

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**Department of Human Resources**



August 26, 2011

VIA ELECTRONIC MAIL TO: [jamesAmclaughlin@gmail.com](mailto:jamesAmclaughlin@gmail.com)

Mr. James A. McLaughlin  
D.C. Open Government Coalition  
1602-V Belmont Street, N.W.  
Washington, D.C. 20036

Re: Freedom of Information Appeal 2011-56

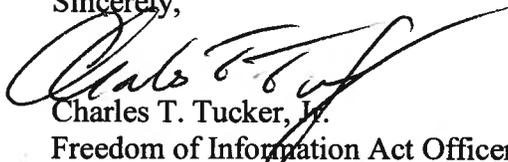
Dear Mr. McLaughlin:

After conducting an initial search of documents responsive to your FOIA Appeal of July 25, 2011, the D.C. Department of Human Resources submits the attached responsive documents.

Please take notice that some official files are inactive, and not immediately accessible, however, this Agency has requested access to those files, and when they are available, this Agency will conduct a thorough and diligent search, and inform you of any other documents that may be responsive to your FOIA Appeal.

If you have any questions about this response, please contact Stephanie Ferguson, of my office. Ms. Ferguson may be reached at (202) 741-8783 or [Stephanie.ferguson@dc.gov](mailto:Stephanie.ferguson@dc.gov).

Sincerely,



Charles T. Tucker, Jr.  
Freedom of Information Act Officer  
D.C. Department of Human Resources

Electronic Attachments: 173

CTT/sbf

**Curriculum Vitae  
IRVIN B. NATHAN**

**REDACTED**

**EMPLOYMENT**

**General Counsel, U.S. House of Representatives, November 2007--present**

**Senior Partner, Arnold & Porter, Washington, D.C., 1994-2007**  
(Chair, White Collar Criminal Defense Department)

**Principal Associate Deputy Attorney General, U.S. Department of Justice, 1993-1994**

**Partner, Arnold & Porter, Washington, D.C., 1981-1993**  
(General Civil and Criminal Litigation)

**Deputy Assistant Attorney General for Enforcement, Criminal Division,  
U.S. Department of Justice, 1979-1981**

**Partner, Arnold & Porter, Washington, D.C., 1976-1979**  
(General Civil Litigation)

**Associate, Arnold & Porter, Washington, D.C., 1968-1975**

**Law Clerk to Judge Simon E. Sobeloff, United States Court of Appeals  
for the Fourth Circuit, 1967-1968**

**TEACHING EXPERIENCE**

**Adjunct Professor, Georgetown University Law Center:**  
1995, 1996 (Ethical Issues in Federal Criminal Prosecutions)  
2009, 2010 (Separation of Powers: Conflicts Between the Congress and the Department of  
Justice)

**Adjunct Professor, University of San Diego Law School:**  
1990-1991 (Advanced Criminal Justice Seminar: Federal Criminal Trials of Public Officials)  
**Lecturer, Washington College of Law, Summer Institute on Law & Government:**  
June 2010 (Congress and the Department of Justice)

### **PRIOR CAPITOL HILL EXPERIENCE**

**Special Minority Counsel to the U.S. Senate Intelligence Committee, 1981**  
(Investigation of former CIA Director William Casey)  
**Senior Counsel, U.S. House Judiciary Committee, 2007**  
(Investigation of firings of 9 United States Attorneys in 2006)

### **PUBLIC DEFENDER EXPERIENCE**

**Trial Attorney, Federal Public Defenders of San Diego, January-June 1991**  
(during sabbatical from law firm)

### **EDUCATION**

**Columbia Law School, 1964-1967**  
J.D., *magna cum laude*  
Board of Editors, Columbia Law Review  
Jerome Michael Trial Advocacy Award  
Harlan Fiske Stone Scholar, 1996, 1967

**Johns Hopkins University, 1960-1964**  
A.B., *Phi Beta Kappa*

### **BAR ACTIVITIES**

Fellow, American College of Trial Lawyers (1997-present)  
Member, American Law Institute (1994-present)  
Member, American Bar Foundation (1995-present)  
Chairman, Ethics Committee of the D.C. Bar, 1999-2001  
Vice Chairman (2007-2008), D.C. Board of Professional Responsibility, 2004-2008  
(appointed by D.C. Court of Appeals)  
Chairman, Committee on White Collar Crime, Criminal Justice Section,  
American Bar Association, 1982-1984;  
Chairman, Ad Hoc ABA Committee on Independent Counsel Statute, 1985-1987  
Chairman, Nominating Committee, D.C. Bar, 1990  
Member, D.C. Bar Committee on Civility in Litigation, 1993-1996

### **CIVIC ACTIVITIES**

President, Frederick B. Abramson Memorial Foundation, 2004-2006  
Member, Board of Directors, Frederick B. Abramson Memorial Foundation, 2001-2006  
Member, Board of Directors, Council for Court Excellence, 2009-present  
Member, Board of Anti-Defamation League of D.C., 2009-present  
UDC Law School Foundation Board, 2008-present  
Past Chair, Board of Trustees, National Capital Region, American Jewish Congress

## HONORS

Visionaries Award, National Law Journal, 2009  
The Best Lawyers in America, 1989-2009 (each year)  
American Jewish Congress, National Capital Region, Leadership Award, 1990

## SELECTED PUBLICATIONS

ABSCAM: A Fair and Effective Method for Fighting Public Corruption, Chapter, *ABSCAM Ethics*, edited by Gerald M. Caplan, (May 1983);

