work, duplicate approvals, or institutional knowledge held by a few employees.
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Residents and stakeholders lack clear visibility into what is changing, why decisions are being made, or how projects will affect the community.
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Technology is purchased without governance, adoption planning, staff training, privacy review, or a clear operating owner.
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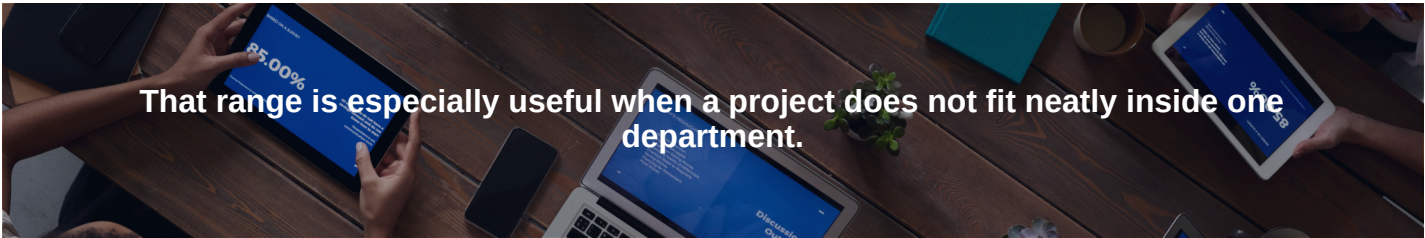
Public communications occur late or inconsistently, creating avoidable confusion, misinformation, resistance, and distrust.
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Special projects lose momentum because no one has cross-functional ownership.

WHERE I ADD VALUE

High-value skills for interconnected municipal work

My background spans public affairs, infrastructure and public-investment initiatives, economic development, strategic communications, research, compliance, operations, technology, and cross-jurisdiction coordination.



Cross-sector strategy

Connect economic development, infrastructure, public affairs, technology, compliance, operations, and community needs into one implementation framework.

Data-to-decision translation

Organize market intelligence, surveys, performance data, public input, policy research, and operational information into clear leadership choices.

Public investment & ballot-measure experience

Experience supporting major infrastructure, housing, education, and workforce-development measures, including a \$9B Los Angeles infrastructure bond campaign and a nine-county \$20B housing bond campaign.

Executive & resident communications

Translate complex city priorities into letters, PSAs, FAQs, websites, statements, talking points, surveys, mailers, public updates, and multimedia content.

Stakeholder & coalition coordination

Coordinate city leadership, agencies, consultants, community organizations, vendors, legal teams, advisors, partners, and regional stakeholders.

Compliance operations

Build review workflows, documentation, approval processes, records, checklists, and escalation systems around counsel-approved requirements.

Technology modernization

Assess workflows, identify appropriate tools, improve information flow, and build implementation and training plans that make modernization usable.

AI governance

Develop responsible-use frameworks, use inventories, vendor questions, human-review expectations, privacy controls, and implementation guidance.

Special-project execution

Provide senior ownership for time-sensitive initiatives requiring research, project management, communications, coordination, and implementation.

Institutionalization & handoff

Document systems, train staff, create reusable tools, and transfer ownership so the city retains the benefit after the engagement ends.

ECONOMIC & COMMUNITY DEVELOPMENT

Turning growth into a more vibrant local economy

I can help city leadership build data-driven community and economic-development strategies that align market intelligence, planning priorities, infrastructure realities, and community engagement to proactively attract and retain desired businesses.



Residential-growth economic strategy

Assess how new housing and population growth can support local-serving retail, restaurants, professional services, entertainment, hospitality, childcare, healthcare, neighborhood amenities, and other desired uses.

Small-business & entrepreneurship support

Identify barriers, technical-assistance needs, procurement opportunities, partnership models, referral systems, business-resource navigation, and strategies that strengthen local ownership.

Business attraction & retention

Build desired-business profiles, market narratives, outreach priorities, retention strategies, prospect pipelines, and practical engagement plans for brokers, developers, employers, and business operators.

Commercial development strategy

Support corridor, district, downtown, mixed-use, or neighborhood commercial strategies by aligning market demand with planning goals and community priorities.

Market intelligence & decision support

Use demographic, consumer, employment, vacancy, business, real-estate, mobility, and community data to help leadership prioritize where attention and investment may have the greatest value.

