



**Committee:** Directly to Council  
**Committee Review:** N/A  
**Staff:** Selena Mendy Singleton, Esq. Clerk of the Council  
**Purpose:** To interview  
**Keywords:** #CouncilAppointments

AGENDA ITEM #1  
December 2, 2020  
**Interview**

## SUBJECT

Interviews of applicants for the Redistricting Commission.

## EXPECTED ATTENDEES (REMOTELY)

### 9:30 am

Imad Aldean (Dean) Ahmad  
Faith Blackburne  
John Brewer  
Jacqueline Coolidge  
Mariana Cordier

### 11:15 am

Keshia Desir  
Bruce Goldensohn  
Julian Haffner  
Sara Harris  
James Hedrick

## COUNCIL DECISION POINTS

The County Council is seeking applicants for the County's 11-member Commission on Redistricting. The positions must be filled by February 1, 2021

## DESCRIPTION/ISSUE

The Montgomery County Charter, as amended by the voters in the 2020 general election, states that the County shall be divided into seven Council districts for the purpose of nominating and electing seven members of the Council. Each district shall be compact in form and be composed of adjoining territory. Prior to the recent election, the Charter required the County to be divided into five Council districts. The new requirement for seven districts will apply to the 2022 election, and the Council will consist of eleven members, with four at-large members.

The Charter also requires that the Council shall appoint a Commission on Redistricting. The Commission shall be composed of 11 registered voters who reside in the County. The Commission shall include at least one but no more than four members of each political party which polled at least 15 percent of the total vote cast for all candidates for the Council in the last preceding regular election. As a result of the 2018 General Election, there are two parties recognized by the State of Maryland: the Democratic Party and the Republican Party. At least one member of the Commission shall reside in each Council district. The commission shall, at its first meeting, select one of its members to serve as its chair. No person who holds any elected office shall be eligible for appointment to the Commission.

### **This report contains:**

News Release © A-B  
List of interviewees © C-D  
Letters of application, resumes, & letters of recommendation p. 1 - 132

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# Montgomery County Council

For Immediate Release

November 12, 2020

FOR INFORMATION: Selena Mendy Singleton  
Selena.Singleton@montgomerycountymd.gov

## Montgomery Council Seeks Applicants for County Commission on Redistricting

*Deadline Extended to Tuesday, November 17 at 5 p.m.*

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ROCKVILLE, Md., Nov. 12, 2020—The Montgomery County Council is seeking applicants for the County's 11-member Commission on Redistricting. The positions must be filled by February 1, 2021. The deadline to apply for consideration is 5 p.m. on Tuesday, November 17, 2020.

The Montgomery County Charter, as amended by the voters in the 2020 general election, states that the County shall be divided into seven Council districts for the purpose of nominating and electing seven members of the Council. Each district shall be compact in form and be composed of adjoining territory. Prior to the recent election, the Charter required the County to be divided into five Council districts. The new requirement for seven districts will apply to the 2022 election, and the Council will consist of eleven members, with four at-large members.

The Charter also requires that the Council shall appoint a Commission on Redistricting. The Commission shall be composed of 11 registered voters who reside in the County. The Commission shall include at least one but no more than four members of each political party which polled at least 15 percent of the total vote cast for all candidates for the Council in the last preceding regular election. As a result of the 2018 General Election, there are two parties recognized by the State of Maryland: the Democratic Party and the Republican Party. At least one member of the Commission shall reside in each Council district. The commission shall, at its first meeting, select one of its members to serve as its chair. No person who holds any elected office shall be eligible for appointment to the Commission.

By November 15, 2021, the Commission shall present a plan of Council districts, together with a report explaining the plan to the Council. Within 30 days after receiving the plan, the Council shall hold a public hearing on it. If within 90 days after presentation of the Commission's plan no other law re-establishing the boundaries of the Council districts has been enacted, then the plan, as submitted, shall become law.

Letters expressing interest, along with a resume no longer than four pages in length, in a position on the Commission on Redistricting must be emailed to [County.Council@MontgomeryCountyMD.gov](mailto:County.Council@MontgomeryCountyMD.gov) or received in the Office of the Montgomery County Council, 100 Maryland Avenue, 4th Floor, Rockville, MD 20850, no later than 5 p.m.,

(A)

Tuesday, Nov. 17, 2020. It is the Council's policy not to consider applications received after the deadline.

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## Interviewees for Redistricting Commission

Letters of application & resumes	Applicants	Party Affiliation, Council District & notes
<i>p. 1</i>	Imad Aldean (Dean) Ahmad Bethesda, MD 20814-4750	<b>Libertarian District 1</b>
<i>p. 5</i>	Laura Ard Bethesda, MD 20816	<b>Independent District 1</b>
<i>p. 8</i>	Faith T. Blackburne Silver Spring, MD 20905	<b>Democrat District 4</b>  Included letter of recommendation from NAACP
<i>p. 14</i>	John D. Brewer, Jr. Rockville, MD 20852	<b>Democrat District 1</b>
<i>p. 17</i>	Ting Mei Chau Clarksburg, MD 20871	<b>Unaffiliated District 2</b>  Member, Board of Education Compensation Commission
<i>p. 25</i>	Jacqueline G. Coolidge Chevy Chase MD 20815	<b>Democrat District 1</b>
<i>p. 30</i>	Mariana C. Cordier Potomac, MD 20854	<b>Unaffiliated District 3</b>
<i>p. 35</i>	Keshia Morris Desir Wheaton, MD 20902	<b>Unaffiliated District 4</b>
<i>p. 39</i>	Arthur Edmunds Laytonsville, MD 20882	<b>Democrat District 2</b>
<i>p. 42</i>	Valerie Ervin Silver Spring, MD 20910	<b>Democrat District 5</b>
<i>p. 46</i>	Sheldon A. Fishman Silver Spring, Maryland 20902	<b>Democrat District 5</b>
<i>p. 49</i>	George Gluck Rockville, MD 20853	<b>Green District 3</b>
<i>p. 56</i>	Bruce A. Goldensohn Gaithersburg, Maryland 20878	<b>Republican District 3</b>  Member, Board of Appeals
<i>p. 60</i>	Julian A. Haffner Gaithersburg, Maryland 20879	<b>Democrat District 3</b>
<i>p. 64</i>	Ms. Sara Harris Montgomery Village, MD 20886	<b>Democrat District 2</b>
<i>p. 66</i>	James Joseph Hedrick Rockville, MD 20851	<b>Democrat District 3</b>
<i>p. 70</i>	Brigid Nuta Howe Wheaton, MD 20902	<b>Democrat District 4</b>
<i>p. 75</i>	Stella K. Jefferies Montgomery Village, MD 20886	<b>Republican District 2</b>



<i>p. 79</i>	Jason Langsner Potomac, MD 20854	<b>Democrat District 3</b>
<i>p. 82</i>	Steve Lawrence Gaithersburg, MD 20878	<b>Democrat District 3</b>
<i>p. 85</i>	Roman Levit Rockville, MD 20853	<b>Democrat District 3</b>
<i>p. 88</i>	Jason Adam Makstein North Potomac, MD 20878	<b>Independent District 2</b>
<i>p. 92</i>	Matthew Murguía Kensington, MD 20895	<b>Democrat District 4</b>
<i>p. 97</i>	Mr. Robert W. Nelson Gaithersburg, MD 20882-1404	<b>Republican District 2</b>
<i>p. 100</i>	Natalie Rosser Silver Spring, MD 20904	<b>Green Party District 5</b>
<i>p. 102</i>	Ms. Fran Rothstein Silver Spring MD 20910	<b>Democrat District 5</b>
<i>p. 109</i>	Nilmini Rubin Chevy Chase, MD 20815	<b>Republican District 1</b>
<i>p. 114</i>	Andrew Saundry Germantown, MD 20874	<b>Democrat District 2</b>
<i>p. 116</i>	Eric O. Smith Silver Spring, MD 20904	<b>Democrat District 5</b>
<i>p. 120</i>	Samuel L. "Sam" Statland Kensington, Maryland 20895	<b>Democrat District 1</b>  Member, Public Election Finance Committee
<i>p. 123</i>	Mr. David Stein Silver Spring, Maryland 20910	<b>Democrat District 5</b>
<i>p. 128</i>	Michelle Whittaker Kensington, MD 20895	<b>Democrat District 4</b>  Letter of recommendation from Marylin Pierre, Esq. included

## Email Viewer

*I. Ahmad*

<b>Message</b>	<b>Details</b>	<b>Attachments</b>	<b>Headers</b>
<b>Source</b>			

[HTML](#)

From: "I. Dean Ahmad Ph.D." ·  
 Date: 11/9/2020 1:50:26 PM  
 To: "County.Council@MontgomeryCountyMD.gov"  
 <County.Council@MontgomeryCountyMD.gov>  
 Cc:  
 Subject: Application for position on Redistricting Commission

Dear Sirs and Mesdames,

Please accept this as my letter of interest in serving on the Commission on Redistricting as one of the three non-Republican, non-Democratic members.

I am a member of the Libertarian Party, one of the four currently recognized political parties in Maryland, have been endorsed for this position by their Central Committee. It is thus appropriate that I (as well as someone endorsed by the Green Party) should serve on this committee. In addition, I have a long history of political and civic activism as outlined in the attached resume. I also have a keen interest and involvement in electoral issues, that makes my presence on the Commission appropriate and beneficial to serving the objectives of the Commission. Finally, my scientific background provides me with an objective temperament that I believe would be a benefit in the delicate issue at hand.

Yours Sincerely,

Imad Aldean (Dean) Ahmad, Ph.D.

## RESUME

### IMAD ALDEAN (Dean) AHMAD

U.S. Citizen.

Education: A.B. (concentration in astronomy), 1970  
Harvard University (Cambridge, MA) 1966-70.

Ph.D. in astronomy (concentration in astrophysics), 1975  
University of Arizona (Tucson, AZ) 1971-75.

Honors: Renaissance Weekend (2009, 2012, 2015, 2017, 2019)  
Star Cup for Outstanding Public Service (2002, from the Montgomery County  
Civic Federation)  
Champion of Democracy Award (1998, from Marylanders for Democracy)  
Sentinel Award (1997, from the Montgomery County Civic Federation)  
Samuel P. Chase Freedom Award (1990, from Maryland Libertarian Party)  
Graduated Harvard, cum laude.  
Harvard Scholarship

#### Memberships in Professional Organizations:

North American Association of Islamic and Muslim Studies (NAAIMS)  
Association of Muslim Chaplains  
History of Science Society  
International Astronomical Union  
American Astronomical Society

#### Experience in Electoral Politics and Civic Service:

President Montgomery County Civic Federation (2000-2002)  
President East Bethesda Citizens' Association (1998-2000)  
Co-author Bylaws for Libertarian Party of Maryland (1983)  
Candidate for U.S. Senate (2012, 1988)  
Campaign Manager Ziegler for School Board (1994)  
Graduate S.J. Guzzetta Political Strategy Workshop (1994)  
Campaign Manager Schneider for State Delegate (1982)  
Campaign Manager Mathers for U.S. Congress (1981)  
Credentials Committee Chair, Libertarian Party US (1989)  
Chair Maryland Libertarian Party (1986-93)  
Chair Montgomery County Libertarian Central Committee (1983-86)  
Secretary, Libertarian Party US (1985-89)  
Testified frequently before Montgomery County Council and MD state legislature  
of public issues including election matters

Employment:

- 11/93 to present President, Minaret of Freedom Institute.  
Conduct research on Islamic politico-economic issues, engage in education on authentic teachings of Islam and the nature of world-wide the Islamic resurgence through lectures and scholarly and popular articles. Presentations have included: books and papers on Islamic governance and the relation of religion and science; a lecture to the Army War College on Sharia; presentations for the International Institute of Islamic Thought Scholars Institute series on Approaches to the Qur'an and Sunnah; presentations at Capitol Hill policy forums for American Muslims for Constructive Engagement and the International Center for Religion & Diplomacy; lectures in Greece on politico-economic issues in Islam, in America on religious considerations on female genital mutilation, lectures in Ankara and Paris on Islam and Liberalism; a talk at the Vatican on "Impact of the Qur'anic Concept of Astronomical Phenomena on Islamic Civilization"; talk on "An Islamic Perspective on the Wealth of Nations" given in Malaysia at a conference on Development of the Muslim Countries cosponsored by the Islamic Development Bank, the International Institute for Islamic Thought, and the International Islamic University of Malaysia; a talk at the World Bank on "Islam: Help or Hindrance in the Development of the Occupied Territories"; authorship of the joint statement of the American Muslim Council and the Minaret of Freedom Institute on the Draft Agreement of the Cairo Conference on Population.
- 2/81 to present President and Chief Scientist, Imad-ad-Dean, Inc.  
research into Islamic economics and legal theory on a grant from the Institute for Humane Studies. Paper on Islamic Social Thought for the Fraser Institute's Conference on Religion, economics, and social thought. Research on Islamic history of science and the Islamic calendar. Astrophysical Research for National Aeronautics and Space Administration including analysis and modeling of ultraviolet emission from interacting binary stars and their stellar winds. Computer consulting for Goddard Space Flight Center and numerous local firms. Chief Executive Officer of Imad-ad-Dean, Inc.
- 2/81 to 2/82 Consultant to Andrulis Research Corp. on the development of software for Goddard High Resolution Spectrograph data reduction and analysis on the Hubble Telescope, and analysis of International Ultra-violet Explorer data for stellar wind models. Also consultant to personal computer users.

[Previous research experience available on request]

Teaching Experience:

Adjunct Faculty, American University, Washington DC (2016-present): Teach a general education course out of the Physics Department of the College of Arts and Sciences n

“Changing Views of the Universe”).

Adjunct Faculty, Wesley Theological Seminary, Washington, DC (2011-present): Teach an introduction to Islam and Islamic civilization to seminarians.

Adjunct Faculty, University of Maryland, College Park (1996-2009, with rank of senior lecturer as of Fall 2005): Teach an honors program course on Religion and Progress: Islamic Science, Politics, and Economics and an honors program course on Religion, Science and Freedom (funded by a Templeton Foundation grant). Previously lectured in introductory astronomy course for science majors, at public evenings, and at graduate-level solar physics seminar. Participated on faculty committee.

Adjunct Faculty, Georgetown University (2005-2006). Taught undergraduate introduction to Islam in Theology Department and Islam and Development for the Center for Christian Muslim Understanding.

Adjunct Lecturer, Joint Special Operations University (2005-2008). Teach courses on Introduction to Islam and Introduction to Islamic Law, and Islam in Asia.

Johns Hopkins University School for Advanced International Studies (1994-1996, 2005): Adjunct Professor. Co-teach a graduate level course on social aspects of development for the Center for Social Change and Development program. Previously taught two graduate-level courses for the Center for Social Change and Development program: one on Theories of Social Change and one on Islam and Development.

Visiting Lecturer, Graduate School of Islamic and Social Sciences (1999-2000). Taught a seminar series on the implications of developments in the natural sciences for the social sciences and religion and a course on theories of social change and the challenge of chaos.

Visiting Lecturer, International Institute for Political and Economic Studies, Athens, Greece (August, 1997): Lectured on Islam, economics, and civil society.

University of Maryland, University College: Lecturer teaching introductory astronomy course.

University of Arizona: Taught a supplemental workshop in introductory astronomy. Conducted laboratory sessions. Assisted in teaching introductory science course for science majors, introductory course for non-science majors, and an observational astronomy course for astronomy majors in techniques of visual, photographic, and photometric observing. Member of the Undergraduate Curriculum Committee.

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**From:** Laura Ard  
**Sent:** Monday, November 09, 2020 4:29 PM  
**To:** County.Council@MontgomeryCountyMD.gov  
**Cc:** Selena.Singleton@montgomerycountymd.gov  
**Subject:** Montgomery Council Seeks Applicants for County Commission on Redistricting  
**Attachments:** Ard - Laura A CV Nov 2020.docx

Dear Madam/Sir:

I am writing to express my keen interest in participating on the County Commission on Redistricting this session, particularly given that the delineation of Council districts is due to be adjusted following our recent elections last week. I believe I have a strong skill set, demonstrated throughout my career, which equips me to participate on the Commission. Particularly, my analytical skills can be harnessed to support the work and as well, my ability to help draw and present well supported conclusions in a clear and concise manner will contribute to the team's work. My familiarity and ease with working on teams can be seen on my CV as each of my career activities required fluid and cooperative participation with small and large groups alike.

I have lived in Montgomery County since 2003 and am register as an "independent" voter, i.e. I am an "unaffiliated" voter.

I am attaching my resume for your reference. Please do not hesitate to contact me if you have any questions.

Thank you very much. I am looking forward to hearing back.

Kindly,  
Laura Ard

**Laura A. Ard**  
**November 2020**

**2018 – Present:**

**Retired**

League of Women Voters: Lobby Corps Committee promoting League positions on current legislation and issues on Capitol Hill

**1997 – 2017**

**World Bank**

Lead Financial Sector Specialist

Initially, during the 1998 Asian financial crisis, I was dedicated to advising Central Banks and supervisory agencies on the structure of their bank supervisory and regulatory processes and providing road maps for upgrade and reform therein. Thereafter, I carried this work forward and assisted World Bank client countries in Central Europe on the same during the post-socialist period.

My work continued in this area while later developing and leading a program which evaluated regulatory and financial system governance in selected countries in Central Europe, East Asia, Middle East, and Central America. This program assessed how key financial institutions were governed / overseen by their boards of directors and the surrounding legal and supervisory framework that influenced these structures. This involved, in part, evaluation of meaningful samples of primarily banking institutions' internal management processes, information flows, board appointment and oversight practices, risk management activities, remuneration structure, etc. Road maps and instructions for strengthening were rendered thereafter with hands-on assistance provided on a selected basis.

I participated in training programs and conferences in international forums and played an instrumental role in the Basel Committee's revision of "Enhancing Corporate Governance in Banking Organizations" (2015)<sup>1</sup>. I also represented the World Bank in the Financial Stability Board's Third Thematic Peer Review on Risk Governance (publ. 2/13)<sup>2</sup>.

Throughout my tenure at the World Bank, I conducted complex country assessments of compliance with the Basel Core Principles for Banking

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<sup>1</sup> The Basel Committee on Banking Supervision (BCBS) is the primary global standard setter for the prudential regulation of banks and provides a forum for regular cooperation on banking supervisory matters. Its 45 members comprise central banks and bank supervisors from 28 jurisdictions. The Committee's Secretariat is located at the Bank for International Settlements (BIS) in Basel Switzerland.

<sup>2</sup> The Financial Stability Board (FSB) is an international body that monitors and makes recommendations about the global financial system. The Board includes all G20 major economies, FSF members, and the European Commission. Hosted and funded by the Bank for International Settlements (BIS), the Board is based in Basel, Switzerland.

Supervision, the primary output which was a deep and holistic reports on a country's banking supervisory and regulatory framework and the condition of the overall banking sector. I provided bank supervision and regulation technical assistance to various World Bank client countries on an ongoing basis.

**1980 – 1997**

**Office of the Comptroller of the Currency (OCC)**

I began my career with the Office of the Comptroller of the Currency (OCC), the branch of the US Treasury department responsible for the oversight of the national banking system, as a bank supervisor. During my 17 years at the OCC, I conducted a range of supervisory activities in local, regional, and complex multinational US banking institutions. This included activities such as conducting: licensing examinations, reviews of highly distressed banking organizations, examinations of complex credits and credit portfolios, and evaluations of capital markets and trading activities. During my last 9 years at the OCC, I conducted supervisory examination activities in major U.S. regional and multinational banks primarily in London, New York, and San Francisco, focusing largely on capital markets, funding, trading, and derivatives activities. Over my career, I was assigned to the OCC's Houston, London, New York, and San Francisco offices.

**Key skills demonstrated:**

The talents I was required to deploy throughout the various activities listed above included: strong analytical skills, ability to plan and strategize project activity approach and execution, collect key information, and draw important conclusions about complex (banking) organizations. Relative to banking, these skills were deployed via evaluating institutional market positions, corporate strategies, policies, procedures, and overall business activity. Observations distilled therein fed into conclusions on how well the subject institution(s) executed business strategy, and conclusions on overall institutional financial soundness, performance, and compliance with law and regulation. The analytical observations and the conclusions drawn at the business and institutional level formed the basis for more complex conclusions I drew about the stability position and condition of the subject country's banking system as a whole.

**Education:**

Baylor University, Waco, Texas 1975 – 1979; BA Business

American Community Highschool (ACS), graduated 1975

**References on Request**

November 9, 2020

The Honorable Sidney Katz, President  
Montgomery County Council  
100 Maryland Avenue, 4th Floor,  
Rockville, MD 20850

**RE: Montgomery County Council Commission on Redistricting**

Dear Mr. Katz:

Please accept this letter as my application for appointment to the Montgomery County Council Commission on Redistricting.

I have been a resident of Montgomery County for more than twenty-five years and have seen the county's growth from a small suburb of Washington, DC to a booming, progressive metropolis. In the twenty-five years that I have lived here, the population has nearly tripled, with families from a variety of diverse backgrounds. This growth has contributed to the economic growth of the county as well.

My interest in becoming a member of the Redistricting Commission comes from my belief that Montgomery County can and will be a microcosm of both economic growth and diversity and therefore a model for the rest of the state and the country. Montgomery county's efforts to be transparent and inclusive as it begins the process of redistricting is vitally important. We must be ready to embrace the strengths of Montgomery county, which I am confident will continue to fuel the growth and prosperity in Montgomery County.

As member of the Montgomery County NAACP and chair of the political action committee, I understand the importance of civic and political engagement to ensure that racial discrimination and barriers are removed from the process of defining voting districts and boundaries.

Recently, I worked for the US Census Bureau on the 2020 Decennial Census, here in Montgomery County. I saw first-hand the importance of the census in ensuring that every person is counted; and that the results of being counted, will form the basis of fair representation for residents in the county and inform the resources that will be available to aid the growth of communities in the county. I also understand that a low count can be detrimental to a fair representation. I am originally from NYC, and in the 2010 Census there was a low response to the census, which resulted in a loss of congressional representation and a shift in how districts were redrawn and folded into other districts. With the growth of Montgomery County, I hope that this does not happen here.

I believe that Montgomery County is on the cusp of another economic boom that will bring a more diverse population and Montgomery County has to be ready for that change, which will include how our federal, state and local districts are drawn. I see my role, if chosen to serve on the commission, to review all information in a fair and equitable way that is representative of the communities in which we live.

Thank you for considering me to serve on this important Commission.

Respectfully Submitted,  
  
Faith T. Blackburne

# Faith T. Blackburne, MPA

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## EXECUTIVE PROFILE

• **Government Relations and Advocacy** • **Congressional Legislative Staff** • **Strategic Partnership Alignment Program Development & Implementation** • **Leadership & Coalition Building** • **Strategic Communication**

Government Affairs professional with extensive experience in public policy and legislative process at federal, state, and local level; a proven ability to advocate for bipartisan legislative and policy changes within Congress, Federal agencies, NGOs, trade, and civic organizations. Adept at navigating complex internal organizational structures and stakeholders while engaging external/third party partners on strategic initiatives. A record of achievements and advancements built through a series of high-profile engagements, and, demonstrated ability to manage and communicate politically sensitive issues with operational excellence. Leveraged influence to facilitate access to Senior Congressional Staff, Members of Congress, Agency and Committee leaders, community organizations, senior staff, and grassroots advocates.

Expertise includes:

- Collaborative leadership and the ability to build and leverage bi-partisan relationships with the federal government community in Washington, DC including elected officials, Administration officials, regulatory agencies and other organizations seeking to impact public policy development at the federal level.
- Extensive experience in writing professional documents to include organizational 3-5-year strategic plan executive summary, legislative report cards and priorities, provided content to division website.
- Executive level strategic planner with the vision and ability to build synergy between operations, resources, and objectives; proven ability to lead a myriad of departmental plans/projects to successful conclusions.

## PROFESSIONAL EXPERIENCE

**CAPITOL VIEW STRATEGIES**, Washington, DC

*01/2017- Present*

***Principal***

Provide leadership, strategic planning, and guidance to craft innovative solutions to complex communication initiatives such as organizational statements, press releases, and content for briefing documents, expert testimony, program content, and legislative initiatives. Organize, plan, and implement federal advocacy media campaigns and activities for grassroots and community organizations; speakers bureau management and event management expertise/logistics.

- Develop public policy and advocacy initiatives including organizational talking points, action alerts and advocacy materials; manage public-private partnerships for civic organizations; engage with external groups to build bi-partisan coalitions.
- Principal Consultant on legislative campaign strategy and bipartisan Congressional engagements; collaborate with organization's key staff including executive, communications and other key department to ensure alignment and effectiveness of messaging and outreach on critical programs and policies
- 2016 Presidential Campaign Field Organizer (Philadelphia and Pittsburgh, PA)- Developed digital communication strategy for key campaign messages at the local level leveraging electronic, social media, targeted marketing, phone banking; organize and galvanize local and community leaders, elected officials, voters, donors and grassroots networks.

**U.S. DEPARTMENT OF COMMERCE - CENSUS BUREAU** – Washington, DC

*3/2020 – 9/2020*

***Partnership Specialist – 2020 Decennial Census***

Represent the U.S. Census Bureau Philadelphia Region for the 2020 Decennial Census count for outreach with community partners in the Montgomery County, MD, Baltimore City and County. Incorporate in-depth knowledge and experience to present information, program objectives and activities to internal and external groups, inclusive of the public, media, state, and local government officials, community businesses, and organization program officers.

- Responsible for connecting with state and local governments Complete Count Committees (CCC) to ensure high response rate of the 2020 Census form.
- Created, developed, and implemented ***The Maryland 2020 Business Roundtable Series*** in each of the four Area Census Offices with over 100 businesses and community organization to ensure a complete 2020 Census count.
- Responsible for targeting areas with a Low Response Score (LRS) of 25% or above in Montgomery, Baltimore City and County.
- Responsible for planning, implementing, and evaluating the goals and objectives of nationwide and regional outreach.

# Faith T. Blackburne, MPA

- Responsible for conducting public affairs programs involving public information community relations activities and seeking cooperation. Experience developing and explaining in-depth technical material for a targeted audience.
- Ability to work remotely/ tele-work.

## **NATIONAL ACTION NETWORK (NAN), Washington, DC**

10/2013 - 8/2016

### ***Washington D. C. Associate Washington, Bureau Chief,***

Senior government affairs staff for NAN legislative advocacy initiatives. Monitored relevant legislation; collaborated with Democratic and Republican Members of Congress and the Administration on key issues (Technology, Telecommunications and Veteran's Affairs, Civil Rights) impacting diverse constituents. Supervisory responsibilities of staff.

- Provided bipartisan legislative strategy and program updates to NAN's 120 affiliate chapters and their members on priority legislation; developed grassroots advocacy action plans.
- Developed branding and digital communication strategy for the NAN Washington D.C. Bureau by creating the D.C. Bureau website, congressional report card, promotional brochures, and action alerts.
- Authored and co-developed amicus briefs prepared and submitted congressional testimony for hearings and Federal Register; crafted bill language to be included in advocacy issues.
- Developed, planned, and implemented NAN's Annual Legislative and Policy Capitol Hill Day Conference
- Strengthened NAN's position on Capitol Hill via forward presence by building and maintaining strong relationships with key external public/private partnerships to collaborate on priority issues.

## **THE UNIVERSITY OF THE DISTRICT OF COLUMBIA COMMUNITY COLLEGE (UDCCC)**

### **CENTER FOR WORKFORCE STRATEGIES – Washington, DC**

2/2010 – 9/2012

#### ***Federal Grants Manager/Program Coordinator***

Served as Project Manager responsible for day-to-day operations, in partnership with the U.S. Department of Labor and the U.S. Department of Health and Human Services, \$3 million budget for three American Recovery and Reinvestment Act (ARRA) federal grants in Technology and Allied Health Programs for the Community College Workforce Development Center. Supervised staff.

- Assisted in the development of short-term educational training programs for new, older, returning, and veteran students to enhance their professional skills in Technology, Telecommunications, Allied Health
- Established and managed the expense and tuition reconciliation reporting system for the allied health programs.
- Negotiated draft and final changes included in 'No Cost Extensions' for grants with the lead grantors.

## **DISTRICT OF COLUMBIA DEPARTMENT OF EMPLOYMENT SERVICES (DOES) – Washington, DC**

### ***Program Manager, Workforce Development Division***

2/2002 – 12/2009

Responsible for long range program planning and assessment; co-developed departmental program goals to be incorporated into the Agency's strategic plan. Advised on organizational structure and functions to implement reorganization program changes to increase efficiency.

- Managed and implemented the Dislocated Workers Rapid Response Program. Facilitated workshop for the Dislocated Workers unemployment compensation program. Conducted onsite Dislocated Workers Rapid Response presentations to employers.
- Coordinated with senior managers to develop and deliver their department's goals and objectives for the Agency's strategic plan, as well as identified potential problem areas and recommended corrective measures and monitoring performance tools. Provided analysis and evaluation on key program objectives with administration officials, senior staff, and line staff.

## **NEW YORK STOCK EXCHANGE (NYSE), INC. – Washington, DC**

10/2000 – 11/2001

### ***Manager, Public Affairs/Government Relations***

Managed the Public Affairs division for the NYSE Washington, DC Office including special projects, programs, events.

- Developed briefing documents, planned the logistics, including site visits, contract negotiation for securing venue and vendors for formal and informal events for key third party stakeholders and experts.

# Faith T. Blackburne, MPA

- Planned and organized informational policy forums and visits to the New York Stock Exchange in New York City for members of the Executive Branch, Members of Congress, and the Foreign Diplomatic Corps.
- Responsible for management and implementation of the Biennial meetings of the Board of Directors of the New York Stock Exchange in Washington, D.C.

## **U.S. HOUSE OF REPRESENTATIVES – Office of Representative Gregory Meeks, 05-NY**

**Legislative Assistant – Washington, DC**

**2/1998 – 10/2000**

Responsible for advising and briefing the Member on House Committees assignments/key votes on domestic and international policy issues with prepared floor statements, Member briefing documents and talking points, press releases, position statements and research on pending legislation for the Member. Liaison to Legislative Counsel's office to develop legislation. **Key Committee assignments:** Foreign Affairs, Armed Services, Education, Agriculture, Civil Rights, Women's Issues, and liaison to the Congressional Black Caucus (CBC).

- Represented the Member at staff Congressional Delegation to Pearl Harbor for policy and budget discussions on military installations and defense systems
- Served as primary point of contact for the New York Delegation Annual CBC event; responsible for the management, planning and implementation of the CBC Legislative and special events.

## **CONGRESSIONAL BLACK CAUCUS FOUNDATION, INC. – Washington, DC**

**1/1997- 12/1998**

**Director, Special Events**

Responsible for providing the overall implementation and management of the Special Events Department. Prepared budget analysis for annual legislative conference. Prepared Requests For Proposals (RFP) for convention vendors. Drafted and facilitated contract negotiations with conference vendors. Collaborated with corporate sponsors, Members of Congress and congressional staff on key policy initiatives. Coordinated with congressional staff and external corporate partners for workshop and presentations. Responsible for daily updates to the President/CEO on convention activities. Coordinated with the communication director for press statements and media events. Coordinated with congressional press staff on convention workshops and coverage.

## **NATIONAL ASSOCIATION FOR THE ADVANCEMENT OF COLORED PEOPLE (NAACP) 10/1989-12/1995**

*New York, NY and Baltimore, MD*

**Executive Assistant to the President and CEO, 1/1994 – 12/1995**

**Manager, Labor and Veterans Affairs Department, 1/1993 – 1/1994**

**Regional Youth Director, Northeast Region, 10/1989 – 12/1993**

Held several leadership positions within the organization including Executive Assistant to the President and CEO, Manager, Labor and Veterans Affairs Department, and Regional Youth Director for Northeast Region.

- Responsibilities included coordinating with senior staff on internal and external events. Engaged corporate sponsors and external stakeholders. Drafted press releases and legislative updates. Provided technical and program support on veteran's issues; engaged labor unions on key issues. Planned, developed, and executed targeted membership campaigns; developed promotional materials. Responsible for the daily operations and management of youth programs in the Northeast region. Coordinated with community organizations on mobilization events. Provided advocacy training and program implementation.

