



**MURIEL BOWSER**  
**MAYOR**

October 7, 2021

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 of the Confirmation Act of 1978, effective March 3, 1979, (D.C. Law 2-142; D.C. Official Code § 1-523.01), and pursuant to the Reorganization Plan No. 4 of 1983, effective March 1, 1984 (D.C. Official Code § 1-1506.04), I am pleased to nominate the following person:

Ms. Christine V. Davis  
Erie Street, SE  
Washington, DC 20020  
(Ward 7)

for appointment as the Director of the Department of Public Works to serve at the pleasure of the Mayor.

Enclosed you will find biographical information detailing Ms. Davis' experience, 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,  
  
Muriel Bowser



Chairman Phil Mendelson  
at the request of the Mayor

A PROPOSED RESOLUTION

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IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

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To confirm the appointment of Ms. Christine V. Davis as the Director of the Department of Public Works.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, that this resolution may be cited as the "Department of Public Works Christine V. Davis Confirmation Resolution of 2021".

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

Ms. Christine V. Davis  
Erie Street, SE  
Washington, DC 20020  
(Ward 7)

as the Director of the Department of Public Works, established by Reorganization Plan No. 4 of 1983, effective March 1, 1984 (D.C. Official Code § 1-1506.04), in accordance with section 2 of the Confirmation Act of 1978, effective March 3, 1979, (D.C. Law 2-142; D.C. Official Code § 1-523.01) (2018 Supp.), 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.

# Christine V. Davis

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## General Counsel | Executive Leader

### Executive Profile

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Highly motivated, award-winning, principled, results driven executive leader with distinguished 23+ career in public service. Served DC Department of Public Works for 20 years in various roles. Skilled in strategic planning, policy and budget development and operational leadership. Record of achievement that spans 20+ years in government legal service responsible for civil and administrative litigation, employment related litigation, EEO, Ethics and FOIA, investigations, rulemaking and legislative drafting, budget and staff management. Politically savvy partner with the ability to drive collaborative partnerships to ensure organizational efficiencies and mission-critical results.

### Accomplishments

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- Successfully led DC Snow Team, comprised of multiple District Government Agencies, in response to first measurable and impactful snow event in two years. The three-day event consisted of snow, freezing rain and below-freezing temperatures.
- Guided and supported the creation of the Grounds Maintenance Unit within the Solid Waste Management Administration. Identified, inventoried and assessed each area in need of mowing and maintenance in the District to determine responsibility for mowing and maintenance, frequency of mowing and the service level necessary to maintain the location. The Grounds Maintenance Unit exceeded its on-time performance goal of 85% by achieving 95% in FY19.
- Advised and assisted in implementation of Vision Zero initiative regarding enforcement of bicycle lane violations. Assisted Parking Enforcement Management Administration (PEMA) in increasing bicycle lane enforcement through issuance of automated parking tickets. Automated tickets addressed the ever-present issue of vehicles violating bicycle lane regulations and then fleeing before a ticket could be issued. With the enforcement change, PEMA can issue tickets through the mail after capturing a photo of the violation as well as information legally necessary to identify the owner of the vehicle such as make, model and license plate of the vehicle.
- Supervised and monitored DPW's Multistate Agreement and Supplemental Environmental Program through which Fleet Management Administration's (FMA) 13 fueling stations were rehabilitated and upgraded to achieve compliance with EPA laws and regulations regarding underground storage tanks. Recommended installation of Automatic Tank Gauges (ATGs) and centralized polling system infrastructure to alert DPW of leaks or overfill of the fuel tanks. Implementation of the improvements in monitoring and recordkeeping saved DPW approximately a million in fines.
- Led DPW's efforts regarding the Integrated Product Team (IPT), a review of overlapping services with the Department of General Services. The IPT generated recommendations to absorb or transfer services from a legal and operational review. DPW/DGS IPT served as model for service review in other agencies.
- Prior to issuance of Mayor's Order transforming handling of Sexual Harassment claims in the District, conceptualized and implemented agency-wide Sexual Harassment training to address pervasive sexual harassment issues in a predominantly blue-collar workforce where males occupy at least 85% of the positions.
- Developed and conducted agency-wide ethics training for employees. The training simplified the complex ethics rules and applied ethics provisions to everyday situations faced by DPW employees.
- In concert with the Deputy Director, reduced costs associated with worker's compensation cases from more than \$2 million to approximately \$500,000. Reduced costs by comparing agency practices with laws and regulations regarding workers compensation. Review revealed 1. No one person or office had oversight of the workers compensation program; 2. Agency was not responding appropriately, if at all, to requests for information thus employees not entitled to workers compensation were receiving it; 3. Sufficient detail to refute claims was not being provided; 4. Several employees were still receiving workers compensation benefits although they had returned to work and 5. Many employees still on workers compensation were eligible for termination.
- Supported the re-engineering of the Abandoned Vehicle Operation through legislative, contractual and budgeting changes.
- Managed agency relationship with three collective bargaining units representing 1100 employees. Resolved grievances, formal and informal, involving disciplinary concerns, management's rights, working conditions and compensation issues on behalf of the agency. Conducted Impact and Effect Bargaining with two collective bargaining units as agency conducted a Reduction in Force. Guided agency through the Reduction in Force for two units. Successfully defended against all actions challenging the Reduction in Force.

