



RESEARCH & ANALYSIS

The Facts You Need Before **You Decide.**

Custom policy research and short briefing memos written to be read by busy executive directors and board chairs. I tell you what I found, what I don't know yet, and what I'd recommend reading next — the facts you need before you make a decision or make your case.

<33% of nonprofits today know which advocacy they are legally allowed to do — down from 54% in 2000.
Independent Sector, "The Retreat of Influence" (2023). Good research closes that knowledge gap before it costs you.

Plain-language

Findings written for decision-makers, not academics

Multi-state

Comparative reviews of how other states handle it

Decision-ready

Memos scoped to the choice in front of you

WHAT I PRODUCE

- **Issue briefs** and white papers
- **Comparative-state** policy reviews
- **Stakeholder** and decision-maker mapping
- **Data analysis** with plain-language findings
- Short memos sized for a board packet

HOW I WORK

- I separate what I found from what I infer
- I name the gaps and what would close them
- I recommend what to read or do next
- Sourced and citable, so your case holds up
- Turnaround scoped to your decision timeline

FROM QUESTION TO DECISION

GUESSWORK

Decisions made on anecdote · positions that don't survive scrutiny

RAW DATA

Information without interpretation · no clear recommendation

BRIEFED

Clear findings · named uncertainties · a recommendation you can act on

WHY HIRE ME

A good brief turns a hard call into a clear one. **I give you the facts, the unknowns, and a recommendation** — so your board, your funders, and your testimony all rest on the same solid ground, fully sourced and ready to defend.