

Anthony Crispino

Location: Alexandria, VA

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SUMMARY

Deputy Director with 20+ years of experience leading the design, development, and launch of strategic programs, initiatives, and internal projects for government agencies and departments across the District of Columbia. Strategic Leader, Trusted Advisor, and Licensed Attorney focused on collaborating with senior stakeholders to drive business transformation, spearhead process optimization, and increase revenue growth and operational efficiency at scale.

SKILLS

- **Operations:** Organizational Development, Capacity Planning, Business Transformation & Modernization, Service Delivery & Expansion, Process Improvement Operational Health & Safety, Relationship Building, Budgeting & Resource Allocation, Vendor Management, Change Management, Risk Management, Regulatory Compliance, KPI Monitoring, Data Analytics
- **Leadership:** Strategic Planning & Execution, Program Development, Project Management, Cross-functional Collaboration, Stakeholder Engagement, Interdepartmental Alignment, Staff Hiring & Management, Coaching & Mentorship, Reporting

RELEVANT EXPERIENCE

Deputy Director, DC Department of Public Works - Washington, D.C.

May 2023 - Present

- Oversee a \$449MM+ portfolio for the District of Columbia's solid waste, parking enforcement, and fleet operations while managing all 1,500+ citywide employees and a \$188MM budget.
- Reduced hold times to 2 minutes, improved agency response effectiveness, and increased completion rates by collaborating with the Chief Administrative Officer to design, develop, and launch a 7-person Unified Dispatch Center Unit.
- Reduced seasonal leaf collection service requests and achieved overtime savings of \$1.1MM by managing and streamlining the operations of a \$2.5MM seasonal leaf collection program through new equipment purchases, the introduction of a new manager, and 24-hour repair deadlines, the stand up of a command center to monitor daily operations, and new daily calls.
- Driving the agency's initiatives to electrify and maintain a fleet of 6,000+ vehicles by leading the installation of the District government's first Level 3 charging station and introducing 3 electric street sweepers in daily operations.
- Collaborating with the Department of General Services to drive the \$102MM modernization of the District's transfer station to meet environmental requirements by overseeing the decommissioning and abatement of the station's interior while continuing to ensure the agency's continued ability to move 300,000 tons of solid waste annually.

Interim Director, DC Department of Forensic Sciences - Washington, D.C.

May 2021 - May 2023

- Oversaw the operations of the District of Columbia's consolidated forensic and public health laboratories responsible for testing 18K+ pieces of criminal evidence each year, drug and biological agent testing, and all aspects of resident health testing, including COVID-19 and Monkeypox tests with a team of 250 and an annual budget of \$28MM.
- Reduced evidentiary backlogs and decreased expenditures by \$2.65MM by spearheading the Forensic Sciences Lab's efforts to regain ISO 17025 accreditation for the DNA and Chemistry units, managing the outsourcing of all forensic analysis of evidence during the re-accreditation process, and resuming internal analysis of evidence for criminal prosecutions.
- Oversaw the Public Health Laboratory's response to the Mpox outbreak in the District of Columbia by rapidly reallocating staff and resources, obtaining additional manual tests, and introducing semi-automated test kits to triple sample processing in collaboration with the Chief Epidemiologist and the Centers for Disease Control and Prevention (CDC).
- Led audits of the Public Health Lab to achieve CLIA re-accreditation from the Centers for Medicare & Medicaid Services.
- Managed the audit of the agency's Division of Select Agents and Toxins program to receive re-accreditation from the CDC.
- Conducted briefings and developed relationships with senior officials at the US Attorney's Office, the FBI, the ATF, the Metropolitan Police Department, the CDC, and the DC Attorney General's Office to expand laboratory capabilities.
- Testified before the City Council regarding the re-accreditation process, agency performance, and budget development to restore public and Council trust, secure \$650K in annual funding for employee training, obtain an additional 10 positions within the DNA unit, and receive a \$1.6MM supplemental funding increase for outsourcing evidence testing.

Chief Administrative Officer, DC Department of Public Works

April 2019 - May 2021

- Oversaw 4 administrative divisions providing human capital, information technology, communications, and procurement services across the agency while managing a 33-person team and a \$22MM budget.
- Developed data-driven strategies to ensure the efficient provision of services and address future operational needs.
- Managed human resources for a \$2.1MM seasonal program requiring the hiring of 210 temporary employees to ensure that every street in the District of Columbia is cleared of all leaf litter twice within a 12-week operational period.
- Oversaw the training department, drug testing, and labor-management relations with the Office of General Counsel.

- Successfully led an initiative to reprogram \$2.8MM in capital funds to repair and upgrade one of the District's 2 transfer stations and generate an additional 5 years of service life for the facility; saving \$102MM in replacement costs.
- Oversaw the transition of all non-essential functions of a 1,300-employee agency from in-person to virtual status to combat the spread of the COVID-19 virus by allocating available resources to ensure all essential employees had laptops, VPN accounts, and signed teleworking agreements and standing up several warehouses for health-related supplies.
- Led the agency community relations program by hiring a new Communications Director to drive the creation of social media channels to engage with residents, personally attending ANC meetings, advocacy group meetings, and community walks, and liaising with elected officials and residents to carry out agency functions.
- Assisted the Director and Agency Financial Officer with developing and providing recommendations for the agency's annual \$178MM budget covering HR, IT, Communications, and Training.

