



**Committee:** Directly to Council  
**Staff:** Selena Mendy Singleton, Esq., Clerk of the Council  
**Purpose:** To confirm CE appointment  
**Keywords:**

AGENDA ITEM #3K  
February 25, 2020  
**Action**

## SUBJECT

Approval of County Executive's list of candidates for the position of Supervisor of Assessments.

## EXPECTED ATTENDEES

None.

## COUNCIL DECISION POINTS & COMMITTEE RECOMMENDATION

None.

## DESCRIPTION/ISSUE

The County Executive has forwarded to the Council for approval a list of the names of five candidates for the position of Supervisor of Assessments. Pursuant to State law, the County Executive, with approval of the County Council, must forward the names of five candidates for this position to the Director of the State Department of Assessments and Taxation who will make the final appointment of Supervisor of Assessment for Montgomery County.

The following list of candidates is before the council for approval:

Ava McIntyre-Garvey, Assessor Manager, SDAT  
Carol Tarkowski, Assessor Manager, SDAT  
Bryan Levenson, Assessor, SDAT  
Trevor Rose, Assessor Supervisor, SDAT  
George Griffin, Principal, GF Griffin Co.

## SUMMARY OF KEY DISCUSSION POINTS

Not applicable.

### This report contains:

Memorandum from County Executive ©1  
Memorandum from Mr. Coveyou, Acting Director of Finance ©2  
Resumes: Ava McIntyre-Garvey ©3  
Carol Tarkowski ©5  
Bryan Levenson ©10  
Trevor Rose ©12  
George Griffin ©18

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OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

Marc Elrich  
County Executive


2020 FEB 19 10:57

RECEIVED  
MONTGOMERY COUNTY  
FEB 19 2020

MEMORANDUM

February 19, 2020

TO: Montgomery County Council Members

FROM: Marc Elrich, County Executive 

SUBJECT: Submission of List of Candidates for Supervisor of Assessments

Pursuant to Section 2-105 of the Tax Property Article of the Annotated Code of Maryland, I am forwarding for your consideration and approval the names and resumes of five (5) candidates for the position of Supervisor of Assessments for Montgomery County. Once the Council approves this list, I shall submit it to the Director of the State Department of Assessments and Taxation.

Ava McIntyre-Garvey: Assessor Manager, SDAT

Carol Tarkowski: Assessor Manager, SDAT

Bryan Levenson: Assessor, SDAT

Trevor Rose: Assessor Supervisor, SDAT

George Griffin: Principal, GF Griffin Co.



DEPARTMENT OF FINANCE

Marc Elrich  
County Executive

Michael J. Coveyou  
Acting Director

MEMORANDUM

January 22, 2020

TO: Marc Elrich, County Executive

FROM: Michael J. Coveyou, Acting Director of Finance *Michael J. Coveyou*

SUBJECT: Submission of List of Candidates for Supervisor of Assessments

I am pleased to forward for your consideration and action a list of five candidates and their resumes for the position of Supervisor of Assessments for Montgomery County. Pursuant to Section 2-105 of the Tax-Property Article of the Annotated Code of Maryland, the County Executive with the approval of the County Council, must submit a list of five qualified candidates to the Director of the State Department of Assessments and Taxation (SDAT).

The application process resulted in ten candidates meeting the minimum qualifications. Following a subsequent review of the resumes, five candidates were interviewed on January 21 and 22, 2020, and all five candidates are recommended for consideration:

Ava McIntyre-Garvey: Assessor Manager, SDAT

Carol Tarkowski: Assessor Manager, SDAT

Bryan Levenson: Assessor, SDAT

Trevor Rose: Assessor Supervisor, SDAT

George Griffin: Principal. GF Griffin Co.

The County received a 60-day extension for completing the selection process from SDAT until April 1, 2020. If you have any questions regarding the list of candidates or selection procedure, please contact me at extension 7-8860 or James Babb, Acting Chief, Division of Treasury at 7-8990.