Prosecuting a Civil Rico Case, Chapter, *RICO: Civil and Criminal, Law And Strategy*, edited by Judge Jed Rakoff and Howard Goldstein, Law Journal Press (1989);

Law Enforcement Against International Terrorists: Use of the RICO Statute, (with Kenneth I. Juster), 60 U. Colo. L. Rev. 553 (1989);

Corruption Trials: The Pitfalls, *The National Law Journal*, 4/13/81;

Confronting the Evidence of Corruption, *The National Law Journal*, 4/20/81;

Proposed Amendments for RICO: Making a Criminal Law More Civil, *The National Law Journal*, 8/31/81;

Civil RICO: A Primer on the Emerging Use and Abuse of an Elastic Treble Damage Remedy, *The Practical Lawyer*, Fall 1983;

Doubling the Treble Damage Remedy, 52 *Antitrust Law Journal* 327 (1983);

Vigilant Precautions Needed After Bank Secrecy Crackdown, *American Banker*, 4/26/85;

Civil RICO, (Part I), *The Practical Lawyer*, 12/1/83;

Civil RICO (Part II), *The Practical Lawyer*, 1/15/84;

RICO and the Search for Triple Damages, *International Financial Law*, July, 1985;

The Bank Secrecy Act, *Review of Financial Services Regulation*, 4/9/86;

Practical Considerations Concerning Internal Corporate Investigations, *Georgetown University Law Center Federal Enforcement*, 1987;

Strengthening the Independent Counsel Law Requires Judicial Review of the Attorney General's Decision (with David P. Gersch), 25 *Am. Crim. L. Rev.* 199 (Fall 1987);

Antitrust Precedents May Prove Useful in Many Civil RICO Cases, *The Legal Times*, 9/21/87;

A Call for Congressional Action to Reform RICO, *Civil RICO Report*, 2/9/88;

Minimizing Liability for Bank Secrecy Act Reporting Violations, *Bank Administration Institute*, December 1988;

Restraint Urged in Government Response to Inflated GSE Bids, *American Banker*, 10/31/91;

Holmes Court Advantage to Defendant, But Final Call for Congress, *RICO Law Reporter*, 4/92;

Fixing the Rule on Contacts with Represented Parties, *Legal Times*, 3/14/94;

Trial By Ambush, *The New York Times*, Op-Ed, 2/6/95;

Coordinated Criminal Investigations Between the United States and Foreign Governments and Their Implications for American Constitutional Rights (with Christopher D. Man), 42 Va. J. Int'l L. 821 (Spring 2002);

Department of Justice's Ethical Words Are Not Yet Marked By Deed, *Business Crimes Bulletin*, February 1995;

Search and Seizure of Law Offices: DOJ Guidelines Make It Easier, *Business Crimes Bulletin*, January 1996;

Civil Remedies May Be Needed to Curb Prosecutorial Abuses, *Business Crimes Bulletin*, February 1997;

Tough EEA Enforcement Reveals Need for Strict Compliance (with Nancy Perkins), *Business Crimes Bulletin: Compliance and Litigation*, January 1998;

Shekels & Hyde: Little Money, Many Lessons from Hyde (with John Massaro), *Business Crimes Bulletin*, 1999;

Congressional Reforms Needed for Improved Exercise of Prosecutorial Discretion, *Business Crimes Bulletin*, 2000;

Preventing Disclosure of Grand Jury Materials to Foreign Governments Pursuant to MLATs, *Business Crimes Bulletin*, June 2001;

The USA Patriot Act of 2001 Poses a New Threat to Grand Jury Secrecy, *Business Crimes Bulletin*, February 2002;

FCPA Ruling Raises Serious Issues for Prosecutors, Counsel, *Business Crimes Bulletin*, June 2002;

White-Collar Sentencing: A Loss of All Proportion, *Business Crimes Bulletin*, February 2003;

Is Bribing Foreign Tax Collectors a Federal Crime? *Business Crimes Bulletin*, June 2004;

Supreme Court Gives the Defense a Boost in Plea Bargaining, *Business Crimes Bulletin*, March 2005;

Multiple Jeopardy: Concurrent State and Federal Prosecutions for the Same White-Collar Offense, *Business Crimes Bulletin*, December 2005;

The Thompson Memo Ruling: Recent Decision May Have Little Effect on Other Cases, (with Michael S. Lewis), *Business Crimes Bulletin*, October 2006;

Taking the Fifth in Congress, *Business Crimes Bulletin*, October 2010.

Wayne M. Turnage

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**CONTACT INFORMATION**

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Address

**REDACTED**

Telephone

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**EDUCATION**

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1982

Ohio State University; Columbus, Ohio  
Master of Public Administration  
*Verification Pending*

1980

North Carolina Agricultural & Technical State University;  
Greensboro, North Carolina  
B.S., Social Science  
*Verification Pending*

## **CAREER DETAILS**

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**2010 to Present**

**Virginia Commonwealth University (VCU)  
Richmond, Virginia**

### **Chief of Staff**

Serves as principal aide to the President of VCU. General duties include the following:

- Works as a liaison between the President and his senior management team of vice presidents.
- Provide policy analysis and strategic advice to the President on key issues affecting VCU.
- Interacts with university staff, industry, government officials, and other external stakeholders on behalf of the President; prepares or contributes to the preparation of reports, briefings, presentations, and responses on university issues.
- Manages the staff and operations in the President's office, ensuring compliance with state laws and university operating agreements.

