



OFFICE OF THE COUNTY EXECUTIVE

Marc Elrich
County Executive

APPOINTMENT

PURSUANT TO THE AUTHORITY VESTED TO ME UNDER SECTION 215 OF THE CHARTER OF MONTGOMERY COUNTY, MARYLAND, I HEREBY APPOINT

Type of Position: Public

Alicia Hudson
Silver Spring 5/31/2024
(New Position--Partial Term)

Type of Position: Public

Kenneth Kellner
Silver Spring 5/31/2025
(New Position—First Term)

Type of Position: Public

George Lluberres
Germantown 5/31/2024
(New Position--Partial Term)

Type of Position: Public

Rudy Logan
Silver Spring 5/31/2025
(New Position--First Term)

Type of Position: Public

Katharine Manning
Chevy Chase 5/31/2023
(New Position--Partial Term)

Type of Position: Public

Alvin McCray
Gaithersburg 5/31/2025
(New Position—First Term)

Type of Position: Public - CHAIR

Paul Walker
Clarksburg 5/31/2024
(New Position—Partial Term)

Type of Position: Public

Thomas Williams, Jr.
Germantown 5/31/2023
(New Position--Partial Term)

Type of Position: Public

Christopher Zatrutz
Germantown 5/31/2023
(New Position--Partial Term)

TO SERVE AS members of the Police Accountability Board

THIS APPOINTMENT SHALL BE EFFECTIVE UPON CONFIRMATION BY THE COUNCIL FOR MONTGOMERY COUNTY, MARYLAND

MARC ELRICH
COUNTY EXECUTIVE

June 8, 2022

DATE

Resolution No.: _____
Introduced: _____
Adopted: _____

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

Lead Sponsor: County Council

SUBJECT: County Executive's Appointments to the Police Accountability Board

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

The County Executive's appointments to the Police Accountability Board are confirmed.

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This is a correct copy of Council action.

Judy K. Rupp, Clerk of the Council

POLICE ACCOUNTABILITY BOARD – (NEW MAY 2022)

<u>Created</u> --	Established by County Council Bill 49-21, effective May 2, 2022. Montgomery County Code, Sec. 35-23, 35-24 and 35-25.
<u>Duties</u> --	The Board must: (1) hold quarterly meetings with the directors of one or more law enforcement agencies operating in the County who employ one or more police officers (2) appoint civilian members to the Administrative Charging Committee and trial boards; (3) receive complaints of police misconduct filed by a member of the public; (4) review the outcomes of disciplinary matters considered by the Administrative Charging Committee on a quarterly basis; (5) advise the Executive and Council on policing matters; and (6) refer each complaint of police misconduct filed with the Board to the appropriate law enforcement agency within 3 days after receipt for investigation.
<u>Membership</u> -	The Board is composed of 9 public voting members, appointed by the Executive and confirmed by the Council. In addition, the Executive may appoint one or more non-voting members. At least one voting member must reside in a municipality operating a police department that is within the jurisdiction of the Board (Chevy Chase, Gaithersburg, Rockville, Takoma Park). Members must reflect the racial, gender, gender-identity, sexual orientation and cultural diversity of the County. Members must be able to demonstrate through professional or lived experience the ability to balance effective oversight, perform objective analysis of an investigation report, and practice procedural fairness. An active police officer must not be a member of the PAB. PAB members must meet all qualifications mandated by State law and Maryland Police Training and Standards Commission (MPTSC) regulations while serving on the Board, including consenting to a criminal background check. Member eligibility requirements are subject to change. Public members must be Montgomery County residents.
<u>Financial Disclosure</u> --	NA
<u>Advocacy</u> --	NA
<u>Terms</u> --	Three years – initially staggered
<u>Compensation</u> --	\$10,000 annually. According to the Maryland Constitution, members may only receive compensation for one office, so while the chair of the PAB (or their designee) also serves on the ACC, they will receive annual compensation (\$22,000) for one role.
<u>Officers</u> --	The County Executive appoints the Chair. Board members may elect a Vice-Chair to serve as Chair in the absence of the Chair.
<u>Meetings</u> --	At the call of the chair as often as required to perform its duties, but at least once a month. Meeting dates/times to be determined.
<u>Staff</u> --	The Chief Administrative Officer must provide appropriate dedicated full-time staff to the Board and make available services and facilities necessary or appropriate for the proper performance of its duties. Earl Stoddard, ACAO: 240-777-2469
<u>Counsel</u> --	The County Attorney must retain special legal counsel approved by the Council to serve as Counsel to the Board.

MEMBERSHIP

Type of Position: **Voting - Public**
Affiliation:
Start Date: End Date:
NEW POSITION
STATUS:

Type of Position: **Voting - Public**
Affiliation:
Start Date: End Date:
NEW POSITION
STATUS:

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Affiliation:
Start Date: End Date:
NEW POSITION
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Affiliation:
Start Date: End Date:
NEW POSITION
STATUS:

Type of Position: **Voting - Public**
Affiliation:
Start Date: End Date:
NEW POSITION
STATUS:

Contact: Beth Gochrach, 240-777-2528

For Immediate Release: April 6, 2022

Elrich Seeks Applicants for Police Accountability Board and Administrative Charging Committee

County Executive Marc Elrich is seeking applicants to fill nine public vacancies on the newly established **Police Accountability Board** (PAB). Members must be able to demonstrate through professional or lived experience the ability to balance effective oversight, perform objective analysis of an investigation report, and practice procedural fairness. An active police officer must not be a voting member of the PAB. PAB members must meet all qualifications mandated by State law and Maryland Police Training and Standards Commission (MPTSC) regulations while serving on the Board, including consenting to a criminal background check. Member eligibility requirements are subject to change. **Public members must be Montgomery County residents.** Applicants to the PAB may also be considered for membership on the Administrative Charging Committee (ACC). See information on the ACC below this vacancy notice. Please indicate in your cover letter whether you would prefer to serve on the PAB, ACC, or are willing to serve on either, if selected.

The PAB is composed of nine public voting members, appointed by the County Executive, and confirmed by the Council. In addition, the County Executive may appoint one or more non-voting members. At least one voting member must reside in a municipality operating a police department that is within the jurisdiction of the Board, which includes Chevy Chase Village, Gaithersburg, Rockville, and Takoma Park. Members of the Board must reflect the racial, gender, gender-identity, sexual orientation, and cultural diversity of the County.

The Board must: (1) hold quarterly meetings with the directors of one or more law enforcement agencies operating in the County who employ one or more police officers; (2) appoint civilian members to the ACC and trial boards; (3) receive complaints of police misconduct filed by a member of the public; (4) review the outcomes of disciplinary matters considered by the ACC on a quarterly basis; (5) advise the County Executive and Council on policing matters; and (6) refer each complaint of police misconduct filed with the PAB to the appropriate law enforcement agency within 3 days after receipt for investigation.

Members will serve three-year terms with compensation of \$10,000 annually. According to the Maryland Constitution, members may only receive compensation for one office, so while the chair of the PAB (or their designee) also serves on the ACC, they will receive annual compensation (\$22,000) for one role. PAB meetings will be held at the call of the chair or as often as required for the PAB to perform its duties, but at least once a month. Meeting dates and times will be determined. Some meetings may be held virtually.

Applicants of diverse, backgrounds, professions, genders, geography, abilities, ethnicities, and ages are encouraged to apply. Members of County boards, committees and commissions may not serve on more than one such group at a time. Members must complete training on the Maryland Open Meetings Act, basic parliamentary procedure, and required training developed by the MPTSC. The County Executive's appointments are subject to confirmation by the County Council. Applications will be forwarded to the Council for confirmation. The deadline for application is **April 27, 2022**. To apply please click "**Apply for Board**" below to complete the online form and provide a cover letter and resume (in one document).

