

# JENNIFER L. TAVIS

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## EXPERIENCED CHIEF OPERATING OFFICER

Strategic leader and highly skilled organizational and project manager with experience spanning the private, public, and nonprofit sectors. Significant public sector experience overseeing large-scale organizations, managing high-profile program launches, and driving organizational transformation. Able to work effectively with remote teams at multiple locations and across multiple continents.

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## CORE COMPETENCIES

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Strategic Leadership ♦ Operations Management ♦ Planning and Analytics  
Financial and Contract Management ♦ Personnel Management ♦ Project Management

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## EXPERIENCE & ACHIEVEMENTS

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GOODWILL INDUSTRIES NYNJ

NEW YORK, NY ♦ 2020 - PRESENT

*Nonprofit that sells second-hand clothing to fund programs helping people connect with employment.*

### **Senior Vice President, Workforce Development**

Responsible for overall management and strategic planning of Workforce Development division, including a \$9 million portfolio of programs related to job training, job skills and sector-based employer focused approaches for people with limited English, participants in welfare to work, non-custodial parents, NYCHA residents, veterans.

NYC TAXI & LIMOUSINE COMMISSION (TLC)

NEW YORK, NY ♦ 2018 - 2020

*City agency that regulates taxis and other for-hire vehicles, including app-based companies.*

### **Deputy Commissioner, Finance & Administration**

Led teams responsible for finance, procurement, IT, human resources, facilities, and fleet, as well as accessibility initiatives.

- ♦ Directed the agency's IT organization to ensure it keeps pace with an industry that has been transformed in recent years by major tech companies. Oversaw planning, prioritization, and execution of the agency's IT project portfolio, ensuring that project work and IT resource allocation is aligned with agency priorities.
- ♦ Managed a \$57 million agency budget, \$72 million in revenue.
- ♦ Directed Human Resources for the agency's 650 staff.
- ♦ Oversaw fleet and facility management, including major capital improvement projects at the agency's three main locations.
- ♦ Managing TLC accessibility initiatives, including financial incentives for drivers and vehicle owners to use wheelchair accessible vehicles, as well as TLC's accessible dispatch program allowing e-hailing of accessible taxis from anywhere in the City. Implemented the first comprehensive accessibility requirements in the country for the FHV sector, dramatically expanding transportation options for people that use wheelchairs.

NYC DEPARTMENT OF SOCIAL SERVICES (DSS)/HUMAN RESOURCES ADMINISTRATION (HRA)

NEW YORK, NY ♦ 2014 - 2018

*City agency providing social services to alleviate poverty, including public benefits and homeless services.*

### **Senior Advisor, External Affairs** ♦ 2016 - 2018

Acting as the DSS Chief External Affairs Officer's change agent.

- ♦ Led strategic and operational projects for the 600-person division including strategic planning, organizational changes, implementation of new contracts, and major technology projects.

- ♦ Coordinated External Affairs' support for the agency launch of AccessHRA, an online tool allowing over a million New Yorkers to apply for SNAP online.

**Executive Director, IDNYC ♦ 2014 - 2016**

Oversaw all aspects of the IDNYC program, a mayoral initiative offering free government-issued identification cards to all New Yorkers, regardless of immigration status.

- ♦ Launched the program six months after legislation was passed establishing the program, hiring over 100 staff, managing setup of 18 enrollment locations across the city, defining program policies, creating a comprehensive program operating model, and procuring and overseeing development of an integrated card enrollment system.
- ♦ Quadrupled the capacity of the program over the first four months of operation to keep pace with extraordinary public demand, and enrolled over 700,000 New Yorkers by the end of the program's first year, significantly exceeding performance goals.
- ♦ At program's peak, managed a staff of over 375, a \$24 million budget, and a network of 32 enrollment locations city wide.
- ♦ Managed planned scale-down to just over 250 staff, reflecting reduced demand for the card in year two of the program.