Workforce & economic mobility

Connect employer needs, education partners, workforce organizations, entrepreneurship, business ownership, and resident opportunity into local growth strategies.

Tourism, culture & placemaking

Explore arts, culture, tourism, events, and identity-based strategies that can strengthen visitation, local spending, community vitality, and commercial activity where appropriate.

Economic-development communications

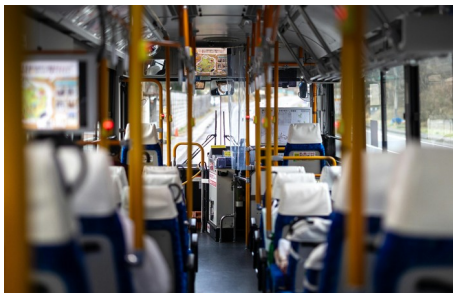
Create investor, resident, business, and stakeholder materials that explain city priorities, opportunities, programs, timelines, and progress in accessible language.

PRACTICAL OUTPUTS: citywide growth roadmap • corridor strategy • business-retention plan • desired-commercial-use framework • small-business action plan • market-intelligence dashboard • cross-department implementation plan

INFRASTRUCTURE & PUBLIC INVESTMENT

Connecting capital, community priorities, and implementation

Infrastructure decisions influence economic competitiveness, resident quality of life, public safety, climate resilience, workforce demand, development patterns, and long-term fiscal capacity.



My role is the strategic and operating layer around these initiatives while licensed financial, legal, engineering, planning, and technical professionals retain responsibility for regulated or professional determinations.



Capital-priority strategy

Organize infrastructure needs, community priorities, sequencing, stakeholder concerns, funding opportunities, and public-facing narratives.



Bonds, special measures & public funding

Support research, issue framing, public-information strategy, stakeholder coordination, outreach operations where legally appropriate, implementation planning, and project management.



Funding coordination

Organize funding calendars, project narratives, data, partner inputs, deadlines, reporting requirements, and implementation ownership.



Public-private & institutional partnerships

Identify potential roles for developers, employers, educational institutions, nonprofits, foundations, utilities, regional agencies, and other partners.



Infrastructure communications

Create clear resident-facing information on why a project matters, what changes, how long it may take, how funding works at a high level, and where updates live.



Project operating systems

Build schedules, decision logs, issue trackers, stakeholder maps, vendor responsibilities, reporting cadences, and cross-department workflows.



Community-benefit alignment

Translate major investments into measurable outcomes such as access, local business participation, workforce opportunity, resilience, service quality, or neighborhood improvement.

RELEVANT EXPERIENCE

\$9B LAUSD infrastructure bond campaign • \$20B nine-county regional housing bond • \$990M affordable-housing measure • \$448M education & workforce-development measure

PUBLIC AFFAIRS, COMPLIANCE & COMMUNITY TRUST

Treat communications as part of the operating and compliance system

For many municipalities, communications are still treated as a separate function that begins after a decision is made. I approach public information, stakeholder engagement, legal review, data, and implementation as connected workstreams.

Draft & explain

Resident letters, PSAs, public updates, FAQs, websites, mailers, speaking points, digital content, survey communications, and project-specific materials.

Build the review path

Communications calendars, approval workflows, review checklists, version control, distribution plans, audience segmentation, and performance tracking.

Coordinate review

Work with the City Attorney, outside counsel, clerk, finance, procurement, communications, elections, HR, planning, or other responsible offices when legal or regulatory requirements are implicated.

Operationalize guidance

Translate counsel-approved requirements into communications procedures, review steps, templates, records, staff guidance, and documented approvals.

Engage through multiple channels

Combine quantitative research, surveys, digital outreach, direct mail, meetings, roundtables, and public-facing information rather than relying on a single channel.

Build consistency & trust

Create neutral, reusable communications materials so residents and staff receive consistent information across departments and project phases.



PUBLIC-SECTOR COMMUNICATIONS EXPERIENCE

Prior work includes City of Alameda public-affairs strategy, letters prepared for the City Manager and Mayor, survey and PSA outreach, and multimedia communications addressing infrastructure, climate resilience, energy efficiency, public safety, and technology modernization.

