



MURIEL BOWSER
MAYOR

April 10, 2024

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, NW, Suite 504
Washington, DC 20004

Dear Chairman Mendelson:

In accordance with section 2(a) of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.02(a)), and pursuant to section 3(a) of the Department of Transportation Establishment Act of 2002, effective May 21, 2002 (D.C. Law 14-137; D.C. Official Code § 50-921.02), I am pleased to nominate the following individual:

Ms. Sharon Kershbaum
MacArthur Boulevard, NW
Washington, DC 20016
(Ward 3)

for appointment as Director of the District Department of Transportation, to serve at the pleasure of the Mayor.


Enclosed, you will find biographical information detailing the experience of the above-mentioned nominee, together with a proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me, or Steven Walker, Director, Mayor's Office of Talent and Appointments, should the Council require additional information.

Sincerely,

A handwritten signature in black ink that reads "Muriel Bowser".

Muriel Bowser
Mayor


Chairman Phil Mendelson
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

To confirm the appointment of Sharon Kershbaum as Director of the District Department of Transportation.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, that this resolution may be cited as the “Director of the District Department of Transportation Sharon Kershbaum Confirmation Resolution of 2024”.

Sec. 2. The Council of the District of Columbia confirms the appointment of:

Ms. Sharon Kershbaum
MacArthur Boulevard, NW
Washington, DC 20016
(Ward 3)

as Director of the District Department of Transportation, established by section 2 of the Department of Transportation Establishment Act of 2002, effective May 21, 2002 (D.C. Official Code § 50-921.01), to serve at the pleasure of the Mayor.

Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution, upon its adoption, to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

SHARON KERSHBAUM

EXPERIENCE:

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Interim Director, District Department of Transportation

October 2023 – Present

Deputy Director

October 2021 – October 2023

Washington DC

Provide executive leadership and strategic direction for diversified transportation agency that includes building and maintaining transportation infrastructure, public space permitting, bus and streetcar transit operations, micromobility policy and oversight, urban forestry, and traffic engineering and safety. Direct a staff of over 1,200 employees and an operating and capital budget over \$1B.

Accomplishments:

- Led realignment of Agency to improve strategic focus on agency priorities, establish career paths to enhance retention and right-size executive team portfolios.
- Established cross-functional team to prioritize and strategically address roadway safety efforts.
- Launched employee engagement effort to combat organizational silos and collaboration concerns.

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Chief Operating Officer, Department of Human Services

March 2015 – August 2021

Washington DC

Led internal operation functions for the agency including human resources, information technology, office and shelter space design and management, performance management, budget, procurement, compliance and risk management, customer call center, and emergency preparedness. Directed a staff of over 150 and a \$582M annual operating budget.

Accomplishments:

- Supported rapid expansion of agency infrastructure and services, including a 53% increase in operating budget allocation within four years.
- Introduced annual employee viewpoint survey and launched initiatives to address feedback including an employee recognition and awards program, a DHS new employee orientation, employee engagement efforts and a leadership development program.
- Led fraud mitigation effort including establishing insider threat detection capabilities, securing grant funds and launching public benefit fraud awareness campaign, improving internal controls and increasing capacity of fraud investigation team.
- Introduced a number of streamlined administrative processes, security improvements, a mass notification system, and administrative data and tools for agency leadership.

DEPARTMENT OF THE TREASURY

December 2012 – March 2015

Deputy Assistant Secretary, Management and Budget

Office of the Assistant Secretary for Management, Washington DC

Led strategic planning, budget formulation and performance management for the Department of Treasury. Direct process improvement services across the agency as well as a Treasury Lean Six Sigma certification program.

Accomplishments:

- Served as interim Assistant Secretary for Management
- Enhanced and coordinated quarterly performance reviews for Treasury's bureaus and policy offices.
- Established and co-chaired IT Investment Review Board for Treasury headquarters offices.
- Initiated customer service campaign for internal support functions, including annual surveys.
- Developed and implemented new format for strategic plan development and monitoring for all Treasury components that was highlighted as one of the best in government by the Office of Management and Budget.

- Redesigned budget formulation process for Treasury headquarters to uncover opportunities for savings and collaboration.

Director, Departmental Offices (HQ) Operations

December 2010 – December 2012

Office of the Assistant Secretary for Management, Washington DC

Directed Treasury headquarter operations, including five divisions: Real Estate and Facilities Management, Office of Environment, Health and Safety, Conference and Event Management, Office of the Curator, and Printing and Graphics Division. Provided oversight and guidance on all operational matters in Departmental Offices, provided vision and direction to team of over 100 employees, developed and oversaw \$15 million operating and capital budget, conceived of and implemented efforts to improve service delivery and reduce costs.

