

Professional Affiliations

- American Public Transportation Association Committees (2008–current): Bus Operations; Workforce Development; Mobility Management; Planning, Policy, and Program Development; Research and Technology; Connected and Automated Vehicles; and the Technologies for Vehicle Automation and Connectivity subcommittee.
- Society for Industrial and Organizational Psychology (2011–current).
- Young Professionals in Transportation (2014–current).
- Southwest Transit Association (2016–current).
- TRB Standing Committees (2016–current): Bus Transit Systems AP050, Workforce Development and Organizational Excellence AJE15, Performance Management ABC30, Transit Capacity and Quality of Service AP015, Transit Management and Performance AP010.
- Community Transportation Association of America (2018–current).
- Texas Association for Pupil Transportation (2019–current).
- Transit Finance Learning Exchange (2018–current).

YEARS OF
EXPERIENCE **13**Texas A&M
Transportation
Institute

Publications

- Anderson, P., **M.J. Walk**, and C. Simek. *TCRP Synthesis 155 – Intelligent Transportation Systems in Headway-Based Bus Service* (2021). <https://doi.org/10.17226/26163>
- Anderson, P., **M.J. Walk**, and C. Simek. *TCRP Synthesis 149 – Transit Signal Priority: Current State of the Practice* (2020). <https://doi.org/10.17226/25816>
- Hansen, T., **M.J. Walk**, and S. Tan. Application tool for two-variable cost allocation for small urban, rural, and tribal transit agencies. *Transportation Research Record* (2020). <https://doi.org/10.1177/0361198120911924>.
- **Walk, M.J.**, J. P. Cardenas, K. Miller, J. Alvarez, S. Davis, and P. Hadley. *TCRP Synthesis 143 – Managing the Transit Scheduling Workforce* (2019).
- Byala, L.B., K. Filardo, O. Hirsch, **M.J. Walk**, J.P. Cardenas, and J. Hwang. *TCRP Synthesis 140 – Comprehensive Bus Network Redesigns* (2019).
- **Walk, M.J.**, J. Cardenas, K. Miller, P. Ericson-Graber, and C. Simek. *TCRP Synthesis 134 – Customer Focused Service Guarantees and Transparency Practices* (2018).
- Cherrington, L., S. Tan, T. Hansen, and **M. Walk**. *Sources of Funding Transit in Texas* PRC 15-11.3 (2018).
- Edrington, S., **M.J. Walk**, K. Miller, and T. Hansen. *Guidebook on Health and Human Services Revenue as Public Transit Local Match* [contractor’s report] (2019).

- Cherrington, L., et al. *TCRP Report 192 – Decision making toolbox to plan and manage park-and-ride facilities for public transportation: Guidebook on planning and managing park-and-ride* (2017)
- **Walk, M.J.** and A. Rupp. Pearson product-moment correlation coefficient, *Encyclopedia of research design*, pp. 1023–1027 (2010).

Presentations

- *Bus Transit Signal Priority – Current State of the Practice: TCRP Synthesis Report 149*, National Transit Institute webinar (2020).
- *Know Texas Transit Districts with Just a Few Clicks: The Power of Data Visualization*, Southwest Transit Association Conference and Rodeo (2020).
- *Bus Transit Signal Priority – Current State of the Practice: TCRP Synthesis Project SA-47*, Southwest Transit Association Conference and Rodeo (2020).
- *In Progress Study: The Effects of Automation on the Public Transportation Workforce*, Florida Automated Vehicle Summit (2019).
- *Making headways: Managing the transit scheduling workforce in a time of change* (interactive sessions), APTA Mobility Conference (2019) and APTA Sustainability and Multimodal Workshop (2019).
- *Money in – money out: Managing your dollars with sense* (½-day workshop), Southwest Transit Association Conference and Rodeo (2019).
- *Service (not) guaranteed: Service guarantees and transparency in public transit*, Southwest Transit Association Conference and Rodeo (2019) and Southwest Transit Association Summer University (2018).
- *Evaluating ridership and operations of AV shuttles*, Texas A&M Transportation Technology Conference, AV Shuttles Workshop (2019).
- *Urban and rural area transit needs assessment*, TxDOT Transportation Planning Conference (2018).
- *Texas on the move: Emerging issues and advances in accessible transportation*, Transportation Works: Collaboration and Connectivity Summit (2018).
- *Making a difference in transportation for the blind*, National Federation of the Blind of Texas Conference (2017).
- *El Paso County regional transit institutional options assessment study*, National RTAP Conference (2017).
- *Building more effective transit boards*, National RTAP Conference (2017).
- *Texas transit needs assessment and performance dashboard*, National RTAP Conference (2017).
- *Bus stop beacons: Transit wayfinding for people with visual impairments*, APTA TransITech Conference (2017).
- *Using new technology to assist in transit navigation*, Texas Accessible Transportation Summit (2017).
- *A driving challenge: Recruiting, selecting, and retaining bus operators*, Southwest Transit Association Conference and Expo (2017).
- *Amazing transit technology lightning round* (panelist), Southwest Transit Association Conference and Expo (2017).
- *Texas transit needs assessment*, Texas Transit Association Conference (2016).
- *Performance management in transit: Driving toward results*, Texas Transit Association Conference (2016).

