



MURIEL BOWSER
MAYOR

November 19, 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 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 section 101 of the Neighborhood Engagement Achieves Results Amendment Act of 2016, effective June 30, 2016 (D.C. Law 21-125; D.C. Official Code § 7-2411), I am pleased to nominate the following individual:

Ms. Kwelli Sneed
8th Street, NE
Washington, DC 20011
(Ward 4)

for appointment as the Executive Director of the Office of Neighborhood Safety and Engagement, 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 of Muriel Bowser in black ink, enclosed within a stylized oval border.
Muriel Bowser
Mayor

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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 Kwelli Sneed as the Executive Director of the Office of Neighborhood Safety and Engagement.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this

resolution may be cited as the “Executive Director of the Office of Neighborhood Safety and Engagement Kwelli Sneed Confirmation Resolution of 2024”.

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

Kwelli Sneed
8th Street, NE
Washington, DC 20011
(Ward 4)

as the Executive Director of the Office of Neighborhood Safety and Engagement, established by section 101 of the Neighborhood Engagement Achieves Results Amendment Act of 2016, effective June 30, 2016 (D.C. Law 21-125; D.C. Official Code § 7-2411), 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.

KWELLI SNEED

Washington, DC

SENIOR EXECUTIVE

EXECUTIVE QUALIFICATIONS:

Highly accomplished and results-driven executive with a proven 15-year track record of building, transforming, and strengthening success of public organizations, departments, and teams in advancing strategic, programmatic, service delivery, and regulatory priorities.

- Strength in defining, communicating, and implementing strategic plans to empower change, elevate quality of services, reduce risk and cost, drive innovation, and achieve operational excellence.
- Effective leader and manager with recognized ability to motivate, energize, and enable large teams in delivering consistent value and impact across complex and evolving environments.
- Demonstrated success in developing new offices, services, programs, models, policies, and best practices that have contributed to improving public safety, workforce development, facilities maintenance, economic viability and equity, and transportation and recreational services.

PROFESSIONAL EXPERIENCE:

Interim Executive Director

2023 – Present

DC Government, Office of Neighborhood Safety and Engagement
Executive Office of the Mayor, Office of the Deputy Mayor for Public Safety and Justice

Transitioned quickly following passing of Executive Director and given full administrative responsibility for the Office of Neighborhood Safety and Engagement (ONSE) responsible for the coordination of violence prevention strategy and programs in the District of Columbia with a focus on utilizing public health approaches to respond to, reduce, and prevent violence. Office collaborates with other District government agencies, non-profit organizations, and community organizations to provide immediate wraparound services to victims and families affected by violent crime, develop violence prevention programs for at-risk individuals, and establish positive relationships with youth and young adults using recreational and other positive behavioral reinforcement methods.

Hold responsibility for the overall planning, organizing, promotion, direction, and implementation of the management and administration of the Office to maximize impact to critical violence prevention goals. Direct efforts of 120 employees through 8 direct reports comprised of Chief Operating Officer, Grant Manager, Director of Programs, Director of Internal and Government Affairs, Director of Communications, Chief of Staff, and Executive Assistant. Provide oversight to 32 vendors providing transportation, training, and event planning services.

- **Strategic Planning:** Assessed needs and issues, defined and communicated the plan, built the team, expanded and optimized effectiveness of programs and services, and enabled Office to achieve crime reduction and public safety goals, and removal from corrective action plan within one year.
- **Transformational Leadership:** Realigned the grants and funding with programmatic and administrative compliance requirements. Introduced processes and tools to track and elevate success of programs, to assess and improve effectiveness of community-based partners, and align spend with programmatic needs. Maximized safety of field employees by implementing communication system, tracking software, accessibility to wireless services, and case management database.
- **Human Capital Leadership:** Established the 7-member leadership team, transitioned temporary staff to permanent roles, and realigned community outreach, program analysis, community relations, program management, and grant management roles with funding streams. Developed professional development plans for each role, and led employees through SISC, NBTI Strong, and Leadership Circle 360 Assessments that improved collaboration and team work.
- **Fiscal Management:** Contributed to developing, presenting, and defining yearly budget to the Mayor to minimize political and programmatic impacts. Drove the establishment of the Training Academy to provide monthly training sessions and webinars on government practices and systematic reporting.
- **Technology Leadership:** Recruited technology resource to disseminate, track, support, and repair equipment that reduced cost. Onboarded new Administrative Officer role to build the infrastructure for new location to support the expansion of the Office.