## **EDUCATION**

**Master of Public Administration (MPA)**, Southeastern University, Washington, DC

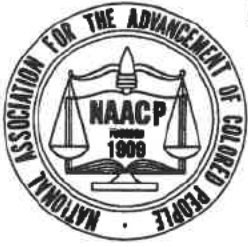
**Bachelor of Science (BS), Political Science**, Florida A&M University, Tallahassee, FL

**Certificate of Journalism**, New York University, New York, NY

## **LEADERSHIP**

- **Board of Directors, THE BLACK WOMEN'S AGENDA, INC.**
- **3<sup>rd</sup> Vice President - Maryland State Conference of Branch NAACP**
- **Board of Directors, Former Trustee, SOUTHEASTERN UNIVERSITY**

**NATIONAL ASSOCIATION FOR THE ADVANCEMENT OF COLORED PEOPLE  
MONTGOMERY COUNTY, MARYLAND BRANCH**



P.O. BOX 2165  
ROCKVILLE, MARYLAND 20847-2165

November 6, 2020

Montgomery County Council  
100 Maryland Avenue, 6<sup>th</sup> floor  
Rockville, Maryland 20850

Dear Councilmembers:

On behalf of the branch, we are forwarding the name of Ms. Faith Blackburne as a candidate for one of the positions on the Redistricting Committee.

Ms. Blackburne has been a resident of Montgomery County for 26 years and has seen the county grow to a diverse and economic powerhouse in the State of Maryland. With this diversity, we believe that equally diverse elected representation must exist.

Her interest in becoming a member of the Redistricting Commission derives from the belief that Montgomery County can and will be a microcosm of both economic growth and diversity, and therefore a model for the rest of the state and the country. Montgomery county's efforts to be transparent and inclusive as it begins the process of redistricting is vitally important. We must be ready to embrace the strengths of Montgomery county, which we are confident will continue to fuel the growth and prosperity in Montgomery County.

Ms. Blackburne understands the importance of civic and political engagement to ensure that racial discrimination and barriers are removed from the process of defining voting districts and boundaries. As a life member of the NAACP, her recent work at the US Census Bureau during the 2020 Decennial count, has made her more keenly aware of the importance of why representation matters and what is at stake for our communities, if we are not represented equally.

Selecting Ms. Blackburne as a member of the Redistricting Commission will allow the branch to continue to directly express the needs of the African American community, and will ensure that we have a voice and a seat at the table in determining how we are represented.

Thank you for your consideration and support.

Sincerely,

A handwritten signature in black ink that reads "Linda M. Plummer". The signature is written in a cursive style with a large initial "L" and "P".

Linda M. Plummer  
President

Cc: Executive Committee

J. Brewer

October 26, 2020

Council President Sidney Katz  
Montgomery County Council Office  
100 Maryland Ave., 4<sup>th</sup> floor  
Rockville, MD 20850

Dear President Katz:

I am writing to express my interest in serving as a member of the *Montgomery County Commission on Redistricting*. I am a Democratic Party member, NAACP Parent Council representative, and long-time resident of Rockville. I have over 20 years of service in the Federal government, serving in senior roles at the U.S. Departments of Agriculture, Treasury, State, and Defense managing issues including: development of data management and governance policies; foreign assistance programs; anti-money laundering training; and the reorganization of Pentagon agencies.

From January 2017 to February 2018, I was on detail from USDA to Capitol Hill in the Office of U.S. Senator Chris Van Hollen (D-MD). I oversaw the Senator's legislative priorities for the 2018 Farm Bill and 2018 Agriculture Appropriations Bill. While on the Senator's staff, I negotiated the inclusion of legislation in the Farm Bill that increased federal funding for the University of Maryland-Eastern Shore and increased crop insurance for specialty crop farmers in Montgomery County.

My government experience is complemented by my work in the private sector, where I served as a Senior Political Risk Analyst at the American International Group (AIG) assessing business risks and global threats, and as a Global Security/Threat Finance Consultant at Booz Allen Hamilton where I directed anti-money laundering projects for clients in the financial services industry. During my time in Congress and at these organizations, I directed the reorganization of programs, while successfully establishing partnerships with government officials at the local, state and federal levels. The skills and experiences I have gained during my professional career are excellent preparation for service on the *Montgomery County Commission on Redistricting*.

Thank you for your attention. A copy of my resume is attached for your review and consideration. I look forward to hearing from your office.

Sincerely,

John D. Brewer, Jr.

# JOHN DORSETT BREWER, JR

*Position of Interest: Member, Montgomery County Commission on Redistricting*

## BACKGROUND

John Brewer is a former political appointee in the Obama and Clinton Administrations, current employee at the U.S. Department of Agriculture, and resident of Montgomery County Council District 1. He is a long-time supporter of the Democratic Party whose career spans two decades including leadership roles in the public and private sectors. In addition to his current role at the U.S. Department of Agriculture, Brewer has held senior positions at the U.S. Departments of Treasury, Defense, and State; American International Group (AIG); Booz Allen Hamilton; and in the Office of U.S. Senator Chris Van Hollen (D-MD). His federal and congressional experience covering key issues impacting Maryland and Montgomery County qualify him to serve as a member of the Montgomery County Commission on Redistricting.

## PROFESSIONAL EXPERIENCE

**Assistant Chief Data Officer** **2019 - present**  
**Marketing and Regulatory Programs (MRP)**  
**U.S. Department of Agriculture (USDA)**

Establish data policy and governance protocols to leverage USDA's Animal and Plant Health Inspection Service (APHIS) and Agricultural Marketing Service (AMS) data as a strategic asset. Provide oversight and guidance on data analytic tools and ensure mission area alignment with USDA's overall data strategy, governance, and management.

### Key Accomplishments:

- ✓ Co-led successful development and rollout of Marketing and Regulatory Program (MRP) Dashboards. These data-driven visualization tools provide on-demand access to information, increasing efficiency by providing a vital tool for agency leaders to manage strategic priorities and risk management programs, including animal disease investigations, pest interceptions at ports of entry, and commodity procurement.
- ✓ Lead APHIS and AMS Data Stewards to resolve data issues and problems in their agencies and oversee establishment of data standards to ensure their consistent use across the organization.

**U.S. Department of Agriculture (USDA) Fellow** **2017 - 2018**  
**Office of U.S. Senator Chris Van Hollen (D-MD)**

Detailed to the United States Senate from USDA to serve as Senator Van Hollen's Principal Adviser for U.S. agricultural policy. Oversaw the Senator's Agriculture, Nutrition and Forestry Committee portfolio.

### Key Accomplishments:

- ✓ Drafted and negotiated bipartisan sponsorship for three bills enacted into law in the 2018 Farm Bill.
- ✓ Worked with agribusinesses including McCormick and Company, Purdue Farms, and Pompeian Olive Oil; agricultural research facilities; and government agencies critical to Maryland's multi-billion dollar agriculture industry on their legislative priorities.
- ✓ Developed the senator's agriculture-related legislative and outreach strategies.

**Brookings Institution Legislative Fellow** **2016 - 2017**  
**House Foreign Affairs Committee, Subcommittee on the Western Hemisphere**  
**U.S. House of Representatives**

- Bachelor of Arts, History and English, Morehouse College, Atlanta, GA

### **MEMBERSHIPS**

Montgomery County Chapter of National Association for the Advancement of Colored People (NAACP)  
Council on Foreign Relations  
Baltimore Council on Foreign Affairs

Chau

# Email Viewer

<b>Message</b>	<b>Details</b>	<b>Attachments</b>	<b>Headers</b>
<b>Source</b>			

HTML

From: "Tingmei chau"  
 Date: 10/26/2020 4:18:04 PM  
 To: "county.council@montgomerycounty.md.gov"  
 <county.council@montgomerycounty.md.gov>  
 Cc: "County Council" <county.council@montgomerycountymd.gov>  
 Subject: Fw: Application to County Districting Commission

Dear County Council,  
 With the diverse population in Montgomery, and as an immigrant citizen called Montgomery home, I am hoping to contribute to the public service on my spare time by volunteering to this position. I heard rumors about people already be in-sided appointed without reviewing resumes, but if you do review those resumes I hope mine will be one of the qualified ones. My education background, federal services experience, and volunteer activities in last few years have increased my capacity to serve this role. I am also a fast learner of new fields and very dedicated to what I do. I live in upcounty and I am currently unaffiliated, if you need this for your decision.

Thank you for your time and services.

Sincerely,  
 Ting Mei Chau

**Close**

**Ting Mei Chau**

## **Work Experience:**

### **FEMA, Department of Homeland Security (DHS)**

400 C Street, SW, Washington DC, 20472

**03/2019 - Present**

**Series: 0343 Pay Plan: GS Grade: 15**

**Budget Director** (This is a federal job)

#### **Duties, Accomplishments and Related Skills:**

- Oversee the \$5.4 billion budget of Federal Insurance and Mitigation Administration (FIMA) under FEMA. Major duties include every step of budget formulation and execution process.
- Work with FEMA OCFO, DHS, OMB and the Congress on carrying out FIMA's mission to mitigate flood risk and flood recovery. Act as Assistant Administrator when necessary on all Fund Management Directorate matters.
- Supervise two teams with total 10 budget and contract specialists engaged in a wide variety of administrative, management services, business operations and planning functions, such as travel, training, direct obligation, funds control, certifying funds, analytic reports and analysis on FIMA budget.
- Established Standard Operating Procedures, job aids, and performance plans. Monitor, evaluate and provide guidance to the performance of 6 immediate subordinates that perform a wide variety of work functions.

### **DHHS, Health Resources and Services Administration (HRSA)**

5600 Fishers Lane

Rockville, MD 20852 United States

**05/2015 – 03/2019**

**Series: 0560 Pay Plan: GS Grade: 14**

**Budget Officer** (This is a federal job)

#### **Duties, Accomplishments and Related Skills:**

- Served as the principal management official with responsibility for planning, organizing and directing the day to day budget and administrative operations of HRSA's biggest Bureau, the Bureau of Health Workforce (BHW), with \$1.4 billion annual budget, 440 staffers, and hundreds of educational institution grants and student loan repayment programs. Budget funding included single, multiple, and no-year fund.
- Worked with internal stakeholders and clients to determine appropriate products or services and to define the project scope, requirements and deliverables. Worked with multi-disciplinary officials and groups within and outside of BHW, HRSA and HHS to accomplish BHW's public health missions. Acted as Executive Officer when necessary on all BHW administrative support functions.
- Directed a group of seasoned budget and contract employees engaged in a wide variety of

administrative, management services, business operations and planning functions, such as travel, training, office supplies, contract negotiation, direct obligation, funds control, certifying funds, Interagency Agreements and Cooperative Agreements, and other budget formulation and execution functions.

- Established Standard Operating Procedures, job aids, and performance plans. Monitor, evaluate and provide guidance to the performance of 6 immediate subordinates that perform a wide variety of work functions.
- Formulated BHW's single, multiple, and no-year budget. Presented and defended resource requirements needed to carry out BHW's long term public health goals and objectives.
- Made recommendations on planning strategies that can be undertaken within existing resource levels and advises on the impact of efforts that require additional resources, such as across-the-board activities like BHW central IT projects and Training programs.
- Established long and short-range goals, objectives and plans for Bureau of Health Workforce, including BHW mission, strategic plans and the Executive Office's action items.
- Oversaw the preparation of regular business operation reports and other documents used to provide critical information and recommendations leadership.

### **Office Of Inspector General, USAID**

1300 Pennsylvania Ave., NW

Washington DC, DC 20523 United States

**01/2011 - 04/2015**

**Series: 0560 Pay Plan: GS Grade: 14**

**Lead Budget Analyst** (This is a federal job)

#### **Duties, Accomplishments and Related Skills:**

- Served as the Lead Budget Analyst with responsibility for USAID Office of Inspector General's (OIG) budget formulation, execution, analysis and presentation to internal and external stakeholders. Major work products included annual Congressional Justification to State F Bureau, OMB, and Congress. The annual budget included operation needs for 10 OIG overseas offices across 4 continents and DC headquarters, with annual, multiple and no-year appropriations.
- Provided direct technical assistance, training, monitoring, incident response and troubleshooting for 10 OIG overseas offices regarding general program management issues such as budget, ICASS charges, Foreign and Civil Services benefits, post assignment and relocations, performance, HR, IT and strategic planning.
- Prepared policies, responses to inquiries, reports, and other documents for presentations to various audiences inside and outside of OIG, USAID/State Department.
- Served as a financial management advisor for the operational aspects of OIG, such as MAX A-11 data report to OMB, SF-133 and SF-132 reports, apportionment requests, spending plans, and obligation and expenditure reports.
- Monitored and tracked program obligation and expenditure data weekly, monthly, and quarterly. Based on detailed analysis, made recommendations to management to best utilize OIG funds and operate efficiently. Continuously reviewed resources to best allocate funds to continue OIG's mission without furloughing staff or a reduction in force.
- Rated as exceptional performer by current and former supervisors; proactively took on extra

work projects, including managing the whole OIG BFEM initiative from starting up project discovery meetings with the Treasury Department, to setting up and designing the BFEM system architecture, to launching and implementing the system, and finally to training users and administering the BFEM system.

**Department of Health and Human Services**

1 Choke Cherry Road

Rockville, MD 20857 United States

**01/2008 - 12/2010**

**Pay Plan: GS Grade: 13**

**Budget Analyst** (This is a federal job)

**Duties, Accomplishments and Related Skills:**

Budget Analyst, Office of Administrator, Substance Abuse and Mental Health Services Administration (SAMHSA), Rockville, MD

- Worked with the Division of Financial Management in the CFO's office to finalize SAMHSA's President's Budget request, with contents related to individual Center's strategic planning, budget historical review, current programs, performance measurements, and future budget projection.
- Assisted the Director and Team Leader on significant Items addressing Congressional concerns on the budget and program priorities. Drafted response to congressional inquiries on SAMHSA programs.
- Served as a Budget Analyst responsible for overseeing part of SAMHSA's \$3 Billion budget, to ensure the link between budget formulation and execution, as well as budget and program performance.
- Developed SAMHSA's annual budget to demonstrate its mission, vision, program, and performance. The whole process included budget planning, developing, communicating and negotiating with the Department and OMB, and finalizing the budget figures and performance measurements.
- Responded to various Congressional inquiries on SAMHSA's program and communicated through the Department and OMB chain.
- Reviewed all SAMHSA's hundreds of grant announcement and funding request memos to ensure the budget execution are in line with budget numbers.
- Served as an ad hoc Assistant to SAMHSA's International Program Coordinator and a regular member of SAMHSA's Health Financing Workgroup for both international and health financing issues related to behavioral health programs.

**Department of Health and Human Services**

200 Independence Ave., SW

Washington DC, DC 20201 United States

**07/2006 - 12/2007**

**Series: 0685 Pay Plan: GS Grade: 12**

**HHS Emerging Leader/International Health Analyst** (This is a federal job)

**Duties, Accomplishments and Related Skills:**

7/2007 to 12/2007

Office of Chief of Staff, Immediate Office of Secretary, HHS

- Established and maintained effective working relationships with health officials, community representatives and commercial partners at national, state and local level on HHS's international programs. Interacted daily with Federal agencies, international organizations, Embassies, Ministers of Health, Department of States and others within the global health community.
- Worked with the Secretary's Chief of Staff and FDA on two high-level, high-profile international public health agreement projects related to food and drug safety. Won the FDA Commissioner's Special Citation Award for the outstanding contribution on this project.
- Assisted the Director of Asia/Pacific in the Office of Global Health Affairs to ensure smooth coordination among HHS/FDA and twelve other sister departments by coordinating many interagency meetings and briefings on the development of food safety projects. Contributions included setting up necessary meetings and develop meeting agendas, arranging meeting logistics and trip logistics, taking meeting minutes and providing summaries to the stakeholders, circulating the Agreement documents for necessary interagency clearance.

4/2007 to 6/2007

Office of Global Health Affairs, Office of Secretary

- Worked with the Office of Global Health Affairs in staffing and organizing three Secretarial-level events, including Chinese Minister of Health Mr. Gao's rural health site visit to Alaska, the Second U.S.-China Health Care Forum, and the Second U.S.-China Strategic Economic Dialogues. All three events involved senior HHS leadership as well as senior leadership from other U.S. Government agencies such as the Departments of Treasury and Commerce.
- Developed a White Paper for China's Ministry of Health sharing major HHS Health care program highlights with Chinese Government regarding sustainable health care financing, rural health care issues, and health insurance development.
- In addition to the three major high-profiled international events, coordinated and participated in other various projects with focus on public health diplomacy in Asia and the Pacific region.

1/2007 to 3/2007

Children's Bureau (CB) at Administration for Children and Families (ACF) Rotation

- Acted as project lead on a performance measurement project related to a new grant program. Studied and compared all existing outcome measurement tools at Children's Bureau to finalize the performance indicators evaluating new grantees' performance. Closely worked with staff across Children's Bureau and contributed to the development of data collection tools that reflect the program goals. Drafted Statement of Work for a new contract seeking assistance for monitoring grantees' data submission and overall performance.
- Participated in an internal technical review group evaluating the National System of Care project, provided comments on more than 20 local and national data reports related to the project.

07/2006 to 12/2006

SAMHSA/CSAT (Home Office) Rotation

- Served as project officer for grants and cooperative agreements and reviewed and researched requests for proposals for SAMHSA's substance abuse program.
- Attended leadership and career development training provided by HHS University, and shared personal progress with Emerging Leader Fellows from other HHS OPDIVs.
- Studied public health financing and funding streams related to substance abuse and mental

health services, including Medicaid and Medicare, Substance Abuse Prevention and Treatment Block Grant.

- Assisted Senior Public Health Analyst to develop issue brief for Medicaid and Deficit Reduction Act.

**United Healthcare Inc.**

New York, NY United States

**09/2002 - 07/2006**

**Senior Member Relations Associate**

**Duties, Accomplishments and Related Skills:**

Researched industry trends and developments with a focus on Medicare and Medicaid (Performed daily research through various government, advocate, health plans and other agencies' websites to gain the latest information on health care industry).

- Assisted management with strategic planning and development regarding member retention issues (Set up HIPAA implementation protocols, convinced senior management to implement specific Part D education strategies, created company-wide Medicare Part D educational materials).
- Produced member communication materials such as member newsletters, provider rosters, and health materials (Created bi-monthly member newsletters for commercial and Medicare members, 6 types of provider directories, and various health tip materials).
- Provided professional consultant services to Oxford's healthcare members (Provided in-depth trainings to internal staff regarding Medicare guidelines and Part D topics, garnering nick-name "Walking Part D Dictionary").
- "Go for the Gold" Outstanding Employee Award recipient (Promoted 3 times within 3 years working at Oxford for my dedication and exceptional contributions to the business).

**Andover Brokerage LLC**

New York, NY United States

**07/2000 - 03/2002**

**Security Trader**

**Duties, Accomplishments and Related Skills:**

Applied fundamental and technical analyses on various markets and securities (Self-taught many major financial and security theories and trading techniques and successfully applied to my work).

- Scanned equities markets for historical correlations among stocks (Scanned hundreds of active stocks to spot correlations among them).
- Set up trading plans and determined specific trading strategies (Set up short term and long term trading plans to maximize investment return).
- Series 7, 55, and 63 certified.

**Education:**

**Baruch College, City University Of New York** New York, United States

Master's Degree in Public Administration Management 05/2006

**GPA:** 3.9 of a maximum 4.0

**Chinese University of Hong Kong** Hong Kong China

Bachelor's Degree in Economics 07/1997

**GPA:** 3.3 of a maximum 4.0

**Leadership and Job Related Training:**

- FAPAC Leadership Training in 2018
- Excellence in Government Leadership Training Certificate (The Partnership for Public Services) in 2017-2018
- USDA and Management Concept Certifications on Budget Analyst, Financial Management, and Accounting, Audit, and Procurement Management.

**Community Services and Volunteer:**

- Montgomery County Commission on BOE Compensation - Commissioner
- Founder of Chair of Montgomery County Public School Asian Pacific American Student Achievement Action Group (APASAAG)
- Local HOA

**References:**

Name	Employer	Title	Phone	Email
Rich McKeown(*)	Leavitt Partners	CEO and Former Chief of Staff of HHS	801-884-3279	rich.mckeown@gmail.com
Anita Sweetman(*)	Department of Health and Human Services	Retired Budget Officer	301-379-5736	asweetma@yahoo.com
Hoa Thanh (*)	HHS Assistant Secretary of Health	Budget Officer	240-276-9848	hoa.thanh@hhs.gov

(\*) Indicates professional reference

**Volunteerism:**

1. President of non-profit 501c3 organization – Chinese American Parents Association of Montgomery County
2. Treasurer – Wilson Wims Elementary School PTA
3. Treasurer – Chinese University of Hong Kong Alumni Association of Greater DC
4. Lifetime member of Federal Asian Pacific American Council (FAPAC)

**Additional Information:**

1. HRSA Administrator's Award 2018-2019
2. USAID OIG Outstanding Services Award 2011-2014
3. The FDA Commissioner's Special Citation Award for the outstanding contribution on FDA's food and drug safety international project in 2007
4. "At the Spot Award" for outstanding contribution to SAMHSA's transition book development

5. Outstanding Services Awards while working as Member Relations Associate at United Healthcare
6. Was one of Mary and Abraham D. Beame Academic Excellency Scholarship recipients at Baruch College
7. Kong E. Suen Memorial Scholarship recipients in CUHK, Hong Kong

Coolidge

Montgomery County Council  
100 Maryland Avenue, 4th Floor,  
Rockville, MD 20850

Oct. 12, 2020

To the Montgomery County Council:

In response to requests for interest, dated September 25, 2020, I would like to submit my candidacy for the new redistricting commission for Montgomery county council. I am currently a resident of Montgomery County District 1 and a member of the Montgomery County Democratic Party.

I consider the issue of drawing district maps to be critical for the proper functioning of a representative democracy, and I adhere to the concept that voters should choose their representatives; politicians (or those serving in their interests) should not be choosing their own voters. I understand current law requires compact, contiguous districts of (approximately) equal population.

For the League of Women Voters, I have been very active in support of redistricting reform, both at the national level (lobbying in favor of "For the People Act" in both the U.S. Senate and U.S. House of Representatives), and in Maryland in favor of the Fair Maps Act for the Maryland state legislature earlier this year.

My other volunteer "hat" is with the Montgomery County Democratic Party, as Precinct Vice Chair for Rollingwood Precinct (07-005), since 2017, where I have been active in encouraging voter engagement (also elsewhere in the county).

I understand that, no matter the outcome of the ballot questions C&D, there will be a need for drawing new district lines for Montgomery County Council in the wake of the 2020 census. I deeply appreciate the challenge of obtaining sound data following the disruptive effects of the current U.S. administration in attempting to add a question about citizenship in the 2020 census (struck down by the Supreme Court but still having repercussions on people's willingness to participate in the census). These issues are still playing out in court. We may need to be sensitive to the likelihood of undercounts in certain neighborhoods.

Sincerely,

Jacqueline G. Coolidge

## Jacqueline G. Coolidge

Leadership positions in League of Women Voters: Chair, Volunteer Lobby Corps, LWVUS; Board member, LWV-Montgomery County; LWVMC lead for Redistricting Reform for Maryland.

Vice Chair, Rollingwood Precinct, Montgomery County Democratic Party

Over 25 years of professional experience with private sector development and investment climate reform in developing and transition countries, with a focus on policy, tax, legal, and regulatory reforms to improve the investment climate/business enabling environment, at both the national and sub-national levels. Leading expert in measurement of compliance costs for businesses with regard to business taxes and licensing/regulation in developing countries. Expertise in monitoring and evaluation of reforms to improve investment climate/business enabling environment. Experience with analysis of the impacts of policy/legal/tax and regulatory reforms on compliance and investment (both foreign direct investment and domestic SME growth). Statistical analysis of business investment and formalization in developing and transition economies. Extensive field experience in Central and Eastern Europe, Eastern and Southern Africa, and the Caribbean.

### **Professional History:**

**Sept. 2008 – present:            Independent Consultant**

Consultant to the World Bank Group, Investment Climate Department (formerly Foreign Investment Advisory Service, FIAS) on tax compliance cost surveys for businesses in South Africa, Ukraine, Peru, Yemen, India (Bihar), Armenia, Lao PDR, Nepal, Burundi, Albania and Uzbekistan; evasion-risk analysis for small businesses in Burundi, Yemen and Vietnam; licensing compliance cost surveys for monitoring and evaluation of licensing reforms in Bosnia, Serbia, Kenya and Madagascar; development of appropriate impact indicators of investment climate reforms for tax and regulatory simplification in developing and transition countries; assessment of monitoring and evaluation capacity for IFC Advisory Services in the Africa region; authored manuals for tax compliance cost surveys and for sub-national tax/regulatory reforms. Consultant with the IMF in Liberia on customer satisfaction with tax services.

**2003 – 2008:                    Lead Investment Policy Officer, Foreign Investment Advisory Service (FIAS), the World Bank Group.**

Responsible for FIAS work in monitoring and evaluation of reforms in the Business Enabling Environment (from 2006). Development of standardized logical frameworks for reforms in the area of business registration, licensing, tax compliance, and inspections, including quantitative and qualitative indicators of outcomes and impacts of such reforms. Responsible for quality

control for projects in the area of regulatory simplification (e.g., business tax administration, company registration and licensing, inspections). Lead responsibility for the area of removal of administrative barriers to investment in client countries. Responsible for FIAS projects in Central and Eastern Europe covering policy toward foreign direct investment, investment legislation, investment incentives, and regulatory reform (2003 – 2006). Oversaw independent evaluation of the impact of FIAS' activities for the period 2004 – 2007.

**1996 – 2003: Senior Investment Policy Officer, FIAS**

Responsible for FIAS projects covering policy toward foreign direct investment in various countries in Europe, Africa, Middle East, and the Caribbean. Development of methodology for identification and removal of administrative barriers to investment (including company registration, expatriate work permits, licensing, inspections, tax administration/compliance, customs administration, businesses' access to land, construction permits, etc.). Regional Program Coordinator for FIAS in Europe and Central Asia (1999 – 2003).

**1993 – 1996: Economist, Public and Private Enterprises Division, East Africa Department, the World Bank**

Responsible for World Bank projects on private sector development, export development, and privatization in E. Africa.

**1991 – 1992: Independent consultant, private sector development, infrastructure development, and environmental analysis**

**1988 – 1990: Regional Manager, E. Africa, Louis Berger International, Inc.**

Regional Manager for LBII projects in E. Africa, based in Nairobi, Kenya. Projects included private sector development, road maintenance, port development and rangelands development in Kenya, Somalia, Tanzania and Uganda.

**1985 – 1988: Economist, Louis Berger International, Inc.**

**1984 – 1985: Independent economic development consultant, Mogadishu, Somalia**

**1980 – 1982: U.S. Peace Corps, Botswana**

Taught mathematics and development studies to secondary school students in Mahalapye, Botswana

**Nationality:** U.S.A.

**Education:** Ph. D.(abd)/M.A., Economics, University of Michigan, Ann Arbor, 1993

Master of Public Affairs, Woodrow Wilson School, Princeton University, 1984

B.A., International Relations, Johns Hopkins University, Baltimore MD, 1980

**Languages:** English – native language

French – minimal

Russian – minimal

**Publications:**

Simplified Small Business Tax Regimes in Developing Countries: Empirical Evidence of Use and Abuse" Jacqueline Coolidge & Fatih Yilmaz in Tax Simplification, Edited by Chris Evans, Richard Kreve, and Peter Mellor. Kluwer Law International , 2015

Can E-filing reduce tax compliance costs in developing countries? , 2014

Findings of Tax Compliance Cost Surveys in Developing Countries , 2012

Avoiding the Fiscal Pitfalls of Subnational Regulation with Laurent Corthay, 2011

Surveying Businesses on Tax Compliance Costs, 2011

Tax Perception and Compliance Cost Surveys, 2011

Tax Compliance Cost Survey, 2010

Tax compliance perceptions and formalization of small businesses in South Africa, World Bank Policy Research Working Paper No. 4992 (with Damogoj Ilic), 2009

How big is a rat s nest? The challenge of M&E for Business Operations, FIAS, 2009

Small businesses in South Africa : who outsources tax compliance work and why? World Bank Policy Research Working Paper No. 4873 (with Damogoj Ilic and Gregory Kisunko), 2009

South Africa - Tax Compliance Costs for Small Businesses - Provincial Analysis (with Damogoj Ilic and Gregory Kisunko), June 2008

Understanding and Improving Data on Entrepreneurship and Active Companies (with Ronald Luttikhuisen and Kuisami Hornberger), June 2008

Tax Compliance Burden in South Africa: A Survey of Tax Practitioners (with Sharon Smulders

and Gregory Kisunko), 2007

**Improving the Business Environment in Latvia: The Impact of Fias Assistance (Fias Occasional Papers No. 18) (with Sanda Liepina and Lars Grava), 2007**

Survey of Land and Real Estate Transactions in the Russian Federation: Statistical Analysis of Selected Hypotheses (with Gregory Kisunko), Policy Research Working Paper No. 4115, 2007

Reducing Administrative Barriers to Investment: Lessons Learned (with Scott Jacobs), FIAS Occasional Paper No. 17, 2006

Reforming Inspections: Countering Corruption and Waste, Viewpoint Note no. 308, 2006

A Manual for Identification and Removal of Administrative Barriers to Investment, FIAS manual, 2006, Module 1, Module 2, Module 3, Module 4

Administrative Barriers to Investment in Latvia, with Lars Grava, in *Doing Business with Latvia*, edited by Marat Terterov, Kogan Page, 2003

Administrative Barriers to Investment into the Russian Federation, in *Doing Business with Russia*, edited by Marat Terterov, Kogan Page, 2003

Kleptocracy and Reform in African Regimes: Theory and Examples, with Susan Rose-Ackerman, in *Corruption and Development in Africa, Lessons from Country Case Studies*, edited by Kempe Ronald Hope, Sr. and Bornwell C. Chikulo, MacMillan Press, Ltd., 2000

Urban Environmental Services in Developing Countries, with Richard Porter and Zhong Zhang, EPAT/MUCIA Working Paper No. 9, 1993, USAID

November 4, 2020

Montgomery County Council  
100 Maryland Ave.  
4<sup>th</sup> Floor  
Rockville, MD 20850

Re: Application for  
County Commission on Redistricting

Dear Council Members:

Thank you for allowing the extension of the deadline for applying to the County Commission on Redistricting. The purpose of this letter of interest is to submit my name for consideration for a place on the aforesaid Commission. I am ready, willing, and able to serve on the Commission.

I am a registered voter from Council District 3 and been a resident of Montgomery County for most of my life. I am very active in the community and have served on the Presently, I am an attorney and have been operating a law firm based in Rockville since 2001. I would bring to the Commission my knowledge, perspective, and expertise as a professional Latina woman. I am vested in collaborating with future commission members to submit a redistricting plan that is reflective and representative of the electorate. It would be an honor to serve Montgomery County as an advocate for supporting a plan aimed at providing our community with meaningful representation.

Kindly accept this letter and resume in support of my application for The Montgomery County Commission on Redistricting. If you should have any questions or require further information, please do not hesitate to contact me.

Sincerely,  


Mariana C. Cordier

CC: Enclosure

## MARIANA C. CORDIER

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### PROFESSIONAL WORK EXPERIENCE

CORDIER LAW OFFICE, LLC.

Rockville, Maryland

**Founding Member**

**2001 – Present**

**Experience includes:**

- Over Nineteen years' experience litigating hundreds of civil and criminal cases before judges and juries in several jurisdictions in both state and federal courts. Strong written and oral communication skills.
- Arguing and obtaining favorable decisions in civil and criminal cases before the Maryland Court of Special Appeals.
- Nineteen years' experience advocating for legal reform in the areas of Rule of Law and, Access to Justice.
- Certification in Collaborative Training and Mediation. Experienced and Certificated Mediator in Divorce, Custody, Visitation and Property and Financial issues.
- Providing legal advice and services to clients with respect to offensive and defensive litigation in the areas of commercial litigation, contracts law, business law, family law and criminal law.
- Representing clients in complex civil and criminal matters. Negotiation and settlement for corporate and individual clients.
- Investigating and researching the law to provide legal advice, develop strong legal strategies, identify case liabilities, explain exposure to litigation and clarify vague areas of the law.
- Identifying conflicts of interest, ethical issues and potential liabilities.
- Effectively manage for small businesses clients HR issues, employment law, structure contracts and agreements with vendors, clients, and employees.
- Advising executive boards of directors for nonprofit organizations on a variety of matters, including staffing issues, contractual obligations and liabilities, governmental requirements and regulations, negotiation with other organizations and organizational strategic planning.
- Managing and monitoring daily administrative activities regarding accounting, payroll, taxes, utilization of resources and marketing. Responsible for supervising, hiring and training staff comprised of lawyers, secretaries and interns.

INTER-AMERICAN BAR ASSOCIATION (IABA)

Washington, D.C.