Department of Finance

101 Monroe Street, 15th floor • Rockville, Maryland 20850  
www.montgomerycountymd.gov

**Ava Joy McIntyre-Garvey**

**Country of citizenship:** United States of America

**Veterans' Preference:** No

**Contact Current Employer:** Yes

**AVAILABILITY** Job Type: Permanent

Work Schedule: Full Time

**WORK EXPERIENCE** State of Maryland Department of Assessments and Taxation 3/2002 - Present

Rockville, Maryland US

Salary: 70,000 USD Per Year

Hours per week: 40

**Assessor Manager, Commercial & Industrial**

Manage a team of commercial assessors and clerks. Inspect commercial and industrial property to determine the appraisal value.

Analyze sales papers, existing market data, and applies appraisal procedures in order to determine the value of land or buildings.

Prepare, present and defend determination of commercial value at all levels of the appeal process.

Determine costs to be added or eliminated, such as: taxes, insurance, maintenance, rental income and management costs.

Review financial reports, profit and loss statements, tax returns and other cost data in order to adjust appraisal values.

Consult with administrators and specialists to determine assessment methods and procedures and to elicit evaluation opinions.

Contact owners of property, corporate tax representatives, attorneys and accountants to obtain access to property, to gather data for the appraisal or to review the findings of the assessment.

(Contact Supervisor: Yes, Supervisor's Name: Steve Falade, Supervisor's Phone: 240-314-4502)

**EDUCATION** University of Maryland University College

Adelphi, Maryland US

Master's Degree - 12/2005

18 Semester Hours

Major: Business Administration

3.2 out of 4.0

University of Maryland University College

Adelphi, Maryland US

Master's Degree - 5/2004

38 Semester Hours

Major: Management

Specialization: Health Care Administration

3.2 out of 4.0

University of Maryland

College Park, Maryland US

Bachelor's Degree - 5/2001

121 Semester Hours

Major: Sociology

Minor: French

2.6 out of 4.0

## LANGUAGES

French

Spoken: Intermediate

Written: Intermediate

Read: Intermediate

## REFERENCES

Moriam Abiola

Business Analyst

Phone Number:

Email Address:

Reference Type: Personal

Shanetta Oliver

Educator

Phone Number:

Email Address:

Reference Type: Personal

## CAROL A. TARKOWSKI

### PROFESSIONAL EXPERIENCE

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**Maryland State Department of Assessments and Taxation**  
*Assessor Manager, Real Property*

**Rockville, MD**  
*2011 to Present*

- Supervise, train, evaluate, and mentor a team of lower level supervisors and all levels of assessors.
- Create training tools and implement their use in order to assist employees to meet standards and complete assigned tasks within a set timeframe
- Compile and maintain data for use when completing various weekly, monthly and annual reports.
- Stay apprised of current laws and any changes which affect tasks being performed so that work will be compliant.
- Prepare schedule for team to complete re-assessment assignment and ensure 1<sup>st</sup> level supervisors and all levels of assessors on team comply with guidelines and complete assignment effectively and efficiently.
- Communicate daily with other government agencies, professionals and the general public via e-mail, telephone or in person to answer questions and/or concerns and to assist with completing forms as well as ensure required documentation is submitted timely.
- Review monthly mileage report, bi-weekly time report and bi-annual evaluations for team members, prior to submission to Human Resources.
- Ensure team members are completing all required training by scheduled deadlines.
- Instruct team regarding: 1) Department, office and team policies and procedures, 2) applicable local, state and federal laws which relate to the job of an assessor, 3) ethical and professional conduct in the office and field, 3) report preparation and submission and 4) job performance/customer service.
- Conduct regular and unscheduled staff meetings to address tasks to be completed, changes of due dates for assignments, and various other issues which need to be discussed.
- Maintain confidential files on team members' progress; complete bi-annual evaluations for employees, coach and/or counsel staff on various issues when necessary, and create plan to positively address issues counseled on so employee will meet the minimum standards set by the State, Department, office and team.
- Interact with members of upper level management to advise them regarding team and individual's progress completing tasks and assignments.
- Provide an open door policy to create transparency and encourage positive communication with all staff members.
- Work with agricultural accounts to ensure required documentation is completed correctly and maintained in a confidential file. Review, approve/deny agricultural applications and

apply proper valuation methods as well as track any changes to an account. Determine agricultural transfer taxes due, if any, as needed.

