

FRASER NELSON

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PROFESSIONAL EXPERIENCE

Salt Lake County Mayor's Office

2015 – present

Appointed as the first **Director of Data and Innovation** and serve the cabinet of Mayor Ben McAdams. This position leads the County's shift to use data and evidence to drive taxpayer resources towards programs that demonstrate success.

- Manage the county's portfolio of Pay for Success projects aimed at reducing homelessness and recidivism. These nationally groundbreaking projects provide upfront private capital to launch evidence-based programs, and set outcomes that will trigger government repayment to investors. Responsible for raising \$14 million in capital. Speak on government innovation, the use of data, and Pay for Success at national and international conferences.
- Lead criminal justice reform initiatives by using data to design interventions. Brought national resources to this effort, including partnerships with the University of Chicago Data Science for Social Good fellowship, Code for America and the White House Data Driven Justice initiatives. Responsible for developing data sharing agreements with local and state agencies to develop a comprehensive Data Warehouse and develop predictive models to address the needs of high service users across multiple systems and jurisdictions.
- Oversee the county's performance management program. This includes working with department and division directors to set measurable outcomes and indicators as part of the budget process, the [MetroStat dashboard](#) and open data portal. These initiatives illustrate progress for County residents, and help employees evaluate and improve their department's performance.
- Work in collaboration with White House, the Sundance Film Festival, and the Sorenson Impact Center to host the annual Winter Innovation Summit, the most significant gathering of individuals and organizations interested in the use of data and technology to advance 21st century government. Develop the curriculum and coordinate relations with presenters, including elected officials impact investors, foundations and think tanks.
- Manage special projects for the Mayor such as the Rise of the Rest tour with Steve Case, the Clinton Global Initiative, relations with national foundations and organizations, and representing the administration at national events.

Community Foundation of Utah

2008 - 2015

Founder and CEO of Utah's first statewide community foundation. The Community Foundation of Utah is a catalyst for philanthropy that is inclusive, innovative and sustainable.

- Utah was the only state in the nation without this cornerstone of philanthropy. In six years, the foundation grew to 200 individual Donor Advised Funds, scholarships, endowments and field-of-interest funds with historic assets of 45 million.
- Established nationally recognized programs to grow social enterprise and impact investing in Utah through the Social Investors Forum, the Utah Social Enterprise Collaborative, 'speed mentoring with entrepreneurs, and Program Related Investment strategies.
- Built all policies and procedures for the operations of the Foundation, including governance, granting making and diligence, financial management, tax compliance, reporting, acceptance of unusual and complex assets, and personnel. The Foundation achieved the national Council of Foundation's National Standards in a record two years.
- Oversaw the Foundation's statewide grant making and scholarship programs, and Love UT Give UT, an annual statewide Day of Giving. In less than five years, these efforts distributed 12 million in new philanthropic dollars to the people, places and causes of Utah.
- Co-founded the Utah Grantmakers Forum, an organization that brings together private foundations to benefit from mutual education and create strategic funding initiatives.

University of Utah

2008 - 2015

Associate Instructor, Department of Entrepreneurship and Strategy, University of Utah, David Eccles School of Business (2008 – 2015); Senior Practitioner in Residence, Center for Public Policy Administration (2011). Founding Advisory Committee member and instructor, University of Utah Nonprofit Academy of Excellence.

Fraser Nelson LLC**2006 - present**

Assist businesses, nonprofit organizations, governments and foundations with strategic planning, organizational design, need assessment and meeting facilitation.

Disability Law Center and "and Justice for all"**1996-2006**

CEO of a statewide public interest law firm dedicated to enforcing and strengthening the laws that protect the rights of people with disabilities.