#

The **Administrative Charging Committee** (ACC) is composed of five voting members, including the Chair of the Police Accountability Board (PAB) or another member of the PAB appointed by the Chair; two civilian members appointed by the PAB; and two civilian members appointed by the County Executive. Members must reflect the racial, gender, gender-identity, sexual orientation, and cultural diversity of the County. Each member must reside in the County and be able to demonstrate through professional or lived experience the ability to balance effective oversight, perform objective analysis of an investigation report, and practice procedural fairness. Each member must complete training on matters relating to police procedures from the Maryland Police Training and Standard Commission before serving. The ACC must: (1) review the findings of each law enforcement agency's investigation forwarded by the agency to the ACC; (2) review any body camera footage that may be relevant to the matters covered in the complaint of misconduct; (3) authorize a police officer called before the ACC to be accompanied by a representative; (4) if the ACC determines that a police officer should be administratively charged, recommend discipline pursuant to the disciplinary matrix; (5) if the ACC determines that a police officer should not be administratively charged, determine if: (A) the allegations against the police officer are unfounded, including situations where existing departmental policy fails to properly address the situation for which the officer was charged; or, (B) the police officer is exonerated; (6) issue a written opinion for each complaint describing in detail the Committee's findings, determinations, and recommendations; and (7) forward the written opinion to the director of the appropriate law enforcement agency, the accused police officer, and the complainant.

Members will serve three-year terms. The annual salary for the Chair is \$22,000 and the annual salary for each member is \$16,000. Public members are eligible for reimbursement for travel and dependent care for in-person meetings attended. The ACC must meet at least one time each month or more frequently if needed. Committee meeting dates and times will be determined. Some Committee meetings may be held virtually.

CURRENT POSITIONS AVAILABLE

Police Accountability Board – 9 public members appointed by the County Executive

Administrative Charging Committee – 2 civilian members appointed by the County Executive

April 16, 2020

The Honorable Marc Elrich
Montgomery County Executive
Montgomery County Council
Stella Werner Council Office Building
100 Maryland Ave.
Rockville, MD 20850

Dear County Executive Marc Elrich:

I am applying for the position of member of the Police Accountability Board, or the Administrative Charging Committee. I am eager to continue my career in public service which I have diligently furthered in my work on the Policing Advisory Commission and now hope to apply in service on the Police Accountability Board or the Administrative Charging Committee for the betterment of the Montgomery County community. I am applying for consideration to serve on both entities because I possess skills and experience I believe are essential for both.

Here are some of my qualifications which make me a valuable addition to the Board as well as to the Committee:

- **Consummate fair and impartial fact finder and adjudicator**
- **Uncommon ability to understand and interpret codes, statutes, and regulations.**
- **In-depth ability to apply knowledge of the law to make fair and sound judgment often under adverse conditions.**
- **Consummate ability to prioritize tasks; evaluate own work product; and evaluate effectiveness of operational procedures.**
- **Former educator who thrives in working with culturally diverse populations**
- **Exceptional ability to communicate effectively, verbally and in writing; establish and maintain effective working relationships with supervisors, colleagues and the public**

I have always been an advocate for the underserved, and have great passion to improve policing of Montgomery County residents. Having said that, I have also developed an even greater respect and appreciation for law enforcement from having met and dialogued with MCPD stakeholders, receiving their input and expression of concerns.

As co-chair of the former Hiring & Discipline Subcommittee of the PAC, I worked in the animus of collaboration, while engaging community and MCPD stakeholders in the subcommittee's work. The subcommittee was asked to review legislative bills brought before the PAC and to

draft recommendations on those bills on behalf of the PAC. This work was not completed without contention, but, owing in significant part to my efforts, diverging discourse was welcome and respected, and the subcommittee's recommendations were approved by the PAC. In recognition of my effectiveness in that work, I have been currently asked to chair the Hiring & Recruitment Subcommittee of the PAC. I owe my success on the PAC to the ability to thoroughly research the issues, listen in earnest to stakeholders presenting divergent points of view on issues, and to engage in robust discussion and discourse while maintaining fairness and efficiency.

My professional experience as a lawyer, has equipped me with sharp advocacy skills and ability to persuasively, and respectfully, advocate a point of view. My nearly 14 years served as a Hearing Examiner for the D.C. Child and Family Services Agency equipped me with the skills to hear from adverse parties on issues and make an impartial and fair decision on the evidence of record and application of law to the facts of the cases brought before me. I intend to employ those same skills to my work as a member of the Police Accountability Board or the Administrative Charging Committee.

Having resided in Montgomery County for most of my life, I have a diverse professional and cultural background that has afforded me knowledge of diverse areas of the law and education. Cultural diversity, promotion and support of it, has been a major impetus in my career as a lawyer. I have provided legal representation to immigrant adults and children, assisting them in obtaining legal status. A former multicultural educator, teaching afforded me the opportunity to work with multicultural populations and equipped me with the skills to clearly and effectively enable persons to comprehend even quite complex subject matter.

I am confident that my skills would prove an asset as a member of the Police Accountability Board or the Administrative Charging Committee. I look forward to the opportunity to meet with you to discuss my qualifications further.

Yours truly,
/s/ Alicia D. Hudson
Alicia D. Hudson, Esq.

Alicia D. Hudson

SUMMARY: *career in public service as a multicultural advocate and educator for community empowerment*

EDUCATION:

Bachelor of Arts, Spanish

1988

Colgate University, Hamilton, NY

3.67 G.P.A. in major

Dean's List 1988; Honors, January Semesters 1986 and 1987

Juris Doctor

University of Maryland School of Law,
Baltimore, MD

2003

SPECIAL SKILLS:

- Exceptional adjudicator and moderator
- Fluent in Spanish
- Exceptional legal research abilities and in-court representation of indigent litigants
- Highly effective collaborative skills as a commissioner for the Policing Advisory Commission (PAC)
- Coach to sixth-grade students for Law Writing Essay Competition: first and second place winners 2009-DC Schools
- Professional Development presenter 2013 (Brightwood E.C.) and Instructional Workshop presenter

BAR MEMBERSHIPS: District of Columbia Bar 2006 Maryland Bar 2014

PROFESSIONAL EXPERIENCE:

Commissioner

Montgomery Co. Policing Advisory Commission (PAC)

2020-present

- Chair of the Hiring & Recruitment Subcommittee: research best practices for hiring and retention in law enforcement agencies across the nation; pursuant to the foregoing, consult sources of research expertise such as National Association of Civilian Law Enforcement Oversight (NACOLE) and Maryland Police Training and Standards Commission; meet with community and MCPD stakeholders as well as consult academic experts in the subject matter.
- Co-chaired the Hiring & Discipline Subcommittee of the PAC: organized virtual meetings in order to research issues impacting MCPD hiring and disciplinary procedures and policies; pursuant to these virtual meetings with community stakeholders, scheduled speakers from within MCPD and also enlisted the assistance of academicians to present and educate subcommittee members on the issues
- Drafted, with other subcommittee members, recommendations to the Montgomery Co. Council on Bills 34-20, 39-21 and 49-21; all recommendations were approved by the PAC and submitted as the formal recommendations thereof; attended and participated in work sessions of the County Council on the legislative bills

Fair Hearings Examiner

2008- present

**Child and Family Services Agency, Office of Fair Hearings and Appeals
Washington, DC**

- Adjudicate fair hearing cases brought at the petition of Appellants to remove or affirm the Agency's decision to place their names in the Child Protection Register. Conduct the proceeding, administer oaths, and determine admissibility of evidence into the record. As the impartial fact finder, upon the close of the proceeding, decide whether the Child and Family Services Agency's decision should be affirmed or rescinded based on determining whether the Agency was correct in its finding of substantiated abuse and/or neglect by Petitioner. Review the evidence of record, including recorded testimony. Apply the law to the facts in drafting the Decision and Order affirming or vacating the Agency's listing the Appellant's name in the Child Protection Register.
- The matters adjudicated include abuse and/or neglect with Order to remove or retain petitioner's name in the Child Protection Register. Also adjudicate adoption, foster care and placement proceedings of minor children in the D.C. Metro area.
- Of the hundreds of decisions I have rendered, appealable only to the D.C. Court of Appeals, no decisions were overturned.

Immigration Law Attorney

2013-2018

- As counsel for private litigants, successfully obtained Special Immigrant Juvenile Status (SIJS) for unaccompanied minors detained and arrested by the border patrol. Obtained custody for relative guardian of child in D.C. Superior Court and a predicate order affirming findings for SIJS for students; successfully obtained dismissal of deportation proceedings against the immigrant student in Arlington Immigration Court through obtaining Immigration and Customs Enforcement's (ICE) consent
- For Catholic Charities pro bono client: drafted pertinent legal forms to complete the U.S. Citizens and Immigration Services application process for obtaining a U visa for immigrant applicant; assisted the immigrant applicant in obtaining financial assistance and/or other assistance as determined by eligibility; prepared the client for interviews pursuant to ICE's investigation
- Provided all written and verbal correspondence in Spanish to Spanish-speaking immigrant clients.
- Legal counsel presenter on Immigration Law for Reid Temple Law Day event

MULTICULTURAL EDUCATION INSTRUCTOR

Instructor, English As a Second Language (ESL)

2008-2015

Brightwood Educational Campus

Washington, DC

- **Implemented a Newcomers' Program** to provide intensive instruction through small group intervention support for newcomer ESL students and ESL students who are identified as non-English proficient (NEP) and low English-proficient students in levels 1 and 2 of English proficiency
- Co-taught reading and language arts and math to ESOL students in full-inclusion classroom setting of combined ESL and non-ESL students.