- *Rate your ride: Improving customer communication and feedback with low-cost real-time surveys*, Texas Transit Association Conference (2016).
- *Remix-ing Baltimore: Planning empowered through technology & teams*, Remix Webinar (2016).
- *Maryland Transit Administration efforts to “Mind the Gaps,”* Central Maryland Regional Transit Mobility Matters Conference (2015).
- *Be involved: Correcting issues and advocating for improvements*, Central Maryland Regional Transit Mobility Matters Conference (2015).
- *Your data is here: Rate Your Ride and other open MTA data*, Baltimore Data Day (2013).
- *The business of transit: A (literally) moving target*, Annual Transportation Systems Operations and Management Academy (2012–2014).
- *Crowdsourcing service quality data to make improvements and increase stakeholder & customer engagement*, Transit Communications Conference (2013).
- *MTA Executive Roundtable: Improving performance, meeting challenges*, presentation at Leadership APTA (2012).
- *Providing the BESTRIDE: Utilizing customer feedback to make operational improvements*, Transit Communications and E-Ticketing Workshop (2012).
- *The people problem: How the fleshy, fragile, and finite can undermine the expertly engineered*, Eugene DeLoatch Lecture Series at Morgan State University (2012).
- *Creating a data-driven organization*, APTA Multimodal Operations Planning Workshop (2012).
- *Mobile farebox repair program: Setting standards & maximizing regained revenue*, Fare Collection Workshop & TransITech Conference (2012).
- *Performance management in public transit: Decreasing costs and improving service through data-driven accountability*, 1st Annual Northeast Conference on Public Administration (2010).
- *A case-study of a web-based method for repeated-measures and multi-source research*, Society for Computers in Psychology Annual Conference (2008).
- *Dear online time diary: Testing a web-based method for gathering time-use data* (poster), Association for Psychological Science Annual Conference (2008).
- *Know thy social self? Self-monitoring predicts accuracy in rating one’s reputation* (poster), Association for Psychological Science Annual Conference (2008).
- *Influence of cognitive abilities on the effectiveness of faking traits* (poster), Society for Industrial and Organizational Psychology Annual Conference (2008).
- *Overestimation of average weekly computer use by college students* (poster), Association for Psychological Science Annual Conference (2007).

Relevant Projects and Experience

Transit Performance Management Program Implementation (Task Lead, 2020-ongoing). Provide technical assistance and subject matter expertise to the City of Durham's Transportation Department, which offers fixed-route bus and ADA paratransit services as GoDurham. Michael led the performance management program implementation task, helping the Department of Transportation to implement best practices in performance management to improve service quality and fiscal efficiency. Documented GoDurham's current transit services and performance management processes, developed an implementation plan for a transit performance management program, and implemented the first phase of that implementation plan—working with GoDurham's key stakeholders to ensure the overall success and sustainability of the performance management program.

Analysis of Census 2020 Impact on Public Transportation Providers in Texas (Principal Investigator, 2019-ongoing). Review demographic trends in Texas to anticipate changes in urbanized and non-urbanized areas prior to Census 2020 and analyze the resulting implications for transit funding. TTI, in partnership with the Institute for Demographic and Socioeconomic Research (IDSER), will provide technical assistance to assess potential institutional and financial changes that may result from the Census 2020 for Texas transit districts, develop strategies to address related challenges, and hold training sessions to ensure that each transit district is well-prepared for the Census 2020 changes.