- Process plats and ensure accounts are properly set up and valued.
- Set land rates for re-assessment and new subdivisions for districts assigned to my team.
- Determine circuit breaker, provide information to clerical manager and ensure accounts are properly coded/valued.
- Create and maintain various files for use when valuing properties (ex. accounts which have a no perc memorandum, Maryland Environmental Trust donations).
- Review error reports and ensure accounts are reviewed and corrected.
- Perform all aspects of valuation of real property for tax assessment purposes.
- Instruct staff, property owners and interested parties such as designated representatives, about homestead tax credit and other tax credits and direct them to the proper office to assist them with completing applications, etc.
- Represent Department and State at Supervisor, Property Tax Assessment Appeals Board and Maryland State Tax Court appeal hearings.
- Ensure confidentiality of file maintenance and disposal of paperwork.
- Maintain composure and communicate effectively with persons who can be irate, upset, or out of control.
- Maintain control of situations which are often high pressure, fast paced, and very busy.
- Perform other duties as assigned.

**Maryland State Department of Assessments and Taxation**  
*Assessor Supervisor, Real Property*

**Rockville, MD**  
*2009 to 2011*

- Perform all aspects of valuation of real property for tax assessment purposes.
- Supervise, train, evaluate, and mentor a team of all levels of assessors.
- Review assessor work to ensure accurate data is being picked up and work is completed by required deadlines.
- Review monthly mileage report, bi-weekly time report and bi-annual evaluations for team members, prior to submission to upper management.
- Conduct regular and unscheduled staff meetings to address tasks to be completed, changes of due dates for assignments, and any other issues which need to be discussed.
- Maintain confidential files on team members; complete bi-annual evaluations, coach and/or counsel assessors on various issues when needed.
- Interact with members of upper level management to advise them regarding team and individual's progress completing tasks and assignments.
- Represent Department and State at Supervisor, Property Tax Assessment Appeals Board and Maryland State Tax Court appeal hearings.
- Process plats, split/combining requests.
- Process agricultural applications.
- Determine circuit breaker and provide information to clerical manager.
- Maintain composure and communicate effectively with persons who can be irate, upset, or out of control.
- Perform other duties as assigned.

**Maryland State Department of Assessments and Taxation**  
*Assessor, Real Property*

**Rockville, MD**  
*1998 to 2009*

- Perform all aspects of valuation of real property for tax assessment purposes.
- Complete assigned work in a thorough and efficient manner meeting all deadlines.
- Set up and perform field reviews of properties and update account information as needed (ex. regular re-assessment accounts, properties with additions being constructed and new homes being built).
- Represent Department and State at Supervisor, Property Tax Assessment Appeals Board and Maryland State Tax Court appeal hearings.
- Perform other duties as assigned.

**Montgomery County Public Schools**  
*Substitute Teacher (k-12 including special education)*

**Rockville, MD**  
*2006 - 2012*

- Substitute for teacher and supervise a classroom of students.
- Assist students to successfully complete tasks assigned by teacher.
- Maintain a record of daily events for teacher use upon their return.
- Maintain order in classroom and address situations as they arise.
- Be aware of students' special needs and address them discreetly while maintaining composure and decorum in classroom.

**Ratner Corporation dba Bubbles Salon**  
*Receptionist*

**Germantown, MD**  
*2006 - 2012*

- Greet existing and potential clients to answer questions and schedule appointments using computer, multi-line telephone and in person.
- Maintain daily record of sales and document issues/concerns for management.
- Provide a positive environment for clients and stylists to maintain a successful business.
- Reconcile cash drawer at beginning, mid-day and/or close of business making bank deposits as necessary.
- Resolve issues/complaints in absence of manager.
- Prepare reports for management and home office use.
- Order supplies as needed and perform quarterly inventory; compile data to create report for home office use.
- Complete other duties as assigned.