- **Programmatic Leadership:** Strengthened curriculum for the Pathways workforce development program to enabled 15 cohorts of 25 court-involved individuals to gain training and subsidized work placement experience. Defined and increased access to Family Support Services to family of victims and communities. Enhanced value of Leadership Academy, a school-based program to provide counseling and services to middle and high school students heavily impacted with violence in communities. Expanded and optimized effectiveness of People of Promise program in providing services and support to individuals involved in criminal and gang activity or reside in high-crime areas.
- **Process & Quality Improvements:** Created and communicated workplace metrics. Conducted quarterly data-driven discussions to monitor performance measures and milestones. Standardized practices and systems that enhanced visibility of key drivers and enhanced quality of federal reporting.
- **Relationship Building & Collaboration:** Served as a partner to organizations throughout the United States on policy reform, and on best practices and strategies adoption. Represented the Office at National Forums for Justice and Crime. Liaised with Federal, State/Local agencies, professional boards, task force groups, and non-profit organizations to combat violent crimes and support impacted individuals, families, and communities.

Associate Director of City University & Career Pathways

2007 – 2023

DC Government, Department of Human Resources

Recruited by Executive Director to drive the development of strategies, roadmaps, governance models, and partnerships for portfolio of workforce development programs to establish effective pathways for District residents into District government careers, prepare District high school students and graduates for entry-level roles, support current District workforce for upward mobility, and enable the District government to comply with the Pathways to District Government Career Amendment Act of 2018.

- **Strategic Planning:** Defined the strategy and one-year execution roadmap to develop and launch 4 Information Technology, Health Care Administration, and Human Resources Apprenticeship Pathways Programs to build the next-generation of health care, human resources, and technology professionals. Established City University to address workforce skills gaps, reduce errors, and mitigate risks to grant management, contract procurement, and human resources throughout the DC government.
- **Human Resources Leadership:** Recruited and led team of 4 Program Specialists, Outreach Specialist, and Human Resources Specialist in maximizing the overall success of programs. Built relationships and managed 14 vendors and 10 subject matter experts in developing and delivering programs.
- **Transformational Leadership:** Guided 72 DC government agencies in strengthening effectiveness of Priority Hiring Programs to provider greater access to entry-level government jobs for District residents that have completed a District public secondary school program. Educated Agency and Human Resources Directors on the Career Pathways legislation, and collaborated with Agency leaders to develop priority hiring strategy.
- **Fiscal Management:** Oversaw, allocated, tracked, and reported on alignment of \$10 million dollar budget to enable DC government to comply with regulatory requirements and programmatic goals.
- **Programmatic Leadership:** Set-up the administrative processes and structure to develop, launch, and track success of programs to the US Department of Labor. Developed the program standards, and created key partnerships with universities and learning organizations to develop the curriculum and provide tuition-free instruction to the 1st cohort of 25 participating in the Information Technology, Health Care Administration, and Human Resources programs. Collaborated with DC governments' subject matter experts to develop and deliver grant management training program, procurement training program for non-procurement specialists, and project management training program for DC employees.
- **Outreach & Technology Leadership:** Drove the development of marketing collateral, website, and social media campaigns that increased awareness and attendance at informational sessions to the apprenticeship programs. Partnered with Information Technology Department to increase awareness of vacant positions on District's Human Resources site. Developed the framework for requirements posting, screening process, and selection process to entry-level government jobs.
- **Public and Private Sector Partnerships:** Built relationships with 25+ public and charter high schools, and 50+ community-based workforce development partners to identify potential talent for the apprenticeship programs. Created key partnerships with universities and learning organization to develop the curriculum for the apprenticeship programs.

Chief of Staff / Senior Advisor to Director

2021 – 2022

DC Government, Office of Gun Violence Prevention

Chosen and detailed to support new Mayor-appointed Director in establishing the Office of Gun Violence Prevention, Building Blocks DC, to reduce high crime and gun violence in the District leveraging collaborative efforts between government agencies, non-profit partners, businesses, and community-based organizations. Researched and advised DC leaders on gun violence trends and response strategies.

- **Administrative Leadership:** Contributed to establishing the Building Blocks DC Gun Violence Prevention and Intervention Office, the 1st in the country to address gun violence using a public health approach and meet the urgent needs of residents.
- **Human Resources Leadership:** Defined the staffing plan, recruited 12 resources and served as Senior Advisor to the Director for a staff of 40.
- **Fiscal Administration:** Managed and monitored the distribution of \$15M in funding to 15 agencies in support of the American Recovery Act to support gun violence initiatives that were exacerbated by the COVID-19 pandemic.
- **Best Practices Introduction:** Researched and advised DC leaders on gun violence trends and response strategies.
- **Relationship Management:** Partnered with University of DC to create a 4-week training program for violence interrupters.

