



**MURIEL BOWSER**  
**MAYOR**

November 2, 2023

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:

Pursuant to section 5(a) of the Food Policy Council and Director Establishment Act of 2014, effective March 10, 2015 (D.C. Law 20-191: D.C. Official Code § 48-314), I am pleased to nominate the following individual:

Caroline Howe  
7th Street NW  
Washington DC 20011  
(Ward 4)

for appointment as the Food Policy Director, to serve in that capacity at the pleasure of the Mayor.

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

I would appreciate the Council's earliest consideration of these nominations for confirmation. Please do not hesitate to contact me or Steven Walker, Director, 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  
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 Caroline Howe as the Food Policy Director.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this resolution may be cited as the "Food Policy Director Caroline Howe Confirmation Resolution of 2023".

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

Caroline Howe  
7th Street NW  
Washington, DC 20011  
(Ward 4)

as the Food Policy Director, pursuant to section 5(a) of the Food Policy Council and Director Establishment Act of 2014, effective March 10, 2015 (D.C. Law 20-191; D.C. Official Code § 48-314(a)), 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, each to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

# Caroline Howe

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## **PROFESSIONAL EXPERIENCE**

**Program Manager**, Department of Small & Local Business Development 2021 – Present

- Developed and manage new \$500,000 grant program, the Food Waste Innovation Grant, to support District businesses in reducing food loss, donating edible foods, and composting food scraps
- Manage \$750,000 in annual grants to businesses and programs to support disadvantaged entrepreneurs
- Provide direct technical assistance to food businesses regarding registration, funding, and management
- Lead business trainings, conduct workshops, and facilitate community stakeholder meetings
- Serve as ex-officio member of the Food Policy Council in the Entrepreneurship & Food Jobs Working Group, specifically focused on building a pipeline towards kitchen space
- Organize Kitchen Matchmaking survey and event series to link shared commercial kitchens with food entrepreneurs, with hundreds of participants over two years, with dozens of successful matches
- Facilitate the DC Food Recovery Working Group's quarterly meetings, bringing District agencies, nonprofit partners, private businesses, and concerned residents together on policy & projects
- Collaborate with DC Health, Office of Planning, and DMPED on food initiatives, including analysis of zoning barriers to shared kitchens, implementation of cottage food policy, New York Ave strategic plan, and the implementation of the Food Access Fund and Nourish DC collaborative

**Food Retail & Grocery Support Detail**, DC Emergency Operations Center 2020

- Led the development of a website backend to enable DC Health, food distribution nonprofits, and local food businesses to accept donations, distribute produce, and match residents to their nearest site
- Convened large and small grocers to provide COVID protocol updates and support on business needs
- Trained Food Policy Council members in online meeting facilitation best practices

**Sustainable DC Program Analyst**, DC Department of Energy and Environment 2019 – 2020

- Coordinated 23 agencies in reporting on their implementation of the Sustainable DC 2.0 Plan
- Led meaningful stakeholder engagement programs, particularly with communities often excluded from environmental processes, with an emphasis on racial equity and long-term trust building
- Tracked policies and provide recommendations on policy that support or contrast Sustainable DC
- Advised development of OSSE's Capital LEAF program for healthy, sustainable schools as well as OSSE's Farm-to-School Federal grant application and implementation

**Sustainability Innovation Project Specialist**, University of District of Columbia 2017 – 2019

- Taught Social Entrepreneurship, Sustainability Entrepreneurship, and Farm / Food Business classes
- Built partnerships and programs with over 20 farms and farm education initiatives through ongoing stakeholder engagement, with a focus on engaging BIPOC residents and community members
- Obtained and managed 2 USDA grants for food processing, nutrition education, and urban agriculture
- Led study abroad on permaculture and food justice bringing DC resident students to Senegal

**Packard Foundation Climate Strategies Accelerator Fellow** 2016

- Analyzed climate emissions reductions potential from city-scale food waste interventions in the US
- Mapped social entrepreneurship in food waste diversion and identified shared barriers

**Fulbright Scholar**, Universidad Politécnica de Madrid, Spain 2014 – 2015

- Researched existing tensions between informal & formal sector waste management stakeholders and opportunities for collaboration particularly with regards to food waste
- Identified opportunities for city governments and entrepreneurial incubators, to provide support to small waste businesses working to tackle challenging waste streams, including food waste

- Research Fellow**, Massachusetts Institute of Technology 2012 – 2014
- Researched and co-authored “Municipal Curbside Composting Collection: What Works and Why,” an urban sustainability assessment based on extensive interviews with cities and counties across North America, with policy and program recommendations for cities building food scrap collection programs
  - Evaluated the economic, environmental and social benefits of decentralized food waste management in India, with Pune, Bangalore and Delhi as case studies, each with distinct food waste approaches