### Awards

- Exemplary Service Award, Office of the Attorney General for the District of Columbia, May 2014
- Exemplary Service Award, Office of the Attorney General for the District of Columbia, January 2012

- Exemplary Service Award, Office of the Attorney General for the District of Columbia, February 2010
- American Jurisprudence Award, Criminal Justice Clinic, Spring 1996
- American Jurisprudence Award, Legal Research, Reasoning and Writing, Fall 1994

## Experience

### **District of Columbia Government**

Washington, DC

#### Department of Public Works

- Interim Director January 2021 - Present
  - General Counsel January 2003 – January 2021
  - Acting Chief of Staff April 2018 – October 2018
  - Interim Employee Relations/Labor Relations Manager April 2020 – October 2020
  - Attorney Advisor April 2011- October 2011  
June 2002 – January 2003
- Lead DC Snow Team comprised of multiple District Agencies in response to snow and winter weather events.
  - Prepare Agency for annual Performance and Budget Oversight hearings.
  - Collaborate with sister agencies to create efficiencies in service delivery.
  - Provide legal counsel and guidance to Director and executive management on legal and policy issues affecting the Department and its operations, such as personnel issues, interpretation of collective bargaining agreements, litigation.
  - Draft legislation in support of operations and liaise with D.C. Council and Executive Office of the Mayor regarding legislative issues.
  - Serve as Ethics Officer tasked with investigating ethics complaints, develop and conduct ethics training, responding to inquiries from employees and providing guidance and review conflict of interest/financial disclosure statements of designated employees.
  - Serve as FOIA Officer and EEO Counselor tasked with conducting sexual harassment and EEO investigations. Developed and conducted agency wide Sexual Harassment training.
  - Designated as Senior Hearing Officer for the review of complex disciplinary actions of other agencies.

#### Office of the City Administrator for the District of Columbia

Washington, DC

- Special Assistant to Neighborhood Services Initiative February 2001 – June 2002
- Facilitated dozens of collaborative problem solving strategies for persistent problem areas in all eight wards of the District of Columbia. Strategies included the involvement of multiple District agencies, i.e. Metropolitan Police Department, Department of Public Works, Department of Health, Office of the Corporation Counsel, Department of Parks and Recreation, Fire & Emergency Services, Department of Human Services, Department of Consumer and Regulatory Affairs, District Department of Transportation and District of Columbia Housing Authority.
  - Involved community leaders in the problem solving strategies earning their commitment to help maintain improvements and continue engaging residents. Managed a staff of 17.
  - Worked with several federal agencies, i.e. United States Attorney's Office for the District of Columbia, Department of Housing and Urban Development's Section 8 program.
  - Managed nuisance property issues throughout the District and facilitated the emergency property closure activities for substandard properties