Human Resources Strategy Consultant

2021 – 2022

DC Government, Office of the State Superintendent of Education

Selected and detailed to support newly appointed State Superintendent of Education in addressing 21% vacancy rate due to operational issues and high attrition rates.

- **Human Resources Leadership:** Defined and implemented talent acquisition strategies that reduced vacancy of executives and first line managers from 21% to 16% within 4 months. Identified unfilled positions with the longest vacancy rates. Established a virtual hiring fair that led to hiring 40 management-level employees within 2 months.

Chief of Staff

2018 – 2019

DC Department of General Services, Office of Director

Chosen to support new Agency Director in turning around the Department responsible for building, maintaining, leading, selling, securing, and sustaining the District's real estate portfolio comprised of more than 840 real estate properties across the city. Oversaw budget of \$30M.

- **Transformational Leadership:** Instrumental in optimizing the effectiveness of the DC Department of General Services in upholding the mission of fostering economic viability, economic stewardship, and equity across the city. Assessed and restructured executive and management resources that improved responsiveness to services from 90 to 60 days and removed barriers in understanding the human capital needs of the Department.
- **Human Resources Leadership:** Contributed to realigning and reorganizing the team, and communicated the Director's vision for change. Partnered with DC Department of Human Resources to align positions and compensations with District standards. Managed direct staff of 9 overseeing legislative affairs, communications, human resources, and facilities.
- **Process Improvement:** Formalized employee training request process, performance management tools, job credentials, grade levels, and salary structures. Pioneered apprenticeship program to retrain and certify employees in multiple trades. Established performance metrics, and built and led process improvement team in tracking service requests and escalating issues to managers.

Interim Chief of Staff

2018

Deputy Director of Administrative Services

2017 – 2018

Human Resources Officer

2015 – 2017

DC Department of Parks and Recreation

Salary: \$???

Originally recruited as Deputy Human Resources Office and promoted within 4 months to supervise diverse team of Human Resources practitioners overseeing human resources functions for 600 employees. Advanced and given oversight for the Operations, Facilities Management, Human Resources, Contract and Procurement, Food Services, and Information Technology Departments. Selected by the Director into interim Chief of Staff role to lead organizational transformation projects.

- **Facilities Improvement:** Planned and managed the on-time and within budget completion of \$150M capital construction project to renovate 4 recreation centers.
- **Vendor Diversification:** Led the procurement of \$22M in services and supplies with locally and federally certified small businesses, resident-owned businesses, women and minority owned businesses, and disadvantaged business enterprises.
- **Technology Modernization:** Managed the implementation and upgrade of warehouse system that tracked all supply orders for recreation programs and facilities that reduced cost and prevented risk of theft. Led the upgrade technology across 32 recreation centers and pools that included public computer labs and gaming rooms with state-of-the-art video game technology to support residents' interests in eSports programs.
- **Programmatic Leadership:** Created and implemented the free summer engagement program for 400 homeless children and for children within wards 7 and 8 without summer plans to prevent increase in summer crime rates and address youth safety concerns.
- **Human Resources Leadership:** Led the annual and summer programming hiring efforts for 3 consecutive years, leading to filling 500-600 seasonal positions within 90 days. Drove the realignment of the lifeguard certification process, and negotiated with the union to implement an audit process that strengthened accountability of season lifeguard resources.

Employee and Labor Relations Officer

2011 – 2015

Department of Public Works

Recruited to counsel executives and managers on employee relations matters, investigate Equal Employee Opportunity (EEO) cases, and prepare defenses and legal responses to claims and complaints filed with the District's Office of Employee Appeals and District's Office of Labor Relations and Collective Bargaining. Evaluated union allegations and arguments, and negotiated settlement of disputes, complaints, and grievances with union representatives.

- **Risk & Safety Leadership:** Supported oversight of the agency's risk and safety management program to ensure compliance of safety protocols across field employees and operators of agency's fleet vehicles.
- **Process Improvement:** Collaborated with committee members to revise 25% of collection routes that reduced overtime and labor cost.
- **Compliance:** Implemented driving compliance programs with employee related regulations that encompassed traffic violations and CDL licensure verification. Instituted agency-wide EEO Awareness programs, and developed Sexual Harassment Prevention and Diversity training.
- **Human Resources:** Developed and implemented an employee reward program to incentivize aging sanitation workers and meet the growing collection needs of the city.

