



**Committee:** Directly to Council  
**Committee Review:** N/A  
**Staff:** Selena Mendy Singleton, Esq., Clerk of Council  
**Purpose:** Final action – vote expected  
**Keywords:** #CouncilAppointments

AGENDA ITEM #4  
October 26, 2021  
**Action**

## SUBJECT

Appointment to Montgomery County Planning Board (MCPB). Motion needed.

## EXPECTED ATTENDEES

None

## COUNCIL DECISION POINTS & COMMITTEE RECOMMENDATION

Not applicable.

## DESCRIPTION/ISSUE

Ms. Natali Fani-Gonzalez resigned effective August 31, 2021 from the MCPB and will not complete her term which ends on June 14, 2022. The partial term must be filled by a Democrat, the same party as Ms. Fani-Gonzalez. The Council received five applications from qualified Democrats to fill the vacancy. On October 12 the Council interviewed Ms. Carol Rubin and Mr. Roberto Pinero. Staff from the Office of the County Attorney conducted Ms. Rubin's and Mr. Pinero's financial disclosure interviews on October 11. A draft resolution to appoint a member to fill the partial term is before the Council for action.

## BACKGROUND

Members serve four-year terms and are limited to two full terms. The Land Use Article of the Annotated Code of Maryland requires that no more than three members of the Planning Board be from the same political party. Current boardmembers are Chair Casey Anderson (Dem), Gerald Cichy (Rep), Tina Patterson (Unaffiliated), and Partap Verma (Dem).

Within three days of the appointment by the Council, the name of the appointee will be delivered to the County Executive, who shall within 30 days after the appointment either approve or disapprove the appointment. In the event that the County Executive disapproves an appointment, he shall return the appointment to the Council with the reasons for the disapproval in writing. The Council may, by the affirmative vote of 7 of its members, appoint a member of the Commission over the disapproval of the Executive.

## SUMMARY OF KEY DISCUSSION POINTS

Not applicable.

### **This report contains:**

List of applicants ©1

Draft resolution ©2

Letters of application, resumes & letters of endorsement:

Pinero – pages A-D

Rubin – pages E-S (endorsements from Citizens Against Beltway Expansion, Safe Silver Spring, Carderock Springs Citizens Assoc, Gabrielle Koeppel, Sierra Club, Greater Silver Spring Chamber of Commerce, Tim Dugan, Don't Widen 270, Action Committee for Transit)

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**MONTGOMERY COUNTY PLANNING BOARD (MCPB)**

*Qualified Applicants (applicant must be a Democrat)*

<b>Applicants</b>
Tia Ayoroa Silver Spring, MD 20902
James Hopkins Germantown, MD 20874
Roberto Pinero Silver Spring, MD 20906
Carol S. Rubin Kensington, MD 20895
Christa Tichy Rockville, MD 20853

Resolution No.: \_\_\_\_\_  
Introduced: \_\_\_\_\_  
Adopted: \_\_\_\_\_

**COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND**

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Lead Sponsor: County Council

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**SUBJECT:** Appointment to the Maryland-National Capital Park and Planning Commission

**Background**

1. Article 28, Section 2-101, of the Maryland Code provides for the appointment of members to the Maryland-National Capital Park and Planning Commission. No more than three members of the Commission may be from the same political party.
2. Ms. Natali Fani-Gonzalez resigned effective August 31, 2021, and will not complete her term which ends on June 14, 2022. Her partial term must be filled by a Democrat, the same party as Ms. Fani-Gonzalez.
3. Current Commission members are Chair Casey Anderson (Democrat), Gerald Cichy (Republican), Tina Patterson (Unaffiliated), and Partap Verma (Democrat).
4. The appointment of a member to fill the partial term of Ms. Fani-Gonzalez is before the Council for approval.

**Action**

The County Council for Montgomery County, Maryland approves the following resolution:

\_\_\_\_\_ is appointed to the Maryland-National Capital Park and Planning Commission until June 14, 2022, or until a successor has qualified and been appointed.

This is a correct copy of Council action.