Attorney Advisor, Homeland Security and Emergency Management Agency

July 2015 - March 2019

- Oversaw all aspects of legal affairs for the Homeland Security and Emergency Management Agency across the District of Columbia while leading a 6-person team and managing a \$260,000 annual budget.
- Collaborated with FEMA Region 3 and the Office of the National Capital Region to ensure federal assistance in response to natural disasters and national special security events occurring within the District of Columbia, including the State of the Union, Presidential Inaugurations, and the Fourth of July.
- Advised the Mayor's Special Events Task Group composed of federal and local agencies such as the FBI, FEMA, DHS, and US Secret Service on legal issues regarding the permitting of special events ranging from public space jurisdiction conflicts to requesting and funding the use of National Guard assets.
- Saved \$100MM in potential liability by working with the Office of the Attorney General to resolve a class action lawsuit.
- Developed effective strategies in defense of arbitration and litigation in the D.C. Superior Court, the D.C. Office of Human Rights, and the D.C. Public Employee Relations Board.
- Analyzed and advised the Director on proposed legislation, policy, case law, inspector general, and auditor reports.
- Reviewed intelligence products, including Suspicious Activity Reports (SARs), White Papers, and Homeland Security Information Network (HSIN) posts and articles produced by the District's fusion center to ensure compliance with all applicable federal and District privacy laws and regulations.

Human Resources Specialist, Metropolitan Police Department

February 2013 - July 2015

- Advised the Chief of Police, Command Staff, and General Counsel on the development, implementation, and interpretation of labor relations policies, practices, and laws.
- Generated hundreds of thousands of dollars in cost savings from punitive damages, potential back pay, and overtime payments by defending against adverse action appeals, grievances, and allegations of unfair labor practices.
- Designed a strategy to defend the agency before Federal Mediation and Conciliation Service appointed arbitrators, the D.C. Office of Human Rights, and the D.C. Public Employee Relations Board.

Assistant Attorney General, Office of the Attorney General

January 2012 - February 2013

- Prosecuted a docket of 100+ criminal cases, including felony cases involving murder, armed robbery, aggravated assault, gun possession, and drug sales in the District of Columbia Superior Court Juvenile Division.
- Served on the District of Columbia's Human Trafficking Taskforce to develop new policies and strategies for combating human trafficking with the US Attorney's Office, Federal Law Enforcement, the Metropolitan Police Department, and NGOs that shifted the focus of prosecution to the perpetrators of human trafficking crimes rather than the victims.
- Developed and presented trial technique-focused training to members of local law enforcement, led legal theory motion practice for attorneys, and mentored and coordinated the trial calendar for a team of 3 junior attorneys.

ADDITIONAL EXPERIENCE

- | | |
|---|------------------------------|
| • Police Officer, Metropolitan Police Department | April 2008 - February 2011 |
| • Assistant Attorney General, Office of the Attorney General | November 2004 - April 2008 |
| • Associate Counsel, Caro & Associates | January 2004 - October 2004 |
| • Assistant Corporation Counsel, New York City Law Department | December 2002 - January 2004 |

EDUCATION

- Juris Doctor, George Mason University School of Law
- Bachelor of Fine Arts in Silver Smithing and Computer Animation, James Madison University
- Fusion Center Leaders Program, Naval Postgraduate School

ADMISSIONS

- New York State Bar
- District of Columbia Bar

JASON A. NORDT

Bowie, MD | 202.497.4643 | jason.nordt@dc.gov

Motivated and action-oriented professional with a strong drive for success, aiming to progress in a challenging administrative role. Bringing outstanding leadership abilities and a demonstrated history of effectively managing diverse administrative functions to ensure productive daily operations within an organization. Possessing a successful background in human resources, contracting and procurement support services, staff training and development, performance management, and strategic planning.

CORE COMPETENCIES

- Staff Development
- Business Operational Systems
- Project Management
- Budget Management & Allocation
- Strategic Planning
- Energy Management
- Data Analyst
- Safety & Compliance Management

PROFESSIONAL EXPERIENCE

DEPARTMENT OF PUBLIC WORKS, FLEET MANAGEMENT
Fuel Management Officer

WASHINGTON, DC
2020- Current

- Provided comprehensive management and administrative support to the Fuel program by equipping program staff with essential resources to fulfill their mission effectively.
- Accountable for a \$20 million fleet fuel budget, ensuring efficient allocation of resources.
- Developed methods to analyze work quality, detect issues, and address them through evaluations and stakeholder feedback.
- Managed the workforce by adhering to organizational policies and procedures, writing job postings for hiring, and efficiently using the PeopleSoft automated system.
- Recommended training opportunities to personnel to foster professional development.
- Coordinated and implemented operational business initiatives and strategic plans for the administration, resulting in a 7% increase in managed profits for the division.