**2006 to 2010**

**Office of Governor Timothy Kaine  
Richmond, Virginia**

**2007 to 2010**

### **Chief of Staff**

Served as Virginia's chief operating officer with the following duties:

- General management and direction of State government operations.
- Managed the staff and budget of the Governor's office and Cabinet.
- Assisted the Governor in crafting the Commonwealth's \$77 billion biennial budget.
- Provided oversight of the State's personnel system that consisted of more than 100,000 classified employees.
- Worked with Governor's office staff, Cabinet Secretaries, and agencies to develop and implement Governor Kaine's legislative policy agenda.

**2006 to 2007**  
**Deputy Chief of Staff**

Served as second in command for Governor Kaine with primary responsibilities for government operations. Central duty in this capacity was the development and day-to-day management of a performance measurement system for executive branch agencies. Also served as advisor to the Governor on health care reform for the Commonwealth's Medicaid and employee health insurance programs.

***Key Accomplishment:***

- *Performance Management System.* Played a principal role in moving state government to a performance-based system for each executive branch agency. The newly developed system includes key outcome-based measures which are used to assess agency performance in achieving mission-related goals as well as productivity measures which are used to evaluate the efficiency of government operations in the agencies.

**2004 to 2006**  
**Office of Governor Mark R. Warner**  
**Richmond, Virginia**

**Advisor to the Governor for Special Health Care Projects**

Served in role as advisor to Governor Warner on Medicaid reform and general health care issues. Responsibilities in this capacity included: developing issue briefs and white papers for the Governor on the various proposals to reform the Medicaid program; working with Congressional staff and the National Governor's Association to develop legislative proposals for Medicaid reform; and representing the Governor at various meetings with advocates for the program who wanted a voice in the process for national Medicaid reform.

***Key Accomplishment:***

- *National Medicaid Reform.* Played a principal role in convincing congressional staff to moderate potentially harmful cuts for the Medicaid program. Briefings to staff were developed and a range of alternative proposals -- supported by data analysis on the Medicaid program -- were the vehicles used to influence shifts in the national plans for reducing the size and cost of the Medicaid program.

## Director of Policy and Research, Department of Medical Assistant Services

Responsible for directing the work of the policy staff in Virginia's Medicaid program, conducting health care research studies, developing related reports, and providing briefings to the Secretary of Health and Human Resources, Governor Mark Warner, and the Virginia General Assembly. Activities of division staff subject to direction and supervision included: research and report writing; development of policies to guide the operation of the Medicaid program, promulgating regulations to ensure that program policies were consistent with federal and state law; design of disease state management programs; participation on interagency task forces to enhance coordination of Medicaid-funded activities; and development and presentation of briefings on various aspects of the Medicaid program.

### *Key Accomplishments:*

- *Impact Analysis of Preferred Drug List (PDL) Program.* As principal author and researcher, developed the first net impact study of the PDL program in the nation which demonstrated that preferred drug lists could be used to lower the costs of prescription drugs in the Medicaid program without endangering patient health.
- *Analysis and Reporting on FAMIS enrollments.* Developed and implemented complex algorithms to establish a longitudinal file that was used to track the impact of Governor Warner's efforts to increase enrollment in Virginia's child health program.

2002 to 2004

Office of Health and Human Resources  
Richmond, Virginia

### Deputy Secretary of Health and Human Resources

Served as a designee for the Secretary of Health and Human Resources. Duties included the following: assisted with the development of policy to guide the delivery of health and human services by the agencies in the health and human resources Secretariat; provided oversight and monitoring of agency activities in the Secretariat; developed and presented issue or policy briefings to the Secretary of Health and Human Resources, the Governor's policy staff, and the Governor; implemented special projects at the request of the Secretary, and represented the Secretary at public meetings and speaking engagements.

### **Key Accomplishments:**

- *Virginia Academic Health Centers (2002)*. Conducted an analysis of hospital operations and a funding plan to support Virginia's academic hospitals at a time of fiscal stress for both the State of Virginia and the federal government. As a result of the work on this study, Virginia's AHCs were fully funded in both the Governor's budget and the 2003 Appropriations Act.
- *Mitigating Impact of Budget Cuts*. Worked with staff in three major human resource agencies and major providers groups to develop budget reduction plans for human services that were adequate to meet the targets imposed by the Governor while minimizing the impact on services to vulnerable citizens.
- *Statewide Database for \$300 million Program*. Headed an interagency task force to develop a database (without State funding) that allowed the Office of Comprehensive Services to report on the demographics, services, and cost for more than 11,000 children served by the Comprehensive Services Act.

1988 to 2002

Joint Legislative Audit and Review Commission  
Richmond, Virginia

### **Chief Legislative Analyst**

Designed and implemented studies in the field of program evaluation and policy analysis. Directed and monitored research activities of study teams, prepared detailed planning documents, conducted quantitative and qualitative data analysis, wrote reports, and prepared and presented briefings for a 15-member commission of State legislators. Research topics include health and human services, public safety, and general government administration.

### **Sample of Studies Completed As Principle Investigator**

- *Review of Capital Punishment in Virginia (2001)*. Principle investigator for a study of the administration of capital punishment in Virginia. Primary responsibilities included the development and implementation of a research plan to examine the use of prosecutorial discretion and the fairness of judicial review for persons sentenced to death. To assess the impact of prosecutorial discretion, a decision making model was developed using logistic regression analysis.
- *Review of the Medicaid Hospital Inpatient Reimbursement System (1999)*. Principle investigator for a study of the adequacy of Medicaid payment rates to hospitals. Analyzed the impact of Virginia's DRG payment system for

hospitals, including an assessment of payment adequacy.