**Secretary General**

**2007 – 2010**

- Key member of senior management that supervise the operation of the IABA office located in Washington, D.C. As part of the executive team, implemented an effective strategy to meet competitive and complex challenges.

- Organize joint ventures with several national and international bar associations and non-profit organizations for several purposes such as fundraising, marketing and membership education and program development for issues of access to justice, rule of law, domestic violence, police sensitivity training and the trafficking/exploitation of women and children.
- Build coalitions among international legal organizations, such as World Bank, International Monetary Fund, Inter-American Development Bank, and the Organization of American States.
- Negotiate, draft and execute contracts with international organizations for meetings, conferences and seminars for goods and services. Organize, manage and supervise staff and volunteers during the said events.
- As a voting member of the Executive Committee, additional responsibilities include providing details development of budget, report on operations, participate in the development of strategic plans, and make recommendations for future meetings and conferences.

**BELL, ROSE & CORDIER**

Rockville, Maryland

**Associate Partner**

**1997 – 2001**

- Appealed and argued case for clients and the firm before the Maryland Court of Special Appeals.
- Litigated civil, criminal and domestic cases in state and federal courts.
- Engaged in client development and marketing of the firm.
- Supervised law clerks and support staff.

**HEALTH INSURANCE ASSOCIATION of AMERICA (HIAA)**

Washington, D.C.

**Legislative Analyst / Systems Administrator - Legal / State Affairs Department**

**1991 - 1993**

- Reviewed, analyzed and drafted state and federal legislation regarding health care issues.
- Monitored state and federal health care legislation, regulations and policies relevant to the industry and the Association's health care agenda.
- Drafted memoranda providing technical analysis of impact of legislation and regulation on the industry.
- Reviewed and analyzed proposed state and federal regulations and drafted objections and comments for submission to the appropriate agency.
- Reviewed and interpreted state and federal laws and regulations.
- Prepared impact assessments and summarized legislative and regulatory actions for weekly publication in various bulletins.

## **EDUCATION**

**WASHBURN UNIVERSITY SCHOOL OF LAW**

Topeka, Kansas

**Juris Doctorate**

**5/1997**

Recipient Duffie A. Hindeman Law Scholarship (1994, 1995 & 1996).

**THE AMERICAN UNIVERSITY**

Washington, D.C.

**Bachelor of Arts - Political Science**

**12/1990**

## **CERTIFICATES**

**20 HOUR PROPERTY & FINANCIAL ISSUES & DIVORCE MEDIATION TRAINING**

Center for Alternative Dispute Resolution, Greenbelt, Maryland, August 2018

**Certificate**

**20 HOUR CHILD ACCESS MEDIATION TRAINING**

Montgomery College, Maryland, May 2016  
**Certificate**

40 HOUR BASIC MEDIATION TRAINING  
Montgomery College, Maryland, April 2016  
**Certificate**

COLLABROATIVE DIVORCE TEAM TRAINING  
Gaithersburg, Maryland, May 2007  
**Certificate Team Training Mediation**

#### **BAR ADMISSIONS**

- The Supreme Court of the United States • State of Maryland • U.S. District Court, District of Maryland
- U.S. District Court, District of Columbia

#### **MEMBERSHIPS**

- **Maryland Hispanic Bar Association** 1999 - to date  
President: 2004-2005  
President Elect: 2003 - 2004  
Executive Board Member: 2001 to 2010  
Liaison to Montgomery County Police 2003 to 2013
- **Inter-American Bar Association** 1999 to 2017 (International Organization established in 1940 with members from North America, Central America, Caribbean and South America).  
*Secretary General 11/2007 to 2010; First women to be elected to Secretary General*  
Executive Board Member: 2004-2005; 2007-2010  
Council Member for the United States Delegation: 2002 to 2014
- **Montgomery County Bar Association** 1997-2014  
Youth Courthouse Project 2007- 2008  
Circuit Court Bench Bar Committee 2004-2005  
Nominations Committee 2002, 2006  
Mentor Program 2004, 2005, 2008
- **Montgomery County Bar Foundation**  
Elected as a Fellow in 2008
- **Maryland Bar Association** 1997-2015
- **Maryland Bar Foundation**  
Elected as a Fellow in 2004

#### **AWARDS**

- **Montgomery County Bar Association:** Co-Chair of the Year Award for 2008 for Youth Courthouse Project
- **Inter-American Bar Association:** 2009 Award for Appreciation and Leadership
- **Maryland Hispanic Bar Association:** 2012 Award for Outstanding Service and Dedication

- **The National Trial Lawyers: Top 100:** Selected in 2015 as Top 100 Trial Lawyers

#### **ACADEMIC ACTIVITIES**

- **IABA Judicial Training, El Salvador**  
Host and Presenter 2006 "Parental Kidnapping and the Hague Convention"  
I developed program and obtained participation and contribution from the United States Department of State and the National Center of Missing and Exploited Children.
- **Maryland Judicial Institute of Maryland, Annapolis, Maryland**  
April 6, 2006 invited to lecturer with Judge Woodward and Judge Mason on the topic of Immigration Law and the State Courts
- **Oxford University Round Table (Oxford, England)**  
Women's Human Rights Conference, March 2005
- **Instituto Superior de Derecho y Economía, Madrid, Spain**  
Visiting Professor 2003

#### **COMMUNITY ACTIVITIES**

- **Governors Commission on Hispanic Affairs, 2004 to 2012**  
Commissioners for Montgomery County.
- **Latin American Advisory Group to Montgomery County Executive**  
Appointed 2008 to 2013  
Public Safety sub-committee
- **Falls Ridge Homeowners Association**  
President 2001 to date
- **University of Maryland Mock Trial Competition**  
Judge 1997-1999; 2001-2002; 2004  
Undergraduate program

Desir

—○ KESHIA MORRIS DESIR ○—

Office of the Montgomery County  
Council  
100 Maryland Avenue 4<sup>th</sup> Floor  
Rockville, MD 20850

**Application for Montgomery County Redistricting Commission**

Dear Montgomery County Council,

I am excited to submit my application to be a member of the Montgomery County Redistricting Commission. In America, elections are supposed to represent the will of the people, I believe that independent redistricting commissions help make the process of drawing districts impartial and transparent, so our government can truly be of, by, and for the people. Creating fair districts is also key to the voting rights protections of racial minorities and the community at large. This is a tall task, but one my experience lends itself to.

I have served, and continue to serve on **Governor Hogan's 2020 Census Complete Count Commission (CCC)**- a commission dedicated to getting a complete and accurate 2020 Census count for the state of Maryland. Census results are the foundation for Maryland's political representation and the redrawing of electoral districts. Census data directly impacts this fundamental foundation of our democracy. With the help of the CCC, Maryland had a very successful 2020 Census and was able to surpass our 2010 self-response rate. Our state also finished solidly in 9<sup>th</sup> place in the nation.

As an advocate and Project Manager on **Common Cause's Redistricting and Representation team**, I also bring with me a host of experiences from working with states and localities all across the nation, to bring them fair maps. I am currently working with Tufts University to help communities in learning how redistricting works and map their neighborhoods through a free mapping software called DistrictR.

Thank you for the Council's consideration. Serving on Montgomery County Redistricting Commission would be an honor. Enclosed you will find my resume, along with an opinion editorial I have written for Miami Herald.

Sincerely,

*Keshia Morris Desir*  
*Unaffiliated, Councilmanic District 4 Resident*

## EDUCATION

### *AMERICAN UNIVERSITY*

*Master of Arts – Political Science*

Date of Graduation: December 2015

### *FLORIDA GULF COAST UNIVERSITY*

*Bachelor of Arts- Psychology*

Date of Graduation: December 2011

## PROFESSIONAL EXPERIENCE

**February 2018 - Present | Common Cause, Washington D.C.**

### ***Census & Mass Incarceration Project Manager***

Responsible for all of the organization's work in Mass Criminalization/Incarceration and 2020 Census Campaign

- Collaborate with organizing department and directors to reach campaign goals within the areas of mass criminalization and the 2020 Census campaign-- currently working in 18 states;
- Develop legislative priorities and a plan of action around each issue area;
- Play lead role in raising funds for Common Cause's census and mass criminalization efforts;
- Build relationships with local and national partners with Census and Mass Criminalization coalitions;
- Strategize and support long-term visioning for the organization's growth and representation/equity goals;
- Represent the organization on statewide and national platforms;
- Perform policy research and edit and produce memos, reports, and fact sheets.

**Jan 2016 - February 2018 | Common Cause, Washington D.C.**

### ***Program Associate***

Participate in and support the work of Common Cause national program team and the Senior Vice President.

- Work closely with members of the Program team on issue campaigns, including but not limited to: Money in politics, redistricting, economic opportunity, elections, media reform, Article V convention and primary reform.
- Perform policy research and edit and produce memos, reports, and fact sheets.
- Help with supervision of interns.

**2012 – 2014 | Opportunity Services, Fort Myers, FL**

### ***Site Manager***

Responsible for the overall supervision and safety of disabled clients. Schedule community events and met with city organizers, and council members on a quarterly basis to create awareness of organization's programs and initiatives.

- Managed a team of 10 employees and 50 disabled adults
- Lead site to the No 1 ranked program in our region
- Improved billing error rates from 8% to less than 1%
- Promoted to a supervisory position within first three months on the job

## ADDITIONAL RELEVANT EXPERIENCE

**Fall 2015 | No Labels**

*Chapter President- American University*

Engaged college students with a new politics of problem solving. Established an early, youthful and energized presence on AU's campus. Attended presidential candidate events

**2012-2014 | Lee Interfaith for Empowerment (L.I.F.E.)**

*Volunteer*

Worked diligently with a "justice team" to create change in Fort Myers for: the expansion of Juvenile Civil Citations in lieu of arrests, a more comprehensive Lee County school district anti-bullying program, and worked to acquire more assistance from state government for the children with mental health issues.

**2020 | Maryland's 2020 Census Complete Count Commission**

Worked to increase awareness and motivate residents to respond to the 2020 Census. Served as the state's "census ambassador" and advised Planning Department Secretary on the spending of census allocated funding.

MIAMI HERALD

# CITIZENSHIP QUESTION ON THE CENSUS A CYNICAL ATTEMPT TO MUZZLE IMMIGRANTS' VOICES | OPINION

BY KESHIA MORRIS

JUNE 19, 2019 06:03 PM

Like many young black women, I struggle every day to make my voice heard. Despite stereotypes of the “strong black woman,” we often are viewed as not sophisticated enough, confident enough, articulate enough — or have not amassed enough money, influence or power — to participate fully in American democracy.

We regularly are told to vote, but for me and millions of others like me, voting is not an option. Although I grew up in South Florida, pay taxes and have been a legal resident of the United States for 17 years, I’m not a citizen. My mother spent many hard years maneuvering through the immigration system, and since I came of age I have continued the effort myself. But citizenship is not easy to obtain.

This means that the census is the one of the only ways my voice counts.

The sad fact is that people of color already are discounted in several ways; gerrymandering and voter suppression tactics, such as strict voter ID laws and a lack of polling places in communities of color, make sure of that. And millions of Americans are still denied the right to vote because of mass criminalization and incarceration. Now, to further weaken the power and voices of people of color, the Trump administration added a citizenship question to the census.

With the administration’s anti-immigrant track record, the citizenship question will almost certainly drive down participation among non-citizens and their family members, resulting in huge undercounts and a loss of crucial resources and representation for vulnerable communities.

We now know that was exactly the point.

This month, through litigation challenging North Carolina’s blatant partisan gerrymander, Common Cause obtained critical documents revealing that Republican redistricting guru Thomas Hofeller encouraged party and Census Bureau officials to add the citizenship question because it would significantly harm the political power of Latino communities and be “advantageous to Republicans and non-Hispanic whites.”

Hofeller’s plan was to use a citizenship question to gather data on where non-citizens live, and then manipulate districts to consolidate power for “Republicans and Non-Hispanic Whites” by excluding non-citizens and those under the age of 18 from electoral districts.

But somewhere I read that the census must provide an “actual enumeration” of the nation’s population, regardless of citizenship, and that the total count is used to determine representation in Congress. That somewhere is the U.S. Constitution.

Now the accuracy of that “actual enumeration” is in jeopardy because of the citizenship question. Coming from this administration, which has repeatedly stoked American fears to justify actions that divide our country based on race, national origin and religion, the move smacks of an attempt to drive down immigrant participation in the process.

Moreover, the state’s U.S. Sen. Rick Scott recently said that, “How many additional congressmen and women that Florida gets, it ought to be based on citizenship.” Although that is blatantly unconstitutional, other states have already introduced legislation to divide state districts that exclude non-citizens.

As a practical matter, the census is used to divide all 435 seats in Congress and more than \$800 billion in federal funding among the states. It helps determine the location of hospitals, firehouses, schools, highways and the size of your children’s classrooms.

The effects of an undercount will be felt almost everywhere, but especially in states such as Florida, where large numbers of immigrants have settled. Because of that, Florida’s congressional delegation — including immigrants and the children of immigrants from both parties — should be working extra hard to remove the citizenship question.

The administration's effort is so egregious that three separate federal courts have ruled that the addition of the citizenship question to the 2020 Census violated the law. Now, it is up to the Supreme Court to act swiftly and decisively to end this blatant abuse of power for partisan political gain. We expect a decision by the end of the month.

By adding a question that is certain to undermine the accurate census count, this administration is discriminating against me and other people of color, while ignoring its duty under the Constitution to count everyone who lives in the United States. It is the obligation of the coequal branches of government — the Congress and the courts — to check this abuse of power by the executive branch.

*Keshia Morris is Common Cause's census and mass incarceration project manager. Morris grew up in South Florida, where much of her family still lives.*

Edmunds

October 25, 2020

Subject: Applicant for County Commission on Redistricting

Reference: October 8, 2020 News Release

Dear Ms. Selena Mendy Singleton

I am writing to express my interest in serving on the County Commission on Redistricting. My name is Arthur Edmunds, a father, husband, and public servant currently residing in the area of Laytonsville, and Goshen.

I am currently servicing the end of my term on the Upcounty Citizens Advisory Board (UCAB), where I was Chair for 2 years, and an active participant on the board.

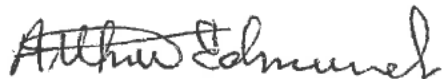
I am a substitute teacher in Montgomery County Public Schools, where I find joy in sharing my knowledge, experience, and expertise to young adults.

I am also a member of the Montgomery County Democratic Central Committee (MCDCC) as an active member, servicing my 4<sup>th</sup> term as a committee member, including time as Vice-Chair.

I am putting forth my name in consideration to serve as a member of the Commission on Redistricting to continue my contribution to the county, and community.

I look forward to being a part of this important process. Please contact me if you have any questions.

Best Regards,



Arthur Edmunds,

# ARTHUR EDMUNDS

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## PROJECT MANAGER

Seasoned professional complemented by a demonstrated understanding of business operations with positions in program office where rigorous development and reporting of key performance indicators are critical to client success. Leadership role on the project team collaborating and communicating implementation of processes and procedures to support program delivery objectives. Top marks for customer service and building relationships across functional teams. Broad background in project management, service delivery, operations and sales.

- Risk and issue Management
- Process Improvement
- Teamwork
- Problem Solver
- Tracking & Reporting
- Client Relationship

## PROFESSIONAL EXPERIENCE

### **IBM Corporation, Global Business Services, Bethesda, MD**

#### **U. S. Department of Treasury, Internal Revenue Service (IRS)**

##### **Project Manager / Analyst (2012 to August 2016)**

Directly supported the planning, tracking and execution of key milestones for the software development effort to support the IRS' legislation responsibilities for the President's Affordable Care Act program. Critical activities included risk and issue analysis, release management support activities for three overlapping software releases using Agile Methodology.

- Developed executive dashboards reporting project status to Branch Chief and Senior IRS Management on weekly deliverables, including key accomplishments, risks, issues, hot topics, upcoming activities, critical dependencies and change requests. The executive level dashboard communicated overall key project status and concerns requiring senior management focus.
- Worked with the team to prepare the End of Sprint Checkpoint Review (EoSCR) report which documented all development and testing activities during each sprint and accurately reflected accomplishments and successes against milestones and goals. Scrum Master relied on this report to brief all stakeholders on the progress made toward delivering desired product features.

#### **Centers for Medicare & Medicaid Services (CMS), Baltimore, MD**

##### **Quality and Risk Consultant (2009 to 2012)**

Performed Program Management Office responsibility for monitoring, tracking, reporting, and management of the Healthcare Integrated General Ledger Accounting System (HIGLAS) program's risks, issues, and program deliverable processes and procedures for CMS. Effectively managed Program Task Orders to ensure timely and accurate submission of deliverables and work products.

- Managed oversight and delivery of an average of 42 deliverables per quarter, with 100% on time submission and 98% acceptance by the client. Proactively applied escalation processes requiring management level review for issue resolution.
- Led cross functional teams in the identification, assessment, documentation, reporting and mitigation of program risks using appropriate risk management methods and processes. Facilitated monthly risk and issue meetings with senior client executives where risks and issues were reviewed and disposed.
- Successfully managed the roll out of a robust, centralized, and comprehensive risk tracking tool and facilitated the acquisition of ongoing maintenance support for the tool. Developed and delivered training to 60+ users, including client staff; created an evaluation checklist to refine and improve training content and delivery.

**U.S Customs and Border Protection, Washington, DC****Project Manager, Earned Value Analyst (2008 to 2009)**

Automated Commercial Environment Program Management Office - supported the implementation of earned value processes and procedures, including support for monthly deliverables and program reviews.

- Created monthly earned value reports to assist and advise the client's Control Account Manager (CAM) and Business Manager in tracking and measuring performance against established baseline for assigned task orders. Reported results at monthly status meetings to senior level project leads.
- Developed and delivered quarterly training to 60+ Business Managers on the reporting of labor hours to develop comprehensive report for management review and action.

**U.S. Department of Defense (DoD), Global Combat Support System – Army****Associate Project Manager (2005 to 2008)**

Product Lifecycle Management Plus (GCSS-Army) (PLM+) - Program Management Office (PMO) lead supporting the program team implementing program processes and procedures in the development and roll out of System, Application & Products (SAP) Solution.

- Provided PMO consulting support including schedule development and management, PMO Business process management, quality assurance support, and other PMO support and management functions.
- Managed and conducted review processes for the release of client documents, including monitoring, tracking, scheduling, closeout, and client sign-offs. Scheduled and coordinated training of new team members as part of the on-boarding process. Handled both the oversight and execution of the Change Control process, including participation on the Change Control Board.

**IBM Client Sales Representative**

- Collaborated and negotiated with client and internal team members to define approaches and strategies to meet customer requirements and developed win/win solutions to specific tactical project problems and issues.
- Created and built relationships that resulted in additional revenue and revenue opportunity within assigned territory.
- Led multi-functional teams to develop and close opportunities through request for proposal sourcing to achieve revenue targets. Planned and led negotiations with all levels of customer/prospect management, including senior executive management.

**EDUCATION****MBA**

ATLANTA UNIVERSITY, Atlanta, GA

**BS, Accounting**

BENEDICT COLLEGE, Columbia, SC

**SECURITY CLEARANCE**

MBI – Minimum Background Investigation

U.S. Customs and Border Protection, DoD Secret, TS

**COMMUNITY INVOLVEMENT**

Chair, Montgomery County Upcounty Citizens Advisory Board

Teacher, Montgomery County Public Schools - Substitute

Event Representative, Smithsonian Institution

Rules Judge, U.S. Department of Energy - National Science Bowl Competition

Montgomery County Democratic Central Committee - MCDCC

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**From:** Valerie Ervin <  
**Sent:** Monday, November 09, 2020 9:01 PM  
**To:** county.council@montgomerycountymd.gov  
**Subject:** Commission on Redistricting  
**Attachments:** VE Resume 2020.docx

Dear Members of the Montgomery County Council,

I am writing to express my interest in an appointment to the Montgomery County Commission on Redistricting. I served as Council President in 2011 the last time the Redistricting Commission met. The census data at that time indicated that the County had become a majority - minority community and we asked the Commission to ensure that the increase in the minority population was addressed during the redrawing of county council boundaries. Last week the voters in Montgomery County voted to increase the County Council to a nine council body with the addition of two district council seats. These two seats could serve to increase representation in areas that have seen steady growth over the past 10 years. We have witnessed the power of having every vote count. It is an investment in democracy to hear every voice particularly in areas of tremendous need. It would be an honor to participate in creating a map that will serve the ever growing and diverse community that we call home. Thank you for your consideration.

Sincerely,  
Valerie Ervin

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# VALERIE ERVIN

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## PUBLIC POLICY LEADER, EXPERIENCED IN GOVERNMENT, POLITICS AND ADVOCACY

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Strategically minded, passionate public policy leader with over 20 years of experience in local government, social justice and public education advocacy. As a team leader, develops strategic initiatives, engages with diverse communities, and builds influential relationships with key stakeholders to accomplish policy goals. Resourceful expert who uses political knowledge as well as leadership, strategic, interpersonal, and advocacy skills to drive impactful initiatives and inspire change.

### Core Competencies

Leadership • Strategic Initiatives • Thought Leader • Collaboration • Team Development • Public Education Advocacy • Stakeholder Management • Education Policy • Negotiations • Planning and Goal Setting • Public Speaking • Public Policy • Grants • Diversity and Inclusion • Communications • Relationship Building • Partner Engagement

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### EXPERIENCE

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#### PRINCE GEORGE'S COUNTY PUBLIC SCHOOLS

2018–Present

##### Special Assistant

Upper Marlboro, MD

- Completes special projects for the school system, collaborating with the superintendent, chief of staff, general counsel, and other internal partners to develop strategic plans and drive educational improvements.
- Works closely with elected officials, business and community leaders, labor unions, and other stakeholders, building relationships to advance school system's strategic initiatives.
- With lobbying team, communicates with local, state, and federal legislators, helping to advance policies to aid school system.
- Leverages relationships with legislators to drive goals useful to win policy objectives. Uses political expertise and knowledge to advise superintendent on budgets and policy.
- Leads Social Justice Academy, a project designed to engage students in learning the history of social justice movements and advance that knowledge to assist students in taking on local issues that impact them and their communities.
- Staffs and advises School Renaming Commission, assisting in developing strategies to rename schools that bear the names of individuals whose histories may not be in alignment with the obligation of the school system to name buildings that are an inspiration to children.
- Engaged school system and organized labor in implementing a pilot project to train and employ county residents and to develop skills for long term employment opportunities and local workforce investment.

#### NATIONAL WORKING FAMILIES PARTY (progressive political organization)

2015–2018

##### Senior Adviser

Washington, DC

- Supervised staff across 5 states, consultant on political and issue campaigns, human resource matters, and board development.
- Oversaw fundraising and built relationships with donors and funders, as well as securing grant opportunities.
- Built and maintained influential relationships with elected officials, including Maryland state legislators, nonprofit leaders, and members of Congress.
- Built relationships with new donors, doubling annual budget.

#### CENTER FOR WORKING FAMILIES (nonpartisan think tank and advocacy organization)

2013–2015

##### Executive Director

Washington, DC

- Directed staff and mobilized a team of analysts and grant writers around a shared vision.
- Collaborated with the national board of directors to develop a strategic plan and vision for the organization.

Directed staff on multiple legislative campaigns including Fight for \$15, Fair Elections, Fair Scheduling, and Equal Pay for Equal Work.

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## VALERIE ERVIN, PAGE 2

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### EXPERIENCE, continued

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS** (local governments' regional organization) 2011–2013  
**Executive Board Member** Washington, DC

- Analyzed and prioritized emerging issues and legislative solutions related to regional infrastructure, economic competitiveness, and the transportation system—for the D.C., Maryland, and northern Virginia areas.
- Cosponsored regional minimum wage bill that was simultaneously passed by the D.C., Prince George's, and Montgomery County councils, raising the minimum wage from \$7.25 to \$11.50 to lift people out of poverty.

**MONTGOMERY COUNTY COUNCIL** 2006–2013  
**Elected District 5 Councilmember** (2006–2013) Rockville, MD

- Represented constituents in District 5.
- Chaired the Education Committee; oversight over County's public education budget.
- Advocated and won increased funding to the Maryland Meals for Achievement Program to increase the numbers of Maryland children that received universal breakfast to over 57,000.
- Initiated the Kennedy Cluster Pilot Project designed to close the Achievement Gap by partnering with County government agencies to address transportation, recreation, food insecurity and health issues that impact student achievement in the Kennedy cluster of schools.
- Initiated the Summer meal program the template for a successful countywide program to feed children during the summer months.
- Initiated the Food Recovery Network, the first government supported food recovery network in the country.

### President (2010–2011)

- Set the legislative agenda, served as spokesperson for the Council, passed a balanced operating and capital budget.

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### EARLY CAREER HIGHLIGHTS

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**MONTGOMERY COUNTY PUBLIC SCHOOLS BOARD OF EDUCATION** 2004–2006  
**Member** Rockville, MD

**NATIONAL LABOR COLLEGE** (AFL-CIO college for union members and their families) 1995–2003  
**Dean of Students** (2000–2003); **Faculty Member** (1995–2000) Washington, DC

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### EDUCATION

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- **Master of Public Administration** in public policy and administration, University of Baltimore, MD
- **Bachelor of Arts** in labor studies, National Labor College, Silver Spring, MD

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### ADDITIONAL INFORMATION

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- **Labor Unions:** International Brotherhood of Teamsters, 1992–1995; American Federation of Labor and Congress of Industrial Organizations (AFL-CIO), 1991–1992; United Food and Commercial Workers International Union, 1987–1991; United Food and Commercial Workers Local 1564, 1984–1987
- **Honors:** Associate of Arts in public service honorary degree, Montgomery College, 2014; inducted into the Women's History Archives, Montgomery County Commission for Women, 2012; appointed by Governor Martin O'Malley to Chesapeake Bay Trust's Board of Directors, 2008–2012
- **Awards:** Avis Birely Award, Hearts and Homes for Youth, 2014; Phyllis Campbell Newsome Public Policy Award, Center for Nonprofit Advancement, 2013 and 2008; Promoting Cultural Diversity Award, Kaur Foundation, 2012;

Maryland's Top 100 Women, *Daily Record*, 2012 and 2008; Outstanding Leadership Award, African Women's Development Foundation, 2011; Washington's 100 Most Powerful Women, *Washingtonian*, 2011; Legend Award, Montgomery County, 2010; Building the Middle Class Award, Mid-Atlantic Regional Council of Carpenters, 2009; Person of the Year Award, Mid-Atlantic Political Action Committee, 2009; Wonder Woman, *Bethesda Magazine* profile, 2007; Phenomenal Woman of the Year Award, Community Bridges, 2007

- **Volunteerism:** Board of Advisors member, Universities at Shady Grove, 2011–2014; Montgomery Community Television, Board of Directors, 2019-present

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**From:** sheldon fishman  
**Sent:** Monday, November 09, 2020 4:23 PM  
**To:** MoCo County Council  
**Cc:** Sheldon fishman  
**Subject:** Commission on Redistricting - Sheldon Fishman  
**Attachments:** Fishman\_Sheldon\_2020 .docx

Dear Members of the Montgomery County Council,

I volunteer to serve on the Montgomery County Commission on Redistricting.

My technical qualifications include

Web Developer in the private sector and public sector

MS in biostatistics from Harvard School of Public Health

Lecturer in database management and in epidemiology at Johns Hopkins School of Business and Strayer College

Decades of volunteer work including Maryland PTA Parents of the Year, President of Forest Estates Community Association FECA, and part of the FECA Voting Committee that distributed flyers on how to vote to all 2,000 homes.

Attached is my resume.

Sincerely,  
Sheldon

Sheldon Fishman

# SHELDON A. FISHMAN

## EXPERIENCE WITH NON-PROFIT ORGANIZATIONS

### Safe, Healthy Playing Field

Secretary, Safe, Healthy Playing Field Inc (non-profit chartered in Maryland)  
Member, National Board of Safe, Healthy Playing Field Coalition

### Maryland General Assembly

Volunteer Legacy Leader for Senator Cheryl Kagan 2018  
Legislative Aide for Delegate Anne Healey 2016-2017  
Volunteer Legacy Leader for Delegate Tawanna Gaines 2015

### Montgomery County Green Democrats

President 2017-2019

### Civic Association

Past President, Forest Estates Community Association (FECA), Created email group and web site  
Member, FECA Voting Subcommittee 2020

### Holy Cross Hospital

Member of Institutional Review Board (IRB)

### Mid-County Citizens Advisory Board

Past President and former Member, representing Forest Estates

### PTA and other parent groups

Selected Maryland PTA Family of the Year, 2001  
Elected PTA leadership positions included Montgomery County Council of PTAs Vice President for Administration, Webmaster for Blair High School PTSA, Einstein Cluster Coordinator, Einstein High School PTSA Vice President, and Oakland Terrace Elementary School PTA President  
Montgomery County Recreation Department coach  
Cub Scout Committee Treasurer (Pack 478) and Den Leader (Webelos)

### Parents Alliance (coalition of seven advocacy groups) and Parents Coalition

Founding Member and created email group and web site  
One of its candidates for Montgomery County Board of Education, 2004  
Initiated HB 841 on transparency that was signed by Governor in 2009

### Precinct Official and District 18 Caucus

Former District 18 Caucus President. Created web site

PROFESSIONAL EXPERIENCE

Web developer and Manager for Inspector General GSA, Arnold & Porter LLP, IDEV (web development company), Federal Reserve Board, National Institutes of Health, and US DHHS (Department of Health and Human Services)  
Health Services Analyst and Project Officer (12 contracts) for Office of the Secretary US DHHS, NIOSH (National Institute for Occupational Health), Health Services Administration US DHHS, NIDR (National Institute of Dental Research)  
Lecturer Carey Business School Johns Hopkins University (database) and Strayer College (epidemiology)

EDUCATION

Harvard University-School of Public Health: Boston, Massachusetts. (M.S., Biostatistics).  
Tufts University: Medford, Massachusetts. (M.S. and B.S., Mechanical Engineering)

PERSONAL

Living in Silver Spring, MD since 1974 with wife, Lee, who taught early education.  
Four children graduated from Montgomery County Public Schools  
Originally from Boston

**From:** George Gluck  
**Sent:** Sunday, November 08, 2020 8:09 PM  
**To:** County.Council@MontgomeryCountyMD.gov  
**Cc:** councilmember.navarro@montgomerycountymd.gov  
**Subject:** Commission on Redistricting  
**Attachments:** George Gluck's Long Resume 4.docx; Modeling.pdf; SSAMag.pdf

I am sending this note and attached resume in the hope that I will be appointed as a member of the Commission on Redistricting. If selected, I would represent neither major party.

As the Branch Chief of the Social Security Administration Statistical Support Branch, I initiated and managed projects that utilized linear programming techniques to solve agency problems (see attachments). For one such problem, we programmed the linear programming algorithms based on "Better Distribution Planning with Computer Models," and adapted them to minimizing the cost of facilities providing services rather than goods. Any software used to do redistricting is likely to use similar linear programming techniques, as stated in Mathematical models of political districting for more representative governments: "We employ a hubbing approach to formulate a Binary **Linear Programming** (BLP) problem for the political districting/redistricting problem."

I hope you will make use of my expertise and select me as a member of the Commission on Redistricting.

Be well,  
George Gluck

**George Gluck**  
**Senior Systems Consultant**

**INTRODUCTION**

Mr. Gluck is a career software professional with more than 50 years of public and private sector experience, principally in supervisory capacities. In addition to two advanced university degrees, he holds a Certificate in Data Processing with an award for excellence in the area of computer software. He has been substantially involved in the development of original software for commercial, federal and military users with multiple applications. Mr. Gluck is a specialist in the research and development of novel applications of computer technology as a management tool for solving problems, including those related to manpower, operations, diagnostics and tactical requirements.

**CAREER OBJECTIVE**

A responsible management position in the software industry utilizing my skills and background in resolving difficult business problems by overseeing life-cycle development, implementation, maintenance and management of major computer systems.

**MAJOR ACCOMPLISHMENTS**

**Technical**

Design and development of SQL procedures as well as python programs and UNIX scripts to extract CURAM data from tables and BLOBs to feed systems developed for the Washington DC District Access System (DCAS), a state-of-the-art health and human services solution providing functionality mandated by the Affordable Care Act (ACA).

Aided in the design and development of the Bundled Payments for Care Improvement Initiative – Continuity Assessment Record and Evaluation (B-CARE) System. The system evaluates the use and effectiveness of bundled payments to health care providers, in order to lower costs to CMS, while providing superior quality care to patients.