- Demonstrated strong leadership and direction in a supervisory capacity by building a collaborative team-based environment.
- Championed a multi-year project to address infrastructure deterioration resulting in safety enhancements, maintaining compliance, and modernizing facilities.
- Spearheaded the adoption of alternative fuel usage to reduce emissions and improve air quality in the District of Columbia.

DEPARTMENT OF PUBLIC WORKS, FLEET MANAGEMENT

Motor Vehicle Operator (Fuel)

WASHINGTON, DC

2017 - 2020

- Established and maintained the technical integrity of fuel management system databases.
- Assessed the economic feasibility of procuring tools and materials supporting the fuel operation.
- Ensured equipment and facility safety and mechanical integrity by conducting regular inspections.
- Assisted upper management with contracting and procurement and formulating the annual budget.
- Organized and developed transportation routes for District government operations and events.

DEPARTMENT OF PUBLIC WORKS, FLEET MANAGEMENT

Motor vehicle Operator

WASHINGTON, DC

2009 - 2017

- Scheduled and transported District Government equipment to be repaired by external vendors.
- Upheld compliance with government regulatory standards, including DOT, FMCSA, and OSHA.
- Maintained daily communications between internal and external stakeholders to execute operational goals.
- Processed work orders and invoices applied in the Fleet Management System.
- Trained new equipment operators.

Training & Certifications

- Class A Underground Storage Tank Certified Fuel Site Operator
- Stormwater Pollution Prevention Certification
- Spill Prevention, Control, and Countermeasure Certification
- Certified Emergency Liaison Officer
- Emergency Operations Center/Incident Command System Interface Certification
- Single Resources and Initial Action Certification
- Incident Command Center for Expanding Events Certification
- National Response Framework Certification
- Pass Buyer Contracting and Procurement Certification
- Contract Administrator for several District Government mission critical contracts.

EDUCATION

Bachelor of Science, Bowie State University

Sarah Hofman-Graham, MPA

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EDUCATION

GEORGE WASHINGTON UNIVERSITY, Washington, D.C. (December 2021)

MPA, Environmental Policy

- Culminating master's project: *Comparative Case Study Analysis of Select Zero Waste Policies and Programs to Inform the District of Columbia's Zero Waste Strategic Plan*
 - Project client: D.C. Department of Public Works, Office of Waste Diversion
- Coursework: Policy Analysis, Economics for Public Policy, Economics for Environmental Policy, Environmental Policy, Environmental Law, Program Evaluation, Research Methods and Applied Statistics, Organizational Management, Public and Governmental Budgeting

CALVIN UNIVERSITY, Grand Rapids, MI (May 2015)

BA, Environmental Studies, Minor in Economics

BA, Spanish

PROFESSIONAL EXPERIENCE

Department of Public Works, Office of Waste Diversion (OWD), Washington D.C. May 2022 - Present Management and Program Analyst

- Designed and launched OWD's new multifamily and commercial recycling outreach program, including:
 - Hiring and training six Recycling Outreach Specialists and managing their day-to-day work.
 - Setting performance metrics and creating a new database to track program outputs and outcomes.
 - Writing standard operating procedure for on-site technical assistance visits to multi-family properties.
 - Leading the development of a suite of educational presentations and handouts to support the program's outreach targets.
- Manages OWD's annual budget, spend plan, and procurement activities, including overseeing compliance for two federal grants, including writing the winning application for an EPA grant for \$491k
- Manages and promotes interagency, intergovernmental, and public relationships including coordinating OWD's Environmental Stakeholders and Interagency Waste Reduction Working Group, and representing DPW on the Interagency Climate Commitment Task Force and international C40 Towards Zero Waste Accelerator.
- Coordinates closely with OWD program staff to achieve OWD's program objectives, maintain performance standards and timelines, comply with legislative mandates, and promote agency priorities.
- Developed the Zero Waste DC Plan, the strategic roadmap to achieve the District's Zero Waste goal of diverting 80% solid waste away from landfilling and incineration, including extensive community engagement cycle and technical benefit-cost analysis.

THE FERGUSON GROUP, Washington D.C.

April 2021 - May 2022

Grants Analyst

- Identified and applied for federal, state and foundational grant opportunities on behalf of local governments. Services included eligibility assessments, project scope development, project timeline creation, editing and technical review of projects, preparing comprehensive narratives and budgets, and submitting required forms and applications.
- Supported applications for over \$25 million in requested funding, and wrote over 30 strategic funding recommendations for local governments across the United States.
- Areas of expertise: environmental programs, environmental justice, infrastructure.

GEORGE WASHINGTON UNIVERSITY, Washington D.C.

April 2018 - April 2021

Assistant Director of Alumni Engagement and Annual Giving, Milken Institute School of Public Health

- Led alumni engagement, volunteer management, and annual fundraising efforts, including managing two volunteer advisory boards.
- Increased number of annual donors by 3%, number of student donors by 42%, total dollars raised from annual donors by 41.9%, number of alumni volunteers by 91% from FY19 to FY20.