52K+

RESIDENTS TARGETED

30K+

HOMES REACHED

136K

DIGITAL IMPRESSIONS

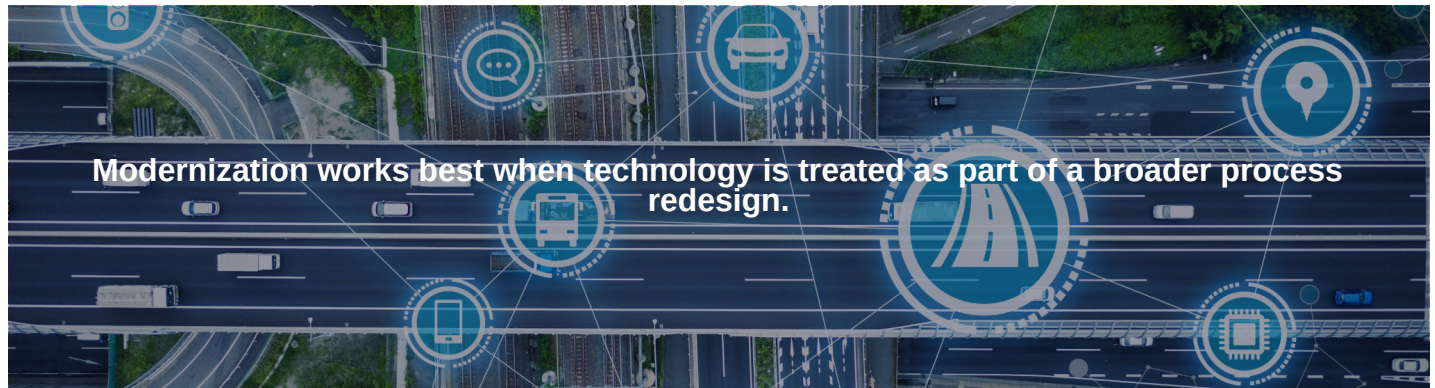
8M+

CUMULATIVE PSA AUDIENCE

MODERNIZATION, TECHNOLOGY & AI GOVERNANCE

Adopt technology where it improves service delivery, efficiency, access, or accountability.

Cities often have legacy systems, manual processes, disconnected databases, repetitive approvals, or tools added over time without one clear operating architecture.



Modernization works best when technology is treated as part of a broader process redesign.



Workflow assessment

Map how information, requests, approvals, cases, projects, vendors, or resident services move through departments.



Technology identification

Identify tools that could improve service delivery, scheduling, tracking, data access, communication, reporting, project management, or internal coordination.



AI-use inventory & governance

Identify use of generative AI, transcription, analytics, automation, or algorithmic tools and establish approved uses, human review, privacy expectations, records considerations, vendor questions, and escalation points.



Privacy management

Support data inventories, access review, retention practices, vendor access controls, staff guidance, and privacy-by-design considerations in new workflows.



Vendor & procurement support

Develop business requirements, evaluation criteria, implementation questions, governance expectations, performance measures, and handoff plans for technology vendors.



Change management & training

Introduce systems in stages with staff guidance, how-to documents, checklists, office hours, short training materials, feedback loops, and adoption measures.



Performance & reporting

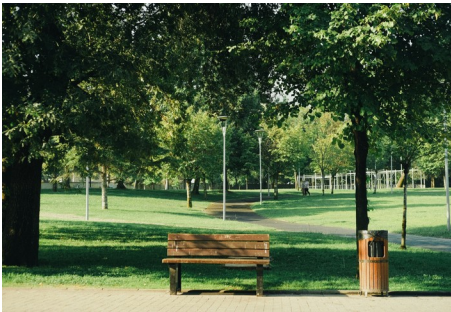
Build simple dashboards and operating reviews so leaders can see whether the new process improves service, speed, accuracy, cost, transparency, or staff capacity.

The goal is not to make government more technical. The goal is to make work easier to manage, easier to explain, more secure, and more useful to residents.

SPECIAL PROJECTS, SUSTAINABILITY & INTER-AGENCY COORDINATION

Senior capacity for initiatives that cross traditional departmental boundaries

Some of the most important municipal projects do not belong to one department. They may involve climate, infrastructure, public safety, economic development, technology, housing, mobility, communications, procurement, legal review, regional coordination, and external partners at the same time.



Climate, resilience & sustainability

Climate resilience, emergency preparedness, energy-efficiency, or sustainability initiatives requiring public engagement and implementation coordination.