Extension of Data Integrity Tool (DIT), used by CMS to validate that health insurance policies offered by insurance providers adhere to all the provisions of the Affordable Care Act (ACA). This tool (cross)validates Plans and Benefits, Business Rules, Network IDs, Prescription Drugs, Service Areas, Rates and other insurance provider mandates under the ACA. (Per health insurance requests, programming was done using MS Excel.)

Review CMS contractors' design and development and advise changes to CMS's Healthcare Integrated General Ledger Accounting System (HIGLAS), a single, integrated dual-entry accounting system that standardizes and centralizes federal financial accounting functions for all of CMS's program. Several suggestions made to design and development of HIGLAS were adopted, saving critical time in processing of millions of claims each day.

Strategic studies to help modernize large government computer systems, such as a target Enterprise Architecture for the Public Building Service (PBS) of the General Service Administration (GSA), Dispatch Systems for the Washington Metropolitan Area Transit Authority (WMATA), a major financial system for the Centers for Medicare and Medicaid Services (CMS) among others.

Telecommunications Software Development, ACE\*COMM, 1998. Rapid development and implementation of Call Detail Record Collector using C and C++ for a large variety of record types for WinStar Telecommunications, Inc.

Statistical Studies, MCI, 1985. Use of PL/I and SAS to prove that the proposed "V-NET" service would be financially advantageous to large MCI clients.

Graphics Software Development, IBM, 1984. Rapid conversion of extensive graph-drawing system by building processor to automatically change calls from "old" graphics package to calls to "new" graphics package.

Linear Programming, Social Security Admin, 1982. Minimize cost of multiple-facilities versus travel costs for Quality Control Case Studies.

Speech Recognition, Naval Ship R&D Center, 1972. Syntax Analyzer for spoken FORTRAN.

**Supervisory and Managerial**

Team-productivity, Social Security Administration, 1983. Virtually all members of the Statistical Support Branch won awards for ingenuity and productivity.

Team building, Social Security Admin, 1981. Created multi-disciplinary team of computer science and operations research personnel to solve statistical problems.

Project Management, Defense Communications Agency, 1977. Developed specifications, evaluated responses, managed projects to create redundant Local Area Network databases.

**EDUCATION**

George Washington University, M.A.S., Computer Management, May 1981

Johns Hopkins University, M.S. in Applied Mathematics, August 1969

University of Maryland, Post, Graduate Study, Computer Science, August 1969

Brooklyn College, New York, B.S., Math major, Physics minor, June 1967

**OPERATING SYSTEMS**

MAC OS, Windows NT, Windows9x, Windows 3.1, Solaris 2.5.1, Interactive UNIX, AT&T UNIX System V R3, MSDOS, OS, VM, EXEC 8, RTS/R SX, TSO

#### **HARDWARE**

Intel, Sun UltraSparc, AT&T 3B2, IBM 3000 and 370 Series, CDC CYBER 6000 Series, UNIVAC 1100, DEC 10, and PDP/11, IBM, Apple and TRS PCs.

#### **LANGUAGES**

PERL, HTML, Visual C++, Visual Basic, Delphi, COBOL, FORTRAN IV and 77, PASCAL, C, ADA, PL/I, Python, BOL, APL, RPG II, BASIC, SIMSCRIPT, NATURAL, SPSS, SAS, ALGOL, LISP, Assembly.

#### **DBMS**

ORACLE 11g, Microsoft Excel, Unify, ACCELL, DMS, TOTAL, System 2000, ADABASE, DMS 1000, DBASE III, CONDOR

#### **OTHER**

ORACLE SQL Developer, ORACLE Federal Financials, Rational ClearCase, ClearQuest and RequestPro

#### **EXPERIENCE**

1984 - present  
Free State Systems, Rockville, Maryland  
*Senior Software Consultant*

2001 – 2015  
Logistics Management Institute, McLean, VA

Strategic studies to help modernize large government computer systems, such as a target Enterprise Architecture for the Public Building Service (PBS) of the General Service Administration (GSA), Dispatch Systems for the Washington Metropolitan Area Transit Authority (WMATA), a major financial system for the Centers for Medicare and Medicaid Services (CMS) among others.

1998 – 2001  
WinStar Communications, Reston, VA

Consulted for a Competitive Local Exchange Carrier, designing and developing critical billing subsystems. Completed fixed-price software development projects resulting in a high level of customer satisfaction. Projects include a Visual Basic page-layout program that drives graphical printer output from a descriptive text file and conversion of CAD/CAM 'Gerber' drawings used for the manufacture of PC adapter cards into drawings using Delphi.

1991 - 1998  
ACE\*COMM, Gaithersburg, Maryland

Developed telephony management software for a variety of customers, include WinStar, U.S Dept of State and the U.S. Air Force using MSVC++, Windows, C, UNIX, Oracle, shell scripts, Unify 2000 and ACCELL/SQL. Acted as project manager and customer liaison for multimillion-dollar WinStar data collection and billing system.

1989 - 1991  
ISC Inc, Chantilly, VA

Supervised a group of programmers on a large Financial System conversion project for the 7<sup>th</sup> signal Corps. Developed a preprocessor to convert database calls to DB2 SQL code in PL/I for this project.

1987 - 1989  
Control Data Corporation, Alexandria, Virginia

Designed and developed the Contract Property Management System (CPMS), a computerized system that keeps account of more than \$70 billion in Department of Defense assets in the control of DoD contractors. The system consists of a relational database produced using UNIFY and on-line and batch programs developed by using a fourth generation development language, ACCELL. DoD offices worldwide access the CPMS system.

Analyzed a system for the Naval Air Command that will use Intelligent Gateway Technology to set up several integrated systems for document, asset and visitor control in several NAVAIR facilities that have heterogeneous computers at widely spread sites.

1986 - 1987  
Maximus, Inc., McLean, Virginia

Assisted the Veterans Administration's Bureau of Veterans Benefits in designing a completely new computer system throughout the country to aid in the delivery of several types of benefits to veterans. The work was the first phase in a systems integration effort to recognize the entire Bureau's information requirements and integrate them into one system. This would reduce the many repetitive data being kept in several existing systems. This first phase included the design of a data gathering effort patterned after IBM's Business System Planning (BSP) methodology and the use of several computer aids produced by Knowledgeware, which streamline the process of documenting user needs and provide a structured approach to systems analysis and design.

1984 - 1985, 1986

IBM, Federal Systems Division, Manassas, Virginia

Was retained over two extended periods to provide diverse technical support to IBM engineers in the development and enhancement of software employed in tracking equipment inventories aboard Navy vessels, as well as in the automation of related maintenance documentation. Project involvement included investigation of commercial software options (particularly with respect to graphics applications), original software development (programming mainly in PL/1), and extensive end-user interface.

1985 - 1986

MCI Communications, Arlington, Virginia

Developed Management Information and Decision Support systems aimed at resolving top management problems within the firm's Marketing and Finance Divisions. Key applications included product monitoring, development of new product sales projections and sales support mechanisms, and evaluation of new product markets. Major emphasis was placed on creating ease of maintenance functions for the users. The project required substantial needs assessment with senior corporate officials.

1983 - 1984

Foster Associates, Washington, D.C.

Conducted a feasibility analysis that justified the use of hand-held data entry devices by U.S. Postal Service field investigators in the course of manpower studies essential in making postal rate determinations. The project included hardware selection, actual-use simulations, and demonstration of compatibility with the USPS's existing ADP resources.

1983 - 1984

Opportunity Systems, Inc., Washington, D.C.

*Director, Information Services*

Directed software development efforts for a consultant providing informational resources to a number of federal agencies. Fully responsible for six to seven projects at a given time. Involvement ranged from extensive client liaison to technical coordination, proposal development and marketing support. Key projects included:

Major enhancements to a National Highway Traffic Safety Administration system employed in the collection of data from the general public on specific auto makes (used in determining product recalls).

Modification of existing Department of Education, Office of Civil Rights software to facilitate machine readiness of data culled through an annual anti-discrimination survey of 5,000 school systems.

Coordination of batch-to-real-time conversion required in the transfer of Department of Transportation Personnel Directory from a timeshare environment to the DOT Computer Center.

Creation of an input/editing scheme designed to minimize contractor data entry through the interface of PCs and the mainframe system at the National Institutes of Health Computer Center.

1977-1983

Social Security Administration, Baltimore, Maryland

*Chief, Statistical Support Branch*

Established, staffed and directed a management support team of computer professionals charged with investigating and implementing methods to resolve broad-scale administrative problems. Coordinated activities of 20 to 60 personnel, with overall responsibility for up to 30 simultaneous projects. Functioning principally within a UNIVAC environment:

- \* Developed programs that expedited policy determinations on field office site locations for Quality Assurance and Tele-Service Centers.
- \* Performed simulations for the Office of Disability that enabled management to expedite paper flow associated with its handling of some 5 million cases per year. Also simulated various options for cross training Office staff and plotting related costs.
- \* Created a flexible Workload Distribution System for the Office of Disability that facilitated matrix management and promoted equitable case assignments among 45 task groups. The system resulted in savings of roughly 40,000 man-hours.
- \* Devised an effective method of using hand-held remote data entry devices in the field to document manpower requirements.
- \* Developed a computer model that enabled management to accurately assess prudent time duration for maintaining prior claims files.

\* During initial period of employment, played a key role in efforts to document the Social Security Administration's incumbent account tracking system.

1975-1976

Defense Communication Engineering Center, Reston, Virginia  
*Computer Systems Analyst*

Responsible for the development of systems control software employed in the administration of proprietary DoD communications systems. In addition to system development activities, controlled three vendor contracts with a cumulative value of \$600K. Prepared and disseminated PX-PS, coordinated bid review and selected providers of outside technical support.

1967-1975

U.S. Naval Ship R&D Center, Carderock Maryland  
*Research Associate*

Worked on the leading edge of software development that generated military applications of highly innovative computing capabilities. As a member of a skilled applied research team functioning in a CDC 6700 environment, provided major contributions in the creation of two key resources:

- *GIRL (Graphic Information Retrieval Language)*-Applications included compiling, optical scanning for handwriting analysis and creation of a contextual analyzer for spoken FORTRAN.

- *OLPARS (On-Line Pattern Analysis and Recognition System)* - Major uses included the development of automated monitoring systems to detect equipment failure, and the detection of submarine "signatures" at sea (distinguished from patterns created by marine life).

#### **AFFILIATIONS**

Association for Computer Machinery  
IEEE Computer Society

#### **PERSONAL**

Born: January 6, 1947. Married. Two children. Interests include staying fit (bike, swim and teach/study yoga) and music (violin and piano). Tutor of underprivileged youth. High school math/science substitute teacher. Highest clearance: DoD "Top Secret."

#### **REFERENCES**

Ms. Janet Vogel, (410) 786-3649, Director, Director Financial Management Systems Group, Centers for Medicare & Medicaid Services

Mr. Jamey Harvey, 5335 WISCONSIN AVE NW, SUITE 400, WASHINGTON, DC 20015, CEO, Agilian LLC

Mr. Fred Schutzman, (410) 486-7393, Associate Commissioner (Retired), Health Care Finance Administration

Other excellent personal and professional references are available upon determination of mutual interest.

SCSS provides routines most useful to interactive data analysis. Frequency distribution, n-way crosstabulation, t-test, Pearson correlation, scatter plots, partial correlation, multiple regression, and factor analysis are available.

SCSS master files are direct access variable-ordered files. These master files are not only accessible by many users concurrently, but are fully interfaceable with SPSS system files.

Because SCSS requires on-line data files, it should be restricted to use with small data bases. SCSS will be available to the user community by the summer of 1982.

### MODELING

The Statistical Support Branch (SSB) provides services to the user community in the area of computer modeling. SSB personnel aid the user in performing operations research analysis and technical support necessary to analyze, design, and implement state-of-the art mathematical/statistical computer software models. Techniques such as linear programming, integer programming, dynamic programming regression analysis and factor analysis, whether found in marketed software packages or incorporated into custom written computer programs are utilized to build the required model.

The following project descriptions are current examples of the types of modeling analysis that SSB is capable of performing for the user community.

#### 1. Teleservice Center Study

The Office of Management, Budget and Personnel (OMB) is concerned with the efficient operation of SSA's Teleservice Centers (TSC's). These centers allow Social Security beneficiaries to conduct their business by telephone. At present, this network is comprised of 33 facilities and 1600+ employees serving slightly more than one-half of the total population of the United States. OMB has asked ODS to help them optimize the number and location of prospective TSC's based on the area phone rates (WATS, FX, Local) with the aid of computerized modeling software. After extensive investigation of statistical journals, textbooks, etc., the Statistical Support Branch (SSB) personnel recognized this as a variation of the classic Operation Research location/allocation problem. As a first step, such a model was developed by SSB in PASCAL modeling the Ohio network. Next, the Texas network will be modeled and, if successful, expansion of the model to handle SSA's entire TSC network will be considered.

#### 2. Office of Assessment Work Distribution and Resource Deployment Model

The Office of Assessment (OA) employs a Field Assessment Staff whose primary task is to investigate, for possible error or fraud, cases selected for qualitative review as part of SSA's ongoing Quality Assurance Program. The Field Assessment Staff should be strategically based in several locations throughout the United States so as to minimize travel and operation costs associated with onsite investigation. When asked to aid OA in formulating a deployment procedure, the Statistical Support Branch (SSB) recognized this

## Can a computer help you?

arrived and were able to convince him to give up his weapon and leave with them.

New Orleans District Manager Vernon Frye told OASIS: "This office has a buzzer system that the receptionist and several of the supervisors can use to alert the guards in the building when it looks as if a visitor may cause trouble. For example, no interviews are conducted with intoxicated visitors. They are asked to leave. If they create a problem, a guard will escort them to the guard station."

All employees in this office are also trained to alert a supervisor if they hear visitors curse, raise their voices, threaten someone or otherwise become abusive. And they all have the phone number of the guard station taped on their phones.

In some offices, such as the Birmingham (Dwtm.), Ala., DO, the receptionist sits behind a wall with an opening through which she speaks to the public. For visitors to enter the main area, someone inside has to open the locked door. And still other offices are experimenting with further ways of protecting employees and the public from irrational visitors. In August, the Dallas RO's Training Staff added a lesson plan on "Dealing with Hostile Claimants" to its training package for new receptionists. The information it contains is also appropriate for all interviews.

Donna Craven, Security Officer, San Francisco Regional Office, says that in view of SSA's continuing disability investigations, and the number of people who have been upset by them, it's a tribute to Social Security interviewers that the number of incidents occurring has remained relatively small. "Some people are just waiting for something to set them off. In most cases, the interviewers have avoided confrontations by handling them in a professional, unthreatening manner."

Ever feel that a computer program could help you do a certain job faster and easier if only you knew how to arrange your work to take advantage of one? Curious about what computer services are available at SSA and if any could be tailored to your particular needs? If you answered "yes" to either question, the Office of System Integration's Statistical Support Branch (SSB) may be able to serve you.

Since its creation 3 years ago, the branch has recruited operations research and computer systems analysts who have been helping various components automate tasks that

were being done manually, thereby saving time and money. "At first glance," pointed out Branch Chief George Gluck, "the application of data processing techniques to some work might not seem feasible to many people. But jobs that seemed too large for computers to handle in the past, and those in which collecting data seemed too involved, can often be handled now with little or no difficulty because of recent developments in programing and computer technology."

For example, before a new tele-service center is opened, SSB helps the Office of Management, Budget, and Personnel find what combination of WATS and Foreign Exchange telephone lines is needed. The idea is to get the lowest possible phone bills for TSCs offering toll-free long distance dialing to the public. Along the same lines, the Office of Assessment, out to minimize the travel required of its Field Assessment staff, had SSB come up with the best locations for a number of its field offices.

The list doesn't stop there. The branch has helped a number of components design surveys so that the data collected could be automatically entered into computer processors. SSB also simulated models of modules for the Office of Disability Operations so workflow could be analyzed. And SSB is currently developing a program that will help the Division of Realty and Space Management come up with choices of floor plans for a suite of offices given sets of constraints.

SSB also has programs that will help an office decide whether to purchase or lease equipment as well as assist with budget planning, real estate evaluation and risk analysis. SSB says it will acquire computer programs if a sufficient number of SSA users can be identified to justify the cost.

SSB Analyst Bob Reynolds pointed out that their services are not limited to headquarters components. "We're here to help any SSA office—from BOs to PSCs. The workflow analysis and floor plan generation programs are just two that those away from headquarters might find useful. But offices are certainly not limited to something we've already devised or have on the drawing board."

The Statistical Support Branch has a number of employees who can help analyze an office's survey or modeling needs. Managers who would like more information on SSB's services should call Bob Reynolds, 301-594-0802 (FTS 934-0802).

Goldensohn

Bruce Goldensohn

October 24, 2020

Montgomery County Council President Katz  
Members of the Council

Subject: Application for a position on the  
Commission on Redistricting

It was timely and exciting to see the press release asking for volunteers to serve on the Commission on Redistricting. My immediate reaction was: That is something I would really be interested in serving on! Then, reality came to play. I am currently serving on the County Board of Appeals, and Council policy dictates that a person can serve on only one County board or commission at a time.

Then, I observed something strange: Usually that restriction is shown in the text of the press releases. The only restriction listed this time was that no one currently holding an elected office can be considered.

Based on that observation, I contacted Selena Singleton, Council Clerk. I asked if the usual restriction applies in this case, and she answered in the affirmative. She went on to state, "There is an exception to serving on a second Board, Committee, or Commission of limited duration if two-thirds of the Councilmembers voting in the affirmative make or confirm the appointment."

Based on that exception, I am officially applying for a position on the new Commission on Redistricting. If selected, I could fill one of the positions that must go to a registered Republican.

The attached resume provides a snapshot of my long career in government and private industry. It also provides details on my long career in elected and appointed positions in Montgomery County and the City of Gaithersburg.

It should be evident to all that any jurisdiction should have fair and representative districts for all of its residents. Proportionally, the districts should be as equal in size and as compact as possible. This is not always done, as evidenced by some of the existing Congressional district in Maryland. Any redesign of our County districts should be done without any partisan political manipulations.

I believe that my education and work experience in political science and geography, and my skills as a trained community representative, qualify me for this position. It is therefore my hope that at least 6 of the 9 members of the Council would agree. I am certainly available to answer any questions and to appear for an interview at your convenience.

Thank you,

(signed)

Bruce Goldensohn

# Bruce A. Goldensohn

## SKILLS/CAPABILITIES:

- Executive level management and administration
- Community leader, negotiator and consensus builder
- Team developer for employee motivation and increased productivity
- Customer/client relations – development and enhancement
- Senior level review editor, document control and management
- Event and meeting planning and coordination
- Travel/planning coordination

## WORK EXPERIENCE:

Montgomery County, Maryland, Board of Appeals – October 2015 – present

- Serves as a Member of the Board of Appeals

Montgomery County Community College, Lifelong Learning Center – 2016 – 2018

- Serves as an Instructor for a class on International Travel

TASC Inc. (formerly Northrop Grumman Mission Systems & TRW Inc.)

February 1983 – February 2007; December 2008 – March 2011

- Served as a non-technical Systems Engineer for Management in support of the Federal Aviation Administration (FAA) Air Traffic Control System
- Provided managerial assistance to senior FAA Project Managers
- Managed the FAA Development Demonstration Facility in Gaithersburg, Maryland. Supervised 20 member staff and facility operations
- Performed as a Systems/Test Engineer for development of a data base handling system

US Department of Defense, Defense Intelligence Agency – July 1965 – February 1983

- Served as an Intelligence Research Specialist for transportation systems (highway and rail) and military economics
- Provided support to military current intelligence efforts, budget analysis, asset utilization, and system requirements

## **PUBLIC SERVICE:**

- Member – Montgomery County Board of Appeals;
- Commissioner – Maryland Governor’s Commission on Service and Volunteerism;
- Co-Chair of the Montgomery County Committee Evaluation Review Board (CERB);
- Member, Montgomery County, MD Board of Education; served as Vice President;
- City of Gaithersburg, MD – Served as Mayor, Councilmember, and Member of the City Planning Commission;
- Served on the Board of Directors and the Transportation Planning Board of the Washington Metro Area Council of Governments;
- Served on the Advisory Board of the Metropolitan Washington Airports Authority;
- Served on the Board of Directors of the Maryland Municipal League;
- Coordinated fundraising events for American Heart Association, Montgomery County;
- Judged events for the Montgomery County School Mock Congressional Hearings, Science Fairs, and Odyssey of the Mind Competitions;
- Vice President of the Library Advisory Committee for the Gaithersburg Branch of the Montgomery County Library;
- President of the Friends of Seneca Creek State Park;
- Member of the Board of Trustees for Caring Matters (former Hospice Caring);
- Election Judge, Montgomery County Board of Elections;
- Member of the Advisory Committee for the Lifelong Learning Institute of Montgomery Community College;
- Board of Directors for the G-Sharp Student Intervention Program;
- Board of Directors – Shady Grove Village Community Association

## **EDUCATION:**

Queens College, City of NY – BA (Government and Politics)

Hunter College, City of NY – Graduate Studies (Geography)

University of Maryland – Graduate Studies (Transportation Geography. & Political Science)

Senior Leadership Montgomery program – 2009

Montgomery County Citizens Police Academy - 2009

Haffner

## JULIAN A. HAFFNER

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October 26, 2020

Via E-mail Only (County.Council@MontgomeryCountyMD.gov)

Montgomery County Council  
100 Maryland Avenue, 4<sup>th</sup> Floor  
Rockville, MD 20850

Re: County Commission on Redistricting

Dear Members of the County Council:

It is with great enthusiasm that I submit my application for appointment to the County Commission on Redistricting (the "Commission"). I believe I possess a unique mix of skills and experiences that would benefit the work of the Commission and I am excited by the opportunity

As the attached resume indicates, I have a record of accomplishment developed over the last 17+ years providing a broad range of legal advice across a range of industries for clients of varying sizes. I routinely advise businesses on a range of issues including employment law compliance, government contracting, and intellectual property matters. Moreover, I possess deep ties and a demonstrated commitment to Montgomery County. I have held and currently hold a number of membership and board positions which have groomed me to be a contributing member of the Commission. Indeed, I believe my substantial legal experience coupled with my leadership skills are a testament to my ability to build consensus and drive progress. I look forward to bringing these skills and more to bear as a member of the Commission

I hope to speak with you soon in more detail about my qualifications and background. In the meantime, should you have any questions or concerns regarding the forgoing or require additional information, please do not hesitate to contact me. I thank you for your time and consideration!

Regards,



Julian Haffner, Esquire

# JULIAN A. HAFFNER

## EDUCATION & CREDENTIALS

**Bar Admissions:** Maryland Court of Appeals, United States District Court for Maryland

**Howard University School of Law**, Washington, DC | Juris Doctor

- Merit Fellow Scholarship Recipient
- National Moot Court Team, Member
- Social Justice Law Review, Associate Editor

**Swarthmore College**, Swarthmore, PA | Bachelor of Arts, Political Science

- Legislative Intern, House of Representatives, 104<sup>th</sup> US Congress
- Policy Intern, The Aspen Institute (Energy, the Environment & the Economy)

## PROFESSIONAL EXPERIENCE

MARYLAND GENERAL ASSEMBLY HOUSE OF DELEGATES | **CHIEF OF STAFF**

2019 - PRESENT

- Supervise, train and mentor legislative staff
- Draft and implement office policies, and manage office budget
- Maintain a working knowledge of issues and legislation related to Delegate's district, the House Appropriations Committee and Public Safety Subcommittee
- Develop and coordinate strategic communication plan and materials designed to effectively communicate the Delegate's message and legislative agenda
- Draft and disseminate press releases, manage and respond to media inquiries and requests, plan and execute press conferences
- Draft talking points, statements, memoranda and testimony for bill hearings
- Lead constituent outreach and casework services
- Develop and maintain strong relationships with county, state and local government officials, private sector government relations practitioners, and issue advocates

HAFFNER, LLC | **FOUNDER/ATTORNEY**

2016 - PRESENT

Founder of boutique business law and consulting firm offering mission-driven legal counsel to entrepreneurs and high-net-worth individuals, professional athletes, artists, small businesses, nonprofits, and emerging companies. Services include:

- Business planning, entity selection, formation and registration for startups
- Mergers & acquisitions
- Structuring and drafting complex commercial transactions
- Employer-side employment law compliance counseling
- Government Contracts, MBE/DBE certification and procurement counseling regarding other federal, state and local set-aside programs
- Licensing and protection of copyright and trademark intellectual property assets

### Accomplishments:

Formulated defense strategies for various employment-related claims, and successfully mitigated client liability through the effective negotiation and drafting of settlement agreements

Successfully led a bid protest challenging a defect in a Veterans Administration bid solicitation resulting in contract award for client

# JULIAN A. HAFFNER

Continued

## LONGMAN & VAN GRACK, LLC | OF COUNSEL

2016- 2018

- Provided general corporate legal advice for for-profit and tax-exempt entities including employment law counseling, complex corporate transactions, intellectual property, employment law, and government contracts matters
- Performed Corporate Governance and Corporate Secretary functions and safeguarded corporate documents
- Assisted businesses in navigating the intricacies of minority and disadvantaged business policies including obtaining MBE/DBE certification for clients ensuring compliance
- Supported litigation department conducting research both legal and factual, preparing motions and memoranda of law, and assisting with trial preparation

## MCMILLAN METRO, PC | ATTORNEY

2006-2008 & 2014-2016

- Provided counsel regarding entity formations, complex corporate transactions, intellectual property, HR/employment law, and government contracts matters
- Negotiated, drafted and reviewed commercial agreements, including teaming agreement, construction and technology-related licensing agreements, commercial leases, MOUs/LOIs, SaaS Agreements, website terms and conditions of use and privacy policies, and vendor agreements
- Provided counsel regarding transaction structure, handled all aspects of mergers and acquisitions, including due diligence, and document drafting, provided employer-side employment law compliance including wage and hour defense, procurement matters, and intellectual property asset protection

### Accomplishments:

- Developed a 40-jurisdiction survey of state and local-level employment laws and designed legally-compliant and seamless policies and programs for client's multi-state operations
- Created GDPR-compliant data sharing and protection policy for client with a sizable European operation
- Successfully developed and managed the process by which a client's entire 100+ misclassified workforce was converted from independent contractor status to employees

## RICHA HAFFNER LAW GROUP, PC | FOUNDER/SHAREHOLDER

2008-2014

- Co-founded a boutique business and entertainment law firm
- Counseled clients on legal and commercial risk mitigation, entity formation, business planning and complex commercial transaction structuring, and protection of intellectual property assets
- Provided legal counsel on a range of regulatory matters, and represented clients before numerous state and local administrative boards and agencies
- Acted as Chief Legal Officer supervising the work and managing the budget of outside litigation counsel

### Accomplishments:

- Navigated client through local liquor licensing laws identifying risks, presenting options, and implementing solutions in the liquor licensing process
- Devised and implemented a distressed debt acquisition and finance strategy that allowed client to turn what would have been a failed investment into a profitable enterprise

## LAW OFFICES OF LUIS LEON | SENIOR ASSOCIATE

2006

- Played an integral role in a general practice centered on civil litigation, criminal defense, family law and personal injury matters
- Represented clients in federal and Maryland state courts in commercial litigation, criminal defense, family law, and personal injury cases

# JULIAN A. HAFFNER

Continued

## LAW OFFICES OF MARIA MENA | ASSOCIATE

2003-2006

- Became a trusted and integral member of a general practice that handling matters of civil litigation, criminal defense, family law and personal injury
- Excelled in a small general practice setting to litigate cases involving consumer bankruptcy and family law
- Conducted bench and jury trials including criminal jury trials; also argued appellate matters
- Established firm standard operating procedures refining the client intake process and allowing for an increase in the firm's volume, and resulting in increased revenue and profit
- Incurred zero losses in handling the firm's appellate work

## FEDERAL COMMUNICATIONS COMMISSION | LAW CLERK

2001

- Working in the Mass Media Bureau, led important research and assisted in drafting and modifying the FCC's media cross-ownership regulations
- Reviewed and summarized comments on proposed rulemakings
- Prepared FCC order drafts and opinions for publication

## DUANE MORRIS, PC | LAW CLERK

2001

- Conducted detailed legal and general research and drafted legal memoranda for the Political Law, International Trade, and Energy Law practice groups

## SIDLEY AUSTIN | LEGAL ASSISTANT

1998-1999

- Provided legal research and support for partners and senior attorneys in the Environmental Law Practice Group
- Devised filing system for several matters allowing for the efficient retrieval of information

### COMMUNITY LEADERSHIP & INVOLVEMENT

- Association of Black Democrats of Montgomery County, **President**, 2018-Present
- Committee for Montgomery, **Board Member** 2019-Present
- Montgomery County Executive Marc Elrich Transition Team, **Member**, 2019-Present
- Democratic Business Council of Maryland, **Board Member**, 2014-Present
- Maryland Black Chamber of Commerce, **Legislative Director**, 2018- 2019
- Maryland State Democratic Central Committee, District 17, **Elected Member, Treasurer** 2014-2018
- Montgomery County Minority Owned & Local Small Business Task Force, **Appointed Member**, 2015
- Montgomery County Commission on Juvenile Justice, **Commissioner**, 2014-2015
- NAACP of Montgomery County Division, Economic Development Committee, **Chairman**, 2014-2016
- City Gate, Inc., **Board Member**, 2015-2017
- Maryland State Bar Association Entertainment and Sports Law Section, **Chairman**, 2006-2008
- American Bar Association, **Member**, 2002-Present
- Phi Beta Sigma Fraternity, Inc., **Member**, 1995-Present
- Maryland General Assembly, House of Delegates, Legislative District 17, **Former Candidate**

### HONORS & AWARDS

- **VIP List – Successful By 40**, The Maryland Daily Record, 2016
- **Leadership Development Academy Fellow**, Bar Association of Montgomery County, 2015-2016
- **“Rising Star” Business and Entertainment Law**, Maryland Super Lawyers Magazine, 2012 -2016
- **“The Advisors You Should Know” Award Finalist**, SmartCEO Magazine's CPA & ESQ Awards, 2015

**From:** Jim Harris  
**Sent:** Monday, October 26, 2020 2:06 PM  
**To:** County.Council@montgomerycountymd.gov  
**Subject:** Montgomery County Commission on Redistricting

Harris

To: County Council  
From: Sara Harris  
Date: October 26, 2020

Re: Montgomery County Commission on Redistricting

With interest and relevant experience, I am applying for a position on the Montgomery County Commission on Redistricting.

A resident in Montgomery County since 1965, I live now in Councilmanic District 2.

From the mid-1980s until 2013, when I retired from the Board of Elections, I was responsible for redistricting-related projects, such as on-site and electronic confirmations of district boundaries, \*writing/editing district boundary legal descriptions, and collaborating with County Geographic Information Systems (GIS) staff on all (Congressional, Legislative, Councilmanic and precinct) boundary-related information.

I believe my Montgomery County experience with direct responsibilities in three County redistricting phases (1990-2000-2010), understanding of county demographics and redistricting processes offer unique, useful and significant strengths necessary for the to-be-appointed County Redistricting Commission and it's plan responsibility.

Your careful consideration of my application letter above, Resume information below and the opportunity to serve would be appreciated.

\*Included in the Memorandum dated September 30, 2011 from Jeffrey L. Zyontz, Legislative Attorney, to the County Council, under Acknowledgments is my name.

## ##

RESUME

**Sara Noe Harris**

Past Employment:

- Deputy Election Director, Montgomery County Board of Elections, retired 2013
- Director of Occupational Therapy, Montgomery County Community Mental Health Center, 1960s

Community Service:

Current:

- Montgomery County Retired Employees Association, President
- Caring Matters, Board Member
- Mobile Med, Honorary Board Member
- Leadership Montgomery, Inaugural Class

Past:

- Maryland Association of Election Officials, Officer

- Council of Governments Election Officials Technical Committee Co-Chair
- Montgomery Village Foundation, Inc., President
- Montgomery County Health Planning Commission, Chair
- Maryland State Health Coordinating Committee Certificate of Need, Chair

Education:

- University of Kansas, BS, OTR
- Certificate of Election Administration Registration
- Numerous Seminars, Classes on computers, election administration and rehabilitation

Sent from my iPhone

Hedrick

Dr. James Hedrick

October 26, 2020

Montgomery County Councilmembers:

I am writing to apply for a position on the Montgomery County Commission on Redistricting. Ensuring fair, representative districts is fundamental to the electoral integrity and legitimacy of the County Council. As a PhD in political science, I have an extensive background in issues related to redistricting and believe that I would bring a wealth of expertise on voting and election administration to the Commission.