English Instructor (part-time eve.)

2008-2009

Montgomery College

Workforce Development and Continuing Education: Adult ESOL & Literacy-GED Program

Wheaton, MD

- Instructed English for Speakers of Other Languages (ESOL) to adult immigrant students
- Course content taught included professional development and life skills
- Lessons focused on intensive grammar study and development of listening comprehension and verbal skills

References furnished upon request

KENNETH E. KELLNER

LEGAL EXPERIENCE

U.S. DEPARTMENT OF JUSTICE
Office of Legislative Affairs
Senior Counsel

Washington, D.C.
June 2011 – Present

U.S. HOUSE OF REPRESENTATIVES
Office of the Clerk
Counsel

Washington, D.C.
August 2009 – April 2011

U.S. HOUSE OF REPRESENTATIVES
Committee on Ethics
Deputy Chief Counsel and Director of Investigations

Washington, D.C.
November 1999 – July 2009

U.S. DEPARTMENT OF JUSTICE
Environment and Natural Resources Division
Trial Attorney

Washington, D.C.
April 1997 – October 1999

FEDERAL ELECTION COMMISSION
Office of the General Counsel
Litigation Attorney and Assistant General Counsel

Washington, D.C.
August 1988 – April 1997

EDUCATION

EMORY UNIVERSITY SCHOOL OF LAW
Juris Doctor Degree

Atlanta, Georgia
May 1988

CORNELL UNIVERSITY
Bachelor of Science in Industrial and Labor Relations

Ithaca, New York
May 1984

TEACHING

UNIVERSITY OF THE DISTRICT OF COLUMBIA SCHOOL OF LAW
Adjunct Professor of Law (Administrative Law)

Washington, D.C.
2019 – 202

CATHOLIC UNIVERSITY SCHOOL OF PROFESSIONAL STUDIES
Adjunct Professor (Constitutional Law)

Washington, D.C.
2018 – Present

GEORGETOWN UNIVERSITY SCHOOL OF CONTINUING STUDIES
Adjunct Faculty (Legal Ethics and Administrative Law)

Washington, D.C.
2005 – Present

MICHIGAN STATE UNIVERSITY COLLEGE OF LAW
Adjunct Professor, D.C. Semester Program (Legislation and Administrative Law)

Washington, D.C.
2013 – 2017

STETSON UNIVERSITY COLLEGE OF LAW
Adjunct Professor (Election Law and Legislation)

Washington, D.C.
2007 – 2010

COMMUNITY SERVICE AND OTHER ACTIVITIES

OFFICE OF HUMAN RIGHTS OF MONTGOMERY COUNTY, MARYLAND
Member, Commission on Human Rights

Rockville, MD
2016 – Present

GROUP OF STATES AGAINST CORRUPTION (GRECO)
Expert and Rapporteur on Corruption Prevention in Respect to Judges and Prosecutors

Strasbourg, France
2015 – 2018

BOARD OF EDUCATION OF MONTGOMERY COUNTY, MARYLAND
Member, Ethics Advisory Panel

Rockville, MD
2005 – 2012

ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT
Speaker, International Seminar on Lobbying

Moscow, Russia
June 2012

AMERICAN BAR ASSOCIATION
Liaison to Task Force on Federal Lobbying Laws

Washington, D.C.
2009 – 2011

KENNETH E. KELLNER

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NATIONAL ORGANIZATION OF BAR COUNSEL	Lake Buena Vista, FL
<i>Speaker, Mid-Year Conference (Regulating Ethical Conduct of Elected Officials)</i>	February 2010
GLOBAL ORGANIZATION OF PARLIAMENTARIANS AGAINST CORRUPTION	Washington, D.C.
<i>Drafted Parliamentary Ethics Manual as Member of an International Working Group</i>	2007 – 2010
DISCIPLINARY CONFERENCE OF THE DISTRICT OF COLUMBIA BAR	Washington, D.C.
<i>Panelist, 36th Annual Conference (Disciplinary Enforcement in the Federal Government)</i>	May 2009
HAITIAN NATIONAL ASSEMBLY	Port-au-Prince, Haiti
<i>Panelist, U.S. Agency for International Development Parliamentary Ethics Training</i>	April 2007
DEPARTMENT OF JUSTICE (OPDAT)	Riga, Latvia
<i>Provided Anti-Corruption Training to Latvian Government Officials</i>	February 2004
U.S. DEPARTMENT OF STATE	Tirana, Albania
<i>Speaker, Conference on Promoting Democratic Institutions</i>	April 2003

My name is George Lluberes and I recently moved to Germantown, MD. I am interested in becoming more involved in my community, as well as the policies that shape it, and I believe I can contribute my skills and experience in serving for either the Police Accountability Board or ACC. While undergoing a Ph.D. in political science, I have learned the skills that enable me to analyze complex problems with the goal of finding solutions that aids in the improvement of society.

My research focused on high-level political corruption in Latin America, what enables it and how to fight it. My experience living in Latin America for ten years taught me the importance of adaptability to changing situations and significance of seeking information from a myriad of sources to solve a particular puzzle. In my current role as Research Director for Hanover Research, my main responsibility is to provide robust research, create actionable recommendations, and present findings in a clear and concise way to advance our clients' strategic objectives.

Thus, I believe that both my academic and professional experience can be valuable when reviewing findings from law enforcement investigations and determining the best course of action in the framework of contributing to a more prosper Montgomery County. My personal mission is, in word and in action, to be a reflection of integrity and of precision and to do so in every aspect of my life. In all, especially in the most challenging times, to do my best and to do right.

Thank you for your time and consideration.

GEORGE LLUBERES, Ph.D.

Professional Summary:

Proactive and results-oriented Ph.D. with excellent organizational and problem-solving skills. I possess finely-tuned analytical skills with a dedication to expanding subject knowledge and workplace competencies through continuing research and training. My personal mission is, in word and in action, to be a reflection of integrity and of precision.

Education:

Ph.D., Political Science

Received: November 2017

Western Michigan University

Dissertation Title:

Controlling Political Corruption in Latin America: Institutional Constraints on Executive Power

- Nominated to University and American Political Science Association (APSA) Dissertation Awards

Bachelor of Arts in Political Science/ Economics

Received: April 2011

Western Michigan University

Majors: International & Comparative Politics and Economics (*Summa cum Laude*)

Skills and Abilities:

- Fluency in Spanish and English languages
- Ability to analyze political institutions, foreign and domestic policy, and geopolitical dynamics with the goal of solving complex issues.
- Ample experience in qualitative and quantitative research design, analysis, and visualization
- Extensive knowledge of STATA statistical program and data analysis
- Knowledge of Microsoft Office Suite programs
- Excellent public relation skills
- Exceptional leadership skills
- Excellent oral and written communication skills

Work Experience:

July 2018 – Present

Hanover Research

Arlington, VA, USA

Researcher Director III

- Define research designs involving complex methodologies aligned with client business problems and objectives to provide actionable insights and identify opportunities for additional research.
- Collaborate with a team of 10 analysts to execute, edit, and deliver client-ready, high-value research to clients leveraging a culture that encourages innovation, productivity, and collaboration.
- Maintain positive and productive relationships across and within teams, advancing broader team goals and company-wide initiatives.

Research Director II

- Create research plans, manage numerous projects, and provide guidance ensuring primary research yields high-quality, data-driven, and actionable insights.
- Work across multiple teams to safeguard timeline and quality standards by establishing research strategies that track multiple goals and by identifying opportunities to continually improve research.

Client Engagement Director

- Accurately diagnose clients' needs and work closely across teams to deliver actionable content and evidence-based recommendations.
- Present findings to clients and other stakeholders in a clear and concise manner, in-person, and across multiple platforms.
- Create multi-year market research plans upon consultation with clients to effectively address strategic objectives.