**District Court of Maryland**  
*Civil Clerk/ Juvenile Courtroom Clerk*

**Rockville, MD**  
*1992 - 1998*

- Maintain confidential records of court files and proceedings.
- Interact with judges, attorneys, parties to cases, and general public to answer inquiries and schedule hearings.
- Advise parties of outcome of hearings and judges orders after completion of hearing, when requested.
- Record and maintain audio and written records of court proceedings.



**District Court of Maryland cont'd.**  
**Civil Clerk/ Juvenile Courtroom Clerk**

- Create written order of Judge's guidelines for parties to case.
- Produced and maintained a secure evidence locker.
- Maintain decorum in the courtroom at all times, swear in witnesses, and announce arrival of judge
- Create and maintain a schedule of assignments for clerks to ensure courtroom coverage at all times.
- Other duties as assigned.

**EDUCATION**

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**University of Maryland University College**  
**2007**

**Adelphi, MD**

- Bachelor of Science in General Studies
- Primary concentration in Biology and Secondary concentration in Environmental Science
- Certificate in Bio-Security

**University of Maryland University College**  
**1997**

**Adelphi, MD**

- Bachelor of Science in Behavioral Sciences

**Montgomery College - Rockville**  
**1992**

**Rockville, MD**

- Associate of Arts in Secondary Education

**ADDITIONAL SKILLS**

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**Computer Skills**

• Experience using: 1) Microsoft Office Products (Word, Excel, PowerPoint, etc.), 2) Outlook, Gmail and other e-mail programs, 3) various government databases including CAMA, AAVS, ADC, CICS, 4) various internet search engines. I am able to learn and implement use of various types of software and databases.

**Work-Related Activities**

- Interview panel for prospective employees
- Created training system and manual for team
- Created new employee handbook to include data about policies, procedures, necessary contact information, etc.
- Declared as expert witness at Maryland State Tax Court
- Represent the State of Maryland before the Property Tax Assessment Appeals Board and Maryland Tax Court

**Work-Related Activities cont'd.**

- Represent Department at meetings with governmental agencies, HOA's and other community organizations

**Professional and Development Courses**

- Ethics
- IAAO Course 101
- IAAO Course 102
- IAAO Course 300
- Representing and defending the Maryland State government at Tax Court
- Managerial and Supervisory training workshops
- Maryland State government training regarding employment related subjects including equal opportunity, sexual harassment, discrimination, workplace bullying, ethics
- Monthly IT security training for both Maryland State and Montgomery County governments

**Volunteer Activities**

- Home Owner's Association; 2005 to 2019 (Vice President 2006 to 2009 and President 2009 to 2019)
- Congressional Cemetery annual clean up
- Anacostia River Earth Day clean up
- Wreaths Across America
- Respite care of elderly persons
- Mentoring at risk youth
- Providing support and assisting disabled persons to complete training, etc. in the workplace

Work Experience

**Maryland Department of Assessments and Taxation    Multiple Positions February 2007-Present**

- **Assessor I (February 2007-February 2008), Assessor II (February 2008-February 2009), Assessor III (February 2009-September 2011), Assessor Advanced (September 2011-October 2017), and Assessor Supervisor (October 2017-Present)**
- **Have worked on reassessment team and new construction team before becoming supervisor of appeals/condo team, including valuation of many different types of properties**
- **Routinely handles assessment appeals including appearing before the Property Tax Assessment Appeals Board for Montgomery County and the Maryland Tax Court, as well as reviewing appeal decisions made by other assessors. In addition to training assessors on preparing and presenting appeals at the Board and Court levels.**

Work-related Courses

**International Association of Assessing Officers**

- |   |                      |
|---|----------------------|
| ▪ <b>Course 101    Fundamentals of Real Property Appraisal</b>    | <b>March 2008</b>    |
| ▪ <b>Course 102    Income Approach to Valuation</b>               | <b>March 2012</b>    |
| ▪ <b>Course 300    Fundamentals of Mass Appraisal</b>             | <b>March 2009</b>    |
| ▪ <b>Uniform Standards of the Professional Appraisal Practice</b> | <b>November 2007</b> |
| ▪ <b>USPAP 7 hour Update Seminar</b>                              | <b>May 2012</b>      |
| ▪ <b>USPAP 7 hour Update Seminar</b>                              | <b>May 2015</b>      |
| ▪ <b>USPAP 7 hour Update Seminar</b>                              | <b>May 2018</b>      |