As an academic, my broader research interest was local government and much of my early academic work addressed election administration, including as a researcher on the Local Elections in America Project (LEAP) at Rice University. The project created a digital archive of local election results and data from across the country and included information on rules, election type, turnout, and other topics. I was responsible for much of the project's early data collection and organization and developed considerable expertise on local election types, laws, and administration. When redrawing district lines, it is important to consider factors like race, ethnicity, communities of interest, and countless other issues that can affect the perception of the legitimacy of the results. I have a depth of expertise and knowledge of these issues that I believe would be of great value to the Commission.

To address the specifics of the announcement, I wanted to point out that I am a resident of Montgomery County Council District 3 and a member of the Democratic Party. Thank you for your consideration, and I hope you will consider me for appointment to the Commission on Redistricting.

Sincerely,

Dr. James Hedrick

# JAMES JOSEPH HEDRICK

## EDUCATION

- 2008 – 2017     **RICE UNIVERSITY, DEPARTMENT OF POLITICAL SCIENCE**     **HOUSTON, TX**  
Ph.D. in Political Science (May 2017). Dissertation: *Welcoming the Huddled Masses – Subnational Immigration Policy in the American States*. Master of Arts in Political Science awarded May 2010. Awarded Best Paper by a First Year Graduate Student 2008, Graduate Student Association (GSA) Representative 2009 – 2012, Program Chair 4<sup>th</sup> Annual Texas Political Science Graduate Student Conference 2012, and American Politics Workshop Coordinator 2010 – 2012.
- 2004 – 2005     **AMERICAN UNIVERSITY**     **WASHINGTON, DC**  
Master of Arts in Political Science. Specialized in Campaign Management and Advocacy. Selected and awarded full scholarship to attend 1<sup>st</sup> Annual International Lobbying Institute in Brussels, Belgium.
- 2000 – 2004     **UNIVERSITY OF TEXAS**     **AUSTIN, TX**  
Bachelor of Arts in Anthropology. Graduated with both *High Honors* and *Liberal Arts Honors* certification.

## WORK EXPERIENCE

November 2015 – Present

- FEDERAL HOUSING FINANCE AGENCY (FHFA)**     **WASHINGTON, DC**  
**Senior Financial Analyst**
- Serve as a Project Manager and Principal Investigator for internal research projects
  - Write and manage annual reports to Congress and FHFA senior staff
  - Review new business activity (NBA) requests and Capital Plan amendments from the FHLBanks
  - Serve as a liaison to the Financial and Banking Information Infrastructure Committee (FBII) for DB
  - Serve as the primary policy lead for operations and cybersecurity related issues
  - Write and develop advisory bulletins for FHLBanks, write regulatory language, respond to public comment, and advise senior staff on a variety of housing and financial issues
  - Served initially as a Financial Analyst and was promoted to Senior Financial Analyst in December 2016

June 2013 – October 2015

- ECONOMETRICA, INC.**     **BETHESDA, MD**  
**Housing and Community Development Specialist**
- Served as a Project Manager, Principal Investigator, and Subject Matter Expert (HUD) for federal contracts
  - Directly managed multiple federal contracts including *Moving CDBG Forward*, a major nationwide HUD outreach effort to grantees, and task orders under Econometrica's OneCPD cooperative agreement, HUD's primary Technical Assistance program
  - Served as Principal Investigator for HUD's evaluation of the Rural Innovation Fund (RIF) and as a quantitative analyst on several projects including an evaluation of the Rental Assistance Demonstration Program (RAD)
  - Co-organized a company-wide internal quantitative research group and presented to colleagues on a variety of statistical/research topics including mapping in R and ArcGIS, matching methods, simulation, etc.

May 2010 – July 2013

- AMERICAN JOURNAL OF POLITICAL SCIENCE (AJPS)**     **HOUSTON, TX**  
**Editorial Assistant**
- Managed the submission & review of scholarly articles at one of the top journals in the social sciences
  - Assessed expert reviews and made final recommendations on acceptance and rejection to the Editor-in-Chief
  - Found and selected expert reviewers on a variety of topics
  - Represented the AJPS at various academic conferences

August 2008 – December 2010

- HOUSTON COMMUNITY COLLEGE (HCC)**     **HOUSTON, TX**  
**Adjunct Professor of Political Science**
- Taught several sections of Introduction to American and Texas Government per semester
  - Participated in campus events including job fairs, candidate debates, and college transfer information sessions
  - Designed unique classroom assignments and developed my own syllabi

August 2008 – August 2010

**RICE UNIVERSITY**  
**Research Assistant**

**HOUSTON, TX**

- Served as a research assistant to both Dr. Robert Stein and Dr. Melissa Marschall
- Completed initial statistical analyses and managed exceptionally large datasets
- Collected data on local elections and public administration and maintained project database
- Oversaw data collection by undergraduate interns
- Collaborated with other scholars & provided recommendations on appropriate modeling & data management

August 2008 – December 2009

**HOUSTON COMMUNITY COLLEGE (HCC)**  
**Online Government Tutor**

**HOUSTON, TX**

- Tutored students using a web-based system called AskOnline, editing projects for English and content
- Sole government tutor for a student population of 50,000+ students with less than a 24-hour turnaround
- Completed an in-depth statistical analysis of the effectiveness of the online tutoring system that showed considerable impact on the achievement of students that used the program
- Presented research on student achievement at a variety of professional and academic conferences

January 2009 – December 2009

**HEDRICK STATISTICAL CONSULTING**  
**Statistical Consultant**

**HOUSTON, TX**

- Incorporated as an independent statistical consultant while completing two major quantitative projects for Houston Community College including the Gates Foundation funded "Foundations of Excellence" Project
- Managed a comprehensive dataset on student achievement to produce insight into success and retention
- Presented the results of the projects to a variety of stakeholders including college executives and stakeholders
- Completed all projects on-time and on-budget

January 2008 – July 2008

**THE OFFICE OF SENATOR ROBERT CASEY, JR. (D-PA)**  
**Congressional Fellow (Rotation)**

**WASHINGTON, DC**

- Served the Office of Senator Robert Casey, Jr. as a subject matter expert on housing and economic development issues, particularly those pertaining to the Department of Housing and Urban Development
- Met with constituents, drafted legislative language, and networked with colleagues in federal agencies and on legislative committees
- Staffed the Senator at committee hearings and drafted policy memos for both committee and personal staff

July 2006 – July 2008

**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**  
**Presidential Management Fellow (PMF)**

**WASHINGTON, DC**

- Served as an economic development specialist with the Office of Rural Housing & Economic Development
- Managed grant recipients from submission to project completion, including assessing applications and overseeing implementation
- Managed the \$30+ million Brownfields Economic Development Initiative (BEDI) 2007 – 2008
- Served on the Phoenix Awards Selection Committee in 2008, a nationwide organization that recognized achievement in brownfields redevelopment
- Served as a recruitment speaker for both the National Association of Public Administration (NAPA) & the Partnership for Public Service encouraging college students to pursue a career in public service
- Served as a founding member of the Young Government Leaders (YGL) professional association and was responsible for its incorporation as a 501(c)3.

March 2005 – July 2006

**NATIONAL COUNCIL OF AGRICULTURAL EMPLOYERS (NCAE)**  
**Legislative Assistant**

**WASHINGTON, DC**

- Served as a legislative assistant to the Executive Director, Sharon Hughes
- Monitored federal legislation, wrote on legislative activity for the monthly newsletter, and managed communication with the organization's officers and the Executive Committee
- Represented in the NCAE at meeting with lobbying coalition partners and legislative staff

September 2004 – March 2005

**SENATE HEALTH, EDUCATION, LABOR AND PENSIONS COMMITTEE (H.E.L.P.)**

WASHINGTON, DC

**Legislative Assistant**

- Served as a legislative assistant to the Senate H.E.L.P. Committee
- Monitored legislation, attended committee hearings, and briefed senior staff on a variety of issues
- Frequently met with constituents and briefed senior staff following the meetings

**JOB RELATED TRAINING**

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- Presenting Data and Information, Edward Tufte, February 2020
- Capital Markets Conference, Federal Financial Institutions Examination Council (FFIEC), June 2019
- Project Management Professional (PMP) Certification Training, Econometrica, Inc. March 2014
- Teacher Workshop Certification Program, Rice University Office of Graduate & Postdoctoral Studies, December 2011
- A Practical Introduction to Bayesian Statistical Modeling, Simon Jackman, Texas A&M University, January 2011
- Visualization in R with ggplot2, Hadley Wickam – Rice University, June 2011
- ArcGIS Short Courses, Rice University – Fondren Library, Summer 2010

**PROFESSIONAL PUBLICATIONS**

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- Hedrick, James and Aleks Ksiazkiewicz, "Symposium on Implicit Attitudes in Political Science," *PS: Political Science*, July 2013
- Emenaker, Ryan, James Hedrick, Shaen Johnson and Tressa Tabares, "APSA Teaching and Learning Conference Track Summary: Teaching and Learning at Community Colleges," *PS: Political Science*, July 2012
- Approximately a dozen conference papers and presentations available in full CV

**ADDITIONAL INFORMATION**

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- Software:** Proficient in R, Stata, SPSS, ArcGIS, Inquisit, & LaTeX; Beginner SAS.
- Volunteerism:** Vice-President, Action Committee for Transit, 2019 – Present;  
Vice-Chair, Board of Commissioners, Rockville Housing Enterprises, 2017 – Present;  
Executive Committee Member, Twinbrook Community Association, 2018 – Present;  
Member, Rockville Boards and Commissions Task Force, 2019;  
Volunteer for 826dc.org, 2014 – 2015;  
Co-Chair, Working Group on Implicit Attitudes in Political Science Research, APSA Conference 2011 & 2012;  
Program Chair, 4<sup>th</sup> Annual Political Science Graduate Student Conference 2012;  
Representative, Rice University Graduate Student Association (GSA), 2009 – 2011;  
Vice-President, Young Government Leaders 2007 – 2008.
- Languages:** Beginner Spoken, Written, and Read Spanish

Dear Councilmembers,

I am pleased to apply for consideration for appointment to the Commission on Redistricting. I have attached my resume, which lists my numerous professional and volunteer experiences that make me an excellent candidate. I am a resident of Council District 4 and a registered Democrat.

I am an avid participant in local civic life, and have been involved in various county advocacy issues for decades. I grew up in Montgomery County, living in Silver Spring, Kensington, and Montgomery Village, and after a brief out-of-county residence in the early 2000s, I returned, and reside in Wheaton. As I have lived in this county for 43 of my 47 years, I have lived through the major demographic changes that have led us to this moment in time. I also have lived in various parts of the county, and fully understand the challenges that residents in the Upcounty experience feeling engaged in the political process.

I am a graduate of MCPS (Watkins Mill High School), and mom to a current 4th grader at Pine Crest Elementary School

Some relevant experience includes:

- Five years on the Upcounty Citizens Advisory Board, appointed by County Executive Doug Duncan, from 2001-2006. I served as Vice Chair and Chair in my second term on the UCAB.
- Two years on the Commission on Childcare (2015-2017)
- Service on County Executive Marc Elrich's Transition Team
- Service on the County's Community Recovery Advisory Group
- Five years membership in PTA at Arcola Elementary School and Pine Crest Elementary School
- Currently an MCCPTA Cluster Coordinator for Northwood High School Cluster

Additionally, I was the first full-time ED of Nonprofit Montgomery from 2015-2018. During that time, Nonprofit Montgomery doubled in size, and its collective impact initiative, Montgomery Moving Forward, began its exploration of issues related to child care and economic development in the county.

Professionally, I am a Senior Director at the Urban Land Institute, where I direct resources to support 52 District Councils (chapters) across the Americas. ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

I would bring a wealth of experience to this. In addition to my knowledge of Montgomery County, and passion for civic engagement, I am also a skilled facilitator with a talent for designing

processes and systems to move projects from a concept to execution. I am also an advocate for diversity, equity, and inclusion, and much of my volunteer service is directed toward ensuring that all voices are heard in issues that matter to the whole county.

I believe the work of this commission and its role in creating the district boundaries for the coming decade is crucial for building a thriving community here in Montgomery County, and I would bring enthusiasm, energy, and experience to the role.

Thank you,

Brigid Howe



**BH**

# BRIGID NUTA HOWE

NONPROFIT MANAGEMENT | MEMBERSHIP & PROGRAMS EXPERT

## SKILLS

- Community & Stakeholder Engagement
- Chapter Relations
- Collective Impact
- Results-Based Accountability
- Fundraising/Grant Writing
- Capacity Building
- Financial Management
- Training & Facilitation
- Program Development
- Outcomes Evaluation
- Governance
- Nonprofit Excellence
- Strategic Planning
- Membership
- Process Improvement

## RESULTS

- Doubled Nonprofit Montgomery budget
- Doubled Nonprofit Montgomery membership
- Successfully advocated for budget increases for nonprofits in Montgomery County 3 years in a row
- Raised \$2 million for Girl Scout programs through grants & program fees

## EXPERIENCE

### SENIOR DIRECTOR, DISTRICT COUNCILS • URBAN LAND INSTITUTE • 10/2019 – PRESENT

- Directed resources to support 52 District Councils (chapters) in the Americas Region
- Tracked and evaluated programs across the network
- Delivered online and in-person capacity-building & peer-to-peer support opportunities for network
- Developed robust communications mechanisms post-COVID to ensure District Councils continued to function
- Worked closely with ULI's Women's Leadership Initiative (WLI) and collaborated with Branding team to create a brand identity for WLI
- Supervised three associates in delivery of programs and targeted supports to network
- Chaired internal culture subcommittee for ULI's DEI Task Force

### DIRECTOR OF MEMBER & FIELD SERVICES • NATIONAL COUNCIL OF JEWISH WOMEN • 4/2018 - 5/2019

- Re-imagined membership outreach for national social justice organization
- Directed transition to new chapter revenue model
- Delivered online and in-person capacity-building & peer-to-peer support opportunities for network of 60 chapters
- Oversaw development & implementation of organizational norms in time of rapid change for the organization
- Oversaw transition to EveryAction CRM
- Worked closely with board & volunteer committees

### EXECUTIVE DIRECTOR • NONPROFIT MONTGOMERY • 9/2015 – 4/2018

- Partnered with Board of Directors to develop strategic direction of small capacity-building & advocacy organization
- Managed \$500,000 budget

## VOLUNTEERISM

- Northwood High School Cluster Coordinator, MCCPTA, 2020
- Member, Community Recovery Advisory Group, 2020
- Member, County Executive Transition Team, 2018-2019
- Board of Directors, PTA, Arcola Elementary School, 2016-2019
- Board of Directors, DC Diaper Bank, 2013-2015
- Commissioner, Montgomery County Commission on Childcare, 2014-2017
- Peer Reviewer, NASA Informal Education, May-June 2013
- Judge, National History Day, 2013, 2011, 2008, 2005
- Member (Chair in 2006), Upcounty Citizens Advisory Board, 2001-2006
- Generated revenue through program fees, foundation, & corporate funding
- Developed, monitored, & evaluated strategic partnerships with stakeholders, including member organizations & Montgomery County government
- Strengthened Montgomery Moving Forward Collective Impact initiative, examining early care & education
- Developed & implemented programs to strengthen the nonprofit sector in Montgomery County & increase member engagement, including Metrics, Outcomes & Responsible Evaluation (MORE)
- Developed & maintained philanthropic relationships with corporate and foundation funders; designed, implemented & evaluated funded initiatives
- Worked with Board of Directors & fiscal sponsor

### PROGRAM SERVICES DIRECTOR • GIRL SCOUTS NATION'S CAPITAL • 7/2007 - 9/2015

- Supervised five-person team to provide innovative program opportunities to 64,000 girl members of GSCNC; partnered with over 100 program volunteers
- Managed \$500,000 budget
- Communicated national program changes to members, volunteers, & staff through online/in-person trainings; collected & interpreted national outcome measurements
- Developed, monitored, & evaluated strategic partnerships and special events with stakeholders; developed programs to increase membership & achieve organizational goals.
- Developed & maintained philanthropic relationships in collaboration with Development team; designed, implemented & evaluated funded initiatives
- Led Strategic Planning Stakeholders workgroup & Strategic Planning Alignment/Execution GAP team for Program
- Planned 100<sup>th</sup> Anniversary Rock the Mall Sing-Along (largest Girl Scout event in history)

## PRESENTATIONS

- Panelist, *Making in Communities and Education*, National Maker Faire, June 2015



**BH**

## **BRIGID NUTA HOWE**

NONPROFIT MANAGEMENT | MEMBERSHIP & PROGRAMS EXPERT

- Panelist, *Women's History Looking Forward, National Archives*, August 2014
- Panelist, *GSUSA Girls' Financial Literacy Congressional Briefing*, April 2014
- Panelist, *White House Environmental Education Summit*, April 2012

### **TRAININGS**

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- Clear Impact Results-Based Accountability
- American Express Non-Profit Leadership Academy (selective)
- Cultural Entrepreneurship Institute (selective), Cooperstown Graduate Program
- Climate Literacy for Informal Educators (selective), La Jolla, CA
- Introduction to Leadership and Organizational Change, Trinity University
- National Tourism Certification Program, Maryland Office of Tourism Development
- Montgomery County Police Department Citizen Academy

- Piloted GSUSA Centennial Girl Scouts Forever Green Environmental Take Action Project (2009-2012 and "Thrive" growth mindset program with GSUSA & other councils
- Served on Girl Scouts of the USA Advisory Groups on Global Action; Councils' Own Badges & Program Patches; Bronze, Silver & Gold Awards; STEM

#### **PROGRAM EVENTS SPECIALIST • GIRL SCOUTS NATION'S CAPITAL • 4/2005 - 7/2007**

- Managed network of over 150 community partners to provide over 20,000 Girl Scout program opportunities each year
- Wrote & designed print publications; maintained and updated program sections of website
- Planned program activities for the 150,000 person 95th Anniversary Sing-Along (June 2007)

#### **PROGRAM CURATOR • COLLEGE PARK AVIATION MUSEUM • 7/2001 - 2/2005**

- Coordinated public programs aimed at various age groups for regional history museum
- Managed museum membership program
- Responded to questions from public; coordinated publicity for museum programs with local press; produced external exhibits for community exposure; created publications & direct mailings; developed & maintained website

### **EDUCATION**

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**GRADUATE STUDY, AMERICAN STUDIES/PUBLIC HISTORY • 1998-2000 • THE GEORGE WASHINGTON UNIVERSITY**

**BA, HISTORY • BRANDEIS UNIVERSITY**

Jefferies



**STELLA K. JEFFERIES**

To: Montgomery County (County Council):

My Name is Dr. Stella Jefferies, DNP, CRNP, ANP-BC, I would like to apply for the position on the Commission on Redistricting, I am a U.S Citizen and a registered Republican who currently resides in Montgomery county. I am an Adult Nurse Practitioner who is a graduate of Catholic University of America and is nationally certified by the American Association of Nurse Practitioners and certified to practice in the state of Maryland and the District of Columbia; I have been practicing since 2011. I am willing to be responsible for determining the boundaries of districts for the State Senate, State Assembly, and Board of Equalization.

Sincerely Yours,

Dr. Stella Jefferies, DNP, CRNP, ANP-BC

**STELLA K. JEFFERIES**

**EDUCATION:**

**Doctor of Nursing Practice (DNP) November 2018**  
Walden University

**MSN, Adult Nurse Practitioner, May 2008**  
The Catholic University of America, Washington, DC

**Bachelor of Science in Nursing, May 2003**  
University of Maryland, Baltimore, MD

**Associate of Arts, May 2001**  
Montgomery College, Rockville, MD

**EXPERIENCE:**

**Adult Nurse Practitioner, CRNP, August 2011-Present**  
RFOM Nurse Practitioner Clinic, LLC  
DBA: Affordable Healthcare Nurse Practitioner Clinic

- Prescribe MAT Office-Based Treatment for Opioid Use Disorders
- Performs complete physical exam, diagnose and treat episodic and stable chronic medical disease in adults with multiple co-morbidities, psychiatric illness, and other health conditions
- Testing and Treating COVID-19 positive patients
- Interpret Diagnostic tests, Labs, Chest x-ray, Ultrasound, CT Scan, MRI
- Make appropriate referral to specialists
- Communicates appropriately to patients
- Educates patient about disease process and plan of care

**Adult Nurse Practitioner January 2012-December 2016**  
Five Star Physicians  
(Telehealth)

- Triage week-end calls from multiples nursing facilities
- Diagnose, treat episodic and chronic medical conditions in adults with multiple co-morbidities,
- Prescribe C-II and other medications

**Adult Nurse Practitioner January 2012-April 2013**

DR. Sandeep Sharma

Kensington Nursing & Rehab

Kensington, MD

- Provides care for patients in Long-term care Nursing Home.
- Performs complete physical exam, diagnose and treat episodic and stable chronic medical disease in adults with multiple co-morbidities, psychiatric illness, dementia
- Interpret Chest x-ray, and fractures of various bones
- Make appropriate referral to physician
- Communicates appropriately to patients and/or responsible parties
- Educates patient about disease process and plan of care

**Adult Nurse Practitioner April 2011-December 2011**

United HealthCare (Evercare)

Washington Home & Hospice

Washington, DC

- Provides care for patients in Long-term care Nursing Home, Assistant Living Facility, and Psychiatry Facility.
- Performs complete physical exam, diagnose and treat episodic and stable chronic medical disease in adults
- Interpret Labs, Chest x-ray, and fractures of various bones
- Make appropriate referral to physician
- Communicates appropriately to patients and/or responsible parties
- Educates patient about disease process and plan of care

**Adult Nurse Practitioner February 2011-December 2011**

United HealthCare (Evercare)

Kensington Nursing & Rehab

Kensington, MD

- Provides care for patients in Long-term care Nursing Home, Assistant Living Facility, and Psychiatry Facility.
- Performs complete physical exam, diagnose and treat episodic and stable chronic medical disease in adults with multiple co-morbidities, psychiatric illness, dementia

**Assistant Director of Nursing, December 2008 – December 2010**

Shady Grove Nursing and RehabCenter

9701 Medical Center DriveRockvilleMD20850

- Assisted Director of Nursing in organizing and directing nursing staff in the provision of resident care
- Promoted positive interpersonal relationships with residents, families, staff and others
- Assured quality of care provided meets accepted standards of practice

**Charge Nurse, Intensive Care Unit (ICU), August 2006- December 2008**

Holy Cross Hospital, Silver Spring, MD

- Provided Quality care to critically ill patients, titrates drips, assists in resuscitation of patients
- Oversee the day-to-day activities of the ICU
- Ensured that a sufficient number on nursing staff, Techs, and unit secretary are available

**Registered Nurse, Cardiac Intermediate Care Unit July 2003- August 2006**

Holy Cross Hospital, Silver Spring, MD

- Provided direct nursing care to five or six patients
- Admitted, transferred, and discharged patients as necessary
- Constantly monitored the patient's cardiac monitor for changes in rhythm, and vital signs.
- Stabilized patients: status post Pace maker placement, AICD placement, Cardiac Cath and other procedures.

**Nurse Educator/ Quality Assurance Manager, March 2006- November 2008**

Hebrew Home of Greater Washington, Rockville, MD

- Implemented and maintained an effective orientation program that orients the new employee to the policies and procedures, and to his/her job position and duties.
- Trained newly hired RNs and LPN to adequately use defibrillator, IV pumps, Feeding pumps, and other necessary equipments
- Participated in the development, maintenance and implementation of the facility's QI program for the nursing unit.
- Audited five to ten charts per week for accurate documentation

**RESEARCH EXPERIENCE:**

Co-chair The Antibiotic Stewardship program

- Collected and analyzed data on all residents on two or more antibiotics
- Collected and analyzed data on all residents on IV antibiotic
- Co-chair of Evidence Based Practice Council

**Certification/ Skills: Buprenorphine certified 4/12/2017. Infection Control Preventionist, MDS 3.0 Certified, ACLS certified, BLS certified, IV Therapy certified, Nursing Educator, Faith Community Nurse Emergency Preparedness certified, Maryland Department of Health and Mental Hygiene Emergency Response Nurse Volunteer Corps- GENERALIST**

**Honorary Clinical Instructor 2012- Present: *Clinical Preceptor* for (Bowie University, Howard University, Rush University, Walden University, South University, Cincinnati University, George Washington University, Georgetown University).**

**Special Interest: Sigma Theta Tau International member, Medical Missionary to Niger, Congo West Africa, Liberia West Africa, & Ghana West Africa. Health Promotion Coordinator, Evidence Base Council (Co-chair), Antibiotic Stewardship Co-chair, Program Coordinator for Elderly Ministry at church (BWOC)**

**From:** Jason Langsner  
**Sent:** Monday, October 26, 2020 9:37 PM  
**To:** County.Council@montgomerycountymd.gov  
**Cc:** Selena.Singleton@montgomerycountymd.gov  
**Subject:** Langsner Nomination to the County Commission on Redistricting  
**Attachments:** jason\_langsner2020.pdf

Langsner

October 26, 2020

Office of the Montgomery County Council  
100 Maryland Avenue, 4th Floor  
Rockville, MD 20850

Re: Langsner Nomination to the Montgomery County (MD) Commission on Redistricting

To Selena Mendy Singleton and/or the Montgomery County Council:

As a proud resident of Potomac, I am writing to express my interest in serving my community as a member of the Montgomery County Commission on Redistricting. My wife, a third grade teacher in Montgomery County Public Schools, and I moved from DC to Potomac in the summer of 2019. After 15 years in DC, we were ready to move out of DC and become a part of a suburban community where we can grow our family. We welcomed our first child, a daughter, this year and know that Potomac and Montgomery County will be our and her forever home.

I believe strongly in citizen engagement in local government and community building. Since moving to the Washington Metropolitan Area in 2004, I have served on several non-profit and other boards -- mostly with The Jewish Federation of Greater Washington and as a part of Georgetown University Alumni Club of Metropolitan Washington as Executive Vice President of Membership and Communication. After many years assisting those organizations, I pivoted and currently serve as the chair for Israel Bonds Washington's New Leadership Division, which is based out of Rockville, and as co-chair for Israel Bonds National New Leadership Division.

As a seasoned marketing, communications, and technology professional -- and as a small business owner -- I work to help citizens have a voice in their government. I currently am a senior product manager at Phone2Action, a grassroots advocacy civic technology company, where I make it easier for citizens to connect with their local, state, and federal elected officials on policy and political issues that are important to them. I work to make it easy for citizens to make their voices heard through their smartphones; and am proud to work with former-Maryland Governor Martin O'Malley, who serves as one of our advisors. I additionally consult with several organizations on their advocacy and new media strategies as the founder and chief executive officer of Capitol Hilltop, LLC, which is a boutique digital agency.

The commission interests me as I want to make sure that all residents of Montgomery County -- no matter their party, where they reside, their race, gender, or socio-economic status -- feels like their voices are heard in the Council. Our community is diverse and I hope to help volunteer and work to help that such diversity of thought becomes a strength of our community for all residents and future generations, like my daughters, as she grows up and attends our local schools.

I have attached my resume for consideration to the commission. I am a registered Democrat, but identify more as a centrist independent.

Best,  
Jason Langsner

## JASON LANGSNER

### WORK EXPERIENCE

#### **Phone2Action**

Senior Product Manager (3/19 – Present)

- Product owner for numerous tools and all insights/analytics related to client usage of the platform's grassroots advocacy and election resources.
- Drives the organization's Election and Get Out The Vote to 700+ clients.
- Directing a team of software engineers, QA professionals, and UI/UX designers.
- Project managed the migration of the platform's third most used application.
- Serving as a trusted advisor for clients' civic engagement strategies.

#### **Capitol Hilltop, LLC**

President & CEO (4/17 – Present)

- Founded and run a digital strategy / technology management consulting business to assist for-profits, non-profits, and other clients.
- Successfully launched and delivered all projects on-time and on-budget.
- Drove cost-savings and improved operational efficiencies through migrating numerous clients off of legacy systems onto cloud solutions that better met their business and budgetary objectives, while improving security and transparency.

#### **Business-Industry Political Action Committee (BIPAC)**

Vice President, Enterprise Services (11/14 – 3/19)

- Served as a member of the organization's senior staff.
- Oversaw product development, IT, data/systems security, the innovation strategy, and communications for America's first business PAC.
- Built a new open source platform to drive the political and public policy objectives of BIPAC's 200+ corporate and association members.
- Reduced IT budget by +30% through streamlining and effective management.

Director, New Media and Communications (2/14 – 11/14)

- Matured new and social media channels' followers by ten-fold.

#### **B'nai B'rith International**

Digital Media Specialist (6/12 – 2/14 / 4/17 – 4/18)

- Developed and directed the digital strategy for the largest and most historic Jewish human rights and advocacy organization in the United States.
- Generated a seventeen-fold increase in social media followers and a 6% increase in online fundraising/programmatic revenue.
- Recruited back as a contractor – following staff and volunteer success.

#### **TechAmerica / AeA (formerly the American Electronics Association)**

Vice President, Marketing (12/09 – 6/12)

- Drove marketing strategy across all business verticals including producing nearly 100 pages of content in *Forbes*, *Fortune*, and *The Washington Post*.
- Built and managed the social and new media strategy from the ground-up.
- Assisted in successful state, federal, and international lobbying efforts; sales campaigns; PR; public sector; and over 750 business development programs.

Director, Internet Communications (12/06 – 12/09)

- Owned the overall online public image of the association through our website, across the Internet, and leading the association's online advocacy strategy.
- Mentored 50+ online authors/editors spread through-out the U.S. and Europe.

Manager, Internet Communications (6/04 – 12/06)

- Managed all of the public content on the association's website.
- Hired full-time after successfully serving as an intern in 2003.

## EDUCATION

### **GEORGETOWN UNIVERSITY, Washington, DC**

Masters of Arts, Graduated Magna Cum Laude: December 2008

Discipline: Communication, Culture & Technology

### **THE UNIVERSITY OF OXFORD, Oxfordshire, England**

Georgetown Study Abroad, Corpus Christi College, Program Concluded: August 2008

Discipline: International Business Management

### **LA SALLE UNIVERSITY, Philadelphia, PA**

Bachelor of Arts, Graduated Cum Laude: May 2004

Major: Digital Arts and Multimedia Design | Concentration: IT | Minor: English

### **AMERICAN UNIVERSITY, Washington, DC**

The Washington Semester, Program Concluded: May 2003

Discipline: Information Technology and Telecommunications Policy

## VOLUNTEER ACTIVITIES

### **Jewish Non-Profit and Organizational Support**

Serving as the Chairman for the Development Corporation of Israel (e.g. Israel Bonds) DC New Leadership Chapter, which is based out of Rockville, and national co-chair for New Leadership.

Opinion contributor, freelance writer, and blogger for several publications – including *The Washington Jewish Week*, *Times of Israel*, *Newsmax*, *GatherDC*, and others.

Participated as an Israel Diplomacy Fellow at the Embassy of Israel in Washington, DC.

Served on the Young Leadership Board of Directors for the Jewish Federation of Greater Washington and established a mentoring program connecting young Jewish professionals with established Jewish professionals. Additionally, I was appointed as Vice Chairman for Communications on Federation's networking program.

Volunteer on the B'nai B'rith International Board Advisory Marketing Committee.

### **Georgetown University**

Graduate school guest lecturer on digital strategy at the Georgetown University School of Continuing Studies.

Served as the Executive Vice President of Membership and Communications for the regional chapter of the alumni association – serving 40,000+ alumni in DC, MD, and VA.

Mentored six students as an alumnus in a Georgetown Hackathon (3<sup>rd</sup> place winner).

Developed a new media technology communications strategy for the Ritz-Carlton Hotel Company as a consultant and launched an internship program that partnered with Georgetown University graduate students.

Georgetown's student speaker at the 2008 UNIVERSUM Diversity Collegiate Conference and referenced in *The Washington Post* as being a "Super Grad."

One of five student speakers from the Western Hemisphere selected to speak before the Permanent Council of the Organization of American States' Youth Symposium on Empowering the Future Leaders of the Americas.

Selected as a youth leader to participate at United Nations/World Bank programs discussing issues of global youth entrepreneurship for development in 2007 and 2008.

Lawrence

October 26<sup>th</sup>, 2020

Office of the Montgomery County Council  
100 Maryland Avenue  
4th Floor  
Rockville, MD 20850  
ATTN: Applicant for County Commission on Restructuring

Dear Montgomery County Council,

I am a District 3 Democrat applicant for the County's Commission on Redistricting. I have been a Montgomery County resident since 1975 working locally in the Technology Industry and raising my family. Having recently retired, I will now have quality time to help and support this important effort. Living near Gaithersburg and coming from Industry, I bring a wealth of knowledge of what is important to both residents and to the local Industry and businesses. I appreciate your consideration and have attached my personal resume.

