

## ***KIMBERLY C. DRIGGINS***

1306 Childress Street, NE Unit #8 • Washington, DC 20002 • 202.302.3139 (cell) • driggs16@aol.com

### **SUMMARY OF SKILLS:**

- Over sixteen years of experience in the public, private, and non-profit sectors
- Expertise in the following areas: planning and real estate development, community development affordable housing, creative placemaking, capital budget and finance, and master facilities planning

### **EXPERIENCE:**

**DISTRICT OF COLUMBIA GOVERNMENT**, Washington, DC

**2008 - Present**

**Associate Director** of Citywide Planning, Office of Planning

- Established the Citywide Planning Division, consisting of six employees. Responsible for managing citywide planning projects across several areas including: housing, economic development, transportation, creative placemaking and capital improvement/facilities planning. Oversaw the development and completion of several economic development studies including: Retail Action Strategy (RAS), Creative DC Agenda, Green Collar Jobs Strategy, three streetcar land use studies, and two Neighborhood Indicators Reports. Currently serving on the 11<sup>th</sup> Street Bridge Park Equitable Development Taskforce.
- Major accomplishments to date:
  - Secured \$1.2M in national competitive grants for creative placemaking projects (including Kresge Foundation and two ArtPlace America grants);
  - Served as grant reviewer and strategic advisor to ArtPlace America for two grant cycles
  - Co-developed the award winning Vibrant Retail Streets Toolkit and led its implementation in eleven neighborhoods;
  - Developed the Temporary Urbanism initiative and have implemented over eleven pop-up projects (including LUMEN8Anacostia festival and urban street furniture w/the Rebar Group);
  - Led the successful first Comp Plan Amendment process and update of 2006 Comprehensive Plan and completed Comp Plan Progress Reports in 2013 & 2010;
  - Created the Capital Improvement Planning (CIP) and Facilities Planning Unit in the division and have completed four master facilities plans for other District government agencies.
  - Developed & implemented pilot Live Near Your Work (LNYW) program, three employers participating.

**DISTRICT OF COLUMBIA PUBLIC SCHOOLS**, Washington, DC

**2006 - 2008**

**Director** of the Office of Strategic Funding Opportunities (OSFO)

- OSFO was established in 2006 and main duties include: develop public-private partnerships to generate new funding alternatives for the DCPS capital improvement plan and develop an asset management strategy.
- Accomplishments included: School Without Walls public-private development partnership, Hospitality High School, World Bank Nonprofit Resource Center Initiative, analysis of school sites for pub-priv development.

**DISTRICT OF COLUMBIA GOVERNMENT**, Washington, DC

**2003 - 2006**

**Project Manager** in Office of the City Administrator/Deputy Mayor

- Led the development of the District's capital budget in the Mayor Anthony Williams Administration. Key duties included: developing the FY06 and FY07 balanced capital budgets (**\$344M** and **\$543M** respectively); managing the capital budget Technical Review Team (TRT) process; and presenting vetted capital budget recommendations to the City Administrator and Mayor.
- Led the development of a city-wide Master Facilities/Program Coordination strategy. Duties included: managing consultants and other agencies personnel dedicated to this effort, coordinating intra-agency meetings, researching best practices, developing strategies for better capital budget planning and program coordination, and regularly coordinating with Deputy Mayors and the City Administrator.
- Accomplishments included: creating Technical Review Team (TRT); improving data – mapped all current and potential CIP investments and produced city-wide and ward level maps, facilitating OPM's facility condition assessments for government buildings; working with OCFO to revise capital budget instructions – all agencies are required to submit the following: out-year planning for projects, facility condition assessments, operational impacts for new capital projects, and identification of alternative financing sources.

**ERNST & YOUNG, LLP**, Washington, DC

**1999 - 2003**

**Senior Consultant** in Real Estate Advisory Services (REAS)

- **Department of Defense (DoD), Walter Reed Army Medical Center Enhanced Use Leasing (EUL) Project.** Member of E&Y team engaged by Walter Reed Army Medical Center to provide advisory services in a real estate transaction to renovate and manage approximately 300,000 SF of office buildings. Responsibilities

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included: assisted in the development of the notice of the availability to lease (NOL), developed and managed industry forum, lead evaluator for offeror proposals, and reviewed and commented on business and leasing plan of the winning offeror.

- **National Capital Revitalization Corporation (NCRC), District of Columbia.** Provided consulting services related to the preparation of a Request for Qualifications (RFQ) and Request for Proposals (RFP) for the old Wax Museum site. Specifically, developed process brief outlining full RFQ/RFP process and general selection criteria and developed best practices report with recommendations for suitable two-step RFP solicitation. Also, part of the financial analysis team dedicated to review and assess the financial feasibility of Offerors' proposal responses for the Wax Museum (first round) and Columbia Heights development projects.
- **General Services Administration (GSA), Southeast Federal Center.** Part of team engaged by GSA to provide real estate consulting services for the Southeast Federal Center. Consulting services included: creation of development strategy (density and mixed-use potentials, zoning, phasing, TIF potentials); development of solicitation document; and financial analysis.
- **Department of Housing and Urban Development (HUD), Office of Multifamily – Section 8 Project-based Funding and Owner Payment Process.** From October 2000 to September 2002, served as project manager and was responsible for: 1) Design and implementation of national web-based training for HUD employees on the Section 8 project-based funding and owner payment process; 2) Creation of financial management guidebook for HUD employees on the Section 8 project-based funding and owner payment process; and 3) Development of recommendations to improve the efficiency and efficacy of the Section 8 project-based funding and owner payment process, which included enhancement of internal controls over this process.