Accomplishments:

- Restructured commercial parking contracts to reduce costs by \$200,000 annually and improve customer service.
- Directed the creation of a scanning center as part of Treasury’s print shop, including cross-training staff, mapping process flows, aligning activities with the Office of Records Management, securing a repository for storing completed projects, developing a cost methodology and marketing the service to potential customers.
- Served as Treasury’s interim Director of the Office of Minority and Women Inclusion. Led the Director search and selection process, facilitated key decisions regarding reporting structure and organizational design, responded to inquiries from the Hill and advocacy groups, updated the Dodd-Frank Implementation Steering Committee on rollout status.

Program Manager, detailed to Consumer Financial Protection Bureau

July 2010-November 2010

Led all real estate and procurement matters for new Bureau.

Accomplishments:

- Secured office space and coordinated move of all employees within four months of Bureau establishment.
- Designed Bureau’s real estate and procurement organizations and hired staff.

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Deputy Chief Procurement Officer and Assistant Director for Performance Management, May 2008 – July 2010

Office of Contracting and Procurement, Washington DC

Oversaw ten-person staff responsible for District-wide contract administration, environmentally preferred purchasing, customer service, procurement data analysis and reporting, the procurement information technology system as well as the District’s purchase card program. Served as the District’s Acting Chief Procurement Officer (CPO) with complete delegated authority when the CPO was unavailable.

Accomplishments:

- Designed and oversaw the implementation of the Procurement Transformation Initiative – a three-year strategic plan to improve all elements of the District’s procurement system.
- Oversaw the design and implementation of two modules of the District’s automated procurement system (ARIBA Sourcing and Contract Compliance) to improve award cycle times, increase competition and reduce paper-intensive administrative tasks.
- Led the closure of all findings and recommendations from a 2007 GAO Audit (“District of Columbia: Procurement System Needs Major Reform”).
- Overhauled the District’s purchase card program reconciliation and payment process.

Program Manager, Office of the City Administrator

April 2007-April 2008

Developed “CapStat” accountability sessions for the Mayor and City Administrator: worked with agency leadership to extract data related to high profile issues, analyzed data, researched best practices and prepared presentations synthesizing the information in order to facilitate effective policy decision-making. Led budget-related special projects.

Accomplishments

- Redesigned the District’s \$6 billion budget formulation and approval process.

- Developed methodology for establishing, monitoring and reporting agency budgets, performance goals and results.
- Initiated the District's Fleet Reduction project, which led to a reduction of over 300 vehicles (8 percent of the total fleet size), and the implementation of "Fleet Share" an on-line motor pool reservation system.

FANNIE MAE

Director and Chief of Staff, Community Lending Division

November 2004-April 2007

Washington DC

Responsible for financial and performance management, including revenue forecasting, budget development and monitoring. Managed division's operational functions including staffing, communication, technology, facilities and procurement. Directed division's operational risk and compliance activities, including the development of business process flows and remediation of control deficiencies in accordance with Sarbanes-Oxley requirements.

Accomplishments:

- Developed and implemented strategic plan for company's construction lending division with \$690 million portfolio.
- Simultaneously managed audits and remediation plans for company's two oversight entities (HUD and OFHEO), internal audit department and Sarbanes-Oxley Section 404 compliance.
- Oversaw the reorganization of the Community Lending Division, including revenue analysis, strategy development, internal and external communications, and modifying position descriptions and organizational charts.
- Led the market research, design and implementation of new contact management and legal fee tracking systems for the Division.

THE CITY OF PHILADELPHIA, OFFICE OF BUDGET AND PROGRAM EVALUATION

Deputy Budget Director and Director of Special Projects

February 2000-May 2004

Philadelphia, PA

Ensured all City department leaders remained accountable for delivering municipal services and managing their operating budgets. Worked with department leadership to develop, track and assess key initiatives and performance measures. Highlighted performance fluctuations to department managers and, when necessary, worked with them to resolve operational and resource issues. Wrote, edited and produced the City's Five-Year Financial Plan, which presents City-wide and department-specific strategic initiatives and their budgetary and service impact.