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Selena Mendy Singleton, Esq.  
Clerk of the Council

Approved:

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Marc Elrich, County Executive  
County Executive

\_\_\_\_\_ Date

August 25, 2021

Council President Tom Rucker

County Council Office

Stella B. Werner Council Office Building

100 Maryland Avenue,

Rockville, Maryland 20850

Dear Council President Rucker:

I am writing to express my interest in the vacant position of Planning Commissioner at the Montgomery County Planning Board. I feel very qualified for this position since I consider myself a subject matter expert on issues of urban planning and affordable housing. I have registered as a Democrat. I have a very strong academic record including a Master's degree in urban planning from Harvard university and Ph.D. studies from the University of California at Berkeley. I not only have the academic qualifications but also the experience having worked at GAO for the 25 years doing work related to urban planning, housing, and community development. During those years I advised Congressional majority and minority staff and provided objective and fact-based advice on these issues to members of Congress.

I also have a very extensive volunteer community service to Montgomery County where I have lived for the last 30 years. Some of my major contributions in community service include completing a one-year assignment as Chair of the Interagency Commission on Homelessness. I also served for 12 years on the Board of the Housing Opportunities Commission, the last four as the Chair. Some of the successes as the Chair included recruiting a new Executive Director, implementing the Rental Assistance Demonstration initiative, creating more housing choice vouchers for homeless veterans, and obtaining a higher share of low-income housing tax credits from the state.

I look forward to hearing from you and please do not hesitate if you need additional information.

Sincerely,  
Roberto Pinero (signed)

## ROBERTO R. PINERO

### *PROFESSIONAL EXPERIENCE*

*Senior Analyst*, Financial Markets and Community Investment, U.S. Government Accountability Office, Washington, DC, March 1997 - September 2016. (Retired)

Reviewed and made recommendations regarding the housing programs administered by HUD and Treasury under the Recovery Act.

Reviewed and made recommendations on the consolidation of federal financial literacy programs administered by 15 federal agencies.

Assisted in Preparing Testimonies on FEMA's National Flood Insurance Program and on HUD's Project-Based Section 8 Program.

Reviewed HUD's Project-Based Section 8 Program and made recommendations to improve the program.

Reviewed EDA's Use of Excess Funds and Performance Awards which led the agency to implement the awards as required by legislation.

Reviewed EDA's Brownfield Program and made recommendations on how to streamline the program.

Reviewed HUD's Section 8 Program, High-Risk and Troubled Public Housing Authorities and recommended actions HUD can take to improve their operations.

- Reviewed the employment discrimination complaint process at USDA and recommended actions USDA can take to address the delays.
- Reviewed the proposed rescissions to FY98 USDA's budget incorporated in a report by the Office of General Counsel to the Congress.

*Analyst*, Resources, Community, and Economic Development Division, U.S. General Accounting Office, Washington, DC, October 1990 - March 1997.

Band Level I

- Undertook an assignment on USDA's Team Nutrition Initiative examining issues related to personnel and travel that resulted in referrals to the USDA's Inspector General and the U.S. Attorney for possible criminal investigation.
- Conducted a budget analysis of USDA that identified millions of dollars of potential reductions to USDA's appropriations for fiscal years 1997 and 1998.

- Worked with congressional staff on audits covering housing and community development issues, and more recently, on food and nutrition issues.
- Planned and participated in three major audits of housing and community development programs at the Federal Home Loan Mortgage Corporation (Freddie Mac) multifamily program, the U.S. Small Business Administration (SBA) surety bond assistance programs, and the Resolution Trust Corporation (RTC) affordable housing disposition program.
- Audits led to major revision in Freddie Mac, SBA and RTC operations and regulations, including the suspension of Freddie Mac's multifamily program.
- Special Commendation Award for detecting financial and management problems at Freddie Mac.

***Special Assistant to the Director***, Office of Management and Budget, Commonwealth of Puerto Rico, 1987 - 1990.

- Developed a long-range plan and integrated planning and budget system for the Commonwealth government.
- Represented the Director in meetings with Federal officials, bond underwriters, and national associations.
- Coordinated the budget and management divisions and designed the capital improvements office.
- Liaison with the Governor's Office and the Legislature in the preparation and execution of the budget.
- Supervised outside consultants hired to restructure the budget process.