Professional Affiliations

**Maryland Association of Assessing Officers**

- **Member, February 2007 to Present**
- **Regional Board Member, June 2008 through June 2010**
- **Hospitality Committee Chairman, June 2010 through June 2011**
- **Vice President, June 2015 to May 2016**
- **CMPA/CMCA Designation Committee Chairman June 2015 to present**
- **Speaker at 2015 MAAO Educational Conference**
- **President, May 2016 to June 2017**
- **Immediate Past President, June 2017 to June 2018**
- **Nominations Committee Chairman, June 2017 to June 2018**
- **Representative to the Northeastern Regional Association of Assessing Officers, June 2017 to June 2018**

#### **Northeastern Regional Association of Assessing Officers**

- **Member, May 2009 to Present**
- **Chairman, Registration Committee for 2016 Maryland hosted Conference**
- **Board Secretary, May 2018 to Present**

#### **Designations and Awards**

##### **Maryland Association of Assessing Officers**

- **Certified Maryland Property Assessor Designation, September 2011**
- **Service Award for two years on the MAAO Executive Board, June 2010**
- **Certificate of Appreciation for speaking at 2015 MAAO Conference**
- **Presidents' Award for serving as President, June 2017**
- **Certificate of Appreciation for working on conferences, June 2015, 2016, 2017, 2018, 2019**

##### **Northeastern Regional Association of Assessing Officers**

- **Catherine E. "Kay" Pardee Award for Outstanding service to the NRAAO, May 2017**
- **Sherry Vermilya Award for Outstanding service to the assessment profession in Maryland**

#### **Education**

Bachelor of Arts in Communication Arts December 2001 Salisbury State University, Salisbury, Maryland

#### **References**

References are available upon request

Trevor Rose

Maryland State Department of Assessments & Taxation  
301 W. Preston St.  
Baltimore, MD 21201

In Re: Supervisor of Assessments, Montgomery County

I would like to start off this letter by thanking you for taking the time to consider me for appointment to the position of Supervisor of Assessments. I realize that Montgomery County and the State of Maryland can only afford to hire the best available. It is for this reason that my goal for both this letter and my resume is to provide a concise glimpse into my knowledge, skills, and abilities that have enabled me and continue to enable me to be a formidable asset for the State of Maryland. I graduated in December of 2007 from the University of Maryland with a Bachelor of Arts degree in the area Criminology and Criminal Justice. While at UMD, I took several courses that looked at various advanced aspects of criminology and criminal justice going beyond the average scope of the major. Since April of 2012, I have been employed with Maryland State Department of Assessments & Taxation, serving at various levels starting as an Office Services Clerk and ending up where I am today as an Assessor Supervisor serving at the CAMA Manager capacity. I believe that my education combined with my knowledge of MSDAT's mission and procedures are critical components that have served an immense role in helping me to help the department fulfill its mission of providing excellent customer service as well as timely and accurate information to its customers. In addition, my flexibility, eagerness to learn, desire to help others learn and grow, and honor have been and continue to be at the State's disposal.

I am interested in the position of Supervisor of Assessments in Montgomery County because I wish to continue to expand my offerings to the State in new and challenging ways while helping fellow staff in realizing their own potential within the office and beyond. Under your employment, I believe that my flexibility, eagerness to learn, honor, desire to help others to be the best they can be, and constantly updated knowledge of Maryland Tax Law and procedures will greatly contribute to the State. As your Supervisor of Assessments in Montgomery County, I expect to grow as a person and as a professional, learn new things and meet new people while doing my part to help the office do the same.

## **Trevor Rose**

### **Objective**

For this resume to briefly explain my abilities to satisfy the regarded position and provide valuable skills, services, and personality to the agency involved.