**EXPERIS (ASSIGNED TO CITI), NEW YORK, NY ♦ 2013 - 2014**

*Consulting firm working with the Global Identity Administration (GIDA) division at Citi.*

**Consultant**

Managed strategic initiatives for GIDA, which oversees access to the 5000+ systems used globally by Citi.

- ♦ Launched unified operational reporting with consistent metrics across GIDA's global operations.

**PUBLIC WORKS PARTNERS, NEW YORK, NY ♦ 2012 - 2013**

*Boutique consulting firm, specializing in the public and nonprofit sectors.*

**Senior Manager**

Led high-profile projects with public and nonprofit sector clients. Provided operational and strategic support for the launch and growth of the firm.

- ♦ Managed project to re-envision the NYC Housing Authority's approach to connecting 400k+ residents with social services, moving toward a model of partnership other city agencies and nonprofit providers to address service needs rather than direct service provision.
- ♦ Led projects with nonprofits to develop innovative program models, improve operational efficiency, and align organizational structure to achieve strategic objectives.

**NYC DEPARTMENT OF SMALL BUSINESS SERVICES, NEW YORK, NY ♦ 2007 - 2012**

*City agency that assists businesses and connects unemployed New Yorkers to jobs.*

**Assistant Commissioner, Workforce1 Operations ♦ 2010 – 2012**

Directed 15 Workforce1 Career Centers that offer free job preparation and job matching services to the unemployed. Managed multi-million-dollar Workforce1 Career Center contracts and staff of 27.

Accountable for driving large scale projects to expand the Centers' operational capacity.

- ♦ Raised volume of job placements by 13%, from 31,000 to over 35,000 in 2011 through the launch of new locations, implementation of transformative technology, and numerous small-scale initiatives to streamline operations.
- ♦ Drove multi-year project to implement an online self-service registration and job application tool, which increased accessibility of Workforce1 services for the 100K+ New Yorkers seeking Workforce1 services annually, improved customer service, tightened quality assurance of customer data, and streamlined center operations, creating more operational capacity to match customers to jobs.

**Executive Director, Strategic Operations** ♦ 2009 – 2010

In charge of agency project management office, leading a team of 12 Project Managers and Analysts guiding large-scale strategic initiatives for other agency units. Projects under management included program launches, process and organizational redesign, strategic planning, and technology development.

- ♦ Transformed service model for businesses by assisting program areas with articulating the services they provided, defining measurable outcomes for those services, and implementing a unified business service tracking database where all teams could view all services provided to a given business.
- ♦ Improved services to Workforce1 jobseekers by instituting automated workshop and service scheduling to better align workshop schedules with customer demand.

**Director, Strategic Operations** ♦ 2007 – 2009

Managed projects and conducted analysis for Strategic Operations. Directed 2 Business Analysts.

- ♦ Project managed launch of 8 anti-poverty initiatives at locations around the city, partnering with program managers to develop robust operating models, track tasks and timelines associated with launching the programs, and establish a strong structure for ongoing management.
- ♦ Created 3-year strategic plan to standardize service delivery across program units and to centralize information about the businesses served by the agency and the history of all services.

**PRINCETON CONSULTANTS, INC., NEW YORK, NY** ♦ 2005 - 2007

*Consulting firm providing technology consulting to financial services and transportation companies*

**Senior Associate**

Provided management consulting services, including project management, process engineering, and analysis of business problems. Project experience includes work with major insurance and transportation companies on high-profile IT initiatives.

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**EDUCATION**

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Master of Public Administration, Finance, NYU Wagner  
B.A., Comparative Literature (French and Spanish), Barnard College, Columbia University

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**TECHNICAL SKILLS**

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Project Management Professional (PMP) Certification  
Professional Scrum Master I (PSM I) Certification  
MS Office, MS Project, MS Visio, MS Access, SQL (basic), HTML, CSS, JavaScript (basic)