At this time of my life and career, I am looking forward to giving back to the Community which over the years has helped me and my family greatly. I look forward to supporting and potentially joining the County's Commission on Redistricting.

Best regards,

- *Steve Lawrence*

Steve Lawrence

...continued...

# STEVE LAWRENCE

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## PROFESSIONAL EXPERIENCE

### **Principal IT Consultant (2012 - 2020) (Now Retired)**

Provide expertise and services to industry and government in the area of new technology insertion into the various federal government missions / agencies. Experience working with government, fulfilling unique federal requirements and with new emerging technology solutions.

### **Quest Software, VP Federal (2006 - 2012)**

Direct activities of four teams encompassing 40 plus employees, with additional responsibility for professional services and technology partners. Worked closely with federal agencies to facilitate introducing new technologies, refresh infrastructure, improve business processes utilizing new deployment and management technology, maintain regulatory compliance, and ensure attainment of performance targets. Developed strong business relationships and adapted service offerings to drive solutions. Created the Federal CTO position to support the federal customer and assist Corporate / Engineering with understanding federal initiatives and requirements.

### **Quest Software, Federal Director (2001 - 2006)**

Managed business functions in the federal business vertical with a focus to the federal agencies requirements. Created Technical Account Managers to provide comprehensive support to the federal customers. Also bundled new technologies into integrated solution strategies with a Professional Services offerings that focused on ensuring customer successes. Performed competitive market analysis to maximize effectiveness of business strategies.

### **Quest Software, Manager (1998 - 2001)**

Played key role in business start-up operations, including establishment of the Rockville Federal Office. Created GSA contract teaming arrangements and developed government relationships. Worked closely with federal government departments to negotiate and fulfill contracts, and implement go to market strategies. Succeeded in growing the business from zero to \$9M for pre-IPO start up through relationship development and implementation of an effective start-up go to market plan.

### **InUnity Corporation, Operations Manager, December 1997 - December 1998**

- Start up to take SEC and Financial regulatory filings to the Web and electronic media
- Hired team of 8 and started business from Zero to \$6 Million per year
- Leverage buyout after initial year.

**Allen Communication, Director of Federal, February 1995 - December 1997**

Invented Multimedia Design software and CASE for Curriculum design

Directed team of 7 supporting the Federal Government

**Gain Technology / Sybase, Federal Manager, June 1991 - February 1995**

- Opened Federal office for Tom Siebel's first start up after Oracle
- Introduced the first Object Oriented GUI interface (Pre Web)
- Federal Business from Zero to \$4 Million per year
- Acquired by Sybase 1992 for approximately \$90 Million

**Mentor Graphics, Manager, September 1983 - June 1991**

- Computer Aided Engineering software -- Opened the Washington DC Office
- Business from \$500K to \$8 Million per year
- Promoted to National Program Manager
- Created Federal business programs for Partners and Integrators
- Opened up International Government Sales leveraging Federal business

**Tektronix, System Consultant (SC), September 1976 - May 1983**

- Computer Graphics Division, Technical Sales Support
- Highest Rated SC in Washington DC Region
- Plot 10 and other Software / Hardware expertise

**Education**

**BACHELOR OF SCIENCE**

MOUNT ST. MARY'S UNIVERSITY, Emmitsburg, MD

**PROFESSIONAL DEVELOPMENT AND CERTIFICATIONS**

U.S. Government Security Clearance

**AFFILIATIONS**

USO, AFCEA, INSA and other federal-focused non-profit industry organizations

**PERSONAL**

Married 30 plus years with two adult children who work for and/or support the government in the engineering / sciences capacity

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To whom it may concern,

As a Montgomery County resident, parent, immigrant, and Democratic activist, I am writing to express interest in joining the Montgomery County redistricting commission as a Democratic appointee. I believe that my previous experience with redistricting and the political process makes me uniquely qualified for this position.

With my previous experience in redistricting, my intention is to bring certain core values to the redistricting process:

1. Fair representation for communities of color
2. Respect for communities of interest
3. Respect for the principle of one person-one vote

In practical terms, that means that we can't allow ourselves to draw districts designed to empower one political party at the expense of another, nor should communities be split for the purpose of engineering the election of a particular individual.

I believe that a fair redistricting process that draws districts based on these principles is one which respects the right of the voters to select the leaders who will take Montgomery county into the future all of us deserve.

I look forward to discussing this further at your convenience.

Sincerely,

Roman Levit  
November 9, 2020

### **Senior Vice President, BerlinRosen Public Affairs 2012 - Present**

- Lead firm's Maryland work having helped win nearly two dozen campaigns throughout the state of Maryland including 3 members of the Montgomery County Council, the defeat of Montgomery County Questions B and D and the victory of Question C
- Managed communications and targeting strategy in 17 states including initiative campaigns as well as congressional, legislative, and local candidates and institutions
- Managed production of all modes of paid political communications including planning and production
- Supervised account staff

### **President and Owner, Blue Strategies, 2012-Present**

- Recruited clients in Minnesota, Missouri, and New York, including candidates and institutions

### **Executive Vice President, TruBlu Politics, 2011-2012**

- Managed strategy for multiple clients in Maryland, Virginia, Alabama, Minnesota, and New York, including congressional, legislative, and local candidates and institutions
- Managed all phases of the mail process including planning and copywriting
- Guided strategic and creative process for client direct mail
- Supervised account staff

### **Senior Account Executive, MSHC Partners, 2010**

- Managed clients in Arizona, Massachusetts, Minnesota, and Pennsylvania, including statewide, congressional, and legislative candidates and institutions
- Produced over 100 pieces of direct mail in a five-week span
- Managed all phases of the mail process including strategy and creative design
- Supervised account staff

### **Campaign Manager, Mary Norwood for Atlanta Mayor, 2009**

- Managed insurgent candidate who forced the establishment favorite into a runoff and came within 714 votes of winning
- Managed earned media strategy that resulted in a favorability ratio of over 3-1
- Managed budget, resulting in highest communications budget and lowest overhead among candidates while supporting a robust field operation
- Managed all local and DC-based consultants

### **Campaign Manager, Steve Shannon for Virginia Attorney General, 2009**

- Oversaw campaign strategy and planning
- Engineered unopposed primary for major statewide office
- Overhauled fundraising to raise nearly as much in four months as had been raised the previous year
- Held down spending, resulting in lowest burn rate among all statewide campaigns
- Oversaw opposition and self-research

## **Deputy Director of Development, American Israel Public Affairs Committee (AIPAC), 2007–2008**

- Responsible for coordination of joint projects between the Washington and regional offices
- Managed day-to-day operations of Development Department during AIPAC's most successful development campaign
- Coordinated Development Department's joint efforts with other departments at AIPAC such as Communications
- Implemented AIPAC's largest fundraising event of the year involving over three dozen simultaneous fundraisers
- Designed and implemented an electronic billing program responsible for collecting millions in unpaid pledges
- Managed department budget of over \$3.5 million
- Coordinated staff responsible for processing gifts, billing, departmental IT, and event publicity

## **Chief of Staff, Congressman John Barrow, 2003–2007**

- Oversaw paid and earned media strategy for campaign and congressional offices
- Managed a staff of 21, including legislative and remote staff spread between four locations, to further the Congressman's agenda
- Worked with Democratic allies to advance the Congressman's priorities
- Successfully planned and implemented a strategy designed to overcome a mid-decade redistricting plan

## **Campaign Director, Democratic Party of Georgia, 2000–2002**

- Responsible for day-to-day operations of targeted campaigns as well as other political efforts
- Served on redistricting team responsible for creating sample maps designed to ensure fair representation for communities of color and political minorities

## **EDUCATION**

St. Cloud State University, St. Cloud, MN, Class of 1994. B.A., Political Science. International Relations minor. *Native Russian Speaker.*

Hello Council Members,

Makstein

I would like to put my name in to apply for a position on the redistricting commission. My name is Jason Makstein, I am a 35 year old father of 3 that was raised from birth in Montgomery county and love it so much that I decided to bring my wife and now family back here to live after leaving just for college. I live in District 1 and I am registered to vote as an independent. I am a father of a 5 year old, 3 year old, and 6 month old and am invested to do what I can to make our county better.

Educationally, I have a masters in Computer Science from Johns Hopkins University and a BS in Computer Science from Penn State (with a minor in math). I like to look at problems like this from a logical and rational perspective and being relatively new to paying attention to local politics I do not have many pre conceived notions about where the lines should go in order to benefit any individuals or groups.

I have never been a part of any political party because I don't believe in the idea of political parties which can put partisan politics over doing what is right. I take each issue individually and have no relations to anyone in office. I don't know specifically where any council members or perspective members live. I would do my best to ensure it stays that way through this process.

I have worked over the past 13 years on Air Traffic control software for the FAA (currently work for Leidos) which includes looking at extremely large dynamic sets of data. I feel my experience with large data sets, math, logic, problem solving and critical thinking would be vital on a committee like this. I also have some skills as a good team player and member of a team I will contribute positively and think I can also help negotiate any disputes using logic and discussion to come up with good district boundaries.

I would faithfully attempt to execute the following ideas in order to try to make fair boundaries:

1. Start over from scratch. I see no reason to start with what we already have especially if C or D passes, we need to start from scratch
2. Try to make contiguous, sensible districts based on geography. This means no weird shapes to include or exclude certain areas.
3. Take into account the type of communities and their needs. I would attempt to make it so that those within each district have similar type of needs. For example, the current D1 that goes from heavily populated urban, to suburbs all the way to rural areas I do not feel is setup to be fair or equitable because the needs of the different parts of the district are so different (no disrespect meant to current council member who does a good job working to maintain this balance). Nothing is perfect but by attempting to divide based on the type of housing and land use, we can make it so that it is more likely those within a district have similar needs.

Full disclosure, I do have daytime limitations based on my job and kids so hoping I can be part of this and that meetings can be on evenings or weekends. I'm willing to put in the effort to work with everyone to come up with sensible boundaries that will guide the county in the years to come.

Thank you,  
Jason Makstein

# Jason Adam Makstein

U.S. Citizen

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## **EDUCATION:**

### **The Pennsylvania State University**

Bachelor of Science in **Computer Science** with a minor in **Mathematics**

Graduated: May 2008

GPA: 3.14/4.00

### **Johns Hopkins University**

Masters in **Computer Science**

Graduated: May 2015

GPA: 3.4/4.0

## **WORK EXPERIENCE:**

### **Lockheed Martin IS&G-Civil/Leidos TBFM Software Engineer Sr (June 2011 – present)**

- Specializing in the dynamic planner area of TBFM working on scheduling
- Work with deciphering large sets of data scheduling many aircraft at many different points and different speeds.
- Also working some in other backend areas common, util, tools, CM, and RA
- Large range of work including developing and testing new software, fixing PRs, and debugging site reports.

### **Lockheed Martin IS&G-Civil TaskQ Software Engineer (Feb 2010 – June 2011)**

- Worked on TaskQ in the dynamic planner area of TBFM adding fleet priority checking to scheduling

### **Lockheed Martin IS&G-Civil iTBFM Software Engineer (Aug 2012 – Dec 2012)**

- Worked in the route analyzer area of TBFM creating the ability to intercept and modify trajectories using gsoap to make connections from C to Java.

### **Lockheed Martin IS&GS-Civil PSVC Software Engineer (June 2011 – Aug 2012) and (June 2008 – Feb 2010)**

- Working on the **ERAM** project creating computer system for the next generation ATC centers.
- PSVC is a software development group focused on infrastructure and my specialty is in the message services area, fixing many PRs and doing new development in that part of the system.
- On the PSVC software team, debugging issues, then fixing code, and testing the changes.
- Performing extensive unit and string testing in the AIX environment and in the lab.
- Worked with XML environments and formats to utilize preset data.
- Designed and created SAR (System Analysis Recording) functionality for the SWIM (System Wide Information Management) subsystem of ERAM.

### **Lockheed Martin IS&G-Civil ESI Software Engineer (Feb 2010 – June 2011)**

- Working on the **ERAM** project creating computer system for the next generation ATC centers.
- Testing and integrating various pieces of software on **Unix AIX**.
- Main priority is to check out all of the new pieces of software when released and to debug and create workarounds for errors.
- Have experienced checking out all of the major ERAM systems including the Operational system, VTL, and Support M&C.
- Updated all of the lab templates to make them compatible with SWIM.

### **Chief Developer for Senior Project at Penn State (Spring 2008)**

- Chief Developer for a team of 20 students to create a software system for biometric fingerprint scanners.
- Award from Lockheed Martin for Design Excellence and \$250 for my contribution to the project.
- Project was written in C# and using .NET to create interaction through the web by storing and using a fingerprint to log on to the computer as authentication.
- I developed the enrollment procedures for saving a fingerprint using C# for the application and an external service others wrote to use an Access Database for storage.
- I developed an interface to store passwords and other information taken from a website they are visiting using .NET applications. I also created the interface to let you auto fill and log in to that website once it is stored by using your fingerprint as authentication.

#### **Lockheed Martin TSS PSVC Intern (Summer 2007)**

- Worked on the **ERAM** project creating computer system for the next generation ATC centers.
- Created a productivity script in Perl to help filter and analyze large amounts of debug data
- Fixed bugs in other **Perl** productivity scripts.
- Worked on getting **VectorCast** (an automating **unit testing** program) to work with our releases.

#### **Lockheed Martin TSS ESI (Early Systems Integration) Intern (Summer 2006)**

- Worked on the **ERAM** project creating computer system for the next generation ATC centers.
- Tested and integrated various pieces of software on **Unix AIX**.
- Checked out all of the new pieces of software when released and to debugged and create workarounds for errors.
- Researched the efficiency of the ESI team and improved areas to be more efficient and reliable.
- Worked on creating **security** for important **access databases**.

#### **Marketing and Sales Intern (Summer 2005) – buySAFE.com**

- Coordinator of lead generation, searching online for new prospective customers and then used mail merges to coordinate mailings of size 15-2000
- Used Salesforce software to create and manipulate reports

#### **COMPUTER SKILLS:**

**Environments:** Macintosh, DOS, Solaris Unix, IBM AIX Unix, Ubuntu Linux, Red Hat Linux and Windows: 95, 98, 2000, ME, Server 2003, XP, Vista, Windows 7, Windows 10

**Programming Software:** Visual Studio, JBuilder, Borland C++ Builder, Matlab, Eclipse, SQL Server 2005, VS Team Foundation Server, Mathematica, SPIM, Netbeans, emacs, MySQL, WebLogic Server, gsoap, Oracle VM VirtualBox

**Programming Languages:** C, C++, C#, .NET, Java, HTML, Visual Basic, VHDL, MIPS, Unix, Korn Shell scripting, VBA, Perl, Ruby, Prolog, SML, Scheme, ADA, Javascript, XML, Groovy, Grails, Enterprise Java Beans, Objective-C (iPhone), SQL

**Business Software:** Excel, Salesforce, Powerpoint, Outlook, Ebay Market Research, Microsoft Project, Microsoft Access, Word, COCOMO

**Desktop/Web Publishing:** Macromedia Studio, Photoshop, Illustrator, Flash, Javascript, CSS, ImageReady, Frontpage, PGP, ASP.Net

#### **Other Skills:**

- Able to grasp new ideas and integrate them into desired results
- Talented at understanding and solving technical problems
- Good at finding new areas which can be improved

#### **REFERENCES:**

- Pat Clune

Manager at Lockheed Martin (2010 – 2013) 301-640-4874 – Patrick.j.clune@lmco.com

-Eddie Brassell

Manager at Lockheed Martin (2007 - 2010) 301-640-2913 – Eddie.Brassell@lmco.com

-Dr. Max Fomitchev

Instructor for Senior design project (Spring 2008) – fomitchev@psu.edu

**HONORS:**

– Design Excellence award from PSU and Lockheed Martin for Senior Project

– Professional Development Chair for the ACM chapter at Penn State

–Was accepted to the National Society of Collegiate Scholars.

–Was on the Dean's List during the fall and spring semester

–Was a captain of the wrestling team at Quince Orchard High School

**From:** matthew murguia ·  
**Sent:** Wednesday, November 04, 2020 10:54 AM  
**To:** County.Council@MontgomeryCountyMD.gov; matthew murguia  
**Subject:** Commission on Redistricting Application  
**Attachments:** Murguia Resume 2020.pdf

November 4, 2020

Montgomery County Council  
Office of the County Council  
100 Maryland Avenue, 4th Floor  
Rockville, MD 20850

Dear Madames/Sirs:

It is with great interest that I apply for an appointment to the Montgomery County Commission on Redistricting.

Please find attached my resume summarizing my over 30 years of federal work experience and community involvement, not only in Montgomery County but also in the District of Columbia and Alexandria, Virginia.

As an openly gay, Latino male who has been a resident of Montgomery County for nearly 18 years, I take pride in our ability to actively include citizens in all aspect of our government. Some of the key challenges I see in this task includes pro-active community engagement in the process; positively addressing the rural/urban and racial/cultural diversity of the County; ensuring transparency and openness in the process; and ensuring that the end product is seen as enhancing citizen participation/representation as much as possible.

I see my role as helping to ensure all voices are heard and addressed as thoroughly as possible. I volunteer for the appointment without an agenda and a full understanding of the difficulty of the process. As someone who thrives in "workgroup" settings, I am not afraid of the work ahead.

This won't be an easy task; it is, however one in which I look forward to contributing.

Thank you very much.

Matthew Murguia

NB: Per the County Charter requirements, I am a registered Democrat.

## MATTHEW MURGUÍA

### EXPERIENCE

**Deputy Director, Office of Ethics, National Institute of Allergy and Infectious Diseases (NIAID), National Institutes of Health (NIH), U.S. Department of Health and Human Services. April 2008 to October 2018 (retired with 30 years of service to US government).**

Implemented comprehensive federal agency ethics program focused on financial disclosure and conflict of interest for an Institute with more than 2,000 Federal employees, including day-to-day operations and management of the Office supervising seven federal and two contract staff. Administered and provided advice on the federal Ethics in Government Act and Standards of Ethics Principles. Analyzed requests for recusals, outside activities, official duty activities, widely attended events, awards, research agreements and research protocols.

**Director, Office of Program Operations and Scientific Information (OPOSI)/NIAID/NIH. November 2002 to April 2008.**

- Oversaw day-to-day operations of the Division of AIDS (DAIDS) and directed the Office of Program Operations and Scientific Information (OPOSI), reporting to the Division Director. DAIDS had an annual budget of \$1 billion dollars with and 138 Federal and 57 contractor staff in 4 Programs, 3 Offices and 16 Branches. In the absence of the director, served as the main point of contact for all in-house non-scientific issues. Directly managed 13 federal, 1 support, and 3 contract staff;
- Oversaw the development, formulation, and implementation of new programs, staffing, budgeting, office space, travel, the scientific portfolio (including budget formulation, tracking and analysis for all grants, contracts, cooperative agreements, and the DAIDS research management support budget);
- Served as the Project Officer (COTR), for a multi-million dollar contract focused on reorganization of the Division, including long-range planning, task identification, monitoring workload and priorities, and budget as well as for a multi-year, \$20m cooperative agreement for staff support with a staff of +/- 60);
- Directed a multi-year, multi-million dollar national HIV Vaccine Communications Campaign focused on creating a supportive environment for HIV vaccine research in racial and ethnic minority communities; developed an annual "HIV Vaccine Awareness Day;"
- Wrote or oversaw the development of approximately 70 SOPs focusing on budgeting, correspondence, development of publications, general office operations, media requests, controlled correspondence, over \$500k applications, press inquiries, travel, etc.;
- Oversaw development of the Division's first ever "HIV/AIDS Communications Plan" for ensuring the dissemination of consistent and supportive messages; and
- Served as the Institute's representative for two years on the NIH Diversity Council. Wrote the Council's first ever communications plan.

**Office of Minority Health, Office of the Secretary, Department of Health and Human Services.**

**Senior Public Health Analyst, Division of Information and Education, February 2001 to November 2002.**

Coordinated the Department's first "National Leadership Summit on Eliminating Racial and Ethnic Disparities in Health," including program development, identification of federal and non-federal co-sponsors, speaker identification, coordination of planning activities, chairing a 25-member planning group (federal and non-federal representatives); and briefing key Departmental officials. Co-coordinated planning efforts for the creation of the Department's national "Take a Loved One to the Doctor Day as well as activities to commemorate the 20<sup>th</sup> anniversary of AIDS.

**White House Office of National AIDS Policy (ONAP).**

**Associate Director for Policy, December 1999 to January 2001  
Agency Representative, October 1998 to February 1999.**

- Coordinated the White House Interdepartmental Task Force on HIV/AIDS, including agenda preparation, development of talking points for the chair, arrangement of speakers, and follow-up on "action items;"
- Conducted analyses and developed recommendations and action plans to address HIV prevention, services, treatment and research needs of racial/ethnic minority communities;
- Coordinated and represented the Director at meetings with federal and non-federal organizations on policy and legislative issues (e.g., Ryan White reauthorization, international issues, return-to-work, needle exchange programs, access to resources);
- Wrote speeches and articles for Director and Deputy Director, and the Executive Director of the Presidential Advisory Council on HIV/AIDS; wrote speeches and presented Administration policy and topical issues at national and regional conferences;
- Worked with constituent organizations and the Department of Defense to update Department of Defense (DoD) regulations concerning deployment of HIV-positive military personnel;
- Prepared messages, proclamations and letters for signature by the President and Director and Deputy Director of the Office; and
- Coordinated the development of federal World AIDS Day activities, including a World AIDS Day statement on all Federal civilian and military personnel's leave/earning statements, as well as a Presidential Proclamation, which I drafted.

**Office of Minority Health, Office of the Secretary, Department of Health and Human Services.**

**Various positions between June 1990 and 2002, including Public Health Analyst, Senior Public Health Analyst and Acting Director of the Division of Policy Coordination. Detailed to HHS on several occasions to implement special assignments.**

- Managed day-to-day planning of the first Department-wide Minority HIV/AIDS Conference, including chairing a 48-member planning committee; overseeing a \$1m budget; developing 80 workshops and 5 plenary sessions, 1,200 attendees, and

coordinating participation by more than 19 agencies/offices from six different federal Departments;

- Coordinated the development of and edited three OMH biennial Reports to Congress;
- Served as project officer for major evaluation and programmatic activities including data, bias in health care delivery, bilingual health care delivery and technical assistance; and
- Coordinated eight regional Minority HIV/AIDS conferences with total attendance of 2,000 individuals.

**The U.S. Conference of Mayors/U.S. Conference of Local Health Officers.**

**Director, Minority HIV/AIDS Prevention/ Education Grants Program and Staff Associate. August 1987 to June 1990.**

Designed and implemented one of the nation's first comprehensive HIV/AIDS funding and technical assistance grant programs for minority community-based organizations; provided technical assistance in areas such as community input, program development, budgeting, material development, media relations, and evaluation).

**U.S. Peace Corps, Sierra Leone.**

**Health Volunteer/Business Manager. 1986.**

**Executive Office of the Mayor/Office of Budget, Government of the District of Columbia.**

**Budget Analyst. August 1984 - April 1986**

Analyzed budgets for Human Services, Library, Latino Affairs, Aging, and Energy, totaling \$850 million; served as staff liaison to the Mayor's Block Grant Advisory Committee.

**EDUCATION**

University of Texas at Austin, Lyndon B. Johnson School of Public Affairs. M. Public Affairs (policy), August 1984.

University of Texas at San Antonio, B.A., Political Science (major), Public Administration (minor), May 1982.

**PUBLICATIONS/REPORTS**

*"Assessing the Attitudes, Knowledge, and Awareness of HIV Vaccine Research Among Adults in the United States."* Allen, M; Liang, T; LaSalvia, T; Tjugum, B; Gulakowski, R; Murguia, M., J Acquir Immune Defic Syndr. 2005 Dec 15;40(5):617-24.

*"An HIV Vaccine: As We Build It, Will They Come?"* McCluskey, M; Alexander, S; Larkin, B; Murguia, M; Wakefield, S. Health Affairs, 24, no. 3 (2005): 643-651.

*"Too Few Minorities in Vaccine Trials,"* HIV Impact, Office of Minority Health, January/February 2004.

*"Health Care Needs of Gay Males,"* Closing the Gap Newsletter, Office of Minority Health, Fall 2001.

*"Access to Care for Gay and Lesbian Minorities,"* Closing the Gap Newsletter, Office of Minority Health, September 1999.

*"Implementing a Comprehensive and Effective Community Response to HIV/AIDS In Communities of Color (Draft),* HIV/AIDS Health Disparities Work Group, U.S. Department of Health and Human Services. Authored chapter titled *"Underlying Causes of Health Disparities."* September 2000.

*"Needle Exchange Prevents AIDS: The Case For Alexandria, Virginia,* Report to the Alexandria, Virginia City Council, June, 1998; author.

*AIDS in Alexandria,* (AIDS plan), Report to Alexandria, Virginia City Council 1995, author.

*City Council Member Remuneration in Texas Council-Manager Cities.* Professional Report. LBJ School of Public Affairs, University of Texas at Austin, July 1984.

## **COMMUNITY ACTIVITIES**

More than 30 years of community involvement: MOCO Election Judge (2020); member, MOCO Commission on Human Rights; MOCO appointed citizen representative, Committee on Family Life and Human Development; MCPS Board of Education Curriculum Advisory Committee; board member, Northern Virginia AIDS Ministries; founding co-chair, Capital Area Vaccine Effort; volunteer, Phase II HIV preventive vaccine clinical trial; city-council appointed chair, Alexandria Task Force on AIDS; Alexandria, VA city-council appointed board member, Potomac West Alliance; at-large member, Virginia HIV Prevention Planning Council; member, Whitman-Walker Clinic's Schwartz Housing Program Advisory Committee; board member, Lifelink, Inc (People with AIDS Coalition of Washington, D.C.); citizen member, D.C. Government's AIDS Advisory Committee.

November 2020

Nelson

November 17, 2020

Montgomery County Council  
100 Maryland Avenue, 4th Floor  
Rockville, MD 20850

Dear County Councilmembers,

Enclosed is my application to serve on the County Commission on Redistricting.

I've been a resident of Montgomery County for over 38 years with nine years living inside the Beltway in Bethesda, 14 years in Potomac and 15 years in Goshen. I have served on the Upcounty Citizens Advisory Board for six years and was Chair in 2014-15. I have been a member of the Board of Directors of the Greater Goshen Civic Association, past officer of the Locust Hills Citizen Association and a past director of Greenbelt Homes, Inc., a housing cooperative. Currently I am a member and Past President of the Potomac-Bethesda Rotary Club and am a Trustee and Vice Chair at Living Word International Christian Church. My professional experience has been primarily in technology program management at the NASA Goddard Space Flight Center. Attached is a brief resume highlighting my professional experience at NASA and volunteer service through humanitarian and civic organizations.

In 2013 I founded the Goshen online community on Nextdoor and there are currently 1015 members.

I look forward to the interview process and serving on the County Commission on Redistricting.

Sincerely,



Robert W. Nelson

# Robert W. Nelson

*Montgomery County resident for over 38 years*

## **Professional Experience:**

NASA Emeritus – 2005 – 2017  
Small Business Innovation Research Deputy Program Manager - 1996-2005  
Chemistry Project Operations Manager - 1995-1996  
Far Ultraviolet Spectroscopic Explorer Mission Operations Manager - 1993-1995  
NASA Headquarters Space Station Freedom Program Avionics Office - 1987-1993  
Data Systems Technology Division Software Research Manager - 1984-1987  
NASA End-to-End Data Systems Research and Technology Manager - 1980-1983  
NASA End-to-End Data Systems Technical Support Manager 1978-1980  
NASA Headquarters Career Development Program - 1977-1978  
Flight Dynamics Division Software Development Manager - 1973-1977

## **Education:**

MS - Johns Hopkins University, 1976  
BS - Drexel Institute of Technology, 1969

## **Awards Received**

NASA Exceptional Service Medal 2005	Performance Award 1994
Awarded NASA "Emeritus" position after nearly 40 years of service at NASA 2005-2017	Performance Award 1991
Performance Award, 1999	Outstanding Performance, 1990
NASA Group Achievement Award, 1998	Quality Increase 1989
Time-Off Award (5 days), 1998	NASA Group Achievement Award, 1989
Performance Award, 1997	Outstanding Performance, 1988
Special Act Group Award, 1996	Special Achievement 1986
Performance Award, 1996	Quality Increase 1985
Performance Award 1995	Outstanding Performance 1984
	Special Achievement 1983
	Quality Increase 1977

## **Other NASA Positions**

President, NASA Goddard Space Flight Center Flying Club, 1981-85  
Chair, NASA Goddard Space Flight Center Library Council, 1982-86  
Chair, Space Station Software Support Environment Working Group

## **Papers/Publications**

Session Chair: Space Station Evolution Symposium, February 1990  
Paper: "Space Station Software: Progress and Plans" June 1988  
Paper: "NASA Ada Experiment: Attitude Dynamic Simulator" March 1986

### **Organizational Experience:**

Upcounty Citizens Advisory Board 2011-2017  
Chairman, Upcounty Citizens Advisory Board, 2014-15  
Upcounty Citizens Advisory Board Land Use Committee Chair– 2012-2013  
Board of Directors, Greater Goshen Civic Association, 2009-2012  
Chairman, American Institute of Aeronautics and Astronautics (AIAA) Northern Virginia Chapter, 1990-91; Vice Chairman, 89-90; Program Chair, 1988-89  
AIAA National Capital Section Council, 91-93; Treasurer, 1992-93  
AIAA Software Systems Technical Committee, 1990-93  
AIAA 8th Computing in Aerospace Conference Program Cochairman, 1991  
Governor, Rotary International District 7620, 1994-95  
Rotary International Training Leader 1998  
Rotary District Leadership Development Trainer, 1995, 96, 98, 99  
Chair, Rotary International (RI) Technology Committee 2002  
Vice Chair, Russian Leadership Program 2000-01 & Founding Member 1999  
RI Membership Coordinator 2003; RI Membership Zone Coordinator 2001-02; Zone 32 Coordinator for the Membership Task Force 1997,98  
RI President's Representative to 6 District Conferences 1996,97,98,99,01,05  
RI Representative to the World Bank, 2000-06  
RI Communications Committee 2004-06  
North American (NA) Coordinator RI Technology Task Force 2000  
Rotary Foundation (TRF) Alumni Resource Group 1998-01  
RI NA Affairs Committee 99; Rotary NA Presidential Conference Committee, 1998  
Rotary Leadership Institute Faculty 1998-present  
Rotary International District 7620 Zone Representative, 1991-92  
Trustee, Living Word International Christian Church (formerly Immanuel's Church) , 2019-present; Vice Chair 2020-present  
Ordained Minister of Pastoral Care, Living Word International Christian Church, 2005-present  
President, Hope Church, College Park, MD 1979-81; Vice President, 1977-78  
Vestry, All Saints Church, Chevy Chase, MD 1991-94; Vestry Nominating Committee 1992  
Chair, All Saints' Church Communications Committee, 1992-94  
Chair, Washington DC Chapter, Special Interest Group on Ada (Software Language) 1988-89  
Vice Chair, 1987-88; Steering Chair for Symposium, 1987; Program Chairman 1985-86  
Council Member and Treasurer, AIAA National Capital Section  
Announcer, Potomac Day Parade, 1998  
Board of Directors, Greenbelt Homes, Inc., 1973-74

### **Potomac-Bethesda Rotary Club 1984-present**

President, 1989-90	District Awards Submission Chair
President Elect, 1988-89	Newsletter Chair
Vice President 1987-88	New Member Inductions
Secretary 1986-87	Advisor to the President
Program Chair	Nominating Committee
Rotarian of the Year 2003	Fundraising Committee at French Embassy
Membership Committee Chair	Voting Delegate to RI International
Public Relations Chair	Conventions

**From:** Natalie Rosser  
**Sent:** Monday, November 09, 2020 4:59 PM  
**To:** County.Council@MontgomeryCountyMD.gov  
**Subject:** Application for a member the redistricting committee.  
**Attachments:** Functional-Resume-Updated\_Mil.pdf

Hello,

I'm a member of the Green Party member applying the position one of the non democratic or republican positions. As a Montgomery County resident for all my life, a military veteran, and parent, I am deeply committed to the integrity of our democratic processes. I support independent, non-partisan, objective methods of redistricting that allow a realistic inclusion of all voices in government. I have been active in a variety of before the county council as I value our vibrant citizen participation.

