

Natalie Davila

J.D. Michael, LLC

PROFILE

More than 15 years of experience in the formulation and execution of data-driven tax and economic development strategies and policies. On three separate occasions she has built economic research operations from the ground up. Dr. Davila has extensive experience in developing methodologies, gathering relevant data, analyzing, conducting economic impact analysis and making recommendations on state economic development and tax issues including but not limited to Enterprise Zones, Tax Increment Financing, Property Tax Incentives, economic development and research and development credits and Corporate Income Tax policy issues. Her Ph.D. dissertation focused on evaluating and making recommendations for programs to assist Small- and Mid-Sized (SME) Manufacturers in Illinois. She conducts projects for government agencies, not-for-profit organizations, universities, and consulting firms in tax administration and economic development issues. Natalie has more than 15 years of experience teaching Economic Development courses at the undergraduate and graduate level. She is currently an adjunct faculty member at DePaul University.

PROFESSIONAL OVERVIEW

JD Michael, LLC

State and Local Government

08/2013-present

Project manager and major contributor on state and local tax administration and policy projects. A sample of clients include:

- Strategic Economics Group, for the Iowa Economic Development Authority
- Minnesota Department of Revenue
- Illinois Chamber of Commerce
- Taxpayers' Federation of Illinois
- University of Illinois at Chicago

Illinois Department of Revenue

Research Director

9/2003-04/2013

Ms. Davila was recruited in 2003 to establish a developed a data-driven, results-oriented Research Office to advise senior government officials and other stakeholders on tax policy and economic development issues. She was responsible for forecasting revenue exceeding \$30 billion for Illinois' annual budget and developing methodologies to forecast taxes, conducts legislative fiscal impact analyses, economic development impact analyses, and evaluate economic development incentives. She participated daily in the formulation and execution of data-driven tax and economic development policies and represented the State of Illinois at local, state, and national meetings and conferences pertaining to tax and economic development policy issues.

Roosevelt University, Chicago

Assistant Professor

9/2001-8/2003

Taught undergraduate and graduate level courses in:

- Micro and Macro Economics
- Statistics and Econometrics
- Public Sector Economics
- Urban Economic Development

Chicago Manufacturing Center

Research and Marketing Director

01/1996-6/2001

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Recruited to establish a research and evaluation office specializing in increasing the productivity and global competitiveness of small medium-sized manufacturing firms. Under Ms. Davila's leadership the group conducted and directed industry analysis and domestic and international, market research for small and medium-sized manufacturing firms. During her tenure, Ms. Davila was a member of a national team of experts selected by the Federal government to develop benchmarking and evaluation methodologies for the U.S. manufacturing extension program. She acted as a liaison to federal and state government agencies, national organizations and other related entities. In addition, she conducted benchmarking analyses to direct program resources and assess performance of individual manufacturing firms.

City of Chicago

Research Director, Department of Planning and Development 1/1993-11/1995

- Managed research office specializing in economic development and urban economic development policy issues
- Conducted economic impact and cost-benefit analysis of proposed economic development and fiscal policies.
- Prepared and oversaw development of technical reports and made recommendations on industrial and economic development policy issues.
- Key projects included the effectiveness of Chicago's industrial development incentives, the impact of local tax policy on the theater industry, and the impact of the City's employee tax on business development.
- Prepared and oversaw development of technical reports and made recommendations on industrial and economic development policy issues.

City of Chicago

Chief Revenue Analyst and Director of Research 4/1988-12/1992

- Advised the Budget Director on federal, state, and local fiscal policy issues.
- Developed econometric models to forecast the City's major revenue sources and used these results in preparing the official annual forecasts of City revenue.
- Prepared five-year expenditure and revenue projections for fiscal planning purpose.
- Prepared analyses of alternative revenue sources for the City.
- Key projects included the effectiveness of Chicago's industrial development incentives, the impact of local tax policy on the theater industry, and the impact of the City's employee tax on business development.
- Conducted economic impact and cost-benefit analysis of proposed economic development and fiscal policies.

PRESENTATIONS AND ARTICLES

Progressive Versus Flat Income Taxation, Tax Facts, Taxpayers' Federation of Illinois, June 2014.

Probing Beneath the Surface: Understanding why so many Corporations do not pay Illinois Corporate Income Tax, Illinois Chamber of Commerce and the Taxpayers Federation of Illinois, February 2014.

A Study of Minnesota's Tobacco Tax Collection System, Minnesota Department of Revenue, February 2014.

Panelist, The Effectiveness of State Tax Credits/Incentives, Federation of Tax Administrators, September 2013.

Presenter, Modeling Illinois' Corporate Income Tax, Federation of Tax Administrators Annual Revenue Estimating Conference, October 2012

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A new method for estimating Illinois' E-Commerce Losses, State Tax Notes, 2009. With Andy Chupick.
Panelist, What's new at the Illinois Department of Revenue - Things You Need to Know, Council on State Taxation – Chicago Regional Meetings, 2006-2008
Speaker, Condition of Primary State Revenue Sources, Council on State Taxation – Chicago Regional Meetings, 2006-2008
Presenter, Collaborating Efforts In Revenue Forecasting, with Mark McMullan Moody's Economy.Com, Federation of Tax Administrators Annual Revenue Estimating Conference, September 2006
Presenter, Silk Purses from Sows Ears: Estimating the Impact of Little Taxes, Federation of Tax Administrators, Revenue Estimating Conference, October 2005, Federation of Tax Administrators, Revenue Estimating Conference, October 2005
Environmental Justice Analysis: How has it been implemented in Draft Environmental Impact Statements, Environmental Practice Vol 7, 2005. With D. Doenges, L. Rose, and K. Tzoumis.
Evaluating Manufacturing Extension: A Multi-Dimensional Approach, Economic Development Quarterly, Vol. 18, No. 3, 2004
Presenter, Business Taxation, Burden Shifting, and Economic Development, Federation of Tax Administrators, Revenue Estimating Conference, September 2004.
Urban Affairs Association Annual Conference, March 2003. Presented Research Paper titled "Community Development Financial Institutions as Change Agents: Strengths, Weaknesses, Opportunities and Threats.
Defining Environmental Justice Communities: EPA Region Five's Approach, Projections: The MIT Journal of Planning, 3(1): 172-189, 2002. With S. Khan, D. Rubin and K. Tzoumis.
Workshop on the Evaluation of Industrial Modernization, 1998. Presented Research Paper titled "How the Chicago Manufacturing Center Uses Evaluation in Decision Making".
How the Chicago Manufacturing Center Uses Evaluation in Decision Making, Manufacturing Modernization: Learning from Evaluation Practices and Results, eds. P. Shapira and J. Youtie, School of Public Policy, Georgia Institute of Technology, 1998.
Case Study Analysis of the Impact of Chicago Manufacturing Center Services on Dynacircuits Corporation, MEP Successes: A Case Study Approach, Washington, D.C.: National Institute of Standards and Technology, Department of Commerce, 1997.
Case Study Analysis of the Impact of Chicago Manufacturing Center Services on Glendale Technologies Corporation, MEP Successes: A Case Study Approach, Washington, D.C.:National Institute of Standards and Technology, Department of Commerce, 1997.
Business Taxes: A Comparison of Seven Cities, Civic Federation of Chicago, April 1995.
Unemployment Insurance Taxes, Commentary, 1990. With William Testa.

CREDENTIALS

Ph.D. Public Policy Analysis and Urban Planning	University of Illinois At Chicago	2001
M.A. in Applied Economics	University of Michigan At Ann Arbor	1985
B.Sc. In Economics	Queens University Belfast, Northern Ireland	1984