Development and Alumni Relations Assistant, Milken Institute School of Public Health

- Supported all aspects of donor meetings including meeting logistics, conducting research, writing briefings, and project managing cultivation and stewardship activities.

INTERNATIONAL JUSTICE MISSION, Washington D.C.

March 2017 – March 2018

Global Partnership Coordinator

- Provided executive administration for three principals, managing leaders' schedule, budget, and travel logistics, and coordination with international office locations.

WEALTHY STREET BAKERY, Grand Rapids, MI

September 2015 – September 2016

Bakery Manager

- Managed all open hour operations, marketing, sales, product quality, customer experience, and vendor relationships.
- Led a team of 15 employees, increasing average employee retention by six months.
- Established back-of-house composting program.

EIGHTH DAY FARM, Holland, MI

January 2015 - September 2016

Community Programs Coordinator

- Designed and implemented community programs on local food economies, food security, subsistence gardening, and composting.

PROFESSIONAL MEMBERSHIPS

International City/County Management Association (ICMA)

2020 – Present

Pi Alpha Alpha Honorary Society in Public Affairs and Administration

2021 – Present

SKILLS

Languages: English (fluent); Spanish (proficient)

Software: Office 365; Microsoft Word; Excel; PowerPoint; Apple Suite; Google Suite

RACHEL MANNING

PERSONAL PROFILE

Zero waste and sustainability professional with experience in public, non-profit, and professional services sectors. Working to increase access to and education around waste reduction and diversion opportunities in the District of Columbia and beyond.

CONTACT

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Arlington, VA 22202

EDUCATION

Master of Science, Sustainability Management
American University | 2017 – 2018

Bachelor of Arts, Environmental Studies
Maryville College | 2013 – 2017
Magna Cum Laude
Minors: Sustainability Studies & Graphic Design

SKILLS

Microsoft Office Suite
Salesforce Email Marketing Cloud
Mailchimp
Kentico
ArcGIS
Adobe Creative Suite
Affinity Designer
Canva
Muck Rack
Cision

EMPLOYMENT HISTORY

Program Analyst

DC Department of Public Works Office of Waste Diversion | Apr 2022 – Present

Leads the District's Curbside Composting Pilot Program, providing direct food waste collection to nearly 9,000 District households. Supported the development and coordination of the Zero Waste DC Plan, the strategic plan that will guide the District towards its 80% waste diversion goal.

Account Manager

Winston Agency | Jun 2021 – Apr 2022

Provided communications and strategic sustainability support to corporate clients in the building and design, and packaging industries, specializing in recycling, renewable materials, circularity and health/wellness.

Zero Waste Coordinator

University of Tennessee, CAC AmeriCorps | Aug 2020 – Jun 2021

Led zero waste events and programs across campus, including the implementation of a waste reduction program in 25 office buildings and management of five Zero Waste Game-Days. Managed a team of three Zero Waste and Outreach student workers.

Communications Assistant - Contract

Consumer Technology Association | Nov 2019 – Mar 2020

Provided logistical support for media engagement campaigns, conducted media monitoring and produced content such as media releases, blog posts social media copy, and executive talking points

Corporate Responsibility Fellow

VOX Global | Jan 2019 – Jun 2019

Worked alongside CSR and sustainability experts and a range of clients from the telecommunications, financial, manufacturing, and retail industries on sustainability reporting and communications, including content creation and media pitching

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CONTRACT ADMINISTRATION AND ENVIRONMENTAL MANAGEMENT PROFESSIONAL

Business-savvy contract and creative business professional with 20 years of state government experience with a solid track record of producing quality business documentation, analyzing cost saving measures, contract deliverable review, and reviewing documentation for signatures/approval. Applies creativity, strong business knowledge and ethics, developed project management skills, and leadership qualities to support mayoral and management initiatives. **Core competencies include:**

- | | | |
|---------------------------|----------------------------------|--|
| ▪ Contract Administration | ▪ Quality Assurance | ▪ Community Outreach and Presentations |
| ▪ CA e-Invoice Approver | ▪ Work Progress Charting | ▪ Knowledge of SWPPP |
| ▪ Project Management | ▪ Contractor Bid/Proposal Review | ▪ Scientific Measurement and Data Analysis |
| ▪ Procurement Analysis | ▪ Team Building | ▪ Trainer |
| ▪ Data Analysis | ▪ Verbal/Written Communication | |
| ▪ Policy and Planning | ▪ Public Speaking | |
| ▪ Documentation Creation | ▪ Customer Service | |

PROFESSIONAL EXPERIENCE

Management Program Analyst (MPA) SWDD - Supervisor: John F. Carter **2021 - Present**