My resume is attached.

Thank you for your consideration,

Natalie Rosser

Sent with [ProtonMail](#) Secure Email.

# Natalie Rosser

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## Profile

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**Enthusiastic and motivated apprentice** with the Bricklayers and Allied Craftworkers Local 1 Union. Team player who handles instruction and constructive feedback well. Accustomed to handling confidential records. Intermediate knowledge of Microsoft Office and Intuit QuickBooks. Familiar with Adobe Photoshop, Adobe Illustrator and Autodesk 3ds Max.

## Skills Summary

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- ◆ General Office Skills
- ◆ Graphic Design
- ◆ Bookkeeping

## Education

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**BRICKLAYERS AND ALLIED CRAFTWORKERS LOCAL 1** – Bowie, MD  
**TMT & Finishers Apprenticeship Program, 2020**

**UNIVERSITY OF BALTIMORE** – Baltimore, MD  
**Bachelor's Degree in Simulation and Digital Entertainment -- Technical Art Track, 2018**

**MONTGOMERY COLLEGE** – Rockville, MD  
**Associate Degree in Computer Gaming -- Art Track, 2013**

## Professional Experience

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### ACCOUNTING/BOOKKEEPING

- ◆ Record and submit payments to various vendors and service providers.
- ◆ Generate and input company journal entries.
- ◆ Gather and sort all receipts of purchases made on the corporate credit card from numerous employees to justify and allocate all transactions on a monthly basis.
- ◆ Assist the Director of Accounting with the annual audit.

### CUSTOMER SERVICE/PROBLEM SOLVING

- ◆ Assist employees with reimbursement inquiries.
- ◆ Implement a new, efficient filing system for federal and state tax records.
- ◆ Troubleshoot, diagnose and perform component level repairs to air traffic control systems.
- ◆ Maintain detailed records of all maintenance and repair procedures to control systems in accordance with military and Federal Aviation Administration (FAA) regulations.

## Employment History

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**TRANSCEN, INC** – Rockville, MD  
**Accounting Assistant, 2008 to 2020**

**U.S. ARMY** – Various locations  
**Air Traffic Control Maintenance and Repair Technician, 2001 - 2005**

**From:** Fran Rothstein  
**Sent:** Sunday, October 25, 2020 7:47 PM  
**To:** County Council  
**Subject:** Commission on Redistricting  
**Attachments:** Rothstein Resume Redistricting Commission.docx

Rothstein

I am writing to express my interest in serving on the Montgomery County Redistricting Commission.

I have lived in Montgomery County since 1982 ... 20 years in the Town of Chevy Chase, 18 years in my current home in Sligo Park Hills, in Silver Spring on the border of Takoma Park. During that time, I have served in a variety of volunteer leadership roles that have familiarized me with issues and communities county-wide: five years as a PTA president (first at Takoma Park Middle School, then at Blair High School), two years as president of Montgomery Women (as well as several terms on that organization's board), several years as president of the Sligo Park Hills Civic Association, two years as president of the Montgomery County Women's Democratic Club (and several terms on the WDC Board, on which I continue to serve). I recently joined the Friends of Sligo Creek board. I am also active as a member and/or donor of quite a few county and national organizations (e.g., Manna, Shepherd's Table, the Jewish Council on the Aging on whose board I served for 10 years, the Maryland Legislative Agenda for Women, the Natural Resources Defense Council, Strathmore ... etc.). I was appointed twice to the Governor's Volunteer and Service Commission, for which I was honored to receive the 2002 Governor's award.

Additional volunteer roles have included serving as a member of the Silver Spring Citizens Advisory Council, working with Reemberto Rodrigues to complete short-term research projects such as a compilation of information about farmers markets and Double Dollars opportunities in greater Silver Spring, tutoring struggling second grade readers at Montgomery Knolls ES for five years, joining the policy committee of Montgomery Housing Partnership, convening and participating in Community Conversations about racial equity and social justice, serving on the County Executive's transition advisory team, and, currently, serving on the Community Reopening Advisory Group, plus others. My current volunteer work through WDC focuses on racial equity in public safety. For a moment, before COVID-19 restrictions made it impossible for me to continue, I was a volunteer senior advisor to Council VP Tom Hucker.

My work in the community -- as a volunteer with various nonprofits and as an avid political volunteer - has familiarized me with the dramatic demographic changes that have transformed Montgomery County from the sleepy suburb of my youth to the vibrant urban/suburban/rural mix of today. Ironically, the pandemic has expanded my awareness of the County's geographic diversity, thanks to many mental health day trips to the Ag Reserve, Brookside Gardens, and the rich variety of parkland with which our County is blessed. My leadership of countywide organizations has opened my eyes to the differing and sometimes conflicting views of people from different racial, socioeconomic, cultural, and geographic communities.

As a DC native whose parents were completely disenfranchised for most of my childhood, I value voting rights as only someone whose family had been denied those rights can do. People often ask me what compelled me to get involved in politics, and my answer always harkens back to what my family was denied. I have a bone-deep commitment to civil rights for all, which impelled me to work

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with my state senator, Will Smith, to craft and pass adoption and parenting equality legislation here in Maryland as the logical bookend for marriage equality.

I've been retired from paid employment for nearly a decade, which seems to have only resulted in more work to do as a volunteer. Participating in the Redistricting Commission would be an honor for me as well as a way to help make sure every Montgomery Countian's civil rights are protected by ensuring that every voice counts.

Fran Rothstein

Attachments area

## ***Fran Rothstein***

An independent consultant since 1986, ***Fran Rothstein*** helps public agencies and nonprofit organizations design, fund, implement, and evaluate policy agendas, program initiatives, and strategic partnerships. Examples of Rothstein Consulting projects:

### ***Workforce Development***

- Developed a workforce data policy brief for the Greater Washington Workforce Development Collaborative, under the auspices of the Community Foundation for the National Capital Region. The policy brief addresses the current status of workforce data in DC, highlights necessary improvements, and recommends ways agencies can access and use data to better serve job seekers and employers.
- As technical consultant to Maryland's Workforce Investment Network (the membership organization for Maryland's Workforce Investment Area directors), developed white papers, success stories, newsletters, and other policy and marketing products to educate and influence state legislators, Maryland's Congressional delegation, employers, and other decision makers.
- Provided technical support for strategic planning and proposal development to ensure an excellent workforce for the St. Francis Medical Center (Los Angeles County CA). Pursued funding for St. Francis Career College to train and place low-income and minority students as nurses and allied health professionals. Wrote winning USDOL and HHS proposals, including a community college partnership competition in which only 20 percent of applicants were funded.
- For Community Preservation and Development Corporation (a regional affordable housing developer), designed programs and secured funding for career training, youth programs, enhanced GED programs, and college access programs. Developed partnership-based concept papers for a telehealth initiative to enable CPDC's senior residents to monitor their health and communicate with health care personnel online.
- Developed a donor education program for FADICA (Foundations and Donors Interested in Catholic Activities) on responsible stewardship for the next generation of staff and board members of Christian-oriented family foundations.
- Developed successful proposals for U.S. Department of Labor grants on computer training for people with disabilities, job training for older people with disabilities, and a policy center on employment for people with disabilities.
- Analyzed the impact of DC's Garfinkel's department store chain's bankruptcy on older workers' incomes, employment prospects, self-image, and health insurance options; wrote an advocacy-oriented publication incorporating survey and focus group responses and individual workers' stories.
- Developed and implemented Maryland's evaluation system for career education programs for single parents, teen parents, and displaced homemakers; led interagency work groups in developing a landmark gender equity action plan for career and technical education institutions.

- Researched and wrote best practices manuals on older worker programming for the National Association of Counties, the National Association of State Units on Aging, the National Council on the Aging, and the Older Women's League; wrote the older workers chapter for a report on workforce training for the U.S. Congress; edited, and contributed articles to, the National Council on the Aging's quarterly newsletter for employers, *The Aging Workforce*; facilitated an executive retreat for The Mott Foundation's original eight Operation ABLE senior employment programs that resulted in formation of the National ABLE Network.
- Evaluated the Job Training for the Homeless Demonstration Program for the U.S. Department of Labor; co-authored a best practices guide and a report to the U.S. Congress on evaluation findings and recommendations; helped plan technical assistance conferences and developed and provided training to encourage replication of effective practices.

### **National Service and Volunteerism**

- Developed a concept and full proposal on serving juvenile offenders through youth corps participation for The Corps Network to submit to the US Department of Labor.
- Advised Avodah, The Jewish Service Corps, on strengthening its performance measurement strategies and other aspects of its 2012 AmeriCorps grant proposal.
- Advised and publicized Montgomery County Public Schools' Reading Together Network (a public-private partnership); recruited volunteer tutors to assist struggling second-grade readers.
- Wrote successful foundation proposals for Language ETC (Language, Education, and Technology Center), DC's comprehensive ESOL, literacy, and citizenship education program that trains and places volunteer teacher/tutors in classes for 3,200 adult immigrants annually. Evaluated expansion options and developed foundation proposals for the Ignatian Lay Volunteer Corps, through which older volunteers serve the poor and promote social justice.
- As Washington Representative for the Youth Volunteer Corps of America (YVCA), led Congressional and administrative advocacy; trained staff and AmeriCorps members; strengthened youth voice in the national YVCA and local YVCs. Developed policy and funding strategies and wrote proposals that quintupled the Youth Volunteer Corps of America's budget; pioneered and secured foundation funds to implement new disability inclusion strategies. Negotiated a partnership agreement between YVCA and RSVP (the national Retired and Senior Volunteer Program) resulting in new federal funding for local intergenerational partnerships. Set standards for, and managed, a federal service-learning subgrant program for YVC affiliates.
- Organized the National and Community Service Coalition as the unified voice of the service field; trained national service staff for effective Congressional advocacy.
- Developed and attained funding for new AmeriCorps and service-learning programs for people with disabilities through the United Cerebral Palsy Associations and other disability service organizations.
- Helped the Academy for Educational Development institutionalize K-12 service-learning through the Kellogg Foundation's *Learning In Deed* initiative. Analyzed options for a national service-learning organization that evolved into the National Service-Learning Partnership.

- Organized community forums on productive aging for Families USA to promote older people as valuable resources in paid and volunteer roles. Built public-private partnerships for sustainability. Served on grant review team for community action grants proposals.

### **Education and Youth Development**

- Developed an options paper for building a countywide youth worker professional development system, for the Montgomery County (MD) Collaboration Council for Children, Youth, and Families. Reviewed and contributed to foundation proposals.
- Coordinated the design, testing, and rollout of financial literacy workshops for the American Association for University Women headquarters. Conducted a participant evaluation and integrated participant recommendations into a replication guide.
- As Senior Consultant at the Academy for Educational Development, helped build a nationally recognized network of community-based youth worker professional development systems; organized community college collaborations; managed a study of higher education roles in youth worker professional development. Prepared successful federal and foundation proposals.
- Researched implications of smaller high schools for the US Department of Education; wrote a technical assistance paper, widely disseminated as background for the Department's Smaller Learning Communities (SLC) RFP. Subsequently, served on Montgomery County MD's design team for its successful \$1.95M SLC proposal; worked with district and school staff to develop a four-school consortium that increased college/career readiness.
- Served on the US Department of Education's five-member national advisory team on revising the New American High Schools designation criteria; wrote a paper and a set of performance indicators on restructured, more personalized learning environments.
- Developed a teachers' and principals' guide for the US Department of Education's New American High Schools standards-based reform initiative. The guide offers peer guidance from school-level reformers, showing how high schools can prepare all students for college and careers.

### **Environmental Issues**

- Critiqued foundation proposals and developed letters of interest for SeaWeb, the communications resource for the ocean conservancy movement.
- Identified expansion opportunities, built partnerships, and developed foundation proposals for Earth Force, a national service-learning program, and supported local educators using Earth Force's school-based and community-based environmental stewardship curricula.
- Planned, wrote, and helped design a guide encouraging local elected officials to implement water resources protection strategies through public/private and intergovernmental collaboration, for the National Association of Counties.

### **Employment History**

Before establishing Rothstein Consulting, Ms. Rothstein directed research and evaluation for the National Alliance of Business, where she won and directed federal and foundation proposals on older worker employment and welfare recipient employment. She has also worked on research projects, professional development, and innovative programs in housing, community and economic development, and public-private partnerships at public interest groups and research and consulting firms.

### Education

B.A., Brown University, American Civilization (Urban Studies concentration)

### Professional Activities and Volunteer Leadership

- Board member, YMCA Youth and Family Services, Silver Spring MD. Chair, Advocacy and Communications Committee.
- Volunteer, Jews United for Justice campaigns (e.g., Maryland's marriage equality and DREAM Act referenda; legislation to increase the minimum wage at the County and State levels)
- Appointed three times by the Montgomery County Council President to its community grant review committee (reviewed youth development proposals); reviewed proposals for two DC Community Youth Investment Trust Corporation funding competitions.
- President of the Sligo Park Hills Citizens Association (2009-2014).
- Member, Dining for Women giving circle; volunteer grantwriter for Dining for Women headquarters.
- Member, Friends of Sligo Creek (park advocacy, semi-annual "Sweep the Creek" clean-ups)
- Chaired Maryland's District 20 incumbents' slate (2010).
- Volunteered for Congressional, state, and local candidates' campaigns.
- Tutored struggling second-graders in reading at Montgomery Knolls Elementary School in Silver Spring (2006-12).
- Served two terms as President of Montgomery Women (2007-09), a leadership development and political action organization; board member for 10 years.
- Appointed twice by Governor Glendening to the Maryland Service and Volunteerism Commission; led AmeriCorps grant review teams; received the Governor's Volunteer and Service Award (2002).
- As Employment Programs chair for the Jewish Council for the Aging of Metropolitan Washington, guided development of JCA's award-winning job fair, computer training centers, and a Volunteer Information Corps.
- Co-founded Sinai House, a transitional housing program for homeless families in Washington's Shaw neighborhood, under the auspices of DC's Temple Sinai.
- Montgomery Blair High School PTSA President (2003-06); won County Council support for a Sports Academy to keep low-performing students connected to school while improving their academic performance; helped expand extracurricular activities and postsecondary opportunities for Blair's ESOL students and for students at risk of gang involvement.
- Takoma Park Middle School PTA president (2000-02); coordinated grants for a new greenhouse for environmental education programming; initiated new fundraising events; oversaw expansion of the school volunteer program; initiated a gift book program for the media center; and increased PTA size and diversity.

### ***Selected Publications***

**Beyond Good Intentions: Using Data to Promote Economic Opportunity** (primary author). Community Foundation for the National Capital Region, 2012.

Success stories, policy papers, and newsletters for the Workforce Investment Network for Maryland (see "success stories" and "innovations" tabs at [www.winformd.org](http://www.winformd.org) ).

**Partnerships: Working Together in Today's Environment** (ed.) A self-paced workbook by Joan Klubnik and Lori Strumpf, Strumpf Associates, 2009.

"The Intermediary Role in Youth Worker Professional Development: Successes and Challenges" (with Elaine Johnson). In *New Directions for Youth Development*, No. 104, Winter 2004. Wiley Periodicals, Inc., 2005.

**Up the Ladder: Considerations for Planning a National Career Ladder for Youth Work.** Academy for Educational Development, internal document, 2003.

**An Overview of Smaller Learning Communities in High Schools.** U.S. Department of Education, Office of Elementary and Secondary Education and Office of Vocational and Adult Education, November 2001.

**Smart Growth Strategies: Protecting Water Resources (Local Government Options for the Rocky Mountains and Northern Great Plains)** (with Jerald T. McNeil). National Association of Counties, 2001.

**Building Sustainable Local Systems for Youth Worker Professional Development: The Status and Potential of Partnerships Between Youth Worker Training Programs and Higher Education** (with Elaine Johnson and others). Academy for Educational Development, 2000.

**In Their Own Words: Students and Educators Talk About What Matters.** US Department of Education, 1999.

**Employment and Training for America's Homeless: Best Practices Guide** (with Susan Kessler Beck and others). US Department of Labor, Research and Evaluation Report Series 97-F, 1997

**Perspectives on the Federal Role in National and Community Service** (ed.). Youth Service America, 1995.

**Employment and Training for America's Homeless: Report on the Job Training for the Homeless Demonstration Program. Report to Congress** (co-author). US Department of Labor, 1994.

**Assessment for At-Risk Youth** (two volumes: *A Practitioner's Guide* and a *Decision Maker's Summary*) (co-author and editor). Brandeis Center for Human Resources, for the US Department of Labor, 1992.

**Displaced Homemakers' Guide to the Carl D. Perkins Vocational and Applied Technology Education Act of 1990 and Guide to the Displaced Homemakers Self-Sufficiency Assistance Act.** National Displaced Homemakers Network, 1991.

**Still Hurting ... What Happened to the Workers After the Big Store Shut Down?** (with Kevin Balfe and Cindy Costello). Families USA Foundation, with the National Association of State Units on Aging, 1991.

**Worker Training: Competing in the New International Economy** (author of the section on older worker training issues). Congress of the United States, Office of Technology Assessment, September 1990.

**Productivity Plus: Mobilizing Older Citizens for Employment and Community Service** (with Cindy Costello). Families USA Foundation, 1989.

"Older Worker Employment Opportunities in the Private Sector," a chapter in **Retirement Reconsidered**, edited by Robert Morrison and Scott Bass. Springer Publishing Company, 1988.

**Prime Time Productivity: A Resource Guide.** National Council on the Aging, 1988.

Rubin

October 19, 2020

Dear Montgomery County Council:

I would like to serve on the Commission on Redistricting because I care deeply about our county and believe that thoughtful districting our continued prosperity and harmony. My three daughters attend Montgomery County Public Schools and I serve as a peer parent at Bethesda-Chevy Chase High School. My husband, Joel, is the Vice-Mayor of the Town of Chevy Chase and has served on the Town Council for many years.

My middle daughter, Araliya, and I wrote a non-partisan coloring book entitled The United Shapes of America: United States Congressional District Coloring Book in 2017 that lays out the principles of governance and political districting in a way that even a child in elementary school can understand. As a mother daughter project, we have joined events with the League of Women Voters and other non-partisan groups. Along the way, we have learned a great deal about the principles of redistricting from experts at organizations like the Princeton Gerrymandering Project, League of Women Voters and Common Cause.

Professionally, I lead a non-partisan coalition of centrist organizations committed to democracy reform called Fix the System. We support election integrity, campaign finance reform and voting rights. Our efforts, in support of a healthy democratic system, is very much in line with the intentions of this redistricting commission.

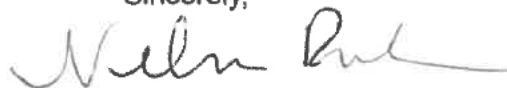
Previously, my work focused on foreign policy and international development. I led Tetra Tech's global team of more than 250 professionals implementing energy and internet projects in countries like Ghana, Indonesia, Kenya, Mexico, South Africa, and Ukraine. Through the Power Africa program alone, our work helped contribute to first time energy access to more than 70 million people.

For twelve years, I served as a senior aide on the Senate Foreign Relations Committee and on the House Foreign Affairs Committee where she spearheaded the passage of legislation to provide electricity access in Africa, increase global internet access, reduce corruption through transparency, and reform U.S. foreign assistance. I also served at the White House National Security Council where she helped secure agreements on non-proliferation, international health and foreign aid.

I was named a Young Global Leader by the World Economic Forum and am a member of the Council on Foreign Relations, the World Economic Forum Experts Network and the Academy of the Global Teacher Prize. I am also a Senior Associate at the Center for Strategic and International Studies.

Please let me know if there is any other information I could provide. I would be honored to serve as a Republican Member from District 1.

Sincerely,



Nilmini Rubin

## NILMINI GUNARATNE RUBIN

### SUMMARY

I am a passionate and entrepreneurial self-starter with extensive experience in both public policy and management. My aptitudes include thinking creatively, cultivating partners and motivating diverse groups. I enjoy collaboration, strategy and public speaking. I thrive on making an impact.

### EXPERIENCE

#### **Fix the System**, Washington, D.C. (2019 – present)

Co-founder and Managing Director

- Leading a coalition of organizations working to strengthen U.S. democracy
- Developing strategies to promote election integrity, campaign finance reform, voter rights, and fair redistricting
- Spearheading outreach and constituency building with faith communities, business associations, and conservative thought leaders

#### **Tetra Tech**, Arlington, VA (2016-2020)

Senior Advisor

- Representing Tetra Tech on task forces, study groups, panels and at events hosted by the Center for International and Strategic Studies, Council on Foreign Relations, World Economic Forum and others

Executive Vice President

- Led business unit with more than 200 employees in 17 countries and revenues over \$80 million that provides energy project design, finance and implementation services for clients such as U.S. Agency for International Development, the Asian Development Bank and the Millennium Challenge Corporation
- Developed strategic vision, redesigned organizational structure and changed management practices, resulting in improved project implementation and wins of more than \$100 million in new work
- Launched new business line offering consulting services to promote internet access in developing countries and have already won work with the World Bank, in partnership with the Commonwealth Telecommunications Union
- Directed business development efforts to cultivate new clients resulting in new work with the European Investment Bank, South African Development Bank, United Kingdom Foreign Commercial Office and others
- Guided government relations for Tetra Tech's international development services operations
- Provided high-level thought leadership through op-eds, blogs, podcasts, speeches, and boards

**United States House Committee on Foreign Affairs**, Washington, D.C. (2013 – 2016)

Senior Advisor, Global Economic Competitiveness

- Championed the bipartisan Electrify Africa Act, which was passed unanimously into law by building widespread business, think tank, activist and community support. The Act lay the groundwork for Power Africa which has provided more than 75 million people with first-time electricity access
- Initiated the bipartisan Digital GAP Act to promote internet access in developing countries that passed the House of Representatives unanimously and was recently reintroduced
- Influenced the law to reauthorize the African Growth and Opportunity Act so that it not only provided market access to sub-Saharan countries but helped them address business challenges to taking advantage of the market access
- Drafted energy, debt and sanctions components of the Ukraine Support Act
- Wrote letters, speeches, opeds, and designed hearings on issues including cyberwar, cybersecurity, internet freedom, internet governance, and free trade agreements

**Information Technology Industry Council (ITI)**, Washington, D.C. (2011 - 2013)

Director of Government Relations

- Secured changes to House and Senate cybersecurity bills to bolster privacy, information sharing, government systems management and criminal penalties
- Initiated successful effort to exempt commercial software for critical infrastructure
- Led development of the trade association's first cloud policy strategy

**United States Senate Committee on Foreign Relations**, Washington, D.C. (2003 – 2011)

Senior Professional Staff Member, International Economics and Development

- Spearheaded creation and passage of groundbreaking transparency law that would allow citizens to track trillions of dollars paid by oil companies to governments that was later adopted by the European Union, Canada and other jurisdictions but was repealed in the U.S.
- Wrote development bank reform law improving anti-corruption, transparency, and safeguards
- Initiated the Debt Relief for Earthquake Recovery in Haiti law that released \$800 million in debt relief
- Impacted strategic vision, financial outlays, and implementation of programs at the State Department, U.S. Agency for International Development, International Monetary Fund, and World Bank

**The White House, National Security Council**, Washington, D.C. (2002 – 2003)

Director for the G-8/Director for International Finance, International Economic Affairs

- Negotiated with G-8 counterparts to secure agreements at 2003 Summit in Evian, France on debt relief, transparency, development, HIV/AIDS, water, counterterrorism and nonproliferation
- Advised senior officials under tight deadlines on international economic challenge including responding to financial crises and aid packages to conflict-stricken countries

**United States Department of the Treasury**, Washington, D.C. (1999 – 2002)

International Economist, International Banking & Securities Markets and Task Force on Terrorist Financing

- Recommended financial sector reforms for countries in Africa, Asia and the Middle East
- Originated the U.S. government's first analysis of Islamic finance and alternative remittances
- Served on the first task force on terrorist finance and created analysis frameworks

**Federal Reserve Bank of New York**, New York, New York (1995 – 1997)

Assistant Economist, International Research Function

- Forecasted GDP, inflation and industrial production for five European countries

## EDUCATION

- University of California at Berkeley, Haas School of Business, Master of Business Administration (1999)
- University of California at Berkeley, Bachelor of Arts in Economics and Development Studies (1994)
- MIT Sloan School of Management, Artificial Intelligence: Implications for Business Strategy (2019)
- Yale University, Foundations for Leadership in the 21<sup>st</sup> Century, Executive education (2012)
- Harvard University, Global Leadership and Public Policy, Executive Education (2007)

## ASSOCIATIONS & OTHER EXPERIENCE

- Leadership Now Project Founding Member, Steering Group Member & Senior Advisor (2017-present)
- Brewer Fellowship, Woodrow Wilson National Fellowship Foundation, (2020-present)
- NextGen Align Venture Partners, Venture Partner (2018-present)
- Leadership Council for Women in National Security Steering Committee Member (2020-present)
- Center for Strategic and International Studies (CSIS) Senior Associate (2017-present)
- Millennium Challenge Corporation, Advisory Council Member (2016-2020)
- Council on Foreign Relations Life Member (2010-present)
- World Economic Forum: Young Global Leader (2006-2012), Alumni Advisory Steering Group (2012-2019), Internet for All Global Working Group (2017-2019), Experts Network member (2018-present)
- IEEE Internet Inclusion Energy & Internet Working Group Leader (2017-2019)
- Internet Governance Forum – USA Steering Committee (2017-present)
- Global Teacher Prize, Member of the Academy (2016-present)
- International Mindfulness Teachers Association (2020-present)

## PROFESSIONAL PUBLICATIONS

- Support for government accountability shouldn't be a casualty of impeachment drama, The Hill (2020)
- With this trick, wiring people up to the internet can be 10x cheaper, Apolitical (2017)
- Gaming for Infrastructure, Stanford Social Innovation Review (2017)
- Without Energy, the Internet is Just a Black Hole, Alliance for Affordable Internet blog (2017)
- The Digital Gender Divide is Slowly Getting Worse, Not Better, Equals blog (2017)
- Connect the World and Save Money, World Economic Forum blog (2016)
- Decoding the Digital Gender Divide, World Economic Forum blog (2013)

- The Senate and Cybersecurity: Finding A Path Forward, Security Magazine (2012)
- International Financial Institutions: Call for Change, Government Printing Office (2010)
- Sri Lanka: Recharting U.S. Strategy After the War, Government Printing Office (2009)
- Petroleum and Poverty Paradox: Assessing U.S. and International Community Efforts to Fight the Resource Curse, Government Printing Office (2008)

### **PERSONAL PUBLICATIONS**

- The United Shapes of America, (illustrated children's book), Mighty Child (2017)
- How Carrots Became Orange (illustrated children's book), Mighty Child (2016)
- A Crime Against Motherhood, Los Angeles Times Op-ed (2012)

### **SELECTED APPEARANCES**

- Change for the Better, Convention on Founding Principles (2020)
- The Conservative Case for Reform, Swamp Stories podcast (2020)
- They Are Us: How the U.S. Benefits from Giving Foreign Aid, TEDxFoggyBottom (2019)
- House of Cards, Netflix (2016-2017)

# Andrew Saundry

Saundry

November 7th, 2020

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Office of the Montgomery County Council  
100 Maryland Avenue, 4th Floor  
Rockville, MD 20850

To whom it may concern,

I am writing to you to express my interest in appointment to the Montgomery County Commission on Redistricting. I believe that my educational, volunteer, and professional experiences in my community make me an excellent fit for this position.

I have held a variety of positions since graduating Summa Cum Laude with Bachelors Degrees in History and Theatre from the University of Maryland in 2019. From researching to teaching to marketing, I have developed invaluable skills that serve as the foundation for my ability to engage with my community and address challenges using all the tools I have available. I have also served and represented my government as an Enumerator for the 2020 Census, reaching out directly to Americans across this area to ensure that we had an accurate population count.

I am deeply involved in my community, volunteering hours every week at local food banks on top of my jobs to ensure that hungry Montgomery Countians gets fed. When I did not feel I was doing enough to engage my region politically, I also organized a political club that has connected my neighbors with their local, state, and national legislators, placed countless calls on behalf of causes and candidates, and informed residents about local ballot initiatives. The latter of which, I volunteered more time to outside that role, writing an op-ed, organizing at the polls, and running social media accounts for a coalition of organizations seeking to pass a Ballot Question that would add more representatives to the County Council. All of this community service work is so important to me because I have seen the hardship wrought by poverty and the powerlessness individuals feel when they do not have the resources or connections to tackle problems head on.

I am drawn to the Redistricting Commission because I have long wished to address the issues with my community's representation in local government. Growing up in Germantown, I was always aware of how distant the local government felt. More equitable distribution of Councilmembers and council districts that take into consideration geographic issues would be a bold step in the right direction for our County. This is what drew me to the fight for Question C and is what draws me now to this Commission.

It would be an honor to be considered as a candidate for appointment. Please accept my resume and contact me at your convenience by the phone number or email listed below.

Thank you for your time and consideration,

Andrew Saundry

# Andrew Saundry

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## Education:

**University of Maryland, College Park**

**College Park, MD**

*Bachelor of Arts in History, Bachelor of Arts in Theatre*

*May 2019*

- Graduated Summa Cum Laude
  - Honors: Creative and Performing Arts Scholarship, Honors Humanities Citation Recipient, Dean's List (all semesters), Phi Kappa Phi Honor Society, Phi Alpha Theta Honor Society, Phi Beta Kappa Honor Society
- 

## Employment/Internships:

**Germantown Democratic Club**

**Germantown, MD**

*President*

*July 2020 – Present*

- Event organizing, community outreach, voter engagement

**Census Bureau, United States Department of Commerce**

**Hagerstown, MD**

*Enumerator*

*July 2020 – September 2020*

- Supported Census operations through community outreach and direct resident engagement

**Arts on a Roll, PG County Department of Parks and Recreation**

**Prince Georges County, MD**

*Teaching Artist*

*June 2019 – March 2020*

- Planned and Led arts workshops for children and adults in schools, camps, and festivals

**Silver Diner**

**Gaithersburg, MD**

*Server*

*August 2019 – March 2020*

- Provided fast, reliable, and friendly customer service

**Central Casting USA**

**Washington, DC**

*Casting Intern*

*July 2018 – January 2019*

- Conducted research on clients and talent, directed auditions, coordinated talent selection processes

**Madaleno for Maryland**

**Kensington & College Park, MD**

*Field Intern*

*May – June 2018*

- Canvassed and spoke with Maryland voters about the 2018 Democratic Primary election

**Office of US Congressman John Delaney (MD-06)**

**Washington, DC**

*Legislative Intern*

*January – May 2018*

- Developed strong office skills, conducted legislative research, served as a liaison for constituents

**Shakespeare Theatre Company**

**Washington, DC**

*Education Intern*

*May – August 2017*

- Engaged students, taught classes, developed classroom management and lesson plan creation skills
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## Additional Skills:

- Comprehensive knowledge of Microsoft Office (Word, PowerPoint, Excel)
- Deep understanding of social media networking and marketing platforms (Facebook, Twitter, Snapchat, Instagram)
- Customer service skills
- CPR/AED Certified
- Teaching experience
- Office Experience

Smith

Montgomery County Council  
100 Maryland Avenue, 4 thFloor  
Rockville, MD 20850

To Whom It May Concern,

I am submitting this letter of interest is being considered for the Commission on Redistricting. I have been a Montgomery County resident for over thirty (30) years and currently registered as a Democrat. I have attached my resume for your review.

Thank you for your consideration

Thank you in advance.

Sincerely,  
Eric O. Smith

# Eric O. Smith

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## PROFILE

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### *Relationship Management – Program Management – Project Management*

Seasoned manager with over 20 years of experience delivering results in private and public sector organizations. A strategic and practical manager with extensive experience leading program/project teams to success on mission-critical initiatives including people development, process improvement, system implementation and change strategies. A practiced negotiator, proficient in resolving IT and business operational challenges. Exceptional relationship manager with the ability to communicate vision, inspire confidence and gain trust needed to implement strategies and initiatives. Strong project manager with significant experience in administering and managing complex multi-phase projects to successful delivery utilizing skills in integration mgmt., time mgmt., planning, execution, resource allocation and budgeting. Proven ability to effectively engage leaders and associates of all backgrounds and experience levels.

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## CORE COMPETENCIES

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- |                           |                        |                          |
|---------------------------|------------------------|--------------------------|
| • Relationship Management | • Resource Management  | • Project Management     |
| • Program Management      | • Business Analysis    | • Cost Benefits Analysis |
| • Capital Budget Planning | • Contingency Planning | • Process Analysis       |
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## PROFESSIONAL EXPERIENCE

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**Carrington Real Estate Services, Largo, MD**  
**Real Estate Agent**

2012 - Present

A skilled buying/listing agent, license in the State of Maryland, who helps his sellers understand how to use the current market conditions to generate the best price in the shortest amount of time. He uses a consultative approach to fully understand what his buyers are looking for and matches that with the best properties for sale.