Headway Management Analysis (Principal Investigator, 2019-ongoing). Work to fully understand the root causes of, to empirically investigate the best intervention(s) for, and to potentially develop prediction models for bus headway violations (e.g., bunching or gapping) on Capital Metro's MetroRapid routes. Provide Capital Metro with an understanding of the inflection point in headway management (the gap/bunch threshold at which recovery is unlikely), a replicable methodology to detect headway violation patterns, identification and prioritization of potential bunching/gapping solutions and interventions to test and evaluate, guidance for dispatchers to more effectively manage bus headways, and a replicable analytical methodology and supporting tools to calculate headway reliability performance measures using existing Capital Metro data.

Texas State University Shuttle System Passenger Sampling Technical Assistance and Tool Development (Principal Investigator, 2019-ongoing). Texas State University (TXST) Transportation Services provides Bobcat Shuttle bus service; ridership exceeds 27,000 daily trips serving TXST students, faculty, staff, and the general public. This project provides technical assistance supporting TXST's passenger sampling to report unlinked passenger trips and passenger miles traveled to satisfy Federal Transit Administration National Transit Database reporting requirements for bus service. Technical assistance includes evaluating existing data collection procedures, developing a sampling plan and executing the plan, and delivering training and reporting tools as necessary to support TXST's effort to conduct sampling in future years.

TCRP Project J-11 Task 34: The Effects of Vehicle Automation on the Public Transportation Workforce (Principal Investigator, 2019-ongoing). Provide the transit industry with an understanding of how vehicle automation will impact the public transit workforce. Identify likely transit automation use cases, analyze each use case's potential impacts on the public transportation workforce, and identify clusters of strategies to prepare the workforce for and mitigate negative impacts of transit vehicle automation.

National Rural Transit Assistance Program: Fundamental Financial Management Update (Significant Contributor, 2019-ongoing). TTI is assisting in the completion of an update to the National Rural Transit Assistance Program's Fundamental Financial Management training materials. TTI updated key content, created lists of helpful resources, developed companion PowerPoint slides, and generated all content for advanced topics chapters.

National Rural Transit Assistance Program: Two-Variable Cost Allocation Calculator (Task Lead, 2018-ongoing). TTI created a two-variable cost allocation model calculator for the National Rural Transit Assistance Program (National RTAP). Two versions of the calculator were created: one using Microsoft Excel and one using Microsoft Access. The calculator helps transit agencies easily allocate their operating costs to different transit programs, funding sources, and service areas. Michael developed and continues to update the Microsoft Access version of the calculator.

Intelligent Transportation Systems in Headway-Based Bus Service (co-Investigator, 2020-2021). Study how transit agencies are using intelligent transportation systems (ITS) in the operations and management of headway-based bus service. Provide the transit industry with a synthesis of current and notable practices through a literature review, industry-wide survey, and case studies. Final report published as *TCRP Synthesis 155 – Intelligent Transportation Systems in Headway-Based Bus Service*.

Rural Transit Agency Financial Sustainability: Analysis, Tools, and Training (Principal Investigator, 2019–2020). To support the financial sustainability of the Rural Economic Assistance League, Inc. (REAL), develop a series of analysis, tools, and training kits, including: a cost allocation model, documentation of TxDOT and federal requirements regarding non-cash contributions for local match, recommendations for sponsored transit services rate structures, and a tool to easily update sponsored services rates using new cost and service data. At the conclusion of the project, train REAL staff on all of the tools, enabling REAL to continue use of the tools on their own.

El Paso County Regional Transit Study Phase 2 (Task Lead and significant contributor, 2019–2020). The study seeks to build upon work completed in 2018, which identified potential transit service scenarios and transit organizational, regulatory, and financial framework alternatives for the operation of enhanced county-wide transit. The Phase 2 study will result in specific guidelines and recommendations for transit service design, route alignments, bus stop placement, and passenger amenities.

TCRP IDEA Project T-91: Comprehensive Wayfinding for All (CWall) (Principal Investigator, 2018–ongoing). This project will develop and test a prototype CWall smartphone application (app) that will provide transit and pedestrian trip planning and navigation assistance along the entire transit trip. CWall will aid users in traveling to bus stops, locating them using accessible pathways, obtaining real-time transit information, and receiving alerts for when to board and get off buses.