***Economic Planner***, Governor's Economic Advisory Council, Commonwealth of Puerto Rico, 1986 - 1987.

- Directed efforts to design and restructure the budget process of the Commonwealth government.
- Coordinated the budget planning restructuring with outside consultants and the National Association of State Budget Officers (NASBO).
- Successfully advised the Governor's Office on ways to restructure the budgets of the Education Department and the Metropolitan Bus Authority, resulting in improved operations and major savings to the government.

***Director of the Housing Element***, Planning Board, Commonwealth of Puerto Rico, 1975 - 1979.

- Directed the design of a comprehensive housing plan for the island and its municipalities.
- Developed a housing information system and a model for allocating housing funds that was implemented by HUD's Caribbean Office for allocating

- housing and community development funds.
- Conducted housing market research and rendered various reports to the Legislature on housing cost and finance.
- Supervised a staff of 9 professionals.

### ***OTHER WORK EXPERIENCE***

***Chairman***, Interagency Commission on Homelessness of Montgomery County, November 2018-2019.

***Housing Commissioner***, Housing Opportunities Commission of Montgomery County, September 2003-2015. Chairman of the Commission, 2011-2015.

***Member of the Board of Directors***, Town Center Apartments of Rockville, Maryland (a senior low-income development), January 2004-2015.

***Member of the Budget Review Committee***, Montgomery County Public Schools, 1995-1997.

***Member of the Commission on Children and Youth***, Montgomery County, Maryland, 1995-1997.

***Member of the Welfare Reform Task Force***, Montgomery County, Maryland, 1996.

***Visiting Professor***, Graduate School of Planning, University of Puerto Rico, 1987.

***Grants Coordinator***, Office of Academic Affairs, University of California at Berkeley, 1984-86.

***Adjunct Professor***, National Hispanic University, Oakland, California, 1985-86.

***Instructor***, Graduate School of Business Administration, Inter-American University of Puerto Rico, 1976.

***Planner***, Puerto Rico Development Group, San Juan, Puerto Rico, 1975.

***Junior Planner***, Puerto Rico's Public Housing Authority, San Juan, Puerto Rico, Summer 1974.

***Management Intern***, New York City Planning Commission, New York, Summer 1973.

### ***EDUCATION***

***Ph.D. Studies - City and Regional Planning***, University of California at Berkeley, California, 1982-86.

***M.S. -Sociology***, University of Wisconsin at Madison, Wisconsin, 1979-81.

***M.C.P. - City and Regional Planning***, Harvard University, Cambridge, Massachusetts, 1973-75.

***B.A. -Economics and History***, Boston University, Boston, Massachusetts, 1969-73.

Also, studies at the University of Puerto Rico, Rio Piedras, Puerto Rico.

***High School Degree***, Colegio San Ignacio de Loyola, Rio Piedras, Puerto Rico, 1965-1969.

### ***OTHER QUALIFICATIONS***

Proficient in operation of Word, Excel, and Power Point

Proficient in English and Spanish. Somewhat proficient in Portuguese and French

## CAROLS. RUBIN

August 16, 2021

Hon. Tom Hucker, Council President  
Montgomery County Council  
Stella B. Werner Council Office Building  
100 Maryland Avenue  
Rockville, Maryland 20850

Re: Application to Montgomery County Planning Board

Dear Council President Hucker and Members of the Montgomery County Council:

This letter serves as my application and expression of interest in completing the remaining term of Natali Fani-Gonzalez on the Montgomery County Planning Board. Although I am currently on the staff of the Planning Department, I have already submitted my notice of retirement effective October 1, 2021. Therefore, upon an appointment, I will be available to step into this new role.

Public service has been an important focus of my career, with almost eight years in the County Attorney's Office and sixteen years at Park and Planning. I envision my contributions as a member of the Planning Board to be an exciting continuation of service to the community that afforded me tremendous opportunities as I raised my family in Montgomery County. I want to extend that same opportunity for all residents to thrive in Montgomery County. With the added advantage of having worked in the private sector, I have learned to approach issues from many angles before making a decision or judgement.