### **Qualifications**

Worked 7+ years for the Maryland State Department of Assessments and Taxation (MSDAT) at multiple levels gaining invaluable knowledge and experience that have allowed me to meet or exceed the department's goals for excellence in customer service and providing a professional and precise solution for the customer through the uniform interpretation of Maryland's tax laws.

Fluently utilize the Assessment Administration & Valuation System (AAVS) to accomplish daily goals and assist others to utilize the system in a similar fashion. Have been trained and guided by MSDAT supervisory staff to exceed job expectations and expand personal knowledge & capabilities with AAVS as well as allowing me assist in expanding the knowledge & capabilities of coworkers seeking betterment in similar categories which helps result in a more productive whole.

Successfully met and completed the expectations of IAAO by completing IAAO courses 101, 102, 300, and USPAP.

Took various undergraduate level courses encompassing advanced methods and up-to-date issues in law, government, social order, and other relevant social issues. Some of the topics discussed involve, but not limited to:

- Functions of local government and its various agencies.

- Most relevant and up-to-date current events encompassing local and federal law.

- Development and implementation of the latest ideas and strategies in crime.

- Organized and white collar crime, specifically, the history and current events regarding the two.

- Social dilemmas resulting in crime and social disorder.

In addition to possessing an exceptional knowledge of the above topics, I also possess the following:

Critical information processing skills vital to producing a timely and accurate product.

Ability to analyze and assess complex situations/issues as well as derive and apply the appropriate resolution(s) to the regarding.

Critical researching skills essential to identifying a problem and/or deriving and applying the appropriate resolution(s).

Critical knowledge of Microsoft Office programs including, Word, Excel, Powerpoint, and Access.

Critical knowledge of utilizing various programs and resources as well as applying them in integrated solutions to provide a high-quality product.

Critical knowledge and experience in maintaining databases.

Strong ability and desire to function as a team player and help others to do the same.

## **Education**

Earned a certificate in IAAO courses 101, 102, 300, and USPAP

Earned a Bachelors of Arts degree from the University of Maryland's Department of Criminology and Criminal Justice in Dec 2007.

Earned high school diploma from Long Reach H.S. in June 2001.

## **Relevant Experience**

11/2016-Present

Maryland State Dept. of Assessments & Taxation

Serving as Assessor Supervisor in the CAMA Manager capacity.

Examples of responsibilities include the following:

Overall supervision and guidance of office staff in the use of AAVS, Providing advice, direction, interpretation, and implementation of established department AAVS procedures within the office.

Maintenance of data at the local level including identifying errors, notifying staff of errors, and providing direction on the correction and prevention of errors

Assisting in the implementation of AAVS related RA guidelines through data prep, organization, and coordination with supervisory staff.  
Preparing permits for importation into the AAVS system  
Correcting errors associated with importation by means of utilizing various public databases and GIS web apps.

11/2012-11/2016

Maryland State Dept. of Assessments & Taxation

Served as a Residential Assessor carrying out responsibilities such as determining the cash value of residential properties for ad valorem purposes, answering inquiries from the public, and holding first level hearing in addition to representing the State at 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> level appeals.

04/2012-11/2012

Maryland State Dept. of Assessments & Taxation

Served as an Office Services Clerk with responsibilities such as answering public inquiries via phone, email, mail, and in-person, providing relevant information to customers in a customer-service oriented fashion, inputting of deeds and other various information into AAVS.

08/2009-02/2011

G.A. & F.C. Wagman Inc.

Worked as a Carpenter fulfilling tasks such as forming and setting concrete forms, pouring concrete, finishing, demolishing existing structures, excavation, site preparation, heavy equipment operation and guidance maneuvers, rigging, signaling as well as other various areas of work.

2000-2001



## Howard County Tourism Council

One year community service/work at Howard County Tourism Council, specifically in advertisement/marketing, data entry, mailing, project planning/assessment, project and event promotions, and other various areas of work.