Content Analyst

- Produce client-ready reports under tight timelines requiring competitive intelligence, open-source research, across multiple industries and geographies using commercial and industry-specific databases. Fluent in all research methodologies.
- Due to exceptional performance, promoted to Client Engagement Director (CED), ahead of the next-in-line role of Senior Content Analyst.

Jan. 2017 - Aug. 2017

Western Michigan University

Kalamazoo, MI, USA

Doctoral Associate

- Analyzed and synthesized large amounts of data and created concise analytical reports on the information.
- Granted access to confidential information and produced databases through the extraction and interpretation of the relevant data in order to strategize best use of resources.
- Developed and implemented methods in the collection of data to increase the amount of translation of raw data into more useful and clear information, increasing the efficiency with which data was analyzed and interpreted.

Accomplishments and Honors

Graduate Student Association (GSA) Parliamentarian for Western Michigan University (WMU):

- Chaired meetings with the graduate student body using parliamentary procedure.
- Preserved and amended constitution and bylaws for the organization while ensuring ultimate accuracy.
- Acted to facilitate debate on matters of interest to a culturally diverse student body and served as the official dispute-resolution mediator.

Graduate Student Association (GSA) Director of Legislative Affairs:

- Scrutinized legislation in order to report on their potential effects to graduate students.
- Coordinated travel to present graduate student concerns and interests to members of Congress.

Volunteer Service

Enhanced interpersonal skills while creating holiday ornaments with special-needs adults. I achieved goals in the adopt-a-family program initiative through the Political Science Graduate Student Association by successfully managing limited resources and collaborating with members of the Association's executive board and external partners.

Awards and Affiliations

Graduate Research and Creative Scholar Award (2018) Awarded based on scholarly excellence and quality of dissertation.

Borsos Endowed Scholarship (2017) Awarded based on excellence in the study of political science. It is the most prestigious award granted in the department of political science in WMU.

WMU-AGEP Fellow (Present) Awarded to Ph.D. student within STEM (Science, Technology, Engineering, Mathematics) and SBE (Social, Behavioral, Economics) disciplines.

3-Minute Thesis First Prize (2016-2017) Awarded in a University-wide competition on the basis of explaining a dissertation within 3 minutes in a clear and concise manner to a non-specialist audience.

Borsos Endowed Scholarship (2016) Awarded based on excellence in the study of political science.

Presidential Scholarship (2007-2011) Awarded to students with a 3.5 minimum GPA on a 4.0 scale entering as an undergraduate.

Howard Wolpe Award (2010) Awarded to students who demonstrated overall academic excellence at Western Michigan University, especially in political science.

D.C. Shilling Award (2009) Awarded to outstanding junior and senior political science majors with excellence in scholarship and academic performance.

Political Science Graduate Student Association President (former)

Graduate Student Association Legislative Director (former)

Phi Beta Kappa honor society member

Rudy Logan Bio

Rudy Logan is a nonprofit professional from Silver Spring, Maryland. He has experience as a community builder, facilitator, and minister. Rudy works with communities to cultivate holistic responses to racial disparities in the criminal justice system and society at-large. His experiences with people disproportionately impacted by the school-to-prison pipeline drive his pursuit for racial equity and greater accountability within the criminal justice system. Promoting restorative alternatives-to-incarceration and connecting lived experience with thought and practice are Rudy's chief concerns.

Katharine L. Manning

Experience

Author, *The Empathetic Workplace: 5 Steps to a Compassionate, Calm, and Confident Response to Trauma on the Job*, HarperCollins Leadership (February 2021): through research, storytelling, and practical advice, guides those with responsibilities for others at work through the five steps to an empathetic response to trauma on the job.

Blackbird, Washington, DC

President and Founder, July 19, 2019-Present

Provide training and consultation to government, corporate, and educational institutions on empathy in the workplace, with a particular emphasis on matters involving trauma and victimization. Representative projects include:

- Presentations at SXSW in March 2020 and March 2021
- Closing Keynote on Empathetic Leadership: Building a Culture of Care at NASPA Strategies Conference for Student Affairs Professionals in Higher Education, January 2022
- Keynote on The Business Case for Empathy at Work at Women Influence & Power in Law Conference, October 2021
- Advised National Asian Pacific American Bar Association on trauma-informed responses to reports of anti-Asian hate crimes
- Author of PsychCenter.com Empathy at Work Column
- Featured in publications including Fast Company, Thrive Global, and CEOWorld
- Managed multiyear project for Justice Department and Environmental Protection Agency to develop a series of eleven training videos on working with victims in environmental crimes cases, January 2020-September 2021

American University, Washington, DC

Adjunct Professor, August 1, 2019-Present

Teach courses on Victim Rights, the Introduction to Law, and Ending Gender-Based Violence in the School of Public Affairs.

Dominican University, River Forest, IL

Adjunct Professor, January 1, 2022-Present

Teach core course on Interprofessionalism in nation's first Master's in Trauma-Informed Leadership Program.

Executive Office for United States Attorneys, Washington, DC

Attorney Advisor, October 18, 2004 – July 19, 2019

Policy – Represented Executive Office for U.S. Attorneys (EOUSA) and United States Attorneys’ Offices (USAOs) in development of guidelines and policy in area of victims’ rights and services, ensuring that policies and procedures were in the best interests of the USAOs and EOUSA. Drafted interpretative and administrative rules, regulations, and other guidance, including Attorney General Guidelines for Victim and Witness Assistance (2005 and 2012). Developed portions of the Justice Manual and United States Attorneys’ Policies and Procedures related to victim rights and services and drafted the Victim Rights Chapter of the *Violent Crime Manual*. Drafted legislative proposals and provided analysis and advice regarding pending legislation, including proposed enactments of and revisions to the Crime Victims’ Rights Act (CVRA), the Human Trafficking Protection Act, the Amy, Vicky, and Andy Child Victim Pornography Victim Assistance Act, and the Mandatory Victims’ Restitution Act. Drafted congressional testimony for Department senior leaders.

Specific accomplishments include:

- Founded and spearheaded the Federal Victims in Indian Country Working Group, bringing together law enforcement, prosecutors, and victim assistance personnel to identify gaps in service for those victims and worked to fill those gaps through funding, training, and policy.
- Conceptualized and created the Technical Assistance for Restitution Analysis program, under which federal prosecutors can access expert forensic accountants to determine restitution amounts in complex cases, resulting in millions in restitution awards for victims of crime.
- Participated in the interagency Sexual Assault Survivors Bill of Rights Working Group, which conducted a series of listening sessions with survivors, prosecutors, law enforcement, and victim assistance personnel, culminating in the drafting and dissemination of best practices on the care and treatment of survivors of sexual assault and the preservation of evidence.
- Established the procedures by which the Department notifies and accords rights to victims of child pornography, and continually refined and updated those procedures with interagency working group. Developed Department policy and best practices recommendations on according child pornography victims the right to restitution, including implementation of the Amy, Vicky, and Andy Child Pornography Restitution Act of 2018.
- Led the SAVE Council Working Group on Streamlining Victim Services, a multi-agency group ensuring the provision of victim services in the Department is effective and efficient.
- Served as Co-Chair designee of the Financial Fraud Enforcement Task Force Victim Rights Subcommittee. Organized pro bono financial planning assistance for fraud victims and established Department-wide website for victim notification in large-scale cases.
- Represented EOUSA and the USAOs on intergovernmental working group to establish Strategic Action Plan to Assist Victims of Human Trafficking, released in January 2014.
- Key drafter of 2005 and 2011 Guidelines. Negotiated and drafted essential portions of Guidelines on behalf of USAOs, and presented those to AGAC Subcommittee on Victim Issues and AGAC. Working with other Department components, developed Department-wide training on Guidelines.

Training – Organized and provided training for USAO personnel, other government agencies, and the public on victims’ rights and services.

- Trained thousands of individuals on their legal and policy obligations when working with

victims. Trained federal prosecutors as well as federal investigators, corrections and court personnel, state and local prosecutors and investigators, non-governmental organizations, and members of the public.

- Appeared in multiple videotaped and live webinars and presentations on the Justice Television Network.
- Conceived and implemented nationwide training plan for 2005 and 2011 Guidelines.
- Provided regular training on victim issues in crime-specific contexts, including identity theft, fraud, domestic violence, child exploitation, environmental, tax, and computer crimes.

