



OFFICE OF THE
SECRETARY

2016 SEP 30 PM 1:06

MURIEL BOWSER
MAYOR

SEP 30 2016

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 The Transportation Reorganization Act of 2015, effective June 22, 2016 (D.C. Law 21-0124; D.C. Official Code § 50-301.01 et seq.), which established the Department of For Hire Vehicles, I am pleased to nominate the following person:

Mr. Ernest Chrappah
4000 Massachusetts Avenue, NW
Apartment #928
Washington, D.C. 20016
(Ward 3)

for appointment as Director of the Department of For-Hire Vehicles, to serve a term to end at the pleasure of the Mayor.

Enclosed you will find biographical information detailing the experience of the Mr. Chrappah and 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, appearing to read "Muriel Bowser".

Muriel Bowser

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Chairman Phil Mendelson
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

Chairman Phil Mendelson, at the request of the Mayor, introduced the following resolution,
which was referred to the Committee on _____

To confirm the appointment of Mr. Ernest Chrappah as Director of the Department of For-Hire
Vehicles.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, that this
resolution may be cited as the “Department of For-Hire Vehicles Ernest Chrappah Confirmation
Resolution of 2016”.

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

Mr. Ernest Chrappah
4000 Massachusetts Avenue, NW
Apartment #928
Washington, D.C. 20016
(Ward 3)

as Director of the Department of For-Hire Vehicles, established by The Department of For-Hire
Vehicles Establishment Act, effective June 22, 2016 (D.C. Law 21-0124; D.C. Official Code §
50-301.10 et seq.), 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.

ERNEST CHRAPPAH

EXECUTIVE PROFILE Strategy and Operations executive with a reputation for applying innovation to solve complex problems. Fifteen years of progressive experience leading various functions of an organization from business administration, technology, finance, operations, compliance, and marketing. Stellar track record of transforming District of Columbia government agencies and successfully implementing high profile initiatives for the Executive Office of the Mayor, Child and Family Services, Special Education Transportation, Taxicab Commission, and Office of the Chief Technology Officer.

AREAS OF EXPERTISE

- Organizational Development
- Innovation & Technology
- Board Relations
- Marketing
- Business Development
- Financial Management
- Statistical Analysis & Analytics
- Public Administration

EDUCATION MBA, University of Maryland, Robert H. Smith School of Business College Park, MD
BA, Economics American University Washington DC

CAREER HISTORY

Acting Director, DC Department of For-Hire Vehicles, Washington DC 6/16 – Present

Chairman, DC Taxicab Commission, Washington DC 8/15 – 6/16

- Oversaw all policy and management decisions for a regulatory agency with a \$12M operating budget and 64 FTEs. Developed a vision, strategy, and implemented the transformation of the taxicab industry to provide better customer experiences.
- Expanded economic opportunities by providing almost \$1M in grants to independent taxicab owners and companies for wheelchair accessible transportation options and electric vehicles.
- Restored public trust by eliminating a two-year backlog of complaints through business process reengineering. Complaints are now resolved within 30 days or less.
- Launched innovative programs including the DC Taxi app and an on-demand delivery service.
- Led 9 members of the Commission to promote public interest and a viable taxicab industry

Deputy Chief Information Officer, Child and Family Services, Washington DC 10/13 – 8/15

- Senior level executive with responsibility for developing and implementing innovations to support 300+ social workers.
- Led a team 15 employees and contractors to implement mobile apps and paperless forms that increased productivity by 2 hours a day per worker.
- Provided oversight on administering a \$10M budget and administered several high profile contracts.
- Created a project governance system to enhance fiscal management, transparency, and accountability.

Chief of Operations, DC Taxicab Commission, Washington DC 4/12 – 10/13

- Senior level executive with responsibility for providing analysis, advice, and recommendations on matters of policy development.
- Architected and managed the implementation of three major taxi reform initiatives: credit card/mobile phone payments, uniform color, and universal dome light in 6500 vehicles.
- Managed a staff of 5 direct reports in delivering services to over 200 customers a day.
- Developed a wheel chair accessible taxi program in concert with WMATA to increase the District's fleet of accessible taxis by 75-100 while saving \$3.6M in two years.
- Designed market research studies and provided statistical analyses of proposed legislations.

Director of Fiscal Management, Office of the State Superintendent of Education, Washington, DC 12/10-03/12

- Managed a 4-person team responsible for planning, designing, and administering a \$95M budget for transportation services in a timely, effective and cost-efficient manner.
- Increased the number of invoices paid on-time by 51% in thirteen months by reengineering the invoice payment process and developing a Quickbase software and Google apps application to manage the process.

accountability in procurement, vendor payments, and budget execution.

- Led the development of policies and department based budgets resulting in \$3M+ in cost savings.