**Freelance Consultant** 2007 – 2017

- **Conducted data analysis and create policy recommendations**
  - Conducted meta-analysis of scientific studies regarding the carbon impact of waste management for an environmental coalition focused on the climate-food nexus
  - Provided policy recommendations for decentralized food processing in northern Indian cities
  - Analyzed key waste challenges and highest-impact business opportunities for Nicaragua’s Corn Islands, leading to business creation workshops for local entrepreneurs based on data
- **Developed and implemented strategic programs for food system nonprofits & startups**
  - Designed incentive programs to make farmers market produce accessible for low-income families in Central Virginia, increasing attendance rates from 5% to 30% in target communities
  - Developed multilingual nutrition education programs at fresh produce food pantries to increase diversity of food consumption, expand clients’ food processing skills, and expand food access
  - Wrote bilingual program materials for fresh production distribution partnerships with WIC offices
  - Led demand and market research studies that identified new distribution channels, products and partnerships for community composting start-ups, increasing compost sales by 500%
- **Organized events and community engagement programs to connect diverse stakeholders**
  - Led convening of George Mason’s sustainability faculty to design new major in International Ecology Conservation, with a focus on social entrepreneurship and design thinking
  - Organized workshop in Pune with 100 stakeholders from public & private sector, along with informal waste workers from across India, leading to a national partnership on sanitary waste
  - Facilitated online and in-person meetings of 100+ international youth climate leaders, including dozens of meetings to catalyze community climate mitigation projects across India

## **EDUCATION**

**Massachusetts Institute of Technology** 2012 – 2014  
Master’s in City Planning: Environmental Policy & Planning, Department of Urban Studies & Planning  
Sustainability in Business Certificate, MIT Sloan School of Management  
*Honors:* Switzer Fellow for Environmental Leadership, Legatum and Tata Fellow for Social Enterprise

**Yale College** 2003 – 2007  
Bachelor of Science: Environmental Engineering and Mechanical Engineering  
*Honors:* Summa Cum Laude; Phi Beta Kappa; Tau Beta Pi, Engineering Honors; and Udall Scholar

## **ADDITIONAL SKILLS**

*Languages:* English (Fluent), Spanish (Fluent), French (Fluent), Hindi (Conversational)

*Technology:*

- Manage websites & social media (Twitter, Instagram, Facebook, Wordpress)
- Photo, video & audio editing (Canva, InDesign, Photoshop, iMovie, Audacity)
- Basic GIS; Basic STATA & CAS; Basic CSS & HTML; Experienced with Office Suite

*Facilitation:* Engaging and participatory meeting facilitation, with extensive online meeting experience

*Improvisation:* Applied improv educator for business, entrepreneurship, and public speaking contexts



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

## Caroline Howe



Caroline Howe recently served as a Program Manager at the Department of Small and Local Business Development, leading the Aspire to Entrepreneurship program for returning citizen entrepreneurs and DSLBD's food business initiatives. At DSLBD, Caroline also created and manages the Food Waste Innovation Grants program, an internationally recognized example of engaging the private sector in tackling food waste. She currently serves as an ex officio member of the Food Policy Council, co-chairing the Entrepreneurship & Food Jobs Working Group, with a focus on building a pipeline of businesses run by residents for residents to tackle food apartheid. She also facilitates the DC Food Recovery Working Group, a network of agencies, businesses, individuals, and nonprofits committed to reducing food waste in the District.

Prior to DSLBD, Caroline led the multi-agency reporting, community engagement, and public-private partnerships around implementing the Sustainable DC 2.0 Plan, Mayor Bowser's plan to make the District the healthiest, most sustainable, and most livable city. In 2020, she supported the District's Emergency Operations Center's food team to help local farms, emergency food providers, and food businesses transition to online ordering and delivery; to coordinate grocery response to COVID protocol and changing supply chains; and to facilitate the Food Policy Council meetings moving online. She has also worked at the University of the District of Columbia, as a professor in Sustainability Entrepreneurship and a community educator in Extension courses in food business and urban agriculture courses. She co-led UDC's first study abroad program to Africa, bringing DC residents to learn permaculture and the impacts of climate change at Senegalese farms and food forests.

Caroline has worked in the food system across the US and in over a dozen countries, including both research and implementation of large-scale composting programs in Bangalore and Pune, India; developing programs to bring fresh produce to WIC clients in central Virginia; launching her own food businesses to reduce food waste and make the most of "ugly" produce; measuring the impact of improved cookstoves on climate and indoor air quality in Honduras; and working with food truck vendors to transition to sustainable packaging in New Haven, Connecticut.

A Ward 4 resident, Caroline holds a Masters in City Planning from the Massachusetts Institute of Technology, with a concentration in Environmental Policy & Planning, and a B.S. in Environmental Engineering from Yale. She grew up visiting her grandparents in DC and is proud to have brought her family back to the District for the past 6 years.



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



Office of the General Counsel to the Mayor

**To:** Tommy Wells, Steve Walker  
**From:** Betsy Cavendish  
**Date:** September 22, 2023  
**Subject:** Legal sufficiency review of Resolution nominating Caroline Howe as Director of the Food Policy Council

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**This is to Certify that** this office has reviewed the above-referenced Resolutions and found it to be legally unobjectionable, though as discussed there is a strong argument that confirmation is not in fact necessary. If you have any questions in this regard, please do not hesitate to call me at 202-724-7681.

A handwritten signature in black ink that reads 'Elizabeth A. Cavendish'.

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Elizabeth Cavendish