- *Review of the Comprehensive Services Act (1998)*. Principle investigator responsible for the design and implementation of a study to examine the effectiveness of one of the nation's first comprehensive treatment programs for children with emotional and behavioral problems.
- *Welfare Reform In Virginia: Implementation and Participant Outcomes (1997)*. Principle investigator for a study designed to examine the impact of Virginia's new welfare reform program. Study included a labor market analysis of participant outcomes and an overall assessment of program implementation.
- *Juvenile Delinquents and Status Offenders: Court Processing and Outcomes (1996)*. Principal investigator for a study of the State's juvenile justice system. Primary responsibilities included the development and implementation of an analysis designed to determine the outcomes of the juvenile court intake and adjudication processes.
- *A Review of Medicaid-Financed Long-Term Care Services (1992)*. Principal investigator for a study of the effectiveness and efficiency of Virginia's long-term care program for low-income residents. Primary responsibilities included the analysis of large recipient and payment automated files and the use of multivariate analysis to assess the soundness of the State's reimbursement system.

1985 to 1988

Governor's Employment and Training Department  
Richmond, Virginia

#### Policy Analyst

- Worked in the Evaluation and Research Unit of the agency responsible for the general administration of the federally funded Job Training Partnership Program.
- Major responsibilities included the development of evaluation reports and policy recommendations based on the analysis of participant and labor market data from the program, and the use of statistical modeling to examine the impact of the program on the labor market experiences of special target populations.

1983 to 1985  
Westat, Inc.

**Research Associate**

- Worked as a member of a research team responsible for designing and conducting a national study of the Job Training Partnership Act.
- Primary responsibilities were analyzing strategies used by a sample of States and Service Delivery Areas to organize and implement this \$1.6 billion job training program.
- Other duties included a case study evaluation of the Title III dislocated worker program, and assisting in the writing of various proposals for federally-funded research projects.

1982 to 1983  
Manpower Demonstration Research Corporation

**Research Associate**

- Worked as a member of a research team responsible for studying the impact of state work programs for recipients of public assistance. Also, worked extensively with a large database to study the impact of teenage parenting on the school and work experience of teen mothers and fathers.

**REDACTED**

# Hosanna Mahaley

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REDACTED

REDACTED

## SUMMARY

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Dynamic leader with extensive executive-level experience in K-12 education and public/private sector organizations. Outstanding strengths include:

- Leadership/Management in large urban education organizations
- Communication with broad and diverse audiences
- Quantitative and qualitative analytical ability
- Collaboration and relationship-building
- Ability to conceptualize, plan and implement innovative ideas

## EDUCATION

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**Fellow**, Broad Superintendents Academy, (selected as a 2009 Fellow)

**Fellow**, Aspen Institute – Inaugural Class of Education Entrepreneurs, 2007 – 2009

**Executive MBA**, Kellogg School of Management, Northwestern University, 2006

- *Studied abroad in China to examine global issues in management*

**Public Education Leadership Program**, Harvard Business School, 2004 – 2006

**Master of Education**, University of Illinois-Chicago, Chicago, IL, 1999

- *Studied abroad in London, England*

**K-12 Teaching Credential**, California State University, San Marcos, CA, 1995

- *Mathematics, Science, Social Studies, English, and ESL*

**B.A.**, History, Marquette University, Milwaukee, WI, 1991

- *Studied abroad in Guadalajara, Mexico*

- *Minored in Mathematics and Spanish*

## PROFESSIONAL EXPERIENCE

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**Executive Director of Social Justice and District Innovation**      2009 – 2011  
Wireless Generation

Recruited by CEO to serve as a Senior Advisor. Wireless Generation serves more than 200,000 educators and 3 million students and is dedicated to creating innovative tools to help educators teach smarter. It provides innovative software, data systems, and professional services that enable teachers to use data to assess student progress and deliver individualized instruction. Examples include: mobile software that automates classroom assessments and data-based instructional decisions. Technology that analyzes student data and provides curriculum customized to individual learning needs and large-scale data systems that centralize student data and give educators and parents unprecedented visibility into learning.

- Focus areas: Importance of Early Literacy (reading by third grade) and Kindergarten
- Prepared and presented numerous high-level briefings
- Mentored and supported junior executives
- Ensured that large district implementations achieved desired student outcomes

**President**

2007 - 2009

Atlanta Education Fund, Atlanta, GA

Recruited to start a local education fund in the city of Atlanta, chartered by the Mayor and the city's top business leaders. Established strategic focus for the new organization: Galvanize community support to help Atlanta Public Schools accelerate and sustain student achievement. Within the first year:

- Visited all 89 of Atlanta's public schools within the first 45 days
- Recruited high-performing team and created stable infrastructure, policies, and practices
- Secured national foundation grants and began implementation of city-wide public engagement and college success efforts
- Raised 100% of campaign partner's goals, despite tough economic climate
- Established a College Success Network of 20 college access providers and 5 university leaders
- Successfully managed relationships with the organization's 28 high-profile board members including the Mayor of Atlanta, the Superintendent of Atlanta Public Schools, and many leading CEOs and community leaders, resulting in a superior evaluation and performance bonus within the first 8 months
- One of five education fund leaders selected to serve on national Strategic Planning and Membership Committee for the Public Education Network, which has 83 local affiliates across the US
- Collected and disseminated education policy "hot topics" such as teacher quality, class size, college success, and education funding
- Projects consistently delivered on-time and under budget
- Secured Op Eds and Letters to the Editor in local media
- Raised \$20M; secured \$9M in commitments in the first 6 months

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**New Schools Executive Officer**  
Chicago Public Schools, Chicago, IL

2005 – 2007

Promoted by the Mayor of the City of Chicago to manage *Renaissance 2010* – Chicago's bold initiative to close underperforming schools and replace them with high quality options. While simultaneously serving as Chief of Staff, stabilized and executed dynamic and controversial school reform initiative that directly impacted over 25,000 students by developing strategic alliances with business leaders, educators, elected officials, and grassroots community members. Managed \$200M annual budget to create and maintain an entrepreneurial, fast-paced, start-up environment. Led and created marketing campaign, key policy changes, community relations strategy, and operating procedures. Supervised and supported the activities of 30+ mid to senior level executives.