- Provides a broad range of staff-type policy and program analyses, review, and technical advice and services to the two (2) Transfer Stations operated by the Department. Assists and participates in preparing various legislative and regulatory recommendations based on the program's mandates.
- Works with the DPW General Counsel to ensure that matters concerning regulatory codes are adhered to regarding residential disposal and commercial hauling requirements when visiting the transfer stations as well as, ensures compliance with transloading agreements.
- Works with the Office of Contract and Procurement and Solid Waste Management Administration Budget office as Contract Administrator Alternate for SWDD hauling, disposal, and service contracts. Also serves as E-Invoice Contract Administrator in the PASS system for invoice review, reconciliation, and approval for payment.
- Performs as Contract Administrator on all contracts required for services rendered to the Solid Waste Disposal Division.
- Performs audits of invoices received to ensure compliance with the contracts and approves all invoices as Contract Administrator for e-invoicing within the PASS procurement system.
- Plans, organizes, analyzes, evaluates, and provides technical oversight to data analysis and business process review projects through application of project management principles, practices, and techniques.
- Manages the Business Improvement District (BID) organizations registration process for disposal access to the transfer station(s) annually.
- Performs accounts payable tasks for services provided to SWDD on behalf of the District of Columbia government.
- Performs accounts receivable tasks for transloading agreements for services rendered by the Transfer Stations on behalf of the District of Columbia government to third-party companies.
- Works independently to draft plans, policies, contract statements of work, and procedures by researching and analyzing solid waste control issues.

- Prepares memoranda of understanding, etc., on behalf of the Chief or Deputy Chief of SWDD or the SWMA Administration (when directed).
- Prepares written reports summarizing data findings, analysis reports, recommendations, project management, and others as defined.
- Recommends improvements or solutions to problems or determines appropriate actions to resolve issues to be submitted to leadership.
- Responsible for conducting research on solid waste and litter enforcement strategies/programs, process improvement plans, and equipment recommendations in support of various responses and proposals presented by the Chief or Deputy Chief, SWDD.
- Identifies and explores opportunities for improvement in efficiency and effectiveness of the SWDD Program. Investigates, analyzes, and evaluates, as necessary, any problems relating to the operation or efficiency of the SWDD program.
- Responsible for keeping abreast of new and revised laws, regulations, policies, technologies, and procedures. Renders consultation and advice on the interrelation of such revisions or changes in basic guide materials to all managers and employees.
- Prepares and reviews a variety of correspondence for the signature of the leadership in response to disposal policies.
- Responds to a variety of correspondence received by the members of the City Council, members of Congress, other district agencies, and industry/business.
- Evaluates proposed changes to regulations affecting the operation of solid waste services, including their positive and/or negative impact, and prepares a report for the Chief, SWDD.
- Monitors the camera surveillance system for anomalies, incidents and accidents, license plate reporting, and compiling a summary of the video with an attached extracted clip for leadership and Safety and Security release.
- Responsible for planning, designing, and carrying out projects, studies or other assignments independently. Reviews and refines special projects performed by lower-level personnel.
- Responsible for the maintenance of transfer station scales cleanliness and operational efficiency. This work includes troubleshooting scale reading errors, connectivity errors, PowerCell™ operational issues, and works with vendor to repair the scales as needed.
- Coordinates and schedules scale calibration with the Office of Weights and Measures and the scale maintenance and installation vendor for quarterly compliance when necessary.
- Provides technical advice and support on matters under consideration and their implications for program operations.
- Participates in various discussions and policy developments as appropriate.
- Performs scale operator duties in support of the operation.
- Performs other related duties as assigned to support the operation.

The Solid Waste Disposal Division Fort Totten Transfer Station	2003 - Present
Weighing Machine Operator (WMO) - Supervisor: Dwight Anderson	10/ 2010-2021
Special Pilot Project – DPW, SWMA, Grounds Maintenance	
Special Detail concurrent with WMO duties – Supervisor: Johnny Gaither	2016 - 2017
Program Support Assistant/Payroll/HR Supervisor: Reginald May	02/2006 to 09/2010RIF

Continuing Education

University of Maryland Global Campus GPA: 3.495 - Environmental Management 2026
 Strayer University, Washington, DC – Accounting

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PROFESSIONAL EXPERIENCE

Associate Director, Planning and Sustainability Division

September 2020-Present

District Department of Transportation, Washington, DC

- Lead a diverse 42-member Division team on multimodal planning, transportation demand management, environmental compliance, and livability projects.
- Lead Division coordination with USDOT, FHWA, NPS and other agencies on environmental compliance, National Electric Vehicle Infrastructure (NEVI) plan, multimodal planning, design, and implementation of safety and mobility enhancing projects.
- Develop procedures, processes, strategic direction, budget formulation, and policy coordination for the Division on a variety of transportation planning projects and programs.
- Develop Division vision and mission in support of agency goals.
- Represent the agency on the Metropolitan Washington Council of Governments, local MPO and the Public Space Committee.
- Provide testimony on behalf of the agency to the Council of the District of Columbia.
- Provide strategic direction to improve efficient operations of the Capital Bikeshare, goDCgo, Safe Route to School, and Open Streets programs.
- Advise executive team on all matters related to Division programs, including impacts of proposed legislation, programs, policies, and related budgets.