Guidance – Provided technical advice and assistance to Departmental leadership as well as prosecutors and victim assistance personnel in USAOs and other government agencies regarding legal requirements and Department policy in the area of victims' rights and services, recommending arguments and positions to best protect the interests of the government and fulfill statutory victim rights and services requirements.

Executive Office for United States Attorneys, Washington, DC

Assistant Director, Victim Witness Staff, May 15, 2005 – July 15, 2006

Responsibilities included those above as well as:

Management – Supervised staff of five within EOUSA and program of more than 300 individuals nationally. Established and implemented program goals. Responsible for planning, coordinating, implementing, and overseeing all activities of the staff.

Budget – Established budget for Victim Witness Staff within EOUSA as well as for Victim Witness Programs in USAOs. Advocated for additional funds as needed. Oversaw disbursement of more than \$1.5 million in funds annually for support of victims and witnesses in USAOs.

Pillsbury Winthrop LLP, San Francisco, CA

Litigation Associate, October 1, 2000-October 1, 2004

Specialized in insurance, media, and class actions. As lead associate on multimillion-dollar litigation, coordinated motion practice, fact and expert discovery, and trial preparation.

Supervised junior attorneys and staff. Drafted motions, including numerous dispositive motions, in state and federal courts. Negotiated settlements. Drafted all forms of written discovery.

Argued motions, including summary judgment. Drafted state and federal appeals, including briefs resulting in published decisions. Formulated and assessed case budgets. Trained other attorneys in substantive law and legal skills. Participated in business development efforts, including creating materials for and presenting continuing legal education for firm clients and drafting pitches for new work. Argued state appeal. Acted as second chair on successful two-week jury trial. Served as San Francisco representative to firm's national associate committee and as summer associate mentor.

Training

Conflict Resolution Center of Montgomery County, Bethesda, MD

Received 32 hours of training in facilitating community and organizational meetings.

Center for Dispute Settlement, Washington, DC
Attended training in Basic and Advanced Mediation Techniques.

Harvard Negotiation Project, Cambridge, MA
Attended intensive negotiation training for attorneys.

Volunteer Work

Parent Teacher Association, Silver Creek Middle School, Kensington, MD
Diversity Committee, LGBTQ+ Representative
September 2021-Present
Serve as liaison and advocate for LGBTQ+ families at public middle school.

Western Montgomery County Citizens Advisory Board, Chevy Chase Representative,
Bethesda, MD
Oct. 2017-2022
Advise County Executive and County Council on issues of community concern.

Community Recovery Advisory Group, Member, Montgomery County, MD
July 2020-June 2021
Advised County Executive and County Council regarding equity and efficacy in Covid response.

Publications

Katharine Manning, *Protecting the Constitution While Protecting Victims: Challenges to Pro Se Cross-Examination*, Brooklyn Law Review (forthcoming May 2022).

Katharine Manning, THE EMPATHETIC WORKPLACE: 5 STEPS TO A COMPASSIONATE, CALM, AND CONFIDENT RESPONSE TO TRAUMA ON THE JOB. HarperCollins Leadership (2021). Discusses the prevalence and effect of trauma at work and provides steps for the appropriate response to trauma.

Katharine Manning, *Violent Crime Manual (Victim Rights Chapter)*, Department of Justice (2019).

Katharine Manning, *Expanding Victim Rights*, USA Bulletin on Emerging Issues in Federal Prosecution Vol. 66, Number 1 (January 2018).

Katharine Manning, *Guardians ad Litem and Victim Counsel in Cases with Child Victims and Witnesses*, USA Bulletin on Project Safe Childhood Vol. 63, Number 4 (July 2015).

Katharine Manning & Linda Seabrook, *The Conundrum of Victims' Rights in Conspiracy Cases*, USA Bulletin on Prosecuting Criminal Conspiracies Vol. 61, Number 4 (July 2013).

Education

University of Virginia School of Law, Juris Doctor 2000
Articles Editor, Virginia Journal of Social Policy & the Law

Smith College, Bachelor of Arts 1996
Major: Government Minor: English

Alvin Gregory McCray

Qualifications for Police Board of Accountability or Police Charging Committee

My qualification for participation on either the Police Board of Accountability or Police Charging Committee stem from four specific areas:

- Education
- Work/Life Experience
- First hand exposure to law enforcement officer
 - Brother Retired Maryland State Trooper and FBI Task Force Member
 - Friend/ Classmate Retired Maryland State Trooper
 - Cousins Husband Virginia State Trooper
- Desire to see fairness in decisions relative to a police officer's accountability as in relates to complaints from citizens and fellow officers; and the questions of appropriate response based on the law and the circumstance that dictated the response by the officer.

I am a product of the Maryland Educational System and Graduate from the George Washington University with B.S. Degree in Radiology Science and Administration and DeVry University with a BS in Information Technology. Additionally, I have participated in several military schools over a 20-year career.

My education has been a foundation that taught me to follow the facts and make decisions that often affected the wellbeing of individuals from a healthcare perspective or the financial health of the various organizations where I have been employed. (E.I. DuPont de Nemours, AGFA Healthcare and Philips Healthcare a Division of Philips, URAC a Health Care Accrediting Body)

During my military career I held various positions of leadership and the enforcement of rules. The first position was Master-at-Arms in Boot Camp for 12 weeks. In that responsibility I provided security for our training area and basic law enforcement duties as it related to other recruits in my Training Platoon and Training Area.

During progression in my military career with specialized training after Boot Camp as a Hospital Corpsman with the Marines, I had accountability not only for managing their health, but I also had the responsibility for managing a team of other Hospital Corpsman that reported to me. As ranking Petty Officer, I was required to make decision concerning discipline for rule infractions when they occurred. At the occurrence of rule infractions, I would be required to evaluate the infraction as it related to regulations and determine what type of punishment was required as it related to my level of authority or if the infraction warranted the individual being reported to my Commanding Officer. When reporting the incident to my Commanding Officer, punishment would be handed out based on the incident, my recommendation and the military regulation for such infraction.

The following event in my military service provides me insight as to how split decision are often made quickly and can affect an individual life. I was on a training mission at night in a mountainous region and

a Marine was seriously injured. I had to go through a decision tree that required me to evaluate the injury, determine its severity, if he could be stabilized until morning or evacuate him at that moment and not jeopardize his life or cause him permanent injury. There was a short window to make the decision because of weather to bring in the helicopter from the ship and other protocols related to night flying in the mountainous region. I made the decision to call in the helicopter. The point is if I had made the wrong decision the individual, I was treating could have conceivably lost his leg and or his life from an in action or incorrect action. I believe this experience and others like it will serve me and my colleagues well if I am appointed.

My experience in the Private Sector /Corporate America has sharpened the skills I bring in following facts and looking at all factors that affect the decision both the objective and subjective, to make the most honest, fair ethical decision based on the criteria.

Example:

- When I was with E. I. DuPont my Title was Marketing Technical Specialist giving me National Responsibility for Imaging Solutions
- A problem was identified that produced an unwanted result on Xray's at the time under specific conditions at that time
- It was my job to lead the team in a decision to determine if the company should keep the product in the market for release after spending hundreds of thousands of dollars at the time; or stop the product release scrap and implement a resolution and release a few months later
- I lead the decision that the right thing to do was scrape the release and issue a new resolution a few months later

Additionally in my various positions I have been responsible for negotiating contracts with large Health Systems and other Fortune 500 Companies that have required me to look at everything that can affect the out come of the negotiation. When doing this I was not alone but this was done in conjunction with a team of individuals.

When negotiating and addressing issues I have a process that I have always followed, and I believe it would be appropriate if I were appointed to one of the committees:

- Listen
- Ask Questions
- Research
- Identify the issues and understand the ramifications
- Understand everyone's perspective, and ideas
- List the workable solutions (options)
- Evaluate the options
 - Pros
 - Cons
- Select an option or options.
- Document the selection
- Agree on contingencies, monitor and evaluate

Finally, knowing police officers on a personal level and having family members in law enforcement, having discussed the issues they are required to address provides me some perspective on how many officers look at the law as they enforce it. In general police officers want to do the right thing and I recognize they are people trying to do the right thing. This affords me some insight into how police officers think and act. I believe this will enable me to evaluate information with a more insightful perspective when combine with the training I am provided for this appointment and understanding the laws.