- Managed portfolio of 80+ independent schools, added 15-20 schools per year
- Innovative portfolio included: Turnaround, Single Sex, Virtual, Charter, 6-12 grade College Prep, Career Academies, and Urban Teacher Residency schools
- Ran a parent and community engagement program lauded by public officials and district leadership for its effectiveness
- Prepared, analyzed, and presented financial proposals to creatively secure additional funding; advocated with local and national foundations to bring in additional resources
- Oversaw New School selection process deemed the most rigorous in the nation
- Shared best practices among schools and within the district
- Schools consistently outperformed district on numerous measures
- Featured in Harvard Business School Case Study on differentiated management
- Profiled in the United States Department of Education's, *Innovations in Education: Supporting Charter School Excellence Through Quality Authorizing*

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**Chief of Staff, Chief Executive Office**  
Chicago Public Schools, Chicago, IL

2003 – 2006

Promoted by Chief Executive Officer to serve as second highest-ranking executive in the third largest school district in the country (+\$5B annual budget; 420,000 students; 43,000 employees; 625 schools). Initiated and executed policy changes to improve student achievement. Supported and advised executive level cross-functional team on execution of district's long-term strategy. Managed high-level external relationships and problem-solved on behalf of the CEO. Served as liaison to City Hall, city departments, sister agencies, elected officials and community based organizations.

- Led four major restructurings including layoffs
- Coordinated monthly briefings with the Mayor of Chicago (8 years)
- Launched district-wide teacher recognition program, resulting in receipt of the largest competitive federal grant received by the school district
- Developed successful community outreach strategies for major announcements, crises, and initiatives

- Spearheaded the creation of new departments (New Schools, External Affairs, and Ethics)
- Hosted VIP visitors, represented district, and spoke at national forums to increase the national presence of the district

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**Chief of Staff, Chief Education Office**

2002 – 2003

Chicago Public Schools, Chicago, IL

Managed day-to-day operations for 600 schools. Responsible for regular and frequent communication with senior officers. Served as the Chief Executive's point person on major initiatives.

- Established "*Renaissance Initiative*," an unprecedented program to close low-performing schools, and re-open with new community-based education models
- Reorganized twenty cabinet-level departments and recruited 10+ senior leaders
- Launched website to enhance communication to over 600 principals

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**Deputy Chief of Staff, Chief Executive Office**

2001 – 2002

Chicago Public Schools, Chicago, IL

Established a cabinet-level executive team of 40 individuals.

- First hire for the new CEO (Arne Duncan, current U.S. Secretary of Education)
- Implemented first citywide "*Back-To-School*" campaign resulting in record first day attendance with over 55,000 additional students, garnering \$10 million in funding for school district
- Coordinated "*Principal for a Day*" to promote civic interest by placing 1,400 noteworthy city executives, businessmen and celebrities in the 600 Chicago Public Schools

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**Special Assistant to the Mayor**

1999 – 2001

City Of Chicago, Mayor's Executive Office, Chicago, IL

Began as a summer intern and promoted to Assistant to the Mayor after four months. Advised Mayor on key education policies and initiatives and served as his liaison to Chicago Public Schools and other education-based organizations. Responsible for advancing Mayor's education agenda.

- Successfully executed numerous community and media events involving education
  - Developed and established *After School Matters – Tech 37*, an award-winning after-school program emphasizing reading and technology
  - Launched summer internship program for education majors around the country to spend six weeks teaching in an urban setting; over 60% of participants returned
  - Created *Mayor's Summer Fellows*, which offered city's top high school and the nation's brightest college students internships in executive branches of city government
-

## **Pre-Algebra Teacher**

1994 – 1997

Martin Luther King Jr. Middle School, Oceanside, CA

Developed curriculum which helped students average 2+ years growth on standardized exams and regularly win local and state mathematics competitions.

- Integrated teaching methods such as peer tutoring, cooperative groups, alternative assessment, problem-solving, and hands-on techniques
- Designed award winning extra-curricular program for 60+ students emphasizing dance, academic achievement, community service, and college preparation

## **HONORS AND AWARDS**

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- *Atlanta Woman Magazine "Community Hero,"* 2009
- *Innovations in Education, "Inside and Outside Education Entrepreneur,"* Bridgespan Consulting Group, 2009
- *Crain's Chicago Business "40 Under 40,"* 2006
- *Profiled in Northwestern University's Kellogg Business School's recruitment materials,* 2005, 2006, 2007
- *Kathy Osterman Award for Superior Public Service,* City of Chicago, 2003
- *"Outstanding Alumni of the Decade,"* California State University, 1999
- *"Teacher of the Year,"* Martin Luther King Middle School, 1997