Housing, revitalization & placemaking

Affordable-housing, neighborhood revitalization, commercial-corridor, downtown, or mixed-use initiatives involving multiple public and private stakeholders.

Public safety & quality of life

Projects requiring data, communications, stakeholder strategy, technology, and cross-department execution.

Regional & inter-agency initiatives

Counties, cities, districts, transit, schools, utilities, housing organizations, nonprofits, or other public entities.

Leadership priority initiatives

Special task forces, mayor/city manager priority initiatives, commissions, or time-limited strategic projects needing additional executive capacity.

Internal modernization

Procurement, privacy, operations, technology, communications, compliance reviews, and process redesign.

Economic mobility & community development

Workforce, entrepreneurship, tourism, arts/culture, or community-development projects that connect sectors not typically managed together.

My value is not being the engineer, planner, attorney, economist, or technology vendor. It is being the strategic operator who can understand the language of each discipline, organize the work around a shared objective, surface gaps early, and keep the initiative moving.

THE OPERATING MODEL

Flexible, embedded, measurable, and built around the project

The engagement can be structured around the city's operating reality rather than forcing the city into a fixed consulting model.

01	Fractional Strategic Advisor / Executive	Part-time senior capacity across economic development, public affairs, special projects, modernization, compliance operations, and implementation.
02	Interim / Defined-Term W-2 Role	Embedded internal leadership during a vacancy, expansion period, new initiative, transition, or major project.
03	Project-Based Consulting Contract	Defined scope, milestones, deliverables, and implementation support for a specific city priority.
04	1-3 Year Transformation / Growth Assignment	Longer engagement for cities navigating sustained growth, modernization, capital programs, or multiple related initiatives.
05	Agency / Partnered Engagement	Can work through an advisory, staffing, public-affairs, or executive-search partner where the city or agency prefers an established contracting vehicle.
06	Build-and-Transfer Model	Create the strategy and operating system, train city staff or a successor, and transfer ownership when the project or capacity build is complete.

FLEXIBLE CAPACITY

Interim

Project-based

Fractional

Build + transfer

Scale support to the project, transition, or growth cycle - then transfer durable capacity back to the city.

HOW THIS DIFFERS FROM TRADITIONAL CONSULTING

- ✓

✓

✓

✓

✓

✓

Embedded with the team rather than limited to external recommendations.

Can own or coordinate implementation workstreams, not only prepare a strategy deck.

Scope can evolve in phases as the city learns more about the problem.