In conclusion I present myself as an individual that brings a balance of seriousness, education, intellect and life experience to represent Montgomery County Citizens.

Alvin Gregory McCray

Senior Sales Professional

An accomplished sales professional that leverages experience, expertise in technology, technical marketing, manufacturing, training, large account management and relationship building to increase market share, profitability and a competitive advantage.

Experience includes Business Development, Technology Sales, PACS/Medical IT Solutions, Capital Equipment Sales in healthcare and the Marketing of Clinical and Diagnostic Services to physicians. Effectively works with senior executives, managers, clinicians, and end users to obtain business objectives.

Capability

- Strategic & Consultative Sales
- Relationship Management
- Account Conversion
- Managing Change
- Technical Proficiency
- Business Development
- Market Penetration
- Project Management
- Information Gathering
- Flexibility
- Business Case Analysis & Development
- P & L Management
- Analytical Thinking
- Entrepreneurial Spirit

A proven performer and leader in developing relationships utilizing competence, trust and candor while focusing on client needs to further business growth. An employer of Strategic Account Analysis to plan and create solutions that meet customer needs. A creative, analytical, polished presenter with excellent interpersonal skills and team contributor with a solid reputation for team work, integrity, leadership and professionalism. Track record of successfully leading sales, marketing and manufacturing project teams to meet sales objectives with a clear knowledge of sales and marketing principles. Served in the United States Navy and Naval Reserves with various levels of responsibility and leadership experience serving as a Senior Navy Corpsman in clinical settings. Premier assignments at National Naval Medical Center, Bethesda, MD and Naval Medical Center San Diego, CA

URAC

May 2018 to Present

Senior Business Development Executive Washington, DC

Represented URAC promoting healthcare accreditation and certification products across a wide area of healthcare developing business strategy and tactics executing in the following areas:

- Health Plans
- Pharmacy
- Accountable Care
- Clinical Integration,
- Utilization Management
- Case Management
- Independent Review Organizations

- Telemedicine
- Responsibilities included utilizing resources such as social media (LinkedIn etc.), professional journals and the internet to uncover potential new leads and the existing CRM to mine previous clients for business opportunities. Position URAC as the accreditation solution of choice through education by understanding their business needs and how URAC accreditation supports needs
- Built relationships utilizing a consultative selling approach that challenges prospects to improve their business process via accreditation incorporating effective communication and presentation skills, executing an effective plan to achieve accreditation product sales goals.
- Lead the Telehealth Accreditation Program for the URAC sales team developing business opportunities working with the Sales Director, Product Development and other team members through collaborative discussion.

Accomplishments:

- Lead Sales Team Surpassing Target 30%
- Lead in Sales six (6) Qtrs. Over the past 2 years
- Conceived and Developed Idea for Strategic Partnership Initiative with Group Purchasing Organizations, Pharmacy Management Companies and Pharmacy Distribution Companies to grow URAC Accreditation in Pharmacy and Specialty Pharmacy

National Spine & Pain Centers, Maryland

Provider Liaison

October 2016 to May 2018

Responsible for marketing Pain Management services to referral physicians in Montgomery County Maryland. Interacted with Primary Care Physicians, Neurologist, Orthopedic Surgeons, Podiatrist and other specialist presenting value proposition for allowing us to triage and treat their pain patients.

Responsibilities:

- Develop relationship with Clinical Referral Coordinators, physicians and other office staff responsible for referring and scheduling patients for referral
- Design travel plan and call schedule to cover territory
- Disseminate information that presents the “Value Proposition “for why their patients should be referred to our facilities
- Develop marketing plan and collateral literature that supports the “Value Proposition” and Sales Strategy for the National Spine and Pain Centers

Accomplishments:

- Increased referrals month over month 31% after being in position only 3 months
- Identified referral opportunities in the VA Choice Program for NSPC and provided direction to assure all NSPC Centers are Registered with the VA
- Developed a Partnership for NSPC with Chiropractic Group for an exclusive referral relationship

Progressive Radiology
Clinical Liaison, Illinois

April 2015 – September 2016

Responsible for marketing the MRI services to referral physicians in Lake County, Illinois. Interacted with Primary Care Physicians, Pain Management Specialist, Neurologist and Neurosurgeons, Internist, Podiatrist, Orthopedist, Cardiologist and Pediatricians.

Responsibilities:

- Develop relationship with Clinical Referral Coordinators, physicians and other office staff responsible for referring and scheduling patients for their outpatient MRI Examinations
- Design travel plan and call schedule to cover territory
- Disseminate information that presents the “Value Proposition” for why patients should be referred to our network of MRI Centers
- Develop marketing plan and collateral literature that supports the “Value Proposition” and Sales Strategy for the Progressive Radiology Business Objectives

Accomplishments:

- Increased referrals the 3rd month in position by 10%
- Increased referrals month 11 in position by 17%
- Average Referral Rates Increase 20%

The AGM Group, LLC
Sales and Marketing, Illinois

March 2011 - March 2015

The AGM Group is an Independent Sales Organization that represents OEM, Distributors and solution providers in healthcare.

Accomplishments:

- Developed Channel Partnership and established contract for \$30 Million with major Healthcare Manufacture(OEM) to resell and distribute RFID Technology
- Sold first RFID solution to Surgical facility for managing/tracking the 4 P's (People, Procedures, Products/Assets and Processes)

Key Responsibilities:

- Developing Business Plan
- Developing Marketing Literature, Mission Statement, Vision and Branding
- Identifying Target Market and Customers
- Selling Consumables, IT and Capital Equipment solutions (Imaging, RFID Technology, Surgical Solutions and Asset Management Solutions)

Medical Applications Specialist- Bolingbrook, IL
Sales and Marketing

June 2009 - January 2011

Responsible for the Sales and Marketing of MAS product line and services. Duties include brand enhancement, vendor relationships and sales force development. Developed agreements with device manufacturers and distributors for MAS to act as a Sales Agents or Reseller for their organizations.

Established pricing policy, discount guidelines and commission schedule for sales staff. Responsible for selling consumable, medical equipment and solutions at various call points in healthcare facilities. Directed and worked with sales staff setting objectives and covering accounts.

Philips Healthcare – Roselle, IL

June 2005 - January 2009

Account Manager – Full Line

Sold a balanced portfolio of MR, CT, Cardiovascular, General Radiography and Nuclear Medicine Equipment to Radiology, Cardiology, Radiation Oncology and the OR in a Territory that was open with limited coverage prior to my assignment. Developed Business plan for territory formulated strategy and tactics to meet business objectives. Directed project management meetings addressing stake holders and solution implementation. Established successful relationships with the Executive Suite (CEO, CFO & COO) Materials / Purchasing Management and IT Departments. Performed presentations ranging from business to technical depending on the audience and their area of need. Utilized CRM tool Siebel to manage territory, develop and configure customer solutions.

Key Achievements:

- Increased Sales in a realigned/challenged territory from a base of \$ 2MM in previous yr. to \$4 MM sales in 2006, \$8.7 MM sales in 2007
- Increased sales into Visin 12 Veterans Administration facilities through 2008 a three-year period by \$8M, the four years prior to my coverage only \$1M sold into the VA organization.
- Developed relationships and sold \$5M into prestigious account previously unavailable to Philips.
- Lead Sales Team closing 1st 3T MRI \$2.5 MM sale in District at VA Hospital.

Key Responsibilities:

- Respond to RFP's and Develop Customer Proposal's
- Selling a balance Portfolio

E.I. Du Pont / Sterling Diagnostic Imaging / AGFA Healthcare – Hoffman States, IL

Senior Account Executive (40-60% Travel Overnight)

October 1995 - February 2005

Sold diagnostic imaging systems, film, PACS Enterprise Solutions, Software and thin client solutions to hospital radiology departments, IT departments, healthcare enterprises, GPOs' IHNs and other healthcare providers in the Midwest. Directed Distributor network providing training/sales support for digital solutions and consumable products. Performed Power Point presentation to direct and in direct customers. Developed Strategy and Tactics for reaching territory sales objective based on Business Plan Developed. Interfaced with the Executive Suites and Materials /Purchasing Management. Worked with Dealer/Distributor sales force to close sales. Made joint calls with Representatives to increase their sales of my products to end use hospitals and medical facilities.