Neighborhood Planning Manager

April 2016-September 2020

District Department of Transportation, Washington, DC

- Led a 10-member team on Development Review, Livability Studies, public space permitting reviews, and NEPA Studies.
- Managed a \$4.1 million interjurisdictional rail bridge Environmental Impact Statement (EIS) through scoping and completion, including mitigation negotiations.
- Created the Arts in the Right-of-Way and Public Space Activation programs on uses of tactical urbanist approaches to improve safety and increase public art.
- Led the creation and implementation of the Open Streets and Streatery programs.
- Responsible for the development and adoption of the ITE award winning Guidance for Comprehensive Transportation Review.

Senior Transportation Planner

February 2014-April 2016

District Department of Transportation, Washington, DC

- Provided technical direction and coordination on the transportation analysis, review, and reporting related to a variety of commercial and federal development projects.
- Provided zoning testimony on impacts of proposed real estate development projects on transportation assets and infrastructure.
- Managed complex multi-modal transportation studies including budgeting, solicitation, contracting, design, and implementation.
- Conducted community meetings and participated in interagency and external coordination with community members, District and federal agencies, and the private sector.
- Completed internal and external engineering design review on streetscape and real estate development projects.

Transportation Planner

April 2008-February 2014

District Department of Transportation, Washington, DC

- Managed various transportation related studies requiring consulting services, community input, conceptual design, and implementation of recommendations.
- Managed transportation enhancement grant projects from contracting to implementation.

- Managed the procurement, permitting, and installation of the District's first public curbside electric vehicle charging infrastructure.
- Conducted community meetings and participated in interagency and external coordination regarding transportation proposals and plans.
- Completed analysis, reporting, and testimony on traffic impact studies related to proposed development projects to zoning bodies.
- Completed internal engineering design reviews for streetscape and road reconstruction projects.
- Reviewed public space permits for compliance with regulations and standards.

Capital City Fellow

July 2007-April 2008

District Department of Transportation, Washington, DC

- Managed neighborhood traffic calming and planning studies.
- Managed and analyzed over \$2 million in Rights-of-Way funding.
- Developed and pushed through the adoption of a Complete Streets Policy for the agency.
- Completed project development and zoning reviews.
- Trained in environmental compliance and construction management.

Operations Manager

October 1999-May 2007

Dominion Mortgage Corporation, Fairfax, Virginia

- Supervised and managed front office employees.
- Managed all operating expenses, including payroll, bookkeeping, and accounts payable and receivable.
- Established cost reduction measures and negotiated with vendors to reduce overhead by over 25%.

EDUCATION

Master of Public Policy

May 2007

Concentration in Urban Policy

George Mason University, Arlington, Virginia

Bachelor of Arts in Integrative Studies

December 2003

Concentration in Advertising

George Mason University, Fairfax, Virginia

PUBLICATIONS

"DDOT MXD+ Method Development Review," Transportation Research Board, 2015

"An Innovative Approach for Establishing Vehicular Trip Caps for New Developments: A Case Study in Southeast Washington, D.C.," Transportation Research Board, 2014

LEADERSHIP AND AWARDS

National Association of City Transportation Officials (NACTO): 2020-21 Leadership Fellow

Institute of Transportation Engineers: 2019 WDCSITE Project of the Year Award - Comprehensive Transportation Review (CTR) Guidelines

District Department of Transportation: Individual Award for High Performance and Noteworthy Productivity - 2014

PROFESSIONAL LICENSES AND MEMBERSHIPS

- American Institute of Certified Planners #253260
- American Planning Association Member

KATY LANG

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TRANSPORTATION PLANNING EXPERIENCE

District Department of Transportation | Washington, DC

Transportation Planner, TDM

2022-Present

- Leading the District's Transportation Demand Management (TDM) program and services with a goal of reducing vehicle miles traveled, reducing greenhouse gas emissions, and achieving <25% commute trips by driving alone in the District.
- Creating, managing, and implementing the new E-Bike Incentive Program, which provides up to \$2,000 to District residents toward the purchase of an e-bike or cargo e-bike. Creating SOPs and implementation documentation, a user-tested application platform, marketing and outreach materials, and outreach plan to residents. Managing a team of contractors and 1 staff person to support the program. Briefing senior leadership, DC Council, and interest groups about the program. Designing a process to collect voucher recipients' e-bike trips and measure mode shift.
- Reviewing developers' TDM plans, advocating for smart transportation policies, promoting the use of sustainable transportation, and connecting stakeholders across the District to transportation resources.
- Administering the \$2M contract for the goDCgo program, funded with federal Congestion Mitigation and Air Quality funding. Directing program activities of 7 contractor staff and creating scope of work each year. Monitoring contractor activities and reports, calculating the vehicle miles traveled savings, managing invoicing and budgeting, and approving deliverables.
- Implementing the District's "Parking Cashout Law" by creating a web-based reporting portal with a technology vendor, managing stakeholder and legislative concerns daily, and analyzing results from the first implementation period. Results show that employers who created a TDM Plan did reduce driving-alone by 10% or more, and 30% of employees offered a parking cashout benefit took it.