#### Office of the Corporation Counsel for the District of Columbia

Washington, DC

- Special Assistant to the Senior Deputy for Public Protection and Enforcement March 2000 – February 2001
  - Community Prosecutor for the Seventh Police District September 1999 – March 2000
  - Staff Attorney, General Crimes Section February 1998 – September 1999
- Excelled as staff attorney, with an 80% conviction rate, in high volume litigation unit prosecuting criminal traffic offenses, quality of life offense and criminal violation municipal regulations in D.C. Superior Court. Responsible for all stages of criminal prosecution: reviewing matters for criminal charges; arraignments; pretrial hearings; trials; sentencing, and post-trial hearings. Specially assigned to prosecute more complex, high profile cases. Assigned to prosecute misconduct of Metropolitan Police Officers forwarded by Internal Affairs.
  - Served as Corporation Counsel's first Community Prosecutor. Collaborated with police officers to develop alternative solutions to quality of life offenses in their patrol areas. Addressed concerns of community, business associations and police officers at monthly patrol area meetings. Conducted in-service training at police roll calls. Assisted in the abatement of nuisance properties in police districts and coordinating efforts of other agencies, both District and Federal. Developed new process for citing violators of municipal regulations regarding illegal poster and placarding.

- As Special Assistant, assumed management responsibilities of 8 attorneys assigned to participate in Neighborhood Services Mayoral Initiative. Assisted attorneys in meeting the needs of the community and developing crime prevention strategies along with law enforcement entities.
- Led District of Columbia's efforts in the prosecution of Slum Landlords. Convened interagency working group to investigate owners of substandard property, identified witnesses, filed criminal charges which consisted of hundreds of criminal counts in each case, prepared witnesses for trial, conducted settlement negotiations. The most successful case resulted in the property being sold to the tenant's association for \$1, contribution to the renovation of the property and the slum landlord divesting ownership in all other properties in the District of Columbia.

### **Community/Civic Activities**

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- Gift of Adoption, Inc. National Capital Region, Board Member
- DC Central Kitchen, Volunteer
- Reading Partners, Volunteer

### **Education**

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- **George Washington University** Washington, DC  
*Certified Public Manager, 2003*
- **Howard University School of Law** Washington, DC  
*Juris Doctorate, May 1996*
- **University of Virginia** Charlottesville, VA  
*Bachelor of Arts Degree in American Government, May 1993*

### **Bar Memberships**

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- District of Columbia
- Maryland
- U.S. Supreme Court



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

## Christine V. Davis



Mayor Muriel Bowser appointed Christine V. Davis as Acting Director of the Department of Public Works (DPW), after her tenure as the agency's Interim Director. Director Davis is well-known within DPW, having served as the Department's General Counsel since June 2001. She has served four Directors during her 20-year tenure, advising them on equal employment opportunity, personnel issues, labor laws, policy, legislation, ethics, Freedom of Information Act requests and administrative adjudication, among other matters.

Director Davis began her career with the District in 1998 as a prosecutor in the Criminal Division of the then-Office of the Corporation Counsel, where she became the District's first full-time Community Prosecutor. She led a group of attorneys assigned as community prosecutors to support the Mayor's Office of Neighborhood Services. Prior to joining DPW, Director Davis served as the Deputy Director of Neighborhood Services where she oversaw Neighborhood Service Coordinators implementing collaborative solutions to long-standing problems throughout the District.

Throughout her career, Director Davis has been an integral part of DPW's management team, helping move multiple initiatives forward, including revamping the abandoned and junk vehicle removal process; establishing the Grounds Maintenance Unit, which is charged with mowing and maintenance of the District's public spaces; and upgrading the District-owned fueling stations.

A Ward 7 resident, Director Davis received a bachelor's degree from the University of Virginia and a Juris Doctor from Howard University School of Law.



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



Office of the General Counsel to the Mayor

**To:** Ronan Gulstone, Steve Walker  
**From:** Betsy Cavendish  
**Date:** September 23, 2021  
**Subject:** Legal sufficiency review of Resolution nominating Christine V. Davis as Director of the Department of Public Works

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**This is to Certify** that this office has reviewed the above-referenced legislation and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call me at 202-724-7681.

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

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Elizabeth Cavendish