## **COMMUNITY LEADERSHIP**

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- Board of Directors, Executive Committee (Vice-President), National Association of Charter School Authorizers, 2004 – present
- Board of Directors, Executive Committee (Secretary, Treasurer, Search Committee), Education Sector, 2008 – present
- Facilitator, Harvard Business School, Public Education Leadership Program, 2008-present (hired to serve as facilitator after participation in program)
- PTA President, Westlake High School, Atlanta, GA, 2008 – 2009
- Local School Advisory Council, Westlake High School, Atlanta, GA, 2008 – 2009
- Board of Directors, New Leaders for New Schools – Chicago, 2006
- Board of Directors, City Year Chicago, 2002-2007
- Board of Directors, Chicago High School Redesign Initiative, Chicago Community Trust/Gates Foundation, 2002-2007
- Hospitality/Weekly Fellowship Chair, Chicago Church of Christ, 2002-2004
- Community College Adjunct Mathematics Professor, East-West University, Chicago, IL 1997-1999
- Special Events Coordinator, Children's Hospital of Wisconsin, Milwaukee, WI, 1992
- Counselor/Seminar Leader, Education Opportunity Program, Marquette University, Milwaukee, WI, 1990-1992

## PROFESSIONAL AFFILIATIONS

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- International Association for K-12 Online Learning (iNACOL), 2009 - 2011
- National Alliance of Black School Educators (NABSE), 2009 - present
- National Black MBA Association, 2008 – present
- PTA Member (Clifftondale Elementary School), Atlanta, GA, 2007 – 2009
- CEOs for Cities, 2002-2007
- City Club of Chicago, 2004-2007
- Alpha Kappa Alpha Sorority, Incorporated
- INROADS Wisconsin, 1986 – 1989

## PRESENTATIONS

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- *Digital Learning – Innovation and Education Reform*, Virginia Governor's Education Summit, 2010
- *Universal Broadband Access – The Potential Benefits for Education*, Alliance for Digital Equality, 2008
- *NCLB Reauthorization: Strategies that Promote Improvement – New Schools and Urban Teacher Residencies*, Testified before the United States Senate Committee on Health, Education, Labor, and Pensions at the request of U.S. Senator, Barak Obama, 2007
- *District Portfolio Management*, New Schools Venture Fund National Summit, 2007
- *Inner City Education Fund – Embracing Innovation Conference (Keynote Speaker)*, Los Angeles, CA, 2007
- *Renaissance 2010: Combining Public and Private Sector Best Practices*, Northwestern University, Chicago, IL, 2006
- *District Portfolio Management: Charter Schools as Partners*, New Schools Venture Fund Regional Summit, Chicago, IL, 2006
- *Marquette University Minority Recruitment Dinner (Keynote Speaker)*, Milwaukee, WI, 2006
- *High Quality Charter Authorizing Practices*, New Schools Venture Fund National Summit, 2006
- *High Quality Charter Schools at Scale in Big Cities Symposium*, Seattle, WA, 2005.

####



**1996-1997**

**Smithy Braedon**

**Washington, D.C.**

Chief Engineer

Oversaw the maintenance and building operations of a ten building office complex with over one million square footage of commercial office space. The complex was sold in 1997 to the Advanced Reality Group.

**1991-1997**

**John Akridge Company**

**Washington, D.C.**

Building Engineer

Responsible for the day to day operation of plant and building equipment. Maintain building plants with routine and preventive maintenance, as well as trouble shooting for all major equipment .

**ORGANIZATIONS, ACTIVITIES & LICENSES**

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Landlord Advisory Committee, DC Housing Authority

DC Recovery Community Alliance

DC Department of Correction Volunteer

Reclaim Our Youth Mentoring Program

Faith Based Reentry Collaborative

Ex-offender Reentry Task Force

Drug Policy Alliance

Licensed Engineer, Washington, DC & Maryland

Licensed Real Estate Agent, Washington, DC & Maryland

National Association of Realtors

Greater Capitol Area Association of Realtors

Big Chair Chess Club

**Shawn Y. Stokes**  
**REDACTED**

## **Baltimore City Public Schools**

### **The Office of Human Capital**

**Chief Human Capital Officer, The Office of Human Capital, December 2009 – Current**

- Lead the Human Capital cross-functional initiatives of the district. Collaborate with the Senior Leadership Team to develop strategic long-term goals regarding talent acquisition and retention, performance evaluation, professional development and strategic compensation to create a high performing, outcome and results oriented organization. Served as a key member of the Districts negotiation team for all unions. Negotiated the most revolutionary teachers contracts in the county.
- Lead all the human capital practices and objectives to provide an employee-oriented, high performance culture that emphasizes empowerment, quality, productivity and standards to develop a world class workforce. Implemented the districts first assessment selection center process for administrators and teachers.
- Lead, develop and execute all aspects of talent attraction and management, professional relations, employee licensure, orientation, labor relations, compensation, employee benefits, organizational change and development.

## **School District of Philadelphia**

### **Office of the Superintendent**

**Deputy, Office of Strategic Partnerships, Office of the Superintendent, February 2009 – November 2009**

- Administered and managed the Office of Strategic Partnerships, which included but was not limited to all private fundraising and development activities, marketing, management of all fiscal resources and supervision of paid staff.
- Collaborated with the School District of Philadelphia's internal offices and key leadership to develop partnership opportunities for district-wide initiatives.
- Facilitated corporate and foundation giving, research and seek national and local funders to provide funding for key School District priorities,
- Collaborated with the District's executive management team to create comprehensive development programs for the School District of Philadelphia and manages day-to-day operations of the District's 501c3 organization, the Philadelphia's Children First Fund.