Arlington County Commuter Services | Arlington, VA

Active Transportation Programs Director

2019-2022

- Initiated and designed an "8-Week Walking Challenge" behavior change program to encourage walking during the pandemic. Program resulted in a increase in walking for non-commute trips (52% pre-program to 76% post-program). Driving alone decreased for non-commute trips from 77% to 69%. Walking also rose in popularity for errands (49% pre-program to 76% post-program).
- Led the strategy and implementation for Arlington County's two mode-specific demand management programs: BikeArlington and WalkArlington.
- Led the County to its first Platinum Walk-Friendly Community designation in 2022 through coordination and vision.
- Supervised 2 full-time and 1 part-time staff. Conducted performance reviews, weekly check-ins, reviewed and provided feedback on work products, and provided guidance for work activities.

WalkArlington Program Manager

2018-2019

- Managed Arlington County's transportation demand management program for walking.
- Developed strategic marketing plans and outreach strategies for new audience segments such as new residents.
- Created web content, 20+ walking routes, new maps, and walking resources for the community to "get more people walking, more places, more of the time."

Pedestrian & Bicycle Information Center | UNC Highway Safety Research Center, Chapel Hill, NC

Graduate Student Researcher (part time)

2017-2018

- Organized 6 workshops for communities on how to engage with NCDOT about complete streets projects.
- Developed content for NCHRP 15-63 *Guidance to Improve Pedestrian and Bicycle Safety at Intersections*. Reviewed 38 intersection treatments and used the Crash Modification Factors database to identify safety and behavioral improvements.
- Compiled a matrix displaying 100+ statistically significant variables and whether they increase or decrease risk of pedestrian crashes. Summarized systemic safety considerations for 11 major countermeasures.
- Performed a literature review of 25 studies to identify roadway characteristics and land uses associated with pedestrian crashes, to develop a Guidebook for NCHRP 17-73's *Systemic Pedestrian Safety Analyses*.

KATY LANG

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Evaluation of On-Demand Transit Pilot (Masters Project, with GoTriangle Transit)

2017-Present

- Designed an evaluation strategy for on-demand transit pilot program in suburban office park replacing 4 shuttles.
- Analyzed demographic, operational, financial, and customer survey data to determine success of pilot.

CHANGE MANAGEMENT AND ORGANIZATION DEVELOPMENT EXPERIENCE

American Chemical Society | Washington, DC

Senior Associate, Organization Development

2013-2016

- Managed stakeholder relationships over 3 years throughout the design and implementation of new "Leadership Center." Designed 3 targeted communication and performance management programs for 400+ staff based on employee need and analysis of engagement survey results.

ICF International, Organizational Research, Learning, and Performance Division | Fairfax, VA

Expert Consultant (part time)

2015-2016

Associate

2010-2013

Research Assistant

2009-2010

- Determined the strategic imperative and key messages for promoting adoption of telework for an HHS agency.
- Designed and executed a needs assessment around telework and performance management issues for an agency of 600+ staff. Client turned my actionable recommendations seamlessly into program objectives.
- Managed a winning proposal effort for a \$780M contract vehicle. Mentored a team of 4 staff.
- Grew business from \$1M to \$2.5M in 2 years by collaborating with the client on new ideas.

EDUCATION

The University of North Carolina at Chapel Hill, Chapel Hill, NC | Masters in City & Regional Planning

Concentration: Transportation Policy & Planning

Graduation May 2018

Relevant coursework: Bicycle & Pedestrian Planning, Transportation Demand Management Workshop,

Transportation Modeling, Advanced Geographic Information Systems (GIS), and Urban Transportation Systems

The College of William and Mary, Williamsburg, VA | B.A. in Sociology

Graduation May 2009

PRESENTATIONS AND PUBLICATIONS

Parking Cashout: From Advocacy to Reality at the Association for Commuter Transportation International Conference, August 2023, Seattle WA.

The Premise of Behavioral Science in Transportation at the Association for Commuter Transportation International Conference, August 2023, Seattle WA.

On Demand Transit Pilot at the North Carolina Public Transit Association Conference, April 2018, Wilmington NC.

Coffee & Conversations Proceedings, Collaborative Sciences Center for Road Safety, Spring 2018, Chapel Hill NC. Thomas, L., L. Sandt, C. Zegeer, W. Kumfer, K. Lang, B. Lan, Z. Horowitz, A. Butsick, J. Toole, and R. J. Schneider.

National Academies of Sciences, Engineering, and Medicine. 2018. **Systemic Pedestrian Safety Analysis**.

Washington, DC: The National Academies Press. <https://doi.org/10.17226/25255>.