The Planning Board members must wear multiple hats to meet all of their responsibilities, and I am uniquely qualified to meet each of those duties.

- The Board is the land use advisor to the County Council. They must also assure compliance with laws and regulations during review of development applications that implement approved master plans. I served more than ten years as Principal Counsel to the Board to support these responsibilities, and I have a reputation for practicality.
- The Planning Board is also the steward of more than 37,000 acres of parkland in Montgomery County. This parkland serves its residents as accessible places to gather, enjoy the outdoors, and participate in healthy, recreational activities. All of these amenities have become even more relevant during the pandemic. I also have a keen understanding of parkland as a critical environmental resource that must be preserved and protected to increase our resilience in the face of climate change. I spent my first three years at the Commission as Principal Counsel of the Transactions Practice Team, representing both the Montgomery Parks and Prince George's Parks and Recreation Departments. More recently, as Special Project Manager for the 1-495 & 1-270 Managed Lanes Study, I have worked closely with technical staff to focus on the avoidance, minimization and mitigation of impact to parkland throughout the project area.
- The Montgomery Planning Board, together with the Prince George's Planning Board, sits as The

Carol. S Rubin

Maryland-National Capital Park and Planning Commission, a regional body established under state law. The importance of its independent status and structure could not have been more evident than during the early stages of the Managed Lanes Study because the Commission was able to assure that the County's policies were protected. I have not only been involved in corporate policies and practices of the Commission, but I have had a wealth of governmental and non-profit Board experience.

Although staff to the Planning Department and the Planning Board, I have often been tapped to take leadership positions in complex and difficult assignments. Some, for which I am most proud, include a land exchange with the Board of Education for the development of Farquhar Middle School to avoid the need to relocate its students; creating process incentives for the Amazon HQ proposal for the County; negotiations with the County for development of the Wheaton Headquarters; and creating various development processes to encourage urban design when called for in master plans.

As staff to the Planning Board and Planning Department, many of the views have publicly advocated may not reflect my personal positions. I take seriously my obligation and accountability to the interests of my client. In that light, I also understand and would take seriously the role of the Planning Board to further the interests of, and to take the lead from the County Council. I have fiduciary and ethical obligations to the Commission, but that goes hand in hand with protecting the values, policies, and interests of the Council. You were elected to represent your constituents. You appoint Planning Board members to further that representation, to provide you with advice, and to assist in implementation of the laws and regulations that you enact.

As you consider the relevant experience and subject knowledge I would bring to the Planning Board, I believe it is just as significant to reflect upon my character. As indicated on my resume, I am quite proud of my communication skills and the ability to express complex concepts in clear and straightforward language. I have always gone the extra mile to be responsive. When faced with disparate views, my creative thinking and experience with complex negotiations often allow me to reach consensus through practical approaches to the fundamental issues at hand.

There are critical issues coming before the Planning Board in the near-term such as transportation, housing policy, and impacts to critical natural, cultural, and environmental resources. In addition to the ALB to 1-70 Traffic Relief Plan, I have been closely following many of the projects and plans currently before the Planning Board that address those issues including the Silver Spring Downtown and Adjacent Communities Plan, the Corridor Forward Plan, and the Attainable Housing Strategies. With Thrive Montgomery 2050 on the horizon, the fundamental bases for the way we assess and adapt our approach to planning, I believe it is the perfect time for someone with my knowledge, experience, and character to join the Board. I appreciate your consideration of my application for appointment to the Montgomery Planning Board.

My resume is attached. I am available in the event you have any questions.

Sincerely,

Carol S. Rubin

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# CAROL S. RUBIN

**Party Affiliation:** Democrat

## **Primary Skill**

Outstanding oral and written communication with a talent to express complex concepts in clear and straightforward language.