Deputy Director – Division of Transportation for Special Needs Students

2008 – 2011

Special Assistant – Office of the State of Superintendent

2007 – 2008

Office of State Superintendent of Education (OSSE)

Originally recruited as an initial team of 20 to build the Office of Superintendent of Education, the 1st centralized education office for the District. Promoted into new Divisional role to transition, manage, and transform the \$94M Pupil Transportation Department. Held accountability for 1,700+ employees and 800 vehicles while providing safe transportation services to 4,000 special needs children. Managed contract administration, risk and accident investigations, fiscal accountability, policy, planning, and staff direction. Served as the liaison with District agencies and government officials.

- **Strategic Planning:** Instrumental in establishing new Office of the State Superintendent of Education and transitioning state-level education functions in accordance with the Public Education Reform Amendment Act of 2007. Served on the transition team to develop and execute the strategy to transfer, reorganize, and align functions with regulatory requirements and educational goals.
- **Transformation Leadership:** Spearheaded, developed, and implemented the plan to transition the Special Education Transportation organization in Federal Court receivership to the Office of the Deputy State Superintendent. Established new standards, monitored compliance, and improved Division's performance on court mandated KPIs and with District regulations and requirements. Instituted policies to enhance communication with parents, integrated technology onto vehicles, and worked with unions to improve compensation.
- **Relationship Management:** Established and maintained partnerships with AFSCME and Teamsters labor unions during the transition. Worked with union leaders to increase compensation.
- **Procedures Development:** Collaborated with the Department of Health Care Finance to develop the District's special needs student transportation system Medicaid rules and procedures that resulted in \$1.5M Medicaid reimbursement.

- **Human Resources Leadership:** Directed all personnel actions that included leave requests, job description development, policies application, perspective employee interviews, employee complaint investigation, staff evaluation, and recommendation for hiring, assignment, promotion, retention, transfer, and dismissal.
- **Process Improvement:** Led key Six Sigma project for the Department of Early Childhood Education that reduced renewal cycle time from 90 days to 70 days for the Childcare Subsidy Program.

EDUCATION & PROFESSIONAL DEVELOPMENT:

Master of Business Administration; Concentration in Human Resources & Organizational Development
KELLER SCHOOL OF MANAGEMENT, DEVRY UNIVERSITY – Oakbrook, IL

Bachelor of Science in Chemistry & Mathematics
FLORIDA A&M UNIVERSITY – Tallahassee, FL

Mayor's Mentoring Circles, Mayor Muriel Bowser Administration
GEORGE WASHINGTON UNIVERSITY, DISTRICT DEPARTMENT OF HUMAN RESOURCES (DCHR)

Executive Leadership Program (ELP)
GEORGE WASHINGTON UNIVERSITY, DISTRICT DEPARTMENT OF HUMAN RESOURCES (DCHR)

Certified Public Manager Program (CPM)
GEORGE WASHINGTON UNIVERSITY, DISTRICT DEPARTMENT OF HUMAN RESOURCES (DCHR)



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

Kwelli Sneed



Ms. Kwelli Sneed currently serves as the Interim Executive Director of the Office of Neighborhood Safety and Engagement (ONSE). Interim Director Sneed is a long-time District government employee with a 15+ year career of building, transforming, and strengthening agencies. From 2007 to 2011, she worked at the Office of the State Superintendent of Education as Special Assistant and then as Deputy Director of Transportation.

From 2011 to 2015, Interim Director Sneed served as the Employee and Labor Relations Officer at the Department of Public Works, then as Human Resources Officer, Deputy Director of Administrative Services, and Interim Chief of Staff at the Department of Parks and Recreation and finally as Chief of Staff at the Department of General Services.

As the Dean of the Department of Human Resources' City University and Career Pathways programs, Interim Director Sneed was recruited to drive the development of a people-focused strategy and program designed to develop the human capital for the District government and to establish effective pathways for District residents into District government careers.

Interim Director Sneed recently served as Chief of Staff and Senior Advisor at ONSE, leading the office's human resource, capital, and organizational planning. She drives organizational effectiveness through accountability and positive change management.

A Ward 4 resident, Interim Director Sneed earned her Bachelor of Science in Chemistry & Mathematics from Florida A&M University and her Master of Business Administration from DeVry University.



GOVERNMENT OF THE DISTRICT OF COLUMBIA

Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

To: Kimberly A. Bassett, Steve Walker
From: Betsy Cavendish
Date: October 25, 2024
Subject: Legal sufficiency review of a resolution appointing Kwelli Sneed as Executive Director of the Office of Neighborhood Safety and Engagement

This is to Certify that this office has reviewed the above-referenced Order and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call Michael Porcello, Deputy General Counsel, Executive Office of the Mayor, at 202-727-0872, or me at 202-724-7681.

Elizabeth A. Cavendish
Elizabeth Cavendish