Program Analyst, *Office of the City Administrator. Executive Office of the Mayor, Washington, DC. 02/10-12/10*

- Provided oversight, operational advice, and support to ensure the Mayor's policy and program priorities are executed for five district agencies with a combined operating budget of \$283.6million.
- Facilitated the development of annual performance plans and budgets for Department of Motor Vehicles, Department of Public Works, Office of the Chief technology Officer, District Commission of Arts and Humanities, and Department of Insurance Securities and Banking.
- Saved the District \$3M in telecomm expenses by partnering with the Office of the Chief Technology Officer and Office of Resource Management to implement pooled wireless plan, dispute billing, and disconnect unnecessary circuits.
- Managed the execution of a cost saving initiative that resulted in \$900,000 savings in procurement.

Program Manager, *Office of the Chief Technology Officer, Washington, DC. 04/08- 02/10*

- Managed the financial health of a \$70M portfolio of information technology projects using the stock market model for performance management.
- Won the NASCIO 2008 award for innovation in IT Project Management category as a member of six portfolio managers overseeing all IT initiatives for the DC government.
- Planned, organized, analyzed, evaluated, and controlled projects through application of project management principles, practices, and techniques.
- Advised agencies in the development and execution of information technology strategic plans leveraging technology for efficient delivery of government services.

Account Director, *Corporate Executive Board, Washington, DC. 01/07- 04/08*

- Exceeded revenue target of \$3M by soliciting/closing new business and renewing existing membership accounts.
- Built and maintained relationships with Board members of Fortune 1000 companies through a consultative selling process.
- Discussed cutting edge strategic issues and risk management with Audit Committee chairs/members of large public companies.

Account Manager, *First Advantage Corporation, Rockville, MD. 08/05-12/06*

- Increased revenue by 20% in a \$5M market by analyzing the customer lifetime value, developing and implementing customized account management plans for clients.
- Identified over \$700,000 in new business opportunities for the sales team, by maintaining information on clients' business strategies, objectives, organizational structure and issues.

Client Relations Manager/Sales Executive, *MCMC LLC, Bethesda, MD. 10/03-07/05*

- Analyzed survey data using SPSS, segmented customers by buying patterns and developed an account management plan that increased annual volume of referrals by over 15% from top 20 clients.
- Retained 98% of existing accounts in a competitive market by building strong relationships with clients through meetings, primary research, satisfaction reviews, and project plans.

Management Consultant, *ES Inc., Washington, DC. 09/02-10/03*

- Analyzed local government management information systems, business requirements, processes, and prepared reports on improvement opportunities on time and on budget.

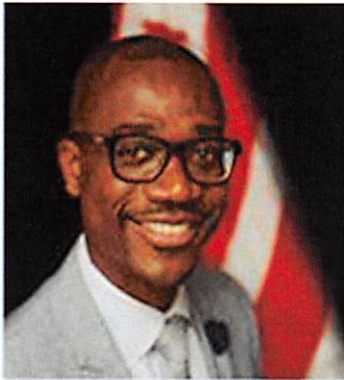
Project Manager, *Americas Nextlinx Inc., Rockville, MD 12/99-07/02*

- Successfully led a team of 7 analysts and software engineers in developing and implementing new software functionality for major clients including FedEx, Panasonic, Proctor and Gamble, and Expeditors.
- Managed all aspects of the software development life cycle from planning, analysis, design, implementation, and maintenance for the Americas region resulting in two promotions within 14 months.



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

Ernest Chrappah



Ernest Chrappah is an experienced government executive and successful entrepreneur with a reputation for finding innovative solutions to complex challenges.

Mr. Chrappah was named by District Mayor Muriel Bowser to serve as the Acting Chairman of the DC Taxicab Commission on June 8, 2015. He was confirmed as Chairman by the Council of the District of Columbia on November 3, 2015. Previously, he served as the Deputy Chief Information Officer for the Child and Family Services Agency, where he implemented innovative technology solutions leveraging analytics, mobility, cloud, APIs, and user-oriented design for a workforce of over 800 employees to improve child welfare outcomes. In addition, he created an IT governance framework and project portfolio management system to enhance fiscal management, transparency, and accountability.

From July 2012 to October 2013, Mr. Chrappah was the Chief of Operations for the DC Taxicab Commission. His responsibilities included supervising the strategic and operations management of industry reform initiatives and internal business process reengineering programs. He provided technical analysis and recommendations on matters of regulatory policy development, with a focus on creating an enabling environment for innovation while balancing diverse competing interests, and directed a staff responsible for delivering account management services to over 200 customers per day. Among the projects he oversaw were the successful transition to a noncash payment system, the installation of the universal dome light, the implementation of the uniform color scheme, and an expansion of the wheelchair accessible taxi fleet.

A Ward 3 Resident, Mr. Chrappah received a Master of Business Administration from the University of Maryland's Robert H. Smith School of Business.



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



Office of the General Counsel to the Mayor

To: Lolita Alston
From: Betsy Cavendish
Date: August 24, 2016
Subject: Legal sufficiency review of resolution appointing Ernest Chrappah as Director, Department of For-Hire Vehicles

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 Alana Intriery, Deputy General Counsel, Executive Office of the Mayor, at 202-724-1303, or me at 202-724-7681.

A handwritten signature in cursive script that reads 'Elizabeth A. Cavendish'.

Elizabeth Cavendish