Key Responsibilities:

- Sell Consumables, Capital Equipment, PACS Enterprise Solutions to GPO's and IHN network facilities
- Develop Sales Plan, Strategy and Tactics for Territory
- Contact with Department Directors, End Users, Materials Management, IT

- Identify and Develop New Business Opportunities
- Develop and Host Customer Site Visits
- Training and Coaching Dealer /Channel Partners sales representatives to increase sales in territory
- Product Demonstrations and Customer Presentations
- Responding to RFP's and Generating Proposal's

Key Achievements:

- Increased consumable business 10% first year from \$2M to \$2.2M in a previously open territory, negotiating contracts with multiple facilities.
- Sold and negotiated SW /Equipment \$2.5M PACS Solution for Kishwaukee Health System implementing three sites over 18 months assisting with project management.
- Assisted in the design, configuration, implementation and project management of the three Kishwaukee Health System sites.
- Successfully bid the Cook County Supply, Film and Chemistry Agreement \$2.5M /contract three times maintaining continuity over a nine-year period.
- Received AGFA Gold Rush Awards for exceeding Sales in Revenue in consumables, digital networks and service contracts
- Completed third degree Bachelor of Science Information Technology

E.I. Du Pont De Nemours– Wilmington, DE

June 1991 – September 1995

Marketing Technical Specialist-National Responsibility (65% Travel Overnight)

Manager responsible for technical issues and marketing of the Consumable Product Line (Quanta and Premier intensifying screens, cassettes and x-ray film products) North America. Assisted in the development of business strategy, product competitiveness and product launches. Provided technical training to Sales Force on product line and technical changes. Taught and developed curriculum for instruction to sales organization on Product Line and Solution Sales. Provided Project Management of Projects Worked closely with internal sales organization, customers and distributors North America. Provided coaching and support to sales members during travel to achieve sales objective

Key Achievements:

- Identified and defined a major manufacturing artifact issue with phosphor in Premier film/screen product line before it became an FDA recall issue saving several million dollars.
- Developed, tested and implemented test procedure to consistently identify artifact problem (Phosphor Lag).
- Lead R & D team in establishing new Product Release Specifications
- Saved \$2M in product replacement by developing cost effective replacement strategy to customers

Key Responsibilities

- Lead Project Management of New Hirano Screen Coater Installation Team in developing quality testing procedures for internal and external evaluation / field testing of manufactured screen / film product prior to commercial release.
- Developing Technical Training Programs for sales force and national distributors.
- Worked on RSNA display booth design team for product/system promotion.

- Lead monthly quality product team discussions with Manufacturing and the Research Development Group
- Develop and Host Customer Site Visits
- Develop Technical Data Sheets and Marketing Literature
- Manage Product Life Cycle, customer requirements, working with R&D and manufacturing

E.I. Du Pont De Nemours & Company – Washington DC June 1981 – September 1991

Sold Diagnostic Imaging Systems, Consumables and Capital Equipment to Radiology Departments and Healthcare providers. Interfaced effectively at all levels within the customer organization. Worked closely with distributors' management personnel and their sales force to increase dealer sales of product to end user. Provided training and technical assistance to end user organizations and distributors. Developed power point presentations

Key Achievements:

- Medical Products Marketing Excellence Award E.I. Du Pont de Nemours for expanding
- Consumable film business \$300 K during a recessionary market with price increase competing against lower price systems and selling \$200 M equipment 1989-1990 and as part of the #1 District in the country increasing market share from 32 to 39 percent over a three-year period.
- Du Pont Oval Club for Top 10% of Contributors in Country 1985 (ranked #10), 1986 ranked #5) out of 200 for selling consumable x-ray film, processors, chemistry, laser system and service contracts.
- Top performer in company one year for New Business Gains (ranked #1 out of 200) for \$500 K in film sales while maintaining a \$600 K territory of existing business
- Awarded membership "Northeast Region Top Sales Team" for leadership and exceeding sales goals by 20% over four (4) consecutive years
- Appointed to special Product Committee for evaluating new products before introduction into market.
- Provided Market Center team with technical support performing product demonstrations and product updates.
- Converted George Washington University Medical Center to one of the first Linx Digital networks selling 4 Linx Digital Lasers

Key Responsibilities:

- Selling consumable product and capital equipment solutions to Hospitals, Physician Offices, Orthopedic Practices and Imaging Centers
- Product Demonstrations and Customer Presentations
- Interface with Distributors, training and coaching sells staff to increase sales in territory

United States Navy and Naval Reserves

1971-1982

Hospital Corpsman ,FMF Corpsman, Radiologic Technologist)

- Supervised staff in training activities during Drill Weekends and Active Duty for Training. Recalled to active duty for operation Desert Storm reporting to Bethesda Naval Hospital. Supervised Radiology Enlisted Staff in the performance of radiographic procedures and departmental operations. Operation Desert Storm

- Staff Technologist performing radiology procedures in Imaging Department and Emergency Department and OR.
- Managed enlisted staff performing nursing patient care on Medical, Surgical and Orthopedic floors at Bethesda Naval Hospital, Fleet Marine Force Camp Lejeune, NC. Directed healthcare delivery for 150 Marines, with a staff of 3 Corpsmen. Managed healthcare delivery team in treatment of sick/injured Marines and maintained the Platoon's medical records (Includes 1-year deployment to the Middle East and Mediterranean)
- Supervising Petty Officer at Bethesda Naval Hospital Department of Radiology managing departmental annual budget for the purchase of consumable supplies and equipment

Education

B.S. Information Technology (Networking Concentration) • DeVry University

B.S. Radiology Sciences and Administration (Business Management Concentration) •

The George Washington University

A.S. Radiology Technology • The George Washington University

Professional Training

- Sales Training Programs: **Principles of Sales Mastery, Selling the Business Impact of Your Solution**, Heart Beat of Communication, **Xerox Training Program, Miller Heiman Strategic Selling**, Forum Corporation Face to Face, Negotiable Selling **Titian Principle, Selling at the Executive Level-SAS**
- Manufacturing and Business Training Courses: Product and Cycle Time Excellence(PACE), PACE for Excellence, Decision and Risk Analysis, **Financial Fundamentals for Business, Microsoft Suite Siebel CRM and Salesforce CRM**

Military Training:

- Naval School of Health Sciences
- Field Medical Service School
- Radiology Technology
- Physician Screener
- Field Medical Service School

+Paul L. Walker Sr.

April 9, 2022

Montgomery County Board, Committee, or Commission

Attn: PAB/ACC

Re: Police Accountability Board Committee Position

Dear: Search Team,

I am presenting myself to you in reference to the Police Accountability Board position with Montgomery County MD, by way of the enclosed resume. I offer a mature, strategic based ability to make sound and community sensitive decisions, which can triumphantly grow our County, our Community, and our Police Department, as well as simultaneously introduce the ideology of Montgomery County being a diverse, and welcoming place to live.

Throughout my ministry, and community service, I have proven myself to be a caring, dedicated, sacrificial and committed man of God, and servant to my MOCO community, and I have contributed significantly to getting the work done, and our community served. My background has provided me with knowledge of evidence-based policing practice, team building, management skills, staff management training, and public speaking.

Enclosed for your review and consideration is my resume, which highlights my ministry/community experience and qualifications.

Sincerely

+Paul L. Walker

Paul L. Walker, DD

EXECUTIVE MANAGEMENT/COMMUNITY LEADERSHIP QUALITIES

- Visionary Leadership
- Networking/Community and Government Relations experience
- Organizational Management

CORE COMPETENCIES

- Knowledge of Evidence based policing practice
 - Strategic Planning -Team Building/Management
- Fiscal Responsibility - Staff Management and Training
- Public Speaking - Operations/Administration

QUALIFICATION/CHARACTERISTICS

- Highly skilled at assessing existing operations and analyzing processes, to identify and leverage opportunities to improve efficiency and effectiveness
- Co-Chair - Reimaging Public Safety Task Force – Tasked with creating alternative programs to jail, and police, including increasing innovation and creativity to take on contemporary challenges facing law enforcement
- Completed the Citizens Police Academy Training Program in Frederick, MD, in an effort to help foster better relations between the community and the Police Department
- Served as a Consultant for the Department of Human Rights initiative, to establish the Equal Justice Initiative Memorial Commission in Montgomery County, Maryland
- Served as a 2019 Montgomery County Executive Transition Team Member whose focus was to make Montgomery County Maryland "A More Affordable and Welcoming County"
- Inducted into the Office of Human Rights Hall of Fame, 2018 - Recognized for social justice, community outreach, and political activism

PROFESSIONAL EXPERIENCE

All positions requiring the highest levels of federal security clearance charged with analysis of data, monitoring of systems performance and recommendations for efficiency improvements.