**Interim Chief of Staff, Office of the Superintendent, June 2008 – January 2009**

- Assisted the CEO in the execution of all actions related to establishing her leadership team and the day to day administration and operation of all central and regional offices.
- Assisted the CEO in the review of policy, programs, operations and services; participates in operationalizing performance-driven goals and objectives for the District and monitors the attainment of these objectives; ensured that District activities complied with District policies and procedures.
- Advised the CEO on prominent and/or sensitive issues; overseeing projects of critical importance; coordinated the response to inquiries or concerns of internal and external parties in a timely and efficient manner.
- Participated in the strategic planning process, which strived for continuous improvement of the District.

## **Office of Human Resources**

### **Senior Vice President, Office of Human Resources, March 2007 – May 2008**

- Planned, organized and had oversight for the operation of a comprehensive human resources program for a staff of 100+. Provided visionary leadership and guidance in the restructuring and on-going development of strategic planning activities which facilitate the overall goals of the District.
- Interfaced closely with executive management in the division to coordinate and execute strategic plans; conducted presentations to management and staff; developed and disseminated information related to the impact of short and long range strategic plans.
- Ensured that best practices related to HR structure, systems and service delivery are implemented. Stayed abreast of and ensures that all HR activities and programs are in compliance with legal and contractual requirements.

### **Executive Director, Employee Entry, January 2005 – February 2007**

- Oversight for day to day operations for functional areas of Certification, Instructional & Non-Instructional Staffing, Substitute Services, Recruitment & Selection, the Teacher Welcome Center and Field offices. This included staff of 60+. Lead the functional teams to make decisions that are in accordance with contractual provisions and applicable policies of the school district.
- Managed all hiring and staffing processes to ensure they are performed within the guidelines of No Child Left Behind Act of 2001. Defined and established procedures ensure state and federal compliance standards across all functional areas. Work in collaborations with all bargaining units on a daily basis to resolve staffing and other HR related issues.
- Developed strategic recruitment and staffing plans to assure alignment with the School Reform Commission. Define scope of work to achieve short and long-term goals for all employment activities.

## **CIGNA Insurance Company**

### **Human Resources & Services, Recruiting Operations**

#### **Director, Recruiting Operations, August 2003 – December 2004**

#### **Assistant Director, Recruiting Operations, July 2002 – July 2003**

- Responsibility for the financial, vendor, and resource management efforts that support CIGNA's staffing organization with 70 people and a \$14M budget. Partnered with staffing management team to deliver streamlined processes, cost effective tools and business model alternatives to support corporate initiatives. Managed the staffing operations team which included reporting & metrics, recruiting analysis, employee referral management and pre-employment processing.
- Led financial development and implementation of budget planning and expense management processes (approximately \$14M) that includes enterprise wide reporting and tracking for the Recruiting Community's financial budget to actual results. Manage all centralized recruiting process: Pre-Employment processing, metrics & reporting and employee referral programs. Key accomplishments include reduction in operation staff by 2 FTE's and \$200K employee reward savings.
- Managed all recruitment vendor relationships for CIGNA: applicant tracking, pre-employment processing, job board administration, search firms and advertisement. Relationship management included contact negotiation & issue resolution. Continuously evaluate technology solutions that assure cost and operational effectiveness.
- Maintained the online Recruiting & Retention Reference Manual. Revised and enhanced the manual to improve user's ability to quickly locate reference documentation, tools and templates required to thoroughly execute the hiring process.

## **Group Insurance, Customer Service Operations**

**Team Leader**, July 1999 – June 2002

**Business Process Owner**, February 1998 – July 1999

- Led a Premium Accounting Team of Customer Service Representatives (approximately \$85mm in receivables) and managed the effectiveness of core processes performed including new case set up, account reconciliation, billing, commission payments and delinquency management for Life, Accident, and Disability products.
- Increased team operational efficiency that resulted in the set up of new cases within 5 business days of receipt, accurately allocate 90% of cash received each month, issue commission checks to agents/producers within 7 business days of premium payment, maintain less than 11% and 7% of total balance respectively for suspense and receivable greater than 90 days. (list as final bullet point) If you have the comparison point for changes above then include.
- Defined new and changed business processes for new case set up, receivables and delinquency management with a focus on workflow, technology, and financial control impacts. The new process enhancements ensured new business was installed within 5 days of receipt.
- Developed business and system requirements for the CIGNA Group Insurance Strategic Premium Administration Business Initiative. Successfully documented requirements for work distribution, delinquency management, commission and cash processing system functionality.

## **Investment Management**

**Operations Analyst**, January 1995 – February 1998

**Securities Control Analyst**, December 1993 – January 1995

**Senior Trade Processing Technician**, July 1991 – December 1993

- Managed information flow and coordination of investment loan fundings with lawyers, investment bankers, Treasury Operations and Investment Accounting.
- Used structured investment analytical systems to model various mortgage deal structures. Ensured data and information were accurate and complete for total return and financial reporting. Worked closely with team to review and resolve pricing and analytic inaccuracies.
- Served as the liaison between Structured Investment Division and Investment Accounting. Researched discrepancies and determined source of data to resolve problems. Proposed, documented and implemented strategies to create a productive work environment.

## **Education**

**Masters of Science**, Engineering (1996)

Connecticut State University School of Technology, New Britain, CT.

