

# KALA WRIGHT

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## PROFESSIONAL EXPERIENCE

### NYC Taxi and Limousine Commission, New York, NY

**September 2012 - Present**

*Acting Deputy Commissioner of Policy and External Affairs*

January 2020 – Present

- Coach and develop a staff of 32 directors and policy analysts; emphasis on fostering resilient teams, cross collaboration and leadership at every staff level.
- Oversee policy teams: Data Engineering, Policy Research and Technology and Innovation.
  - Use data-driven research to address problems that arise in the Taxi and For- Hire industries. Create reports to share with key stakeholders and the riding public. e.g. *Analysis on the Impact of Covid-19, Driver Income Study, Congestion Study, TLC Factbook*
  - Assess trends and patterns in the industry; synthesize data on taxi trips fares, drop-off and pick up locations; develop solutions that map out a way forward.
  - Create data platforms that promote sharing, transparency and innovation.
  - Develop and design technology projects and pilots that foster industry wide innovation
- Oversee engagement teams: External Affairs, Driver Education and Diversity and Inclusion.
  - Develop and manage driver communications and engagement opportunities for 200,000 TLC licensees.
    - Manage communication channels: email, text messaging, website, social media.
    - Leverage Press Office to maximize driver content.
    - Conduct city-wide campaigns for key TLC policy initiatives.
    - Manage external partnerships with more than 20 taxi and for-hire industry groups, 15 civil rights stakeholder groups, 50 community-based organization, several council member offices and religious organizations.
    - Coordinate with NYC 311 to create passenger facing communication and complaint content.
    - Institute New York City's language access mandate; oversee translation and interpretation of key licensee facing communication
  - Create platforms that foster industry engagement, coordinate licensee events, operationalize mayoral initiatives.
    - Conducted more than 150 driver events yearly e.g. *TLC In Your Borough, House of Worship Series, TLC Pop-up, Driver Honor Roll*
    - Created Licensee newsletter *Keys to the City* to amplify information on vital city services for licensees in New York City.
  - Manage 8 driver schools, develop quality assurance and testing standards.
- Oversee COVID-19 Relief efforts: *NYC Get Food, FDNY Home Health Worker Vaccine Project, Citi Field Vaccine Appointment Project.*
  - Partnered with Office of Emergency Management, Department of Parks, FDNY and Mayor's Office of Operations on relief efforts.
    - Oversaw marketing, driver recruitment and driver education for all three programs.
    - Recruited more than 10,000 taxi drivers for Get Food to deliver 40 million meals across all five boroughs.
    - Get Food Program yielded driver earnings of over 22 million dollars

- Partnered with New York City Fire Department to launch a vaccine effort for home bound New Yorkers.
- Recruited 72 of the safest drivers in the city to transport visiting nurses to people's homes throughout the five boroughs.
- Drivers earned an average of \$3,971 for their participation in the 6 week program
- Created social media campaigns, leveraged stakeholder partnerships, sent daily texts and press to meet driver demand for each program.
- Built a team of 15 people to schedule 8000 drivers to be vaccinated at the Citi Field vaccine site
- TLC recruitment accounted for more than one-third of Health and Hospitals recruitment success

*Assistant Commissioner- Outreach and Civic Engagement*

*March 2019 – January 2020*

- Managed the operational and programmatic efforts of the External Affairs and Office of Inclusion teams
  - Launched TLC's first Office of Inclusion to combat the incidence of service refusals of protected classes.
  - Conducted more than one-hundred fifty driver engagement events each year.
  - Developed million-dollar citywide campaign on race-based service refusals in collaboration with civil rights leaders in New York City: NAACP, Legal Defense Fund and National Action Network.
  - Managed stakeholder relationships with civil rights groups, driver industry groups and community-based organizations.
- Participated in policy ideation and review for large-scale initiatives e.g. For-Hire Vehicle Accessibility, Driver Pay Standards and Electronic Trip Record Submission.
- Developed new and innovative campaigns for policy initiatives e.g. race based service refusals, Vision Zero, driver fatigue, for-hire accessibility-to target a tough to reach constituent base of over 200,000 licensed drivers-950 bases and businesses.
- Managed several key agency communication channels including website, events, texting and emailing campaigns, supports press office with research, press opportunities and social media.
- Supported the agencies legislative agenda, attended town hall meetings, and managed requests from elected officials.
- Supervised language access adherence; and language access vendors.

*Executive Director- External Affairs*

*August 2017- March 2019*

- Managed and executed communication plans and programmatic campaigns.
  - Created communication plans with milestones and deliverables for a licensee community of 160000 licensees
  - Created engagement events for licensees, coordinated marketing and staffing for events.
- Coordinated cross-divisional agency initiatives for citywide campaigns including: Vision Zero, Driver Fatigue, Accessibility
- Oversaw several key agency communication channels including website, events, texting and emailing campaigns, supports press office with research, press opportunities and social media.

**CORO Leadership, New York, NY**

**September 2016 to May 2017**

- Worked within a network of engaged civic leaders, to develop the skills to get things done in a complex, multi-stakeholder environment. Leadership New York program presents participant professionals who are deeply immersed in the city's social, political, and economic issues—with challenges designed to push them to explore all aspects of an issue and navigate varying stakeholder interests.

*Director of External Affairs*

*August 2015- August 2017*

- Developed an in-take process to work with divisions on their communication needs.
- Created standards to prioritize demands for communication.
  - Piloted and evaluated texting as a new communication channel.
- Fielded inquiries from all For-Hire Vehicle sectors and taxi sector stakeholders.
- Launched agency wide events and communication campaigns.

*Director of Call Center and Correspondence Unit*

- Managed Staff of 15 in busy contact center receiving more than 50,000 calls daily.
- Managed the mapping, creation and development of the Interactive Voice Response system (IVR) resulting in a 50% call reduction.
- Transformed lost property process; reduced incoming complaints by 22%.

**NYC 311, New York, NY**

**September 2008-September 2012**

*Trainer/Developer*

- Trained incoming and support staff in Customer Service Management Systems and soft skills.
  - Condensed training times from 8 to 6 weeks with accelerated learning Methodology.
- Created new brand for training team materials to streamline communication efforts.
- Developed online training modules using Adobe Captivate.
- Created course curriculum and assessments for technical and soft skill topic areas.

**Columbia University- Community Impact New York, NY**

**September 2007- August 2008**

*Acting Department Administrator/Executive Assistant*

- Executed administrative and fiscal projects including payroll, billing, vendor management correspondence; managed communication with Board of Directors, increased office and project efficiency.

**EDUCATION AND RELATED SKILLS**

Pratt Institute, Associate of Occupational Studies, Illustration, 2007 Brooklyn, NY

Tufts University, Bachelor of Arts, Child Development, 1998 Medford, MA

Tufts in Ghana, Study abroad Program, 1996 Legon, Ghana

MS Word, PowerPoint, Outlook, Dynamics InDesign, Illustrator, PhotoShop, Captivate