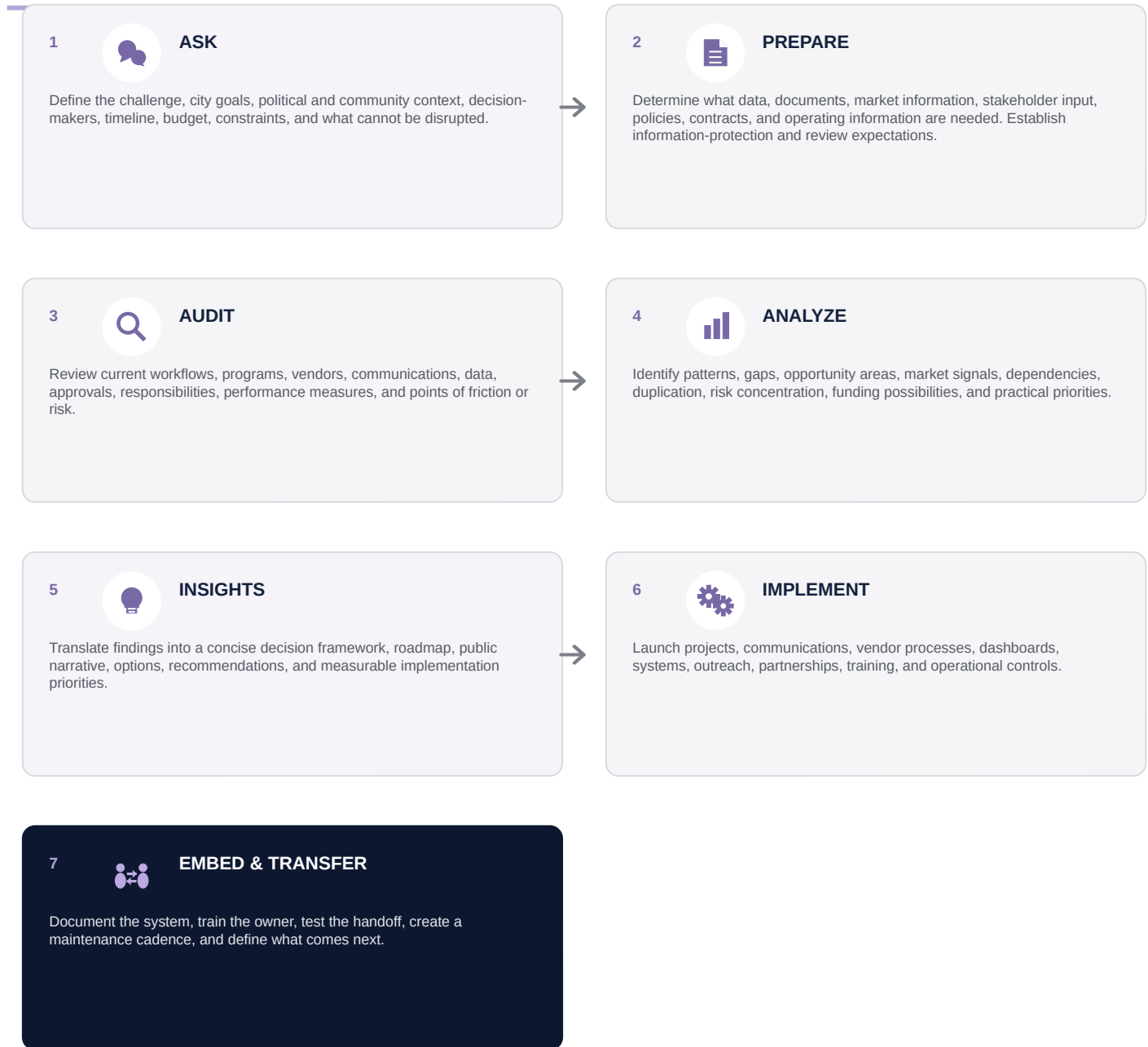
Success measures are defined up front and reviewed throughout the engagement.

The assignment can bridge to a permanent role, new department, another initiative, or trained internal owner.

The goal is more city capacity, clearer systems, and usable tools - not long-term dependence on a consultant.

HB+ MUNICIPAL PROCESS

A structured way to move from a complex problem to implementation



A useful project is one the city can continue to manage after the initial push. Implementation, adoption, documentation, and handoff are therefore part of the work - not an afterthought.

EXAMPLES OF PRACTICAL DELIVERABLES

Outputs are tailored to the city and project

Deliverables are not limited to these examples. The objective is to create the minimum useful structure needed for clarity, accountability, measurable progress, and continuity.

	Economic development	Market and demographic brief • desired-business profile • attraction/retention plan • small-business action plan • corridor opportunity map • partnership pipeline • implementation roadmap
	Infrastructure / investment	Priority framework • project narrative • stakeholder map • funding/measure coordination plan • issue tracker • public-information toolkit • project dashboard • implementation calendar
	Public affairs / communications	PSAs • resident letters • FAQs • website copy • speaking points • public updates • survey framework • outreach calendar • review/approval checklist • performance report
	Compliance operations	Review workflow • approval matrix • legal-review trigger list • records checklist • policy inventory • training log • evidence-of-completion tracker • escalation matrix
	Technology / AI	Workflow assessment • technology requirements • AI-use inventory • approved-use matrix • vendor questions • privacy checklist • human-review standard • implementation/training plan
	Operations / coordination	Responsibility matrix • meeting cadence • decision log • cross-department issue tracker • executive dashboard • recurring calendar • vendor tracker • handoff plan
	Special projects	Project charter • outcomes framework • stakeholder/agency map • 30-60-90 day plan • risk register • communications plan • implementation roadmap • transition package

MEASUREMENT

Measures can include project milestones, business attraction/retention activity, participation, resident reach, service improvements, cycle-time reduction, implementation adoption, vendor performance, funding progress, compliance completion, stakeholder engagement, budget tracking, or other project-specific outcomes.

SELECTED EXPERIENCE & RELEVANCE

Experience that translates directly to growing municipalities

\$9B

LAUSD INFRASTRUCTURE BOND

Senior advisory work supporting a major Los Angeles public-investment campaign.