## **Work Experience**

**Maryland-National Capital Park and Planning Commission**

Montgomery County Planning Department

Special Project Manager

09/2018- Retire 10/1/2021

Specially assigned by the Directors of both the Planning and Parks Departments for Montgomery County to represent the interests of M-NCPPC, a Cooperating Agency in the NEPA process for the I-495 & I-270 Managed Lanes Study, in coordination with the Prince George's County departments. Major accomplishments through coordination of multiple technical teams and personnel has assured efficient, effective and harmonized M-NCPPC positions, regular briefings to M-NCPPC leadership and elected officials for Montgomery County and its state delegation, drafting and technical support for proposed legislation for sponsorship by members of the Montgomery County delegation to the General Assembly. My role includes responsibility as spokesperson for the Montgomery County side of the Commission in the community and to the media. Appointed to represent the Department on the M-NCPPC Diversity Council, and assigned to assist with additional special projects for both departments as needed.

Acting Deputy Planning Director

01/2018-09/2018

Interim Deputy Director with oversight responsibility for Divisions of Countywide Planning and Policy, Management Services, Information Technology & Innovation, and Research & Strategic Projects with minimal transition guidance and no disruption in services by any of those divisions. The lateral grade assignment was established to give the Director the time and opportunity to conduct a search in accordance with HR requirements after the departure by the previous deputy with little notice. Some major accomplishments included staff oversight of several major master plans at the Planning Board and County Council; guided the RSP division development of a new strategic platform; addressed various difficult and sensitive personnel matters within the department; 24-hour turnaround on review of all press releases for the department; coordinated establishment of new data center for the IT systems specific to the Montgomery County departments with ITT and Legal; served on IT Council through major transitions in M-NCPPC enterprise systems; provided support for various transition issues for Wheaton Headquarters, including position on M-NCPPC team negotiating with Montgomery County as the general developer; represented the Department during the State Legislative Session; assisted in restructuring the Director's office and served on the selection panel to hire new Deputy Directors.

Office of the General Counsel

11/2005-01/2018

Principal Counsel

Initial three years as lead counsel for the Transactions Practice Group that represented the Montgomery Parks and the Prince George's Parks and Recreation Departments, Procurement, and Finance issues related to parks acquisitions. Since January 2008 as lead counsel for the Montgomery Land Use Team managing assigned staff attorneys to provide legal support to the Montgomery County Planning Department and Planning Board. Provided legal advice and review of development applications and master plans, drafted associated documents, advised the Planning Board about legal issues in preparation for, and during hearings, and defended their decisions in court. Management responsibilities included review and approval of substantive legal work product, personnel oversight including performance reviews, and assisting the General Counsel with budget preparation.

**ExxonMobil Corporation, Downstream Company**

Office of the General Counsel, In-House Corporate Counsel

09/2000-11/2005

Developed and implemented processes and procedures to protect corporate assets from governmental takings, negotiated and implemented real estate transactions to support company's oil and gas sales, including leasing, acquisition and sale of gas stations throughout the US, negotiated environmental mitigation agreements, and provided oversight of outside counsel in major litigation.

**Moore & Associates**

General Counsel and Vice-President of Property Management

02/1997-06/2000

Provided general corporate legal support, including establishment of 401K, personnel actions and general real estate operations. As VP of Property Management was responsible for personnel management (concierges, property managers, engineers), asset management/budget development and physical operations and maintenance of seven commercial office properties.

**Montgomery County, MD Government**

Office of the County Attorney

10/1989-02/1997

Assistant County Attorney

Provided legal support to Department of Transportation, Office of Economic Development, Department of General Services/Facilities Management, Department of Housing and Community Affairs, Office of Management and Budget, Department of Finance and Office of Procurement. In January 1994, began direct assignment by the County Executive to serve as "General Counsel" to the Silver Spring Redevelopment Program. Major accomplishments included drafting the Silver Spring Urban Renewal Plan, procuring State approval for establishment of the Silver Spring Enterprise Zone, negotiated General Development and Partnership Agreements for redevelopment of downtown Silver Spring, acquiring property to implement the project, including the Silver Theater and historic shopping center, relocated and reestablished 55 business from the area, and served as the County's liaison to the Silver Spring business community.

**Futrovsky and Weiner**

09/1988-10/1989

**Conroy, Fitzgerald, Ballman and Dameron**

06/1983-06/1988

Attorney

H

General legal practice with real estate focus while managing title services department at each firm.