### **THE INTERNATIONAL COUNCIL ECONOMIC DEVELOPMENT (IEDC), Washington, DC      1997 - 1999** **Economic Development Analyst** in Technical Advisory Services Division

- Provided technical assistance to Department of Justice (DOJ) Weed and Seed sites. Specifically, developed downtown revitalization plans and community economic strategies for East Chicago, Indiana and Dyersburg, Tennessee. Preliminary and final findings were presented as oral and written reports to client.
- Provided technical assistance to Department of Energy (DOE) communities adversely affected by downsizing or closure of DOE facilities. Specifically, assisted in the development of a regional economic development strategy for Paducah, KY; and helped minority economic development organization define its niche market in Tri-Cities area of Washington (Hanford Nuclear Reservation).
- Wrote comparative analysis of transaction-driven economic development organizations for the suggested strategy and spending plan for the National Capital Revitalization Corporation (NCRC) in Washington, DC. Analysis focused on tasks of organization, budget and financing, staffing, and board composition.

### **ENTERPRISE COMMUNITY PARTNERS INC, Columbia, MD      1996 - 1997** **Research Analyst**

- Designed and conducted applied research on comprehensive community revitalization initiatives that contributed to the creation of the book On the Ground with Comprehensive Community Initiatives. Duties included: developing methodology, conducting interviews; analyzing information; and writing case studies.
- Analyzed selected housing, employment, demographic, and crime data on Enterprise's 16 concentration cities and wrote corresponding profiles that were used in the strategic planning process.

### **EDUCATION:**

**UNIVERSITY OF CHICAGO**, *Irving B. Harris School Graduate School of Public Policy Studies*, Chicago, IL  
A.M. in Public Policy Studies in 1995; Concentrations in Urban Development and Public Management

- Recipient of Woodrow Wilson National Fellowship in Public Policy and International Affairs

**HAMPTON UNIVERSITY**, Hampton, VA

B.A. *Summa Cum Laude*, in Political Science in 1993

- White House Fellow (Spring '92) and Who's Who Among Students in American Colleges and Universities

### **CONTINUING EDUCATION:**

- National Forum for Black Public Administrators (NFBPA): Executive Leadership Institute (2005-06)
- CCIM Institute: 102 Market Analysis for Commercial Investment Real Estate (May 2003)
- CCIM Institute: 101 Financial Feasibility for Commercial Investment Real Estate (Oct 2002)

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### **HONORS AND AWARDS:**

- **Current Topic Award for Innovative Smart Growth Initiative:** DC Vibrant Retail Streets Toolkit Initiative, National Capital Area Chapter APA Awards, 2014
- **Outstanding Regional or Comprehensive Plan:** PlayDC - Parks and Recreation Master Plan, National Capital Area Chapter APA Awards, 2014
- **Outstanding Implemented Project:** Central 14th Street Vision Plan and Revitalization Strategy – ArtPlace project, National Capital Area Chapter APA Awards, 2012

### **SELECTED SPEAKING ENGAGEMENTS AND CONFERENCES:**

- “Culture Builds Community,” National Association of Housing and Redevelopment Officials (NAHRO) Conference, Baltimore, MD (October 2014)
- Invited participant for Equity and Inclusion Forum , Bilbao Urban Leadership and Innovation Dialogues (BUILD) Conference, German Marshal Fund, Bilbao, Spain (June 2014)
- Invited participant for Advancing Opportunity Roundtable, Civic Innovation in Action Studio (CIAS), The Knight Foundation, Miami, FL (May 2014)
- “Best Practices in Local Government” Creative Placemaking Symposium, the Greater Milwaukee Committee, Milwaukee, WI, (April 2014)
- “Creative Placemaking in Underutilized Space,” “Keeping the Comprehensive Plan Alive,” and “Vibrant Retail Streets Toolkit: Deep Dive Session,” National American Planning Association (APA) Conference, Atlanta, GA, (April 2014)
- “Building Value Through Temporary Urbanism,” Panel Discussion, sponsored by Gensler, Washington, DC, (February 2014)
- “In(tention)s + Out(come)s of Placemaking,” Creative Placemaking ArtPlace Grantee Summit, Los Angeles, CA, (March 2014)
- “Shaping the Public Realm: the Intersection of Art, Design, and Planning,” The American Society for Landscape Architects Annual Conference, Boston, MA (November 2013)
- “Culture Builds Community,” Maryland Governor’s Housing Conference, Baltimore, MD (September 2013)
- “Tactical Urbanism: Planning from the Bottom Up,” The Congress for New Urbanism Annual Conference, Salt Lake City, UT (May 2013)
- “Best Practices: Arts and Culture Temporiums,” The Vibrant Streets Learning Lab, Bethesda, MD (April 2013)
- “The Fear of Failure vs. the Fear of Failure to Learn,” Creative Placemaking ArtPlace Grantee Summit, Miami, FL (January 2013)

### **PUBLICATIONS AND ARTICLES:**

- Revitalizing Neighborhoods through Temporary Urbanism. *Public Sector Digest* (December 2012)
- Works-in-Progress
  - Arts and Cultural Temporiums. *Community Development Investment Review*, Federal Reserve Bank of San Francisco (January 2015, expected)
  - The Arts as Catalyst for Community Development. *Mobilizing Arts and Cultural Resources for Community Development, 2<sup>nd</sup> Edition*, Partners for Livable Communities (June 2015, expected)

### **PROFESSIONAL AFFILIATIONS:**

- African American Real Estate Professionals (AAREP), AAREP Member-of-the-Year 2006-07, past Programs Committee Chairperson, past Secretary
- Coalition of Minority Policy Professionals (CoMPP), past convener and member