Making Dollars and Sense of Transit Finance Workshop (Principal Investigator and Lead Instructor, 2017–ongoing). Workshop to help transit managers understand sources of transit funding, requirements for use, procedures for reporting, and strategies to contain costs. The training has been delivered in several variations ranging from half-day to two-and-a-half-day workshops at the 2017 and 2018 Texas Transit Association meetings, at the TxDOT public transit division’s semi-annual meeting in 2017, and at the Southwest Transit Association’s annual meeting in 2019 and 2020. Evaluations indicated high attendee satisfaction with workshop content, materials, and delivery.

Transportation Cost Savings Review for Paulding County School District (Principal Investigator, 2020). Assist Gibson Consulting Group (Gibson) to examine the transportation program for the Paulding County School District (PCSD), located near Atlanta, GA, to identify potential cost savings opportunities. The assistance work included interviewing key PCSD staff, examining PCSD data and documents, and compiling a list of findings and cost savings recommendations related to fleet planning, maintenance management, accidents and safety, and fuel tracking and management.

National Transit Database Sampling Plan and Streetcar Data Collection Guidance and Technical Assistance (Principal Investigator, 2019-2020). Provided technical assistance and guidance to Sun Metro regarding sampling unlinked passenger trips (UPT) and passenger miles traveled (PMT) for National Transit Database (NTD) reporting. Reviewed Sun Metro’s sampling plan for UPT and PMT for fixed-route bus service. Also developed a sampling plan for Sun Metro's recently launched streetcar route, for which Sun Metro has not yet compiled sampling data or a sampling plan. In addition to completing the sampling plans for fixed-route bus and streetcar service, developed training materials

and documentation to help Sun Metro staff gain the knowledge and expertise to complete future changes to NTD sampling plans.

Multi-Modal Cost Allocation Model for Denton County Transportation Authority (Principal Investigator, 2018–2020). This project will develop a multimodal service cost allocation model for the Denton County Transportation Authority (DCTA) that calculates the variable and fixed unit costs of each of DCTA’s services. To produce the model, researchers will review organizational functions, interview staff, review best practices and regulatory context, and create an Excel-based cost allocation model. Finally, researchers will train staff and provide documentation for future model users.

TCRP Project J-07 Synthesis SA-47: Bus Transit Signal Priority – Current State of the Practice (Principal Investigator, 2018–2020). This synthesis study documents the current practice of transit systems’ use of bus transit signal priority (TSP) to meet the different objectives under diverse conditions; it provides an overview of 1) TSP strategies and parameters, 2) the resulting benefits and 3) an assessment of to what extent the disparity in benefits realized are driven by strategy and parameter choices. Data are collected using a literature review focusing on modern deployments (both domestic and international), a survey of selected North American transit systems that utilize TSP, and case examples. Final report is published as *TCRP Synthesis Report 149 – Transit Signal Priority: Current State of the Practice*.

Performance Review and Peer Benchmarking for the Fort Bend Independent School District (Principal Investigator, 2018–2019). Assist Gibson Consulting Group (Gibson) to examine the transportation program for the Fort Bend Independent School District (ISD), focusing and evaluating factors affecting student transportation performance. The review will include organizational structure and staffing; policies and procedures; compliance for state reporting; planning, routing, and scheduling; training and safety; fleet management and vehicle maintenance; facility master planning; and reviewing contracted services.

Performance Review and Peer Benchmarking for the Killeen Independent School District (Principal Investigator, 2018–2019). Assist Gibson Consulting Group (Gibson) to examine the transportation program for the Killeen Independent School District (ISD), focusing and evaluating factors affecting student transportation performance. The review will include organizational structure and staffing; policies and procedures; compliance for state reporting; planning, routing, and scheduling; training and safety; fleet management and vehicle maintenance; and facility master planning.

Rural Economic Assistance League, Inc. Financial Sustainability Review (Principal Investigator, 2018–2019). On behalf of the TxDOT Public Transportation Division, this project reviewed the Rural Economic Assistance League’s (REAL) financial procedures, made recommendations for improvements, and provided tools and templates to help the financial sustainability of REAL.

Title VI Technical Assistance and Innovation Research for Denton County Transportation Authority (Task Lead, 2018–2019). Conduct research to compare an innovative geo-spatial demographic analysis technique for assessing transit service changes with DCTA’s current Title VI service change analysis methods. The innovative method being assessed streamlines the service change analysis process and accounts for service performance and equity of service access concurrently, presenting an opportunity to improve service efficiency and enhance equity concurrently. As part of this project, TTI will provide technical assistance to conduct Title VI equity analyses for DCTA’s upcoming proposed service and fare changes to develop a baseline service change analysis for comparison with the innovative method. The objective of assessing an alternative methodology is to determine the effectiveness of the analysis to better inform DCTA staff about potential adverse/inequitable impacts of

service changes during the development of proposed changes and introduce an alternative method for assessing service efficiency.