### **Education**

- Juris Doctorate, May 1985 UMD, School of Law, Baltimore, MD
- Bachelor of Arts, Government & Politics, May 1981 UMD, College Park, MD

### **Volunteer Boards and Memberships**

- F. Scott Fitzgerald Literary Festival, Board Member 2021-present
- Gandhi Brigade Youth Media, Board Member 2016-present, Board Chair 2017-2021
- Roundhouse Theater, Volunteer Usher 1999-present
- Maryland State Bar Association, State and Local Government Section, Section Board 2006-2010, Vice-Chair 2007-2009, Chair 2010
- Silver Spring Chamber of Commerce, Board Member 1997-2000
- Silver Spring Urban District Advisory Board, Member 1997-2000, Chair 2000
- Leadership Montgomery, Class 2000
- Bar Associations for Montgomery and Prince George's Counties

September 3, 2021

Montgomery County Council  
Council Office Building  
100 Maryland Ave., 6<sup>th</sup> Floor  
Rockville, MD 20850

We understand that Carol Rubin has applied to fill the vacancy being created by the departure of Commissioner Natali Fani-Gonzalez from the Maryland-National Capital Park and Planning Commission (M-NCPPC). On behalf of the Citizens Against Beltway Expansion (CABE), I urge you to appoint Ms. Rubin to complete Fani-Gonzalez' term on the Commission.

Over the last three years, CABE leaders and members have repeatedly turned to Ms. Rubin to help us sort through the 1-495/1-270 Managed Lanes Project and, especially, the details of the lengthy Draft Environmental Impact Statement. She has always been accessible and responsive, generous with her time, patient and thorough in her explanations. She has spoken at a number of CABE membership meetings where she has personified the adage that, "there are no stupid questions." Ms. Rubin has always given respectful and straightforward responses to all queries.

We have relied on Ms. Rubin to learn about the process and substance of the toll lanes project. She has helped us to understand the reasoning and practical effects of many of the decisions that the Maryland Department of Transportation has made about the project. We have seen firsthand that she is thoughtful and creative in her approach to transportation and planning challenges.

Carol Rubin would be an excellent member of the M-NCPPC. We urge the County Council to appoint her to complete the Fani-Gonzalez' term on the Commission.

Sincerely,

Barbara Coufal, Co-Chair  
Citizens Against Beltway Expansion

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**From:** Tony Hausner  
**Sent:** Tuesday, August 10, 2021 7:30 PM  
**To:** county council  
**Subject:** Support for Carol Rubin's Application to the Planning Board  
**Attachments:** CSR Resume 2021.docx

To members of the County Council

I would like to highly recommend Carol Rubin who has applied to be a member of the Planning Board. Carol has been extremely helpful to those of us who have been fighting the Governor's plans for 270/495 and we have greatly benefited from her knowledge and expertise of the planning issues.. Attached is a copy of her resume.

Tony

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Tony Hausner  
Founder, ~~Safe~~ Silver Spring  
[safesilverspring.org](http://safesilverspring.org)  
Past Chair,  
AAll Chapter Leaders Executive Committee  
[aaii.com](http://aaii.com)

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October 11,2021

The Montgomery County Council  
100 Maryland Avenue  
Rockville, MD 20850

Subject: Sierra Club Endorsement for Planning Board

Dear Council President Hucker and County Councilmembers,

The Sierra Club Montgomery County Group is pleased to recommend Carol Rubin for appointment to the Montgomery County Planning Board.

To arrive at our recommendation, we distributed a questionnaire on qualifications, transportation, smart growth, and other climate/ environmental issues to the two applicants selected by the Council for interviews. We received responses from both applicants, whom we then interviewed.

We identified a few broad criteria to help evaluate candidates for the current opening on the Board: (1) extensive knowledge and experience with the Montgomery County planning process, especially in terms of land use and transportation practices and policies; (2) a commitment to, and experience with, engaging populations for whom there are often barriers to participation in the planning process; and (3) a vision of the County that is responsive to the climate threat, prioritizes smart growth so as to focus new development in attractive, high density, walkable, mixed-use, mixed-income, transit-served communities, with plenty of parks and conservation.

While both the applicants shared thoughtful responses and expressed their commitment to public service, we were most impressed with Carol Rubin, who stood out for several reasons.