Eric has work with clients that are first-time buyers and sellers to seasoned investors, with a special focus on helping long time renters to become homeowners. For the past 3 years, Eric has focus on the Real Estate Owned (REO) and foreclosure market in real estate.

Before he began his career in real estate, Eric worked at AARP for 10 years, where he was a Senior Client Engagement Manager in the Information Technology Department, leading a team of project management professionals that supported need assessment in the business and project implementation to support the identified business objectives.

Specialties: Negotiating leases, project coordination, real estate marketing, establishing relationships with vendors and contractors.

**AARP, Washington, DC**  
**Sr. Manager Client Engagement (ASIT)**

2007- 2011

Serve as the technology and solutions advisor to business/IT senior management for assigned business area at AARP, ensuring deliverables meet business and organization objectives.

- Responsible for developing in-depth knowledge of customer business area, customer requirements direction and goals through meetings with all levels of management by providing insight and professional expertise on how technology based solutions can meet customer requirements.
- Supervise/Manage day-to-day operational aspects of multiple projects and scope which includes relationship management liaison between IT management, project team and business, identifying client needs/requirements, determining project work stream, resource allocations and successful delivery of projects that meet the business needs throughout the entire lifecycle in accordance with IT Standards and Governance
- Provide program management oversight services for IT projects to assigned business clients including planning, tracking, coordination, cost, resource modeling and allocation, ensuring that they meet the needs of the customer, are delivered on time and within budget constraints.
- Provide expertise in leading team for maturing and improving processes in accordance with standard to establish, manage, and deliver excellent service to include process execution and providing recommendations for process improvement.

- Responsible for soliciting and managing customer satisfaction with IT solutions and services provided, integrating all appropriate business units and resources within various functional areas to deliver seamless high-quality customer service, technology services, and enabling technology solutions.
- Provide managerial assistance in the areas of goal setting, prioritizing, employee performance assessments and corrective actions, training development/conduct and coordination

**AARP**, Washington, DC

2001- 2007

**IT Solutions Manager (ASI/Office of the CEO)**

- Primary point of contact across AARP ITS teams and AARP Services, Inc. and Office of the CEO business groups for coordination of IT project initiation/planning, scheduling, requirements gathering, vendor analysis, development, and quality assurance testing activities during project lifecycle.
- Provides IT due diligence for solution integration within the enterprise IT infrastructure. Create and manage RFI and RFP from potential solution providers and hardware vendors. Create and manage project budgets and procurement requests. Assisted in the preparation of capital requisition request of top tier capital projects. Utilize SDLC methodology in the successful delivery of COTS application projects

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

1987- 2001

Scope of responsibility includes project management, strategic planning, competitive assessment, market positioning, business development, new product introduction and client relationship management.

**Division Manager, Office of the Chief Financial Officer - 2000 to 2001**

- Responsible for providing continued management, operational, technical and consulting support services to all the Offices of the Chief Financial Officer in the District of Columbia Government. Directed the design, development, implementation, evaluation and project management for the system wide cash management system.

**Manager – Client Services Operations – 1997 to 2001**

- Trusted advisor and managed the acquisition, installation and coordination of all Local Area Networks (LAN) for the Office of the Chief Information Officer for over 1,000 users. Project management responsibility for the acquisition, distribution and installation of over 800 PCs to Government agencies for connectivity to the District’s Financial Management System.

**Computer Programmer Analyst/Chief of Operations – 1991 to 1997**

- Responsible for the day-to-day operations and production support staff in the preparation and distribution of monthly Financial Management System reports to DC Government agencies.

**Marketing Representative – 1987 to 1991**

- Led marketing and sales in securing in excess of \$2M for the Industrial Services Division in the area of printing, manufacturing and furniture rehabilitation to federal, state and local governments. Created and maintained marketing brochures and product catalogs.

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**ADDITIONAL EXPERIENCE**

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UNITED SURETY INVESTMENTS, INC., Bethesda, MD

**Vice President – Financial Management**

PAINWEBBER, INC., New York, NY

**Senior Associate – Municipal Bonds Investments**

FEDERAL NATIONAL MORTGAGE ASSOCIATION, Chicago, IL and Washington, DC

**Product Manager for Public Finance Program**

CALIFORNIA STATE DEPARTMENT OF FINANCE, Sacramento, CA

**Budget and Legislative Analyst**

# Eric O. Smith

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## EDUCATION

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**Masters of Public Administration** - University of Southern California, Los Angeles, CA

**Bachelor of Science, Behavioral Science** - California State Polytechnic University, Pomona, CA

**Additional Courses:** Project Management Institute Certification Courses  
IT Relationship Management: Aligning the Business with IT

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## TECHNICAL PROFICIENCIES

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**Tools:**

Project Management: PMI PMBOK

Project Mgmt Tools: Planview, MS Project, Visio, Primavera, Rational Portfolio Manager

Requirements Mgmt: Use Cases, Functional Requirements, Prototyping

Methodology/Process: Agile, SCRUM, SDLC (Summit Ascendant), VPMi, ITIL (Foundation)

Applications: MS SharePoint, MS Office Suite, Visio, MS CRM, AARP Membership Applications, Lombardi Teamworks, Alfresco

Samuel L. "Sam" Statland

Statland

November 2, 2020

Council President Honorable Sidney Katz  
County Council Office  
Stella B Werner Council Office Building  
4<sup>th</sup> Floor  
100 Maryland Avenue  
Rockville, Maryland 20850

Via email: [County.Council@MontgomeryCountyMD.gov](mailto:County.Council@MontgomeryCountyMD.gov)

Re: Letter of Interest for a Position on the County's Committee on Redistricting

Dear Council President Katz,

Please accept this letter, and the attached resume listing my professional and civic experiences, as a letter of interest for a position on the County's Committee on Redistricting



Samuel L. Statland

Samuel L. "Sam" Statland



Resume of Professional and Civic Experience

**Professional Experience**

1973 to 2016

President and Co-Founder of Statland & Katz, Ltd, located in Silver Spring, Maryland. Statland & Katz was a full service financial services company offering a wide range of insurance, financial and estate planning services, and equity products to Individuals and businesses in Montgomery County. Two of my specialties were providing advice and services to a variety of not for profit and health care organizations.

**Civic Experience**

1980's - Present

- Active supporter of the Purple Line
- Board Member of the Greater Silver Spring Chamber of Commerce
- Chamber Representative on the Silver Spring Library Steering Committee
- Member of the Silver Spring Redevelopment Steering Committee
- Member of the Wheaton Redevelopment Steering Committee
- Past President of the Rock Creek Hills Civic Association

**Political Activities**

1977 to Present

Worked for, advised, and supported many Democratic candidates campaigning for office. And participated in the redistricting process.

**County Board of Elections.** Member, and President, of the Montgomery Board of Elections. First elected official to publically denounce the Diebold Election System. Worked with Senator

Rich Madaleno, passed legislation to expand the number of board members to its current size. Worked with Delegate Carole Petzold and Senator Mike Miller, passed legislation permitting absentee voting on demand. Worked with other Board members and Board staff to open the first Early Voting locations. My personal goals has always been to make it easier for citizens to vote by providing participation and access to the voting process.

Democratic Panel Member of T V Show 21 This Week. Precinct official, area coordinator and board member of the Montgomery County Democratic Central Committee (MCDCC). Recruited precinct officials, chaired Dollars Drives. Hosted many fundraisers for the MCDCC, political candidates, and elected officials. Recipient of the Lucille Maur MCDCC award for "Sustained Level of Service."

### 1980's

Created a coalition of organizations, to lobby the state legislature for Maryland health care reform and to prevent Care First Blue Cross Blue Shield from becoming a for profit health care organization, thus guaranteeing health insurance coverage for Maryland citizens. Created a ground breaking national professional liability and unique disability insurance program for sports officials at the request of local, state and national sports conferences during a national liability insurance crisis. The program allowed the continuance of many organized sports programs. Because of the program, I have been honored as one of the top 25 persons making a difference in sports officialdom by Referee Magazine.

Developed a national individual and group health insurance program for non US Citizens residing in the United States

### Education

June 2001

Bachelor's Degree in Political Science, Cum Laude – American University Washington, DC;  
Member of the National Political Science Honor Society.

### Unique Strengths

Ability to think out of the box to build bi-partisan coalitions, with local citizens, county, and state officials to reach attainable goals within the political arena. As a member and Chairman of the Montgomery County Board of Elections, I have the practical knowledge and experience of participating in the redistricting process since 1990. As a member of the MCDCC, and as a political activist participating in the redistricting process since the 1970's.

Dear Councilmembers:

As a 24-year resident of Montgomery County, I seek to serve on the County Commission on Redistricting. Since 1997 I have been an MCPS teacher, and currently teach Calculus and Statistics classes at Montgomery Blair High School, where I have been since 2002.

Because of my professional work and my long-time activism in Montgomery County politics, I feel well-equipped to be a constructive member of the Commission.

Both individually and as a member of the Montgomery County Education Association, I've engaged in countless election campaigns over the years and activities in county politics. I value political and legislative work as essential to the well-being of our community. Drawing district lines fairly and judiciously, while seemingly an esoteric activity, is crucial to electing a representative and diverse Council. I would bring both commitment and expertise to the effort.

A principal focus of my teaching is project-based mathematical modeling. In my Senior Seminar in Statistical Research course, I guide students to develop models for various authentic situations, ranging from election predictions to NCAA March Madness outcomes.

One project in the course focuses on Congressional redistricting and gerrymandering. I teach students to draw maps and rigorously evaluate and compare redistricting alternatives. I am well acquainted with compactness measures (Polsby-Popper, Reock etc.) as well as the myriad of other considerations, including but not limited to communities of interest, requirements of the Voting Rights Act, and the efficiency gap. Although I have become expert in the theoretical and mathematical underpinnings of redistricting, I am eager to extend this expertise into a real-life redistricting problem. Joining this Commission would offer me that opportunity.

Please find my resume enclosed. I would welcome an opportunity to answer any questions you may have.

Thank you for your consideration.

Sincerely,

David Stein

# DAVID STEIN

High school teacher of Mathematics and Statistics. Teacher Leader and Activist. I am committed to motivating and encouraging an appreciation of mathematics and mathematical modeling to all students. I am interested and involved with incorporating both technology and project-based learning into all levels of the curriculum.

## PROFESSIONAL EXPERIENCE

### **MATH TEACHER**

**2002- PRESENT**

*Math, Science and Computer Science Magnet Program  
Montgomery Blair High School  
Montgomery County Public Schools  
Silver Spring, MD 20901*

*Courses Taught:* Applied Statistics (an enhanced AP Statistics curriculum), Magnet Analysis (an enhanced AP Calculus curriculum), Magnet Pre-Calculus, and Senior Seminar in Statistical Research, AP Statistics

*Paint Branch High School  
Montgomery County Public Schools  
Burtonsville, MD 20866*

**1997- 2002**

*Courses Taught:* Maps I (Functional Math), Algebra I, Geometry, Pre-Calculus with Analysis, Introduction to Statistics, Statistics and Mathematical Modeling, AP Statistics

*Jefferson Junior High School  
District of Columbia Public Schools  
Washington, DC 20003*

**1994- 1997**

*Courses taught:* Algebra I, Part I, Algebra I, Part II, Algebra Lab, Geometry

**EXECUTIVE DIRECTOR**  
*Studyworks, Inc.  
Bethesda, MD 20814*

**1990-1993**

## CURRICULAR AND PEDAGOGICAL ACHEIVEMENTS

**Mathematical Modeling:** I have both developed the curriculum for as well as taught an elective in mathematical modeling since 2006. It is a guided research seminar which students combine statistical techniques with real-life modeling skills. Students have developed, for example, congressional district maps, electoral forecasting models, NCAA basketball forecasting models, educational research models.

**Grade 9-12 Statistics Framework:** When I began in the magnet program, statistics was a stand-alone course taught in the eleventh or twelfth grade. I have developed a cohesive vertical framework which develops students' statistical understanding during their four years. I have worked closely with science teachers, technology teachers, math teachers as well as the students themselves in the implementation of this framework.

**Puzzlepalooza:** Since 2010, I have organized, developed and implemented an annual four-day 20 hour puzzle

tournament involving more than 250 students. Puzzlepalooza provides students with an interdisciplinary open-ended problem solving activity

**Curriculum Writer:** I have been engaged in many curriculum writing projects for the Montgomery County as well as the College Board. I have written curriculum guides and exams for both the AP Statistics and the Statistics and Math Modeling Courses. I have also written common task activities for Calculus, Statistics, Algebra, Geometry and MAPS curricula. I have also done extensive reviewing for College Board and AP Central, the College Board web resource for AP teachers. I am also engaged in writing AP Statistics training modules for the College Board

**Mentor Teacher:** I was a mentor to one to two new teachers each year. I helped the teachers with whatever they needed. I frequently observed their classes to help them identify ways in which they could improve their instructional strategies.

**Trainer:** I was responsible for the training of AP Statistics teachers in all of the county high schools. I planned and implemented monthly training sessions, communicate and regularly assist teachers new to the subject, and develop activities and materials for the other teachers to use in their classes.

#### TEACHER-LEADER AND ACTIVIST ACHIEVEMENTS

**Head MCEA Building Rep, Montgomery Blair HS 2010-present.** I Lead the building level union team in all union-related activities. This includes contract enforcement, political organizing and dissemination of district-wide initiatives and actions. I, along with my team, represent the school in the representative assembly, our Association's governing body

**Elected Faculty Representative, Montgomery Blair HS 2012-present,** I am elected to represent the faculty's interests on the Instructional Leadership Team. I meet regularly with the administration team to resolve issues with the faculty. I also facilitate conflict resolution between educators and administrators.

**Member, Political Action and Community Engagement (PACE) Committee 2011-present.** I participate in all of the political activities of MCEA. This includes participating in the Apple Ballot endorsement process, lobbying at the local and state level, implementing campaigns and support campaigns for endorsed candidates at all levels.

**Member, MCEA Bargaining Team 2019-present.** Represented the Association at the bargaining table with the school district in negotiating our employment contract. I have taken the lead on quantitative analysis for our team, most principally in developing and negotiating our proposals on salaries and wages.

## EDUCATION AND CERTIFICATION

### **Masters of Education in Math Education**

**UNIVERSITY OF MARYLAND**

**COLLEGE PARK, MD**

**Degree Awarded 1994**

THESIS TOPIC/ACTION RESEARCH

*Beyond Journaling: A Heuristic Writing Project in a Pre-Calculus Classroom*

### **Bachelors of Arts in Political Science**

**UNIVERSITY OF MICHIGAN**

**ANN ARBOR, MI**

**Degree Awarded 1987**

Graduated with High Honors and Distinction

**Advanced Professional Certificate** Secondary Mathematics (6-12) State of Maryland Expires June 2025

## AWARDS, RECOGNITIONS, PRESENTATIONS AND RESEARCH PROJECTS

Panel member, 2020. High School Mathematical Contest in Modeling (HiMCM) Webinar, I/ITSEC Virtual National Conference.

Presenter, 2017. "Puzzlepalooza: An Interactive Look at Engaging Students in Learning through Puzzles" Annual Professional Conference, National Coalition of Secondary STEM Schools,

Co-author, 2016 "Montgomery Blair Science, Mathematics and Computer Science Magnet Program: A Successful Model for Meeting the Needs of Highly Able STEM Learners" *Gifted Child Today*. 2016;39(4):209-219.

Recipient, 2013, Merrill Presidential Scholars Mentor Award, University of Maryland, College Park

School Based Advisor, 2008-2011 "Study of the Impact of Specialized Public High Schools of Science, Mathematics and Technology" (NSF Grant # 0815421)

Co-Researcher, Summer 2007 "A Study in Ethics: An Analysis of the Blair Magnet Students' Perceptions of Academic Dishonesty"

Researcher, Summer 2006 "Elements of Success: An Analysis of Blair Magnet Class of 2006"

Presenter, 2005 MCPS Middle School GT Coordinator Conference, Acceleration and Hyper-Acceleration in the time of HSA's"

Presenter, 2005 NCCSSSMST Professional Conference, "Effective Classroom Management in the Gifted Classroom"

Panel Member, 2003 Charter School Application Review Panel, District of Columbia Charter School Board

Presenter, 2002 MCPS Vertical Articulation Conference, "Simulating Can Be Stimulating: A K-12 Approach."

Presenter, 2002 Maryland Regional Staff Development Conference, "Simulating Can be Stimulating."

Nominee, 2002 Agnes Meyer Outstanding Teacher Award. An honor bestowed by the Faculty of Paint Branch High School

Presenter, 2001 MCPS High School Symposium, "Teaching AP Statistics to Everyone? The Paint Branch Experience."

Recipient, 2000 Wal-Mart Teacher of the Year Award

Nominee, 2000 Marian Greenblatt Award

Presenter, 1999 American Statistical Association Annual Meeting, "Teaching Advanced Placement Statistics in High School"

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Recipient, 1996-1997 GTE Growth Initiative for Teachers Fellowship

Michelle C. Whittaker

Whittaker

APPLICATION FOR THE COMMISSION ON REDISTRICTING

Office of the  
Montgomery  
County Council  
100 Maryland Avenue  
4<sup>th</sup> Floor  
Rockville, MD 20850

Dear Montgomery County Council:

Montgomery County has steadily grown in size and diversity. I recognize the unique and privileged opportunity we have before us, as citizens, to provide input in the future of our County. I humbly submit my application for consideration to serve on the County's Commission on Redistricting. I have practical experience and expert knowledge as a policy advocate for electoral reforms.

Representation matters at every level of government and impacts our daily lives – from our roads to our schools to our access to services. Equally, how representation is defined and enacted can greatly impact whether or not the interests of the people are heard. John Adams championed fair representation that created “an exact portrait of the people at large.”

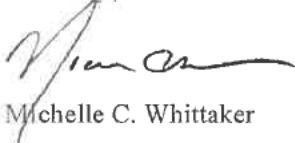
Here is how my career reflects a commitment to fair representation:

**Policy Expertise** – I am an electoral reform advocate and former communicator for national organizations focused on bringing innovative reforms to local jurisdictions. In my role at FairVote, a national nonpartisan electoral reform organization, I worked closely with colleagues to lift up fair representation methods to empower the voice of voters through our elections. At the Democracy Initiative, my efforts with coalition partners across the country supported passage of independent redistricting commissions and redistricting reforms led my everyday people.

**Diversity Champion** – I believe in Adams' vision that our legislative bodies should reflect the people. I serve on the board of Represent Women, a national organization fighting for gender parity in politics. Women are 51% of the population but underrepresented at every level of government (and in business). I continue to advocate for reforms at the local, state, and national level to empower women and people of color to have a voice at the table.

I'm proud to live in a county that aims to make democracy open and accessible to more people. I hope to have the opportunity to serve my fellow residents on this commission to improve and enhance our democratic process.

Sincerely,



Michelle C. Whittaker

*Democrat, Councilmanic District 4 Resident*

# Michelle C. Whittaker

## SUMMARY

Knowledgeable electoral reform policy advocate with more than 17 years of creative and media expertise.

## PROFESSIONAL EXPERIENCE

### MCW Creative Group, LLC

1998—Present

Principal creative offering design and communications services for small businesses and individuals. Developed websites, created brand material and messaging, and offered communications advice.

- Managed DC Council Campaign (Ward 4) for Janeese Lewis George. Won Primary in June 2020.
- Political + Communications Specialist with Rebecca Thompson International
- Developed ads and graphics for voting initiatives with Common Cause Maryland

### Manna Food Center, Inc. (Gaithersburg, MD)

2018—2019

#### Communications Manager

Lead marketing and communications strategist charged with building greater awareness of hunger issues and Manna's programs across Montgomery County.

- Crafted engaging copy for social media, blogs, emails, and print material.
- Coordinated production of Annual Report, quarterly newsletters, holiday giving appeals.
- Developed digital fundraising campaigns throughout the year.

### Brandy Brooks Power Posse / Brandy Brooks for Montgomery County (Silver Spring, MD)

2017—2018

#### Campaign Manager / Communications Director

Senior political strategist and lead organizer for Brandy Brooks, candidate for Montgomery County Council At-Large; finished 7th with more than 25,000 votes in 33-candidate race, 2nd among all women candidates.

- Developed and oversaw all aspects of campaign strategy and communications.
- Drafted and/or edited policy positions, questionnaires, and constituent inquiries.
- Created engaging digital campaigns to build awareness and raise over \$150,000.
- Led campaign team, coordinated volunteer training and field strategy with staff, and managed campaign tools; coordinated fundraising efforts and Public Election Fund requirements.

### Democracy Initiative / Democracy Initiative Education Fund (Washington, DC)

2017—2018

#### Director of Communications and Digital Media

Senior staff on messaging and digital actions for the 64 issue groups representing over 40 million members to mobilize members to engage in democracy reforms.

- Crafted messaging frames connecting core social issues and the need for democracy reforms.
- Prepared online communications, press releases, talking points, and managed social media engagement.
- Developed annual reports and supportive promotional material for the DI & DIFE.

### FairVote, The Center for Voting and Democracy (Takoma Park, MD)

2015—2017

#### Director of Communications

Message and media strategy lead for the nation's leading non-partisan organization advancing structural electoral reforms to improve elections for voters, candidates, and policymakers.

- Developed research-driven messaging language for organizational identity and key reforms.
- Cultivated relationships with political journalists, opinion editors and thought-leaders regarding FairVote's reform agenda; and coordinated letters to the editor and opinion pieces across the country.
- Led rebranding, visual content development, new styleguide, and launch of new FairVote website.
- Supervised team (including fellows, staff, interns and part-time staff); and coordinated internships.

### General Board of Church and Society of The United Methodist Church (Washington, DC) 2006—2015

#### Director of Communications and New Media

Strategic and technical communications lead for agency and board members. Lead curator for online communications, and visual designer for web and print marketing assets.

- Coordinated email blasts for 11 networks (500 to 8,000 subscribers) and a weekly newsletter, Faith in Action (16,000+ subscribers). Managed and launched umc-gbcs.org (30,000+ visitors per month).
- Crafted language for new campaign initiatives on Ebola, health care, abolition of torture, economic justice and alcohol consumption. Fostered development of online community to reform health care in 2010.
- Led expansion into social media (2008), grew networks (5800+ on Facebook and 10000+ on Twitter).
- Fielded media inquiries, drafted press releases, and coordinated press conferences.
- Facilitated workshops and trainings on social media and advocacy for justice advocates and staff.
- Operated \$430,000 communication and resource budget and supervised interns and consultants.

### Towers Watson (formerly Towers Perrin) (Philadelphia, PA)

2000—2006

#### Technical Writer / Graphic Designer / Developer

Team member for actuarial software development, including research, testing, and online and print documentation. Key resource for usability and visual design conformity.

## EXPERTISE

### Electoral Reform Research & Advocacy

Case studies, models, and implementation on reforms like public financing, redistricting commissions, and ranked choice voting.

**Board Member of Represent Women**, a national leader expanding women's representation in the U.S.

**Party Affiliation**  
Democrat

## EDUCATION

**The Art Institute of Washington**  
(Arlington, VA)  
Bachelor of Fine Arts  
Web and Graphic Design

**The Art Institute Online**  
(Pittsburgh, PA) Associate of Science Graphic Design  
(2009)

## How Women's Equity Can Make Democracy Stronger

*A Day Without Women is a call to action for gender parity*

Rosa Parks refused to move to the back of a segregated Montgomery, Alabama bus in protest. She was tired of giving in to discrimination. Her actions inspired the Montgomery Bus Boycott which, through severe financial impact and legal action, propelled the civil rights movement forward.

Today, in over 30 countries including the United States, women are striking. In years past, March 8 (International Women's Day) has been a day of global celebration and awareness for gender parity (social, economic, cultural, and political). The strike is an extension of this day that international organizers are describing as "a day of action organized by and for women who have been marginalized." A stronger, more reflective democracy is only achieved when women are part of the equation.

*A stronger, more reflective democracy is only achieved when women are part of the equation.*

Women around the world are tired of being marginalized. Despite making up 51% of the world's population, women struggle to reach parity in their community, workplace, and in politics. Issues like public safety, education, national security, and health care are issues where women should have a strong voice at the decision-making tables but systemic barriers keep them on the sidelines.

As the nation recovered from the economic recession in 2008, more women entered the workforce to support their families. According to the [Women's Bureau of the Department of Labor](#), 57% of women are in the labor workforce. Six in 10 women (62.4%) occupy the part-time labor workforce, which often means they have limited access to benefits and likely receive lower wages.

**Women occupy a majority of many "traditional" fields.** Women represent an overwhelming majority in occupations like nursing (90%), secretaries (94%), and preschool teachers (97%). While these are considered traditional occupations for women, they often play an integral role in our healthcare, social, and workplace community. Unfortunately, even in fields where women dominate, the wage gap persists. In 2014, the Women's Bureau reported that full-time women earned 22% less than men—roughly 78 cents for every \$1.

**Women are most affected by the environment.** The United Nations [1995 Beijing Declaration and Platform for Action](#) states that "women have an essential role to play in the development of sustainable and ecologically... natural resource management." Women are often the first impacted by negative environmental changes. As we have painfully learned from the Flint water crisis, safe drinking water and sanitation are not only issues that impact communities in the developing world. Toxins in the air or water can create health risks for mother and child. And when women lack access to land, it limits their ability to provide food or income for their family.

**More women are needed in elected office.** The United States ranks 104th for gender parity for elected office, with less than 20% of the seats in Congress being held by women. [Representation2020](#) reports that in the last 25 years increased representation of women in politics has inched along slowly. While more women are being trained, many of the electoral structures across the U.S sustain institutional barriers that keep women's representation under 25% at the local and state level. In recent years, the major political parties have adopted gender parity rules for internal positions, yet these rules are not applied to how parties and PACs fund candidates.

International Women's Day is an opportunity for everyone to stand in solidarity with marginalized women in the U.S. and around the world. Now is the time for women to come together to create dignity and equity in the workplace through the right to organize and fair labor practices because worker's rights are human rights. Now is the time to build a sustainable future for our children and grandchildren by empowering women and men to use our limited natural resources responsibly because climate justice is social justice. Now is the time to increase the number of women at the decision-making table as policymakers by eliminated barriers to participation and developing structures that give women and men a level playing field to run, win, and serve in elected office because a reflective democracy is a fair democracy.

The goal of "A Day Without a Woman" is to put a spotlight on the impact women have in our workplace, economy, and society as a whole.

So, take the day off from paid or unpaid labor today, and then tomorrow fight for equal pay for women.

Shop locally, women- and minority-owned business today, and then tomorrow support women who are fighting for clean air, clean water, and better healthcare.

Wear red today, and then tomorrow raise the flag for fair representation in voting redistricting reform.

It's time for men and women to be tired of gender inequality. How will you model solidarity with women today for a stronger democracy tomorrow?

**Letter: Reform should include fair representation voting**

<http://www.carrollcountytimes.com/opinion/letters/ph-cc-letters-041316-whittaker-20160412-story.html>

I applaud Gov. Hogan's efforts to address gerrymandering through an independent redistricting commission. Hogan rightly noted that both parties are guilty of using gerrymandering to their advantage, so it is time for a bipartisan solution. Back in February, President Obama called out state legislators in his home state for gerrymandering. I hope Obama does urge Maryland Democrats to take action on legislative proposals to end gerrymandering but it needs to include fair representation voting.

Independent redistricting commissions may stop politicians from using voters as pawns in their political map games, but they don't take the politics out of representation. In California, Democrats still have lopsided majorities in the state legislature and Congress even after moving to independent redistricting commissions. What these commissions fail to address is the unrepresentative winner-take-all system that does not foster competition or allow voters to fully express their preferences.

Winner-take-all systems for electing legislative members to the General Assembly or Congress can leave nearly half the voters in a district without a voice. This is evidenced by how like-minded voters are cut off from each other as Districts 4, 8 and 9 slice up Carroll County.

If Gov. Hogan wants to "deliver real change," Maryland needs multi-winner districts with fair representation voting. With fair representation, voters would elect between three and five representatives in larger districts, and like-minded voters would always earn their fair share of seats. That means more voices in Annapolis and Washington that reflect Maryland's diverse political views. Fair representation voting has already been proven at the local level, as a candidate-based proportional voting method to improve representation.

Democrats in Annapolis should not dig in and refuse to listen to the Governor or other legislators proposing common sense solutions to end gerrymandering and create fair representation. Along with the Governor's proposal, Democrats are ignoring proposals from their own members — like State Sen. Jamie Raskin's Potomac Compact proposal that includes independent redistricting commissions and fair voting options.

Our discussions in Maryland cannot focus solely on redrawing districts to balance representation for one party or another — after all, there is a growing number of unaffiliated voters in Maryland. Representative democracy should be driven by the will of the people. Let's make Maryland a state where every voice matters: include multi-winner districts with fair representation voting as part of the redistricting solution.

Michelle Whittaker

Silver Spring

The writer is the communications director for the advocacy group Fair Vote.

**ON THE RECORD EXAMPLES**

**We Need Electoral Reform Now More Than Ever**

<http://www.risingupwithsonali.com/we-need-electoral-reform-now-more-than-ever/>

**Maine Just Decided To Switch To Ranked-Choice Voting; What's That?**

<https://www.news9.com/stories/maine-voted-for-ranked-choice-voting/>

**The Establishment** <https://theestablishment.co/how-to-get-away-with-murdering-the-electoral-college-d64ce24a6be4>

During this campaign cycle, many critics (such as Open Primaries) voiced dismay with party approaches to primary elections—another unique feature of the United States voting system. “Primaries in and of themselves are not representative of all voters,” said Michelle Whittaker, communications director of FairVote, in a phone conversation. “It really doesn't represent the full voice and views of the community. There is a need for parties to [develop] their own system as private organizations [and] we're not trying to dictate what they should be doing, but I think there are important questions that need to be answered within the party system.”

**Utah Public Radio** <https://upr.org/post/beyond-base-what-could-ranked-choice-voting-do-utah>

“In our current plurality system, when they're campaigning, they're looking at only their base and getting their base out to vote in that election. So, [Ranked Choice Voting] changes the dynamic in terms of the civility in the race,” Whittaker said. “More voters have a voice and they're able to raise their concerns. It just opens up the opportunity for more people to be part of that conversation about what are the best policies that we want to put forward in our community and who best represents the community at large.”

**From:** Katz's Office, Councilmember [Councilmember.Katz@montgomerycountymd.gov]  
**Sent:** Monday, November 23, 2020 10:55:55 AM  
**To:** Council President  
**Subject:** Fw: Letter to Commission on Redistricting

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**From:** Marilyn Pierre ·  
**Sent:** Monday, November 23, 2020 8:00 AM  
**To:** Friedson's Office, Councilmember <Councilmember.Friedson@montgomerycountymd.gov>; Alborno's Office, Councilmember <Councilmember.Alborno@montgomerycountymd.gov>; Glass's Office, Councilmember <Councilmember.Glass@montgomerycountymd.gov>; Jawando's Office, Councilmember <Councilmember.Jawando@montgomerycountymd.gov>; Riemer's Office, Councilmember <Councilmember.Riemer@montgomerycountymd.gov>; Rice's Office, Councilmember <Councilmember.Rice@montgomerycountymd.gov>; Katz's Office, Councilmember <Councilmember.Katz@montgomerycountymd.gov>; Navarro's Office, Councilmember <Councilmember.Navarro@montgomerycountymd.gov>; Hucker's Office, Councilmember <Councilmember.Hucker@montgomerycountymd.gov>  
**Subject:** Letter to Commission on Redistricting

[EXTERNAL EMAIL]

Dear Councilmembers:

As a resident of Montgomery County, I am proud and honored to write a letter to support Michelle Whittaker's application to the Commission on Redistricting. Ms. Whittaker would be a great asset to the Commission.

I have learned from personal experience working with Ms. Whittaker that she is extremely intelligent, hardworking, and detailed oriented. Ms. Whittaker works well with people from many backgrounds and cultures. She is an excellent communicator with a very high emotional quotient.

There is no doubt in my mind that appointing Ms. Whittaker to the Commission on Redistricting would greatly improve the Commission and provide maximum benefits to Montgomery County.

If you have any questions, please do not hesitate to contact me.

Marilyn

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Marilyn Pierre, Attorney at Law  
Pierre & Associates

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