Technical Support Branch, Facilities Management Services, Office of Operations, Bureau of Administration U.S. Department of State- Washington, DC

Building Management Specialist, GS-12

2022-Present

- Analyze and compare current utility consumption with like periods in previous years, and note extreme or inexplicable variations in such consumption
- Monitor, track and document data on facilities' utilities consumptions, and validate utility billings through employment of automated systems, used for financial tracking
- Recommend and implement cost, energy saving, and preventive saving concepts and programs, in support of Department's energy initiatives, that include its' sustainability programs
- Maintain active COR Training and Certification, and serve as Contracting Officer's Representative/FAC COR Acquisition Professional, in monitoring work of contractors, to ensure adequacy of work and services received
- Collaborate with Sr Building Managers to develop plans and schedules for utilization of contractual building services, and serve as technical advisor to Contracting Officers, on technical matters
- Promote safe, secure and fully functional working environments for domestic building occupants. Participate in development of plans and monitoring of schedules, for building's maintenance

Department of Defense - NAVFAC – Indian Head, MD
Facility Supervisor Contract Manager/Branch Head GS-12
2020 US Federal Government

2018-2022

- Developed IGE for service contract solicitations and task orders
- Assisted Contracting officer with Contract and Task Order development and negotiations with providing Contractor
- Supervised employees to ensure compliance with Human resource regulations
- Prepared appropriate correspondence and recommendations to the PWO regarding contractor performance and schedule
- Reviewed and created documentation identifying contractor performance
- Performed day-to-day administration and management of assigned support contracts
- Performed technical control of the Performance Assessment Program at the site assigned
- Acted as Government representative in interpreting contract clauses, negotiating modifications and task orders
- Ensured all employees are provided with awareness training in regards to FSCs, safety, protection of government owned property and EEO policies and programs
- Served as a consultant to other Commands located at site assigned on FSC matters
- Developed and executed a Navy Working Capital Fund (NWCF) budget

Healing and Deliverance Ministry, Inc, MD

2002-Present

Founder/Pastor/CEO - Elected and Consecrated into the office of the Bishopric, 2014

- Created, developed, and implemented the Public Safety Enhancement HYOP Life Skills program that provides professional development opportunities, leaderships skills, certifications, apprenticeships, career portfolio management, interviewing skills, character education, and links to community agencies. The Program specializes in changing violent youth and young adults into calm, steady thinkers, by training them to think critically and to be accountable for their actions and their consequences. This cognitive behavior model also leads to enhanced self-esteem, greater self-awareness and self-respect, ultimately transforming them into law abiding, productive citizens, which in turn has a direct impact on increased community engagement, and public safety.
- Oversee and manage the HYOP Life Skills Program, by assigning work priorities to subordinate units, in response to organizational needs to support the aim of the program: 1) To decrease juvenile and young adult gang violence in the state of Maryland; 2) To decrease rates of gang involvement; 3) To decrease the amount of drug arrests; 4) To decrease recidivism rates in targeted juvenile and young adults; 5) To decrease the level of contact with the Juvenile Justice System and contact with police officers; and 6) To improve school and career training opportunities for juveniles and young adults).
- Provide executive leadership to Department Directors; Oversee networking and collaborating efforts with local community partners\leaders, and outside agencies
- Work with departments of County government, outside agencies, community and business leaders, and organizations to address public safety, recidivism, food insecurity, and job training.
- Developed and implemented managerial leadership and protocol training programs for local, and international church organizations.

Dear County Executive Elrich:

I am applying for a seat on the board of either the Police Accountability Board or the Administrative Charging Committee. I am happy to represent the Up County district where I reside in Germantown, or the Mid County district where my church is located and where I currently serve the Scotland Community in Potomac.

While my professional experience with law enforcement is nonexistent, I have past professional experience in the financial services industry focused in the area of compliance. As such, I am familiar with compliance-related processes.

My lived experiences stem from several areas. I have recently served on the 2nd District Police Advisory Board for several years and I have appreciated the work that police officers encounter and interactions they may have with the public.

Conversely, I have also experienced encounters with the Montgomery County Police Department on issues stemming from my church community:

- Participated in the discussions regarding the young men of the Scotland Community characterized as a “gang.” I met with leadership of the 1st District to express my concerns (July 2006)
- Filed a complaint against officers concerning the fair treatment of members of the Scotland Community. (July 2006)
- Participated in brokering a meeting at Scotland AME Zion Church between the NAACP and Montgomery County Police Chief Thomas Manger concerning a 3:00 am “No Knock” raid in the Scotland Community to several families whose sons or grandsons were accused of breaking and entering a home in the community. The result of the raid was determined to be “Noelle Prosequi” (do not prosecute) by the Prosecutor’s Office. The homeowners were never reimbursed for the damage to their doors after police busted in using a battering device. (December 2008)
- Helped to coordinate the Montgomery County Law Enforcement Gospel Choir at Scotland AME Zion Church to improve community relations with the police department. (Fall 2008 – Spring 2009)
- Served on the 2nd District Police Advisory Board for several years and I have appreciated the work that police officers encounter and interactions they may have with the public. (Sept. 2015 to present)
- Worked with Action in Montgomery (AIM) to develop the state legislation for police reform (2020)

I believe I can be a useful and valuable member of the board in presenting fair and balanced findings to the board and community. I believe we can make Montgomery County’s police reform a model for the other counties in Maryland and the United States to follow.

Sincerely,

Thomas “Chuck” Williams Jr.

Thomas C. Williams, Jr.

Summary of Qualifications

Management and supervisory experience, Customer/Client Service/ via phones and face-to-face.
Presenter of various financial education seminars, voter education workshops
Call center experience. Proficient with Windows, Morningstar Workstation, MS Office (Word, Excel, Power Point, Access, Outlook, Teams), Zoom, Hopin, Client Relationship Systems (CRM).

Experience

Volunteer Activities

2019-2021 Project 100 Voter Engagement
Coordinator, AME Zion Church, Baltimore
District
District Co-Director

- Coordinated 19 churches in the Montgomery, Prince Georges, Baltimore City & County areas
- Liaison between the national Project 100 team and the local churches
- Conducted voter education sessions for the community
- Brought awareness to members of voter suppression tactics

2018-2021 Montgomery County NAACP
Montgomery County, MD
AME Zion Church Liaison to NAACP

- Represent Montgomery County AME Zion churches
- Member of the Religious Affairs Committee

2015-2021 Montgomery County Police
Department
Bethesda, MD
Advisory Board Member, 2nd District

- Crime statistics and activities review
- Advised community of crime trends

Education

New Jersey City University, Jersey City, NJ -
Economics Major

References: Available upon request

Professional Employment

2022 to Present Montgomery County, MD
Board of Elections Gaithersburg, MD
Election Aide II

- Preparing and training Election Judges in various aspects of voting operations for the upcoming 2022 elections

2007-2020 McGeever and Associates
Ameriprise Financial, Inc. Bethesda, MD
Service and Operations Manager

- Private Wealth Advisory team member
- Conducted investment portfolio analyses
- Managed all wealth management service activities
- Performed various financial planning and advisory services

1998-2007 Ameriprise Financial Inc.
Bethesda, MD

Financial Advisor/Planner

- Proficient on all areas of financial planning; Recipient of the Quality of Advice award.
- Above standard results on in-house Client Satisfaction Survey.
- Provided support service as team leader for several advisors.
- Supervised several advisors' regulatory compliance standards

1996-1998 The Advisors Group-Ameritas
Bethesda, MD

Supervisor, Operations Services Group

- Transformed organization structure from manual processing to automated service-oriented teams.
- Cross trained and converted 10 separate staff positions into 2 multi-functional service groups.

Chris Zatrutz Bio

Chris Zatrutz is a labor attorney with experience at a number of labor unions and a passionate advocate for the rights of workers. He received his J.D. from the City University of New York School of Law and his B.S. in Criminal Justice from Temple University. Chris was motivated to join the Police Accountability Board from his experience with the criminal justice system and his familiarity with labor unions. Chris seeks to fairly adjudicate complaints, maintain a productive relationship with law enforcement, and improve policing practices to reflect the needs and initiatives of the community.