First, Carol has solid substantive credentials for the position. She has long-standing and successful experience working in the County for several years including the State Attorney's office. Through her work with the Planning Department for 15 years, where she served as counsel representing the Parks Department, the Planning Department and the Board, Carol has gained excellent knowledge, expertise and understanding of issues.

Second, Carol's experience in the community as Chair of the Silver Spring Urban District has provided her insights into the needs facing our urban communities and has learned, through her experience on Gandhi Brigade Youth Media, the importance of encouraging all residents of the County to advocate for their communities so that their issues can be addressed effectively.



Beyond her resume, in her questionnaire responses and during her interview, she demonstrated a thoughtful approach to complex issues that will serve the Planning Board well. Some specific attributes that impressed us are listed below.

1. She recognizes the interconnections among key issues the county is facing -- such as climate change, education, stagnant tax base, equity for all income and ethnic/racial groups.
2. She combines idealism and pragmatism (thus finding a practical way to address critical social and economic issues).
3. She emphasizes searching for win-win answers when making difficult choices.
4. She understands that what is good for the entire county will often have to prevail over what a specific vocal community might desire.
5. She understands the need to listen patiently and respectfully to all communities with an interest in a particular decision; and to respond honestly but firmly to these communities.
6. She demonstrates the intellectual curiosity needed to grapple effectively and creatively with complex and controversial issues; she understands the payoffs from brainstorming.
7. She understands that the approach to addressing many questions must be nuanced.
8. She expresses a life-long passion for public service.
9. She brings some knowledge and understanding of several key issues areas -- such as forest conservation, the county's Agricultural Reserve, MCPS land use decisions, Hogan's 270-495 expansion proposal.
10. She recognizes that the best success for addressing the toughest county issues requires strong and effective partnerships among key decision-making bodies (e.g., Planning Board, MCPS, MCDOT),
11. She worked as staff attorney for various county agencies over recent decades; thus she is familiar with some of the specific opportunities and challenges of several agencies.

On behalf of the Sierra Club Montgomery County Group, for the many reasons set forth above, we believe that Carol Rubin would be an excellent addition to the Planning Board and recommend that the council appoint her.

Sincerely,

Shruti Bhatnagar

Chair, Sierra Club Montgomery County, MD

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October 11, 2021

The Honorable Tom Huckler, President  
and members of the Montgomery County Council  
100 Maryland Avenue, 6<sup>th</sup> Floor  
Rockville, Maryland 20850

Re: MNCPPC Planning Board Chair Appointment

Dear President Huckler and Councilmembers:

The Greater Silver Spring Chamber of Commerce ("GSSCC") appreciates this opportunity to comment on the evaluation of candidates to serve a partial term on the Montgomery County Planning Board.

The GSSCC Board has reviewed the several application letters that have been submitted for the current Planning Board vacancy and believes that Montgomery County is fortunate to have so many interested candidates for this position. In considering the necessary qualifications for this position, the Board agrees that – in addition to leadership, knowledge, experience, and temperament – a successful candidate must possess the following characteristics:

- A comprehensive understanding of land use planning and the County's land use policies;
- Knowledge of, and experience engaging with, the day-to-day regulatory matters with which the Planning Board is concerned (including its role in overseeing a first-rate parks system);
- Insight into regulatory reforms that may be appropriate to ensure that the County's land use entitlement process remains nimble, responsive, and efficient;
- The ability to work closely with all segments of a changing community, including but not limited to the Council, the Executive, government officials, citizens, businesses, and other stakeholders.

Based on careful study of the application letters, the GSSCC Board believes that Carol Rubin possesses all of the above-listed qualities, and that her many years of first-hand experience with the Planning Department will allow her to excel in this role. We are pleased to support her candidacy.

Thank you for your consideration of our recommendations, and please do not hesitate to let us know if you have any questions.

Regards,

A handwritten signature in blue ink, appearing to read "Jane Redicker".