\$20B

REGIONAL HOUSING CAMPAIGN

Start-up strategy and execution across nine counties.

\$990M

AFFORDABLE HOUSING MEASURE

Strategic communications, outreach, websites, and performance tracking.

\$448M

EDUCATION & WORKFORCE MEASURE

Public-affairs strategy, forums, engagement, and digital communications.

LAUSD Measure US - \$9B infrastructure bond

Senior advisory role supporting a major Los Angeles public-investment campaign; data-informed outreach, messaging, digital assets, fundraising support, website/performance tracking, and stakeholder coordination. Demonstrates experience where infrastructure investment, public trust, workforce, procurement, and local economic activity intersect.

\$20B nine-county regional housing bond campaign

Managed start-up strategy and execution across nine counties, hired and led a regional team, coordinated coalition meetings, tracked polling, developed toolkits and public-information materials, and organized shared operational systems.

\$990M affordable-housing measure

Strategic communications, stakeholder outreach, online campaigns, campaign websites, and performance tracking around affordable-housing investment.

\$448M education & workforce-development measure

Public-affairs strategy, grassroots engagement, public forums, and online communications supporting education and workforce development.

City of Alameda

Public-affairs strategy, letters for city leadership, survey design, PSA mailers, digital campaigns, and communications around infrastructure, climate resilience, energy efficiency, public safety, and technology modernization.

Education & civic institutions

Public information and engagement across college districts, K-12 systems, City of Alameda, and Richmond, including facility improvements, future plans, financial information, technology upgrades, mailers, FAQs, websites, surveys, and stakeholder forums.

Cross-sector economic development

Prior work includes community development, tourism and cultural economic strategy, corporate and CSR initiatives, startups and innovation, workforce-related measures, and public-sector advisory - supporting a broader view of how municipal economies are connected.

SELECTED PORTFOLIO OUTCOMES

9 counties regional coordination | \$2M+ Measure US fundraising impact | 33M+ digital impressions | millions of residents reached through public-service and informational campaigns

FREQUENTLY ASKED QUESTIONS

How I work with cities, agencies, counsel, and existing teams

Is this a traditional consulting engagement?

Not necessarily. The model can be more embedded and implementation-oriented than traditional consulting. I can help define the strategy, coordinate the work, manage specific workstreams, build systems, measure progress, and support the handoff. The exact structure depends on the city and project.

How long can an engagement last?

Engagements can be short project sprints or structured for approximately 1-3 years when a city is managing sustained growth, a major capital or modernization effort, a leadership gap, or a multi-phase initiative. The cadence can change over time as capacity is built.

Can you work as a W-2 employee?

Yes. Where the city, staffing partner, or agency structure permits, I can work in a defined-term W-2 interim or project role. I can also work through a consulting, fractional, agency, or project-based contract subject to applicable procurement and employment requirements.

What makes the engagement measurable?

The work begins with defined outcomes, owners, timelines, and indicators. Depending on the project, measurement may include implementation milestones, business activity, resident reach, vendor performance, funding progress, cycle-time improvements, service outcomes, adoption, compliance completion, or other agreed indicators.

How does this serve as a bridge to other initiatives?

The assignment can help a city stabilize a priority, test a new operating model, build the evidence for a permanent role or program, prepare the next funding initiative, train internal staff, or create the systems needed for a successor to take over. It is intentionally project-driven and can evolve into the next phase when appropriate.

How do you work with the City Attorney and outside counsel?

I do not replace licensed counsel. Attorneys provide legal advice, legal interpretation, legal drafting, and legal determinations. I can organize facts, coordinate review, manage communications and approval workflows, track requirements, implement counsel-approved guidance, build checklists and procedures, and train staff on the resulting operational process.

Can you help with public communications and compliance?

Yes. I can manage the operational side of public communications, including resident letters, PSAs, websites, updates, public-information materials, content calendars, approvals, distribution, records, and performance tracking. Where communications raise legal, election, accessibility, privacy, public-records, procurement, or other regulatory considerations, I use my training to identify the appropriate review path and coordinate with the relevant city office or licensed counsel.

Can you advise on bonds, special measures, grants, or partnerships?

Yes, from a strategy, research, communications, stakeholder, project-management, and implementation perspective. I can help organize options, public narratives, outreach, partner roles, project needs, and execution. Bond counsel, municipal advisors, finance professionals, engineers, attorneys, and other licensed or regulated professionals remain responsible for their specialized determinations.