TxDOT AV/CV Test Bed to Improve Transit, Bicycle, and Pedestrian Safety (2017–2018).

Research and develop AV/CV technologies to prevent crashes involving transit vehicles, bicyclists, and pedestrians at signalized intersections.

Transit Route Level of Service Index: Metrics and Mapping (Principal Investigator, 2018). This project developed a level of service (LOS) Index for VIA San Antonio bus routes calculated from several rider-oriented metrics including service reliability, headway regularity, service availability, and revenue speeds. TTI assisted VIA in developing the LOS metrics, weighting the metrics, calculating the LOS Index, and visualizing the results on an interactive online map.

Brazos Transit District 2018 BUILD Grant Writing Technical Assistance (Principal Investigator, 2018). Provided technical assistance to the Brazos Transit District to complete and submit a grant application for the USDOT 2018 BUILD (formerly TIGER) grant program. Compile existing conditions, assess project's performance on merit criteria, and conduct benefit-cost analysis. Brazos Transit District was selected to receive federal funding from the BUILD program to support the purchase of 32 buses, including 3 battery-electric buses. The total value of the project was \$17.5 million.

TCRP Project J-07 Synthesis SF-20: Managing the Transit Scheduling Workforce (Principal Investigator, 2017–2018). Provides an overview of the current state of practice regarding how transit agencies approach management of transit scheduling human capital and examines how transit agencies are recruiting, training, developing, and retaining schedulers. Final report published as *TCRP Synthesis Report 143 – Managing the Transit Scheduling Workforce*.

TCRP Project J-07 Synthesis SA-44: Comprehensive Bus Network Redesign (Task Lead and Contributing Author, 2017–2018). Provides an overview of the current state of practice regarding bus network redesign, including agency decision making, planning, evaluation criteria, stakeholder engagement, implementation, and challenges and lessons learned. TTI's role was to assist Foursquare Integrated Transportation Planning in the literature review, survey analysis, case studies, and writing the final report. Final report published as *TCRP Synthesis Report 140 – Comprehensive Bus Network Redesigns*.

Strategies for Improving Performance Data Reliability and Validity (Principal Investigator, 2017–2018). Provide the Denton County Transportation Authority with technical assistance, system and data analysis and assessment, and best-practice guidance to enhance current performance management processes to: (1) improve the quality of data used in performance reporting, (2) enhance the presentation and reporting of performance metrics, and (3) expand the usefulness of performance data for management decision-making.

Transit Signal Prioritization Functionality Assessment (Principal Investigator, 2017–2018). Perform assessment of transit signal prioritization (TSP) for transit vehicles on current bus rapid transit lines. Determine system functionality by merging large, transactional data sets from Capital Metro and City of Austin and comparing existing TSP transactions against system specifications.

El Paso County Regional Transit Institutional Options Assessment Study (Task Lead and significant author, 2016–2018). The study seeks to address congestion by identifying transit organizational, regulatory, and financial framework alternatives for the operation of transit within travel

corridors throughout the county and adapts state-of-the-art methodologies and tools for their application in specific regional travel corridors.

Transit Funding and Peer Comparison Board Workshop (Task Lead and Presenter, 2018).

Developed a presentation for the VIA San Antonio Board of Trustees to provide an overview of sources of funding for transit, discuss the sources of funding used by VIA, and compare VIA's funding and operations with U.S. peer agencies.

Cost Efficiency and Effectiveness Peer Review (Principal Investigator, 2018). Provide the Denton County Transportation Authority with technical assistance, data analysis, and evaluation of the transit agency's cost efficiency, cost effectiveness, and labor efficiency using replicable industry-standard practices. Benchmarked performance against industry peers.

Research Implications of Emerging Technology on METRO Bus and Paratransit Modes (Task Lead, 2017–2018). Assesses the potential roles of emerging technologies on Houston METRO's bus and paratransit modes and provides a research framework to test and apply technologies to solve specific transit challenges.