AWARDS AND HONORS

"Best Incentive for Behavior Change" and "Best Community Event" for goDCgo's Go Far with No Car lobby events and community pop-ups in Brightwood | Chesapeake Chapter, Association for Commuter Transportation (ACT) | 2023

"Best Print Marketing" for goDCgo's Getting to the Blossoms Guide | Association for Commuter Transportation (ACT) | 2023

Road Safety Fellow | Collaborative Sciences Center for Road Safety, UNC Chapel Hill, Chapel Hill, NC | 2018

Carolinas' Urban Ideas Competition – Honorable Mention | Urban Land Institute (ULI) Triangle | 2017

SOFTWARE SKILLS

Esri ArcGIS, Microsoft Office Suite,

TECHNICAL KNOWLEDGE

NACTO Urban Street Design Guide, ULI

PROFESSIONAL ASSOCIATIONS

Association for Commuter

KATY LANG

[linkedin.com/in/katylang](https://www.linkedin.com/in/katylang) | katylang@gmail.com | 973-768-9833

Adobe Creative Suite, Canva,
TransCAD, Synchro, StreetMix

Sharing Parking, Crash Modification Factors Transportation
Database

JENNIFER HATCH

Relevant Work Experience

Chief, Green Building & Climate Branch

Department of Energy & Environment (DOEE), Urban Sustainability Administration
Washington, DC | May 2022 – present

Previously Climate Program Analyst, January 2018- May 2022

- Leads a 7-person team responsible for advancing equitable climate action and innovative green building policy through climate mitigation and adaptation planning, greenhouse gas reporting and tracking, and leveraging partnerships internal and external, strategic grantmaking and participation in code development and project-level review.
- Provides management oversight of grants as a recipient and as a grantmaker, including \$3M award for Climate Pollution Reduction planning grant and as the grantor for recurring Green Building Innovation Fund grants.
- Subject matter expert in local climate mitigation policy and citywide greenhouse gas accounting and reporting. Spearheads annual reporting on climate action including annual updates to the District's greenhouse gas inventories to assess the impact of existing initiatives and communicate progress toward citywide mitigation goals.
- Led the development of Carbon Free DC, the District's carbon neutrality strategy, by managing a multi-year technical support grant, facilitating engagement with sister agencies and stakeholders, crafting communications, and authoring a final strategy, integrating new comments and past commitments into the targets, indicators, and policy matrix.
- Developed and drove a series of community focus groups on racial equity and carbon neutrality. Outlined sessions and crafted facilitation tools, synthesized comments into a summary vetted by participants, and distilled feedback into a community vision that has guided Carbon Free DC.
- Fostered closer collaboration between climate and transportation programs and staff, providing thought leadership within DOEE on equitable and low-carbon solutions. Led DC's participation in multi-state communication on the Transportation and Climate Initiative, coordinated within and across agencies to align stakeholder engagement, and deepened participation in internal and external networks to support equity, air quality, and carbon reduction goals.
- Developed and maintained relationships with peer cities and networks such as C40 and CNCA by engaging in peer exchanges, sharing local examples, and evaluating and supporting DC's participation in network opportunities.

MANAGEMENT & PROGRAM ANALYST

US Department of Transportation, Office of the Inspector General

Washington, DC | June 2015 – February 2016, and August 2016 – January 2018

- Crafted audit objectives, drafted findings, and proposed recommendations by summarizing regulatory criteria and researching best practices, assessing the condition of programs, and targeting the causes with recommendations for adoption.
- Assisted with messaging key audit findings, and drafted, edited, and cross-referenced reports, testimony, and presentations for public and internal stakeholders.

GREEN FELLOW

DOEE, Urban Sustainability Administration | Washington, DC | February - August 2016

- Assisted in compiling the annual Sustainable DC progress report by soliciting updates from sister agencies, drafting copy, editing, sourcing photos, and creating supporting webpages.
- Compiled and helped to validate data on key sustainability indicators for the progress report and for external review through the STAR Community Rating System.

NATIONAL DIRECTOR

ENERGY SERVICE CORPS | Washington, DC | May 2011 – July 2013

- Trained and oversaw two staff to exceed program targets. Provided programmatic leadership and oversight for an additional 22 team members.
- Managed a \$300,000 multi-state AmeriCorps program supporting over 100 members across 20 host campus sites. Oversaw recruitment, orientation, day-to-day management, compliance, and accountability through quarterly federal and grantor progress reports.
- Developed systems to track, validate, and analyze data collected by 20 host campus sites weekly. Compiled monthly reporting to track year-on-year progress.

Education

MASTER OF ARTS | PUBLIC ADMINISTRATION
American University | Washington, DC | 2016
Concentration: State and Local Government

BACHELOR OF ARTS | ENVIRONMENTAL
POLICY & GOVERNMENT
College of William & Mary | Williamsburg, VA
2009 | *summa cum laude*

Professional Skills

Greenhouse Gas Analysis Tools &

Protocols: ICLEI ClearPath, Global Protocol for Community-Scale Greenhouse Gas Emission Inventories, Local Government Operations Protocol

Program Evaluation and Grant Audits:

Conducting audits under GAGAS standards; Federal and state desk and financial audit management.

Budget and Contracts: District, Federal, state, and private grant writing and management, budgeting and reporting

Additional Trainings

Equity & Engagement:

USDN Peer Learning Exchange on Equitable Climate Action Planning (December 2020)

Government Alliance for Racial Equity (GARE) Governing for Racial Equity (May 2021), Foundations in Equity (August 2020)

Green Buildings & Climate

Consumption- and Supply-Chain Intro Cohort (June 2021)

Envision for Sustainability Professionals (April 2018)