FREQUENTLY ASKED QUESTIONS

Cross-functional work, modernization, and the handoff

Can you work with planning, public works, economic development, IT, finance, and communications at the same time?

Yes. Cross-functional work is one of the strongest uses of the model. I can create one operating layer across departments so leadership has clearer ownership, timelines, decisions, issues, and follow-through while each department retains its professional authority.

What if our staff is cautious about modernization or new technology?

The objective is not to force technology into the organization. I begin with the current workflow, preserve what works, identify avoidable friction, and introduce changes in stages. Training, documentation, feedback, and clear reasons for the change are built into implementation.

Do you replace planners, engineers, economists, attorneys, financial advisors, or technology vendors?

No. I coordinate the strategic and operating layer around those specialists. My role is to guide leadership, connect their inputs, organize the work, translate complex information, manage implementation, and keep the project aligned with the city's goals.

What happens when the engagement ends?

The goal is a clean handoff. I can train designated staff or a permanent hire, finalize documentation, transfer trackers and tools, establish an operating cadence, and identify the next set of priorities so the city is not dependent on the interim advisor.

ONE OPERATING LAYER

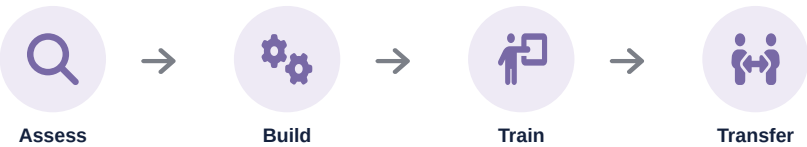
Connect departments and specialists without replacing their authority.

- Planning + Public Works
- Economic Development + Finance
- IT + Communications
- Legal + Procurement
- Leadership + Partners

SHARED EXECUTION

Clear ownership.
Shared timelines.
Consistent follow-through.

BUILD-AND-TRANSFER



ABOUT

Britney Porter

Interdisciplinary strategy for complex public-sector environments



PRIVATE-SECTOR + PUBLIC-SECTOR
ADVISORY EXPERIENCE

Senior Strategic Advisor

Public Affairs
Economic & Infrastructure Development
Compliance & Governance
Technology & AI Implementation
Cross-Sector Special Projects

AVAILABLE FOR

Fractional • Interim
Project-Based • Consulting
Defined-Term W-2 • 1-3 Year Assignments

Britney Porter is a senior strategic advisor whose work spans public affairs, economic and infrastructure development, compliance, governance, procurement, operations, institutional strategy, AI and legal technology implementation, research, and strategic communications.

Her multidisciplinary background brings together communications, policy, business, law, technology, economics, and execution, allowing her to translate complex challenges into practical frameworks and implementation strategies.

Her public-sector portfolio includes city communications and engagement, major infrastructure and housing initiatives, multi-jurisdiction coordination, ballot-measure strategy, education and workforce development, public information, technology modernization, and special projects involving government, business, community organizations, advisors, and institutional partners.

Her approach combines research, policy and regulatory analysis, market intelligence, operational strategy, public affairs, and implementation to help leaders make informed decisions, strengthen systems, manage risk, and move complex initiatives forward.

INTERCONNECTED BY DESIGN



Strategy for complex environments where policy, business, technology, communications, regulation, public institutions, and community priorities intersect.

PROFESSIONAL SCOPE

Clear boundaries. Strong coordination. Practical execution.

Services described in this report are business, operations, communications, research, compliance-management, governance, procurement, project-management, technology-implementation, and strategic advisory services.

Britney Porter is not acting as legal counsel, bond counsel, a municipal advisor, an engineer, a licensed planner, or a financial advisor. Legal opinions, legal interpretation, enforceability, securities or public-finance advice, engineering determinations, and other regulated professional services should be provided by appropriately licensed or authorized professionals.

Where legal or regulatory requirements affect an engagement, the responsible city office or counsel can establish or approve those requirements, and I can help translate them into workflows, communications, checklists, training, documentation, project plans, and operating practices.



HelloBritney.info@gmail.com



HelloBritney.info

ENGAGEMENTS

Fractional | Interim | Project-Based | Consulting | Defined-Term W-2 | 1-3 Year Assignments