TCRP Project J-07 Synthesis SB-29: Customer-Focused Service Guarantees and Transparency Practices (Principal Investigator, 2016–2017). Assesses the current state-of-the-industry on customer-focused service guarantees and transparency practices. Documents prevalence of practices, implementation strategies, challenges and benefits, and lessons learned. Published as TCRP Synthesis Report 134.

NCHRP Project 20-65 Task 64: Guidebook on Health and Human Services Revenue as Public Transit Local Match (guidebook author, 2015–2016, contractor's report is published). Provide a helpful brief for state DOTs and transit agencies about how to determine eligibility and report match revenue when revenue is from contracts for coordinated transportation (especially Medicaid). The guidebook also provides resources for a better understanding of the accounting, reporting, and rules and regulations for providing coordinated health and human service transportation.

Research for the Austin Area Research Organization (Task Lead and significant author, 2016–2017). Research and report on the governance structures, planning processes, and funding sources for transportation in Central Texas and regions identified as Central Texas peers.

TxDOT State Safety Oversight Peer Review and Benchmarking (2017). Assisting the Texas Department of Transportation (TxDOT)'s rail safety division with understanding and implementing regulatory changes regarding state safety oversight agencies.

Bus Operator Retention Improvement Study (Principal Investigator, 2016–2017). Examine causes of unsatisfactory retention of bus operators (including wages, working conditions, and hiring pool competitors) and provide recommendations for improving retention rates.

TCRP Project H-52: Decision Making Toolbox to Plan and Manage Park-and-Ride Facilities for Public Transportation (co-author, 2015–2017). Documented case study results and synthesized case study reports from team researchers. Wrote two chapters: "Operating Park-and-Ride" and "State of Good Repair and Asset Management." Published as *TCRP Report 192*.

Texas Transit Needs Assessment (Principal Investigator, 2016–2017). Led two phases of a statewide assessment of transit needs in Texas-state-funded public transportation districts. In Phase One, led researchers in analyzing the effects of population growth, transit cost inflation, and growth in urbanized areas. The assessment also included a comparison of service hours by district, mode, and day against

industry standards for service. In Phase Two, determined whether gaps in service coverage or span of service exist and estimated cost of filling gaps, accounting for local contexts and transit cost inflation.

Capital Metro Bus and Paratransit Services Data Review (Principal Investigator, 2016). Explored Capital Metro fixed-route bus dispatching data to detect patterns and issues in using unscheduled stand-by buses.

Houston METRO On-Time Performance Peer Review (Principal Investigator, 2016). Examined and documented state-of-the-industry practices for measuring, reporting, and managing on-time performance of fixed-route bus services.

Houston METRO Bus Operator Transport Peer Review (Principal Investigator, 2016). Examine and document state-of-the-industry practices for transporting bus operators to and between garages and on-street relief points.

Director of Service Development, Maryland Transit Administration (2012–2016). Oversaw data collection, planning, and scheduling activities for the Maryland Transit Administration’s (MTA) directly operated bus, light rail, and subway services. Ensured compliance with regulatory requirements. Revised or implemented standards and operating procedures for bus destination signs, bus route mapping, bus stop placement and naming, layover timing and configuration, and maintenance and utilization of Automated Passenger Counters (including utilization of bus load data). Interfaced with stakeholders at all levels—including bus operators, metropolitan planners, and elected officials.

Bus Network Improvement Project/BaltimoreLink (MTA). Project manager on two related efforts to completely overhaul the Baltimore local bus network. Led all parts of Bus Network Improvement Project including project management, data collection, transit planning, public outreach and involvement, and implementation. Co-led BaltimoreLink, managing data collection, transit planning, and public outreach and involvement.

Work History

Dates	Position	Company
2017–current	Research Scientist and Transit Mobility Program Manager	Texas A&M Transportation Institute
2016–2017	Associate Research Scientist	Texas A&M Transportation Institute
2012–2016	Director of Service Development	Maryland Transit Administration
2011–2012	Chief Performance Officer	Maryland Transit Administration
2010–2011	Special Assistant to the Administrator	Maryland Transit Administration
2008–2010	Transit Analyst/Statistician	Maryland Transit Administration
2008–2012	Adjunct Professor	University of Baltimore
2008–2015	Access and Excel Workshop Instructor	University of Baltimore
2007–2008	Research Assistant	University of Baltimore

Education

M.S., Applied Psychology, University of Baltimore, 2008
 B.A., Psychology, Eastern University, 2004