- Led the organization through unprecedented financial and programmatic growth, increasing its value to the state and its citizens. Reorganized the agency, its staff, Board of Directors, and administrative policies to reflect strategic initiatives and outcomes. Administered the agency's 1.8 million dollar budget, including eight federal grant programs, and led a staff of 38.
- Directed legal, policy and legislative initiatives at the local, state and federal levels. Designed a process for case selection based on impact, agency capacity, partnerships and pro bono assistance from leading firms.

One of three **founding partners** of "and Justice for all", an innovative nonprofit integrating civil legal assistance in Utah.

- Built one of the nation's most successful and collaborative attorney-based giving programs, which combined the fundraising efforts of the leading civil legal service providers.
- Led the creation of the nation's first Community Legal Center, creating a "one-stop" civil legal assistance location for clients and allowing agencies to save money by sharing resources and costs and serve more individuals. The project involved a 3.5 million capital campaign and creates an ongoing revenue source for the agencies through rents.

AIDS Housing of Washington**1995-1996**

Consulted with state and local jurisdictions across the United States to create housing for people living with HIV/AIDS.

Minnesota Department of Health**1989-1995**

Created the first unit of Minnesota government responsible for programs and services for people living with HIV/AIDS.

AIDS Council of Western Virginia**1986-1989**

Founded and led six affiliated agencies providing direct services and prevention education to people with HIV/AIDS and the residents of 29 rural Virginia counties at the dawn of the AIDS epidemic. Represented rural issues on a CDC taskforce.

Planned Parenthood of Charlotte North Carolina**1984-1986**

Established public affairs strategies in the area of reproductive health and lobbied at the local, state, and federal level. Organized the NC Coalition for Choice, a 10,000-member advocacy organization.

Political Campaigns**1981-1984**

Policy and speechwriter: Jim Hunt for Senate (NC 1984) and Mario Cuomo for Governor (NY 1982).

EDUCATION

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| Stanford University | Fellow - Graduate School of Business Center for Social Innovation | 2004 |
| St. Mary's University | Master of Arts - Human Development | 1994 |
| Duke University | Bachelor of Arts - Political Science and History | 1981 |

PUBLICATIONS

- *Learn to Love Lobbying*, Fraser Nelson, David A. Brady, Stanford Social Innovation Review, Spring 2007.
- *Not Waiting for a Cure: Voices from the front lines of the epidemic*. An oral history of AIDS commissioned by the Minnesota State Historical Society. 1996

- *Birds* (literary nonfiction) published in [A Loving Testimony](#), Crossings Press. 1995.
- *The Minnesota HIV Services Planning Project: An assessment of current and future needs for persons living with HIV infection in a low-incidence state.* [AIDS and Public Policy Journal](#) 8 (1) 1993.
- *Building Ownership: A Coach's Guide to Teaching Politics*, Humphrey Institute of Public Affairs, University of Minnesota Press, 1992.

REPRESENTATIVE VOLUNTEER LEADERSHIP

- Salt Lake Chamber of Commerce Pathfinder Award, 2015
- Jewish Family Services, Service Matters Award, 2015
- Utah Business Magazine, 30 Women to Watch, 2011
- Utah Valley Entrepreneurs Forum, Ron King Social Entrepreneur of the Year, 2010
- University of Utah School of Social Work, Pete Suazo Social Justice Award, 2007
- University of Utah Bennion Center, Chelsea Hale Creative Community Leadership Award, 2006
- Utah State Bar, Community Member of the Year, 2003
- Currently serve on the Boards of Voterise, a nonprofit dedicated to increasing voting among of millennials, and the High School Democrats of America, Adult Advisory Committee. Member of the Utah Women's Forum. Prior Board service includes the Utah Nonprofits Association (chair), the McGillis School, the Utah Health Policy Project, Utah Governor's Council for People with Disabilities, Utah Mental Health Planning Council, and the Utah Anti Discrimination and Labor Division Advisory Council.

Salary

- My total compensation at Salt Lake County includes a salary of \$107,000, a contribution equal to 10% of my salary to a retirement plan, full medical and dental benefits and a cell phone allowance.