## **Other Experience/Sample of Education**

One semester of business statistics functioning as an introduction to problemistic and statistical concepts including descriptive statistics, set-theoretic development of probability, the properties of discrete and continuous random variables, sampling theory, estimation, hypothesis testing, regression and decision theory and the application of these concepts to problem solving in business and the application of these concepts to problem solving in business and management.

One semester of federal law enforcement agency study serving as an introduction to concepts of organization and management as related to law enforcement in addition to learning the principles of its structure, process, policy, procedure, communication, authority, division of work, and organizational controls, with focus on the human element in organization, informal interaction and bureaucracy.

One semester of security administration incorporating the principles of cost/risk and cost/benefit policies in securing assets as well as studying the impacts of modern day terrorist threats and acts on our government's policies and practices, with emphasis on the intelligence community.

One semester of white collar crime involving the definition, detection, prosecution, sentencing and impact of white collar crime and organized crime as well as the role of federal law enforcement's law and enforcement practices on the matter(s).

One semester of QuickBasic education focusing on the principles of flow chart function and utilizing basic input commands to form a fully functional program.

One semester of Microsoft Advanced Program education, specifically in Microsoft Word, Powerpoint, Access, and Excel.

One semester public speaking focusing on speaking skills for various situations with emphasis on one-to-group presentations in addition

to learning the principles of effective communication in content, physical, and vocal delivery as well as language use.

Two semesters of political science:

American Federal Government covered the principles of constitutional government, policies, and current political issues.

State and Local government encompassed the evaluation and critical analysis of public policies which emerge from the political processes of state and local government.

One semester of entry-level engineering.

### **References Available Upon Request**

# George F. Griffin

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## **G F Griffin Co.**

Principal

March 2018 – Present

Consulting services with emphasis on management and public affairs representation; regulatory and government affairs; and sales and marketing.

## **TD Artisan Spirits**

*Director of Sales, Control States*

July 2016 – March 2018

Responsible for creating and managing a Control States Division for a newly-created joint venture premium spirits supplier. Responsible for 18 state markets; directed two Regional Managers; produced YTD sales growth of 30%.

## **Montgomery County Government**

*Director, Montgomery County Department of Liquor Control  
(Acting Director –February 2001 to March 2003)*

March 2003 to February 2016

Senior Management Executive position appointed by the County Executive and confirmed by the County Council. Responsible for directing and managing all aspects of Montgomery County's liquor control system, including:

- licensing, regulatory and enforcement activity
- wholesale and retail operations
- human resources; oversee workforce of approximately 400 employees
- financial and accounting systems and protocols
- budgeting; annual operating budget of \$50 million generating a \$30 million net-profit
- strategic planning
- compliance with applicable federal and state laws
- advocacy with State agencies and the Maryland General Assembly
- grants management
- warehouse and retail facility and fleet management
- inter-governmental and industry relations
- community outreach and public relations
- annual gross sales of over \$260 million
- supports and regulates over 1,000 privately-owned and operated licensed establishments
- direct executive-level contact with major industry partners
- direct engagement with federal, state and local elected, appointed and regulatory officials
- collaborates with public safety and public health stakeholders
- serves on Executive Committee and Board of Directors (past-Chairman) of NABCA (National Alcohol Beverage Control Association)

*Assistant Chief Administrative Officer, Montgomery County*

February 2000 to March 2003

Served as one of four Assistant CAO's to the County Chief Administrative Officer. Responsible for coordinating and guiding all governmental operations. Responsible for:

- Direct CAO liaison to multiple Montgomery County agencies including Department of Public Works and Transportation, Department of Economic Development, Office of Intergovernmental Relations, Office of Procurement, Department of Permitting Services, Department of Liquor Control and Office of Community Regional Service Centers.
- County government representative to outside groups and agencies including Montgomery County Revenue Authority, Maryland-National Capital Park and Planning Commission, The Washington DC Water and Sewer Authority, Montgomery County Agricultural Advisory Committee, Metropolitan Washington Council of Governments, Maryland Municipal League and all municipalities located within the county, Montgomery County Arts Council, Strathmore Hall Arts Center Board of Directors, and Chambers of Commerce and other business organizations located in Montgomery County and Maryland.