Jane Redicker  
President & CEO

**From:** Hucker's Office, Councilmember [Councilmember.Hucker@montgomerycountymd.gov]  
**Sent:** Tuesday, October 12, 2021 2:03:59 PM  
**To:** Council President  
**Subject:** Fwd: Recommendation to Appoint Carol Rubin to the Montgomery County Planning Board

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----- Forwarded message -----

From: tdugan  
Date: Mon Oct 11 2021 18:22:13 GMT+0200 (Central European Summer Time)  
Subject: Recommendation to Appoint Carol Rubin to the Montgomery County Planning Board

To the Montgomery County Council:

I wholeheartedly recommend Carol Rubin to serve on the Montgomery County Planning Board.

I have worked with Carol for over 20 years.

I have found her to be reasonable, knowledgeable, and easy to work with.

Carol obviously has very deep experience and technical knowledge with all matters that the Planning Board considers, based upon her experience in the private sector and as a result of her lengthy service as a counsel to the Board.

I hope that you give my recommendation serious consideration.

Please include my recommendation in the Council's record.

Thank you and best wishes.

Tim Dugan

To the Montgomery County Council:

I am writing on behalf of DontWiden270.org to strongly recommend Carol Rubin to fill the partial term vacancy on the Montgomery County Planning Board. Ours is an all-volunteer, grassroots organization that advocates for fair, effective, multi-modal transportation. Ms. Rubin's ongoing willingness to share her extraordinary knowledge and expertise has been an enormous help in enabling us to communicate accurately with our over 1,500 members about the I-495/I-270 Public Private Partnership (P3) project.

As the voice of the County at multiple community meetings, Ms. Rubin clearly and patiently helps the public understand the impacts the P3 project will have on our communities, environment, health, safety, parklands, and more. She explains the complexities of the NEPA process and speaks honestly and fairly about the multiple moving parts involved in evaluating and reacting to the project, including the Montgomery County government, the General Assembly, MDOT, the Board of Public Works, and the Maryland National Capital Park and Planning Commission.

Earlier this year, I participated in a briefing Ms. Rubin gave during a City of Rockville Mayor and Council meeting. I saw firsthand the extent to which she is a respected and valued resource for elected officials and citizens alike. She would be an excellent choice to fill the open position on the Montgomery County Planning Board.

Thank you,

Janet Gallant, Co-Coordinator  
DontWiden270.org

**From:** [Paul Goldman](mailto:Paul.Goldman@montgomerycountymd.gov)  
**To:** [County.Council@montgomerycountymd.gov](mailto:County.Council@montgomerycountymd.gov)  
**Cc:** [councilmember.albornoz@montgomerycountymd.gov](mailto:councilmember.albornoz@montgomerycountymd.gov); [councilmember.friedson@montgomerycountymd.gov](mailto:councilmember.friedson@montgomerycountymd.gov);  
[councilmember.glass@montgomerycountymd.gov](mailto:councilmember.glass@montgomerycountymd.gov); [councilmember.hucker@montgomerycountymd.gov](mailto:councilmember.hucker@montgomerycountymd.gov);  
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**Subject:** Montgomery County Planning Board Vacancy  
**Date:** Saturday, October 09, 2021 1:07:03 PM

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Dear Council President Hucker and Councilmembers:

The Action Committee for Transit strongly endorses Carol Rubin for the Planning Board vacancy created by the resignation of Natali Fani-Gonzalez.

Carol Rubin is uniquely qualified for this position by her in-depth knowledge of the planning and zoning process, her commitment to making Montgomery County a better place, and her strategic thinking about how to reach that goal through the intertwined mechanisms of land use and transportation policy.

Her skills will strengthen the Planning Board in many ways. In the short run, Carol Rubin's knowledge of the complexities of the zoning code will help ensure that the Board's actions on individual projects conform to the intent of master plans and the zoning code. In the longer run, her strategic understanding of the process will enable the Board to draft master plans and text amendments that actually accomplish what they are intended to do.

These are goals of great importance. Effective democratic governance requires that the will of the majority expressed by Council votes must be implemented. Both builders and county residents benefit by minimizing zoning disputes over individual buildings, which waste the time of all concerned and degrade the county's business climate.

We urge you to select Carol Rubin for the current Planning Board vacancy.

Sincerely,

Paul Goldman  
President, Action Committee for Transit