Accomplishments

- Asked to serve as Director of Special Projects and oversee the implementation of \$178 million in efficiency initiatives that cut across multiple City departments. Reported directly to a cabinet-level steering committee regarding progress on these key projects.
- Co-led Philadelphia's fleet reduction initiative, which resulted in the elimination of 330 vehicles from the City's fleet (saving \$1.8 M annually) and the introduction of the nation's first-ever municipal car sharing program.

FANNIE MAE

Senior Business Analyst, Single Family Mortgage Business

August 1998-February 2000

Philadelphia, PA

Analyzed market data and delivery performance to determine potential opportunities. Performed analysis of housing markets in large cities to determine community development needs.

Accomplishments

- Assessed account management process within five regional offices, recommended infrastructure changes to senior management, designed and implemented approved changes which increased efficiency, customer service, and revenues.
- Created and implemented a business development strategy for small and mid-sized community banks and Credit Unions, to help promote homeownership in low and moderate income communities.

OPERATION UNDERSTANDING

Executive Director

July 1994-July 1996

Philadelphia, PA

Responsible for the management, marketing, and fundraising for a cross-cultural leadership development program for Jewish and African-American high school students. Coordinated international and domestic summer travel and year-round activities for program participants, organized citywide conferences, managed six standing committees and over 100 volunteers. Worked with local, national, and international media to promote organization, developed semi-annual newsletter, and originated partnerships with community leaders and Philadelphia school teachers. Raised and maintained annual budget through grant requests, gala events, and various fund-raising activities.

Accomplishments

- Doubled the number of participants by conceiving of and implementing a domestic program in addition to the established international program.
- Spearheaded the first strategic planning process for the organization.
- Received the City of Philadelphia's Commission on Human Relations "Professional in Human Relations" Award (1995) in recognition of my accomplishments.
- The organization was recognized with the local NAACP chapter's "One World" award (1996) for its impact on the Philadelphia community.

SALOMON BROTHERS INC

Training Specialist, Human Resources Department

July 1992-June 1994

New York, NY

Developed and implemented organizational development initiatives including: assessing the performance appraisal process firm-wide, creating training curriculums, redesigning support functions and establishing competency-based selection process for various departments. Conducted focus groups, designed surveys, analyzed data and presented possible solutions to internal clients.

EDUCATION:

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

May 1998

Master of Business Administration, Concentration in Real Estate and Public Policy

UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

May 1992

Bachelor of Arts Degree, Major in International Affairs, Minor in Women's Studies
Cum Laude with Distinction in Major, Dean's List

AWARDS:

Selected as National Academy of Public Administration Fellow, 2016

Selected as Eisenhower Exchange Fellow to New Zealand, 2003

Recipient of Wharton School's Gress Public Management Fellowship, 1998

Recipient of Wharton School's Dean's Award of Excellence for Service to the Community, 1997

Recipient of Philadelphia Commission on Human Relations "1995 Professional in Human Relations"

Award



Executive Office of the Mayor – Mayor’s Office of Talent and Appointments
John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

Sharon Kershbaum



Ms. Sharon Kershbaum is currently the Interim Director of the DC Department of Transportation (DDOT). Prior to DDOT, she worked as the Chief Operating Officer of the DC Department of Human Services. Sharon previously served at the US Department of Treasury as the Deputy Assistant Secretary for Management and Budget. Ms. Kershbaum’s previous local government experience includes serving as a “CapStat” Program Manager in the City Administrator’s Office and the Deputy Chief Procurement Officer for the Government of the District of Columbia, as well as the Deputy Budget Director for the City of Philadelphia. Ms. Kershbaum worked at Fannie Mae as Chief of Staff and Director in its Community Lending Division and served as Executive Director of Operation Understanding, a youth leadership development program with a mission to foster harmony and understanding between the African-American and Jewish communities in Philadelphia. Sharon has served as a Fellow with the National Academy of Public Administration since 2016.

A Ward 3 resident, Ms Kershbaum received her Bachelor of Arts and Master of Business Administration from the University of Pennsylvania.



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

To: Tomas Talamante, Steve Walker
From: Betsy Cavendish
Date: March 18, 2024
Subject: Legal sufficiency review of Resolution nominating Sharon Kershbaum as
Director of the District Department of Transportation

This is to Certify that this office has reviewed the above-referenced resolution and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call Erika Satterlee, Deputy General Counsel, Executive Office of the Mayor, at 202-724-1303, or me at 202-724-7681.

A handwritten signature in black ink that reads 'Elizabeth A. Cavendish'. The signature is written in a cursive style.

Elizabeth A. (Betsy) Cavendish