*Special Assistant to the County Executive*

December 1994 to January 2000

- Represented the County Executive and county government to community and business groups, municipalities, neighborhood associations and external parties including other governmental entities.
- Served as advisor to the County Executive on all pertinent current issues involving Montgomery County.
- Chaired the Montgomery County Municipal Tax Duplication Reimbursement Task Force, which revised and developed new formulas and protocols for calculating shared government service delivery and equitable approaches to determining fair reimbursement policies. Served on Strathmore Hall Board of Directors; Leadership Montgomery graduate.

**Greater Bethesda – Chevy Chase Chamber of Commerce**

*President/Executive Director*

January 1992 to December 1994

Responsible for planning, directing and managing all Chamber activities and finances; grew membership to 700 business members; managed Chamber PAC; produced publications; represented the Chamber to community groups, civic leaders, County and state government agencies and elected & appointed officials; created community engagement programs. Received Institute for Organizational Management IOM certification (Univ. of Delaware/US Chamber of Commerce.)

**Maloney Associates, Inc.**

*Commercial Real Estate Broker*

January 1982 to December 1991

**Senate of Maryland**

*Legislative Aide/Committee Staff*

January 1979 to December 1981

**Education**

Master of Public Policy (Finance and Management), University of Maryland, College Park

Bachelor of Arts, Politics/Economics, Washington and Lee University, Lexington, VA

# George F. Griffin

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Dear County Executive Elrich:  
RE: Job#: IRC41574

Please accept my application for the position of "Supervisor of Assessments for Montgomery County, MD." I am enthusiastically applying for this important position. My attached resume highlights my qualifications and skills required. I believe my talents, experience and deep understanding of the value of delivering quality public service in administrative capacities will allow me to be an effective Assessment Supervisor for the residents of Montgomery County.

I have a proven, demonstrated ability to successfully work for, and with, elected and appointed officials, community and business leaders, residents and interested parties. In both the public and private sectors, I have worked extensively to facilitate productive working relationships among diverse groups of multiple stakeholders. I have earned a reputation for being thoughtful, diplomatic and professional, particularly when navigating complex and sensitive public issues.

I appreciate the necessity and importance of a dependable, consistent public revenue stream derived from a stable and growing base of private property. I also understand the value of maintaining a credible, transparent, explainable and generally accepted system for the valuation of properties. I am a life-long resident of Montgomery County, and have been a homeowner here for 30 years. I possess a good understanding of the SDAT system and processes and have experienced participating in the property tax assessment appeals process. I have a deep familiarity and appreciation for our Montgomery County community, our housing stock and neighborhoods, our commercial properties and our civic culture.

For ten years I was an active Associate Broker with a Montgomery County commercial real estate firm and have been an active participant in our local business and civic communities. I recently (April 2019) successfully completed the updated Montgomery College course work in "Modern Real Estate Practices." Although I am eligible to again receive a Maryland Real Estate License, I am not currently licensed, nor am I affiliated with any broker or real estate entity. I do have an excellent working knowledge of the three basic approaches to the valuation of real property.

In addition, I possess relevant local government management experience. I served as Director of an enterprise agency with over 350 employees, 26 distinct work locations, annual gross revenues over \$260 Million, and an annual operating budget in excess of \$50 Million. I was responsible for the solicitation, analysis and awarding of public contracts for goods and services in areas including, but not limited to: financial and technical consulting, advertising, commercial real estate leasing, property management, warehouse and inventory management, and the purchasing of inventory for both internal use and for resale to the public. I also served as both a Special Assistant to the County Executive and as an Assistant Chief Administrative Officer. In each of these roles, I navigated the process of implementing controversial public policy decisions that impact diverse constituencies, and I appreciate the value of providing clarity, consistency and certainty in decision-making and service delivery.

It would be an honor for me to serve you, the State of Maryland and the residents of Montgomery County in this position. Please let me know of any additional information or professional references I may provide. Thank you very much for your consideration, and I certainly look forward to the opportunity to further discuss the Supervisor of Assessments position and the recruitment process.

Sincerely,

George F. Griffin

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