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## Summary of Professional Experience

Over twenty years of private and public sector experience with emphasis on safe and sustainable transportation systems. Expertise in strategic direction, communication, building consensus, and developing and leading teams.

## Current Employment

United States Department of Transportation  
Deputy Administrator, Federal Motor Carrier Safety Administration  
January 2022 - present

- Serving as a political appointee in the Biden-Harris Administration as the leader of the Federal Motor Carrier Safety Administration, an Operating Administration within the Department of Transportation
- Overseeing an agency of approximately 1,100 employees, including over 800 field operating staff across the United States
- Developing policy and regulations to ensure the safe operation of Commercial Motor Vehicles to reduce crashes and fatalities on the nation's roadways
- Implementing funding and policies included in the Bipartisan Infrastructure Law, including increased funding and new policy initiatives
- Participating in the Biden-Harris Administration Truck Action Plan
- Serving on the Department Executive Councils for Safety, Equity and the Rural Opportunities to use Transportation for Economic Success (ROUTES) Council
- Serving on the Executive Policy Committee for the implementation of the Bipartisan Infrastructure Law
- Frequent discussion and collaboration with industry representatives, labor, and stakeholders to hear on-the-ground concerns, and to develop new opportunities to address issues.
- Provide technical assistance to House and Senate staff

United States Department of Transportation  
Deputy Assistant Secretary for Safety Policy, Office of the Undersecretary for Policy  
2021 - 2022

- Served as a political appointee in the Biden-Harris Administration within the Office of Transportation Secretary Pete Buttigieg
- Developed safety policy within the Department of Transportation, Office of the Secretary, and across numerous Operating Administrations.
- Led the development of a National Roadway Safety Strategy for the United States to address the crisis of fatalities on the nation's roadways.
- Coordinated policy with the Federal Motor Carrier Safety Administration (FMCSA) and the National Highway Traffic Safety Administration (NHTSA) and supported efforts within the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA).
- Participated on a focused team to develop multi-modal transportation proposals to support the Biden-Harris Build Back Better agenda and the Bipartisan Infrastructure Law, including safety, core assets, transit, and other proposals.

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- Led the development of a first of its kind \$6B Safe Streets for All competitive grant program within the Bipartisan Infrastructure Law.
  - Provided technical assistance to House and Senate staff to develop and refine legislative provisions within the Bipartisan Infrastructure Law with a focus on safety and core assets.
  - Provided Departmental coordination and leadership on the White House Interagency team to address the Coronavirus (COVID) pandemic. Coordinated the implementation of executive orders and federal requirements for mask requirements for ground and air travel
  - Frequent discussion and collaboration with industry representatives, labor, and stakeholders to hear on-the-ground concerns, and to develop new opportunities to address issues.

## Previous Employment

City of Minneapolis  
Director of Public Works  
2016 – 2021

- Directed a 1,100-employee department including all transportation functions, drinking water, surface waters and sewers, solid waste, recycling and organics, and City's fleet of vehicles.
- Responsible for an operating budget of \$360 M, and Capital Budget of approximately \$4 B over five years.
- Provided expert advice on policy matters to the Mayor and 13-member City Council.
- Led the development of a Transportation Master Plan, including all modes of transportation and the movement of goods.
- Implemented Vision Zero, a strategy to eliminate death and serious injury as a result of traffic crashes. Work included policy development, legislative changes, planning, staffing, funding, and field construction.
- Established a Public Works Smart City team to advance work in technology, digitization, shared mobility, freight and last mile delivery, and curb management.
- Focus on equitable transportation programming and flood mitigation using a criteria-based system to drive investment.
- Developed State and Federal policy positions, and represented the City to local and state officials, members of Congress, and the U.S. Department of Transportation.
- Worked collaboratively with regional partners and stakeholders including the Metropolitan Council, the Minnesota Department of Transportation, and the Minnesota Chamber of Commerce to advance regionally significant transportation projects
- Oversaw maintenance functions including snow and ice control, paving, bridges, vehicle maintenance, underground infrastructure televising and repair of an aging system.
- Water treatment, beginning and the Mississippi River, and distribution of approximately 80 M gallons daily to the City of Minneapolis and six contract wholesale customers.
- Emergency response and crisis management including COVID operations for essential workers, support for people experiencing homelessness, and response to civil unrest.
- Continuous and close labor relations with 13 bargaining units within Public Works, across several active unions. Served on the Citywide Labor Relations Committee.
- Served on the Governor's Advisory Council for Automated Vehicles.
- Served on the City's Racial Equity Advisory Committee, Chair of the Facility, Space and Assets Committee, Minneapolis 2040 Committee.

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Salt Lake City Corporation  
Transportation Division Director  
2012 - 2016

- Implemented the City vision of livability and sustainability by advancing transportation initiatives to improve mobility and improve air quality
- Developed and maintained key relationships with the Utah Department of Transportation (UDOT), the Utah Transit Authority (UTA), the Wasatch Front Regional Council (WFRC), and major institutions, in order to work collaboratively towards outcomes of mutual interest.
- Used data and information to communicate transportation concepts and issues to a variety of audiences including the public, boards and commissions, and elected officials.
- Identified needed transportation improvements, and develop state of the practice for planning, design, and installation of innovative projects.
- Executed a capital improvement program for all modes of transportation.
- Achieved operational performance including issuance of traffic control and parking permits, signal synchronization, development review, and investigations.

## **Additional Work History**

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Salt Lake City, Utah, and Western United States

Senior Associate, Deputy Leader National Transit Group, 2006 - 2010

Transportation Planner, 1997 - 1999

TTK, GmbH

Karlsruhe, Germany

Transit Planner, International Planning Group, 2005 - 2006

SWCA Environmental Consultants

Salt Lake City, Utah

Senior Planner, 2002-2004

Sear Brown Group

Salt Lake City, Utah

Senior Planner, 1999-2002

## **Education**

University of Utah, Salt Lake City

M.S., Parks, Recreation and Tourism, emphasis in Urban Planning and GIS, 1997

University of Colorado, Boulder

B.A., History, 1992

## **Professional Affiliation and Leadership**

President, National Association of City Transportation Officials (NACTO) 2019 - 2021

Vice President, National Association of City Transportation Officials (NACTO) 2017 - 2019

Board Member, Open Mobility Foundation 2019 - 2021

Board Member, National Institute for Transportation and Communities - 2014 - 2016

Founder and Inaugural President of the Utah Chapter, Women's Transportation Seminar (WTS)