**Bachelor of Science**, Accounting and Business Administration (1991)

Delaware State University School of Business, Dover DE

## **Certification**

Certified Project Manager, Program Management Leadership Group, (2002)

## **Professional Affiliations**

Baltimore Leadership Program – Program Participant

Philadelphia Leadership Inc. – 2006 Alumni Member

Alpha Kappa Alpha Sorority Inc. - General member

## **Technical Skills**

Proficient in Microsoft Office Suite (Excel, Word, PowerPoint, Visio, Microsoft Project & Access)

# ANGELIA ROWE GARNER, ESQUIRE

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## EXPERIENCE

*February 2011-Present*

**Deputy Director, D.C. Office of Human Resources.** Duties included: Reviewing and processing personnel actions, preparing for and testifying before the City Council; drafting and issuance of Electronic Personnel Manual (E-DPM) issuances; assisting with implementation of the District's furlough and serving on the Labor Management Task Force on Compensation and Classification Reform..

*February 2002-February 2011*

**Sole Practitioner, The Law Offices of Angelia Rowe Garner & Associates.** Areas of practice include: personal injury, domestic relations, criminal, and estate administration.

*January 2001-January 2002*

**Associate, Koonz, McKenney, Johnson, DePaolis and Lightfoot.** Litigated personal injury, medical malpractice, and workers' compensation cases.

*February 1996-January 2001*

**Sole Practitioner, The Law Office of Angelia T. Rowe.** Areas of practice included: personal injury, domestic relations, criminal, bankruptcy, and estate administration. Gained trial experience in both the District Courts and the Circuit Courts of Maryland.

*April 1991-February 1996*

**Paralegal/Staff Attorney, D.C. Office of Personnel, Office of the General Counsel.** Represented D.C. government agencies before the Office of Employee Appeals. Prepared written decisions for the Police and Firefighters' Retirement Board. Also assisted in various Human Resource matters including the Reduction in Force (RIF).

*February 1989-December 1990*

**Senior Claims Representative, Allstate Insurance Company.** Investigated evaluated, and settled serious bodily injury claims. Also, provided support to attorneys who represented insureds, in preparation of litigation.

*August 1987-December 1988*      **Judicial Clerkship, D.C. Superior Court, District of Columbia.**

*September 1978-August 1987*      **Clerk/Paralegal/Law Clerk, United States Department of Justice, United States Attorney's Office for the District of Columbia. Employed in the Appellate Division, Misdemeanor Trial Section, Grand Jury Division, Civil Division, and the Felony Trial Division.**

### **EDUCATION**

*May 1987*      **Juris Doctorate, Georgetown University Law Center, Evening Division.**

*May 1983*      **Bachelor of Arts, Sociology and Criminal Justice, cum laude, Howard University. Honors: Alpha Kappa Delta Sociological Honor Society.**

*June 1979*      **McKinley Senior High School, Honor Society, President of the Student Government.**

### **PROFESSIONAL ORGANIZATIONS**

*Member of the Bar:*      United States Supreme Court (1997)  
Maryland Federal Courts (1995)  
Maryland State Courts (1992)  
District of Columbia Federal Courts (1997)  
District of Columbia Local Courts (2000)

*Bar Associations:*      Prince George's County Bar Association  
Maryland State Bar Association (Member of Leadership Academy Committee)  
District of Columbia Bar Association  
Maryland Trial Lawyers Association  
American Trial Lawyers Association  
At Large Board Member Women's Bar Association of Maryland (2006-present)  
Prince George's County, Women's Bar Assoc. (President 2005-2006)  
Women's Bar Association of Maryland (Pro Bono Award Recipient 2008)

*Licensures*      Minister, First Baptist Church of Glenarden, Maryland

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**SUMMARY OF QUALIFICATIONS**

- ◆ Professional experience in identifying and assessing needs, setting priorities, and achieving mission in both public and private sector organizations.
- ◆ Knowledge of implementation strategies for public policies with practical experiences at governmental agencies and non-profit organizations.

**EDUCATION**

**The Maxwell School of Citizenship and Public Affairs, Syracuse University, Syracuse, NY (7/99-8/00)**  
Master of Public Administration 2000  
Concentration: Social Welfare and Labor Market Policy

**The University of Michigan, Ann Arbor, MI (9/89-5/93)**  
Bachelor of Arts 1993  
Concentration: French

**EXPERIENCE**

**Field Office Director, GS-0301-15-04, U.S. Department of Housing and Urban Development, Richmond, VA and Washington, DC (02/09-present); 40 hours/week; Brenda Laroche, Deputy Regional Administrator; (215) 430-6621**

Office of Field Policy & Management

- ◆ Serves as the senior leadership official responsible for staff of 90 while establishing management priorities for front-office field operations and administering HUD programs throughout the commonwealth of Virginia.
- ◆ Coordinate Presidential and Secretarial priorities and initiatives implementation such as Partnership for Sustainable Communities.
- ◆ Lead HUD's Region III effort to build coalitions through inter-agency collaboration as Lead Sustainability Officer with Environmental Protection Agency and Department of Transportation counterparts.
- ◆ Manage and direct HUD's field office response to disaster relief efforts and continuity of operations plan.
- ◆ Provide insightful techniques for HUD partners to effectuate community development and housing stabilization at the local level while positioning HUD to fulfill its Departmental mission.
- ◆ Establish effective networks with local community/industry groups, public and elected officials throughout the commonwealth of Virginia and Washington, DC metropolitan area.

**Financial Transaction Manager, GS-0301-15-02, U.S. Department of Housing and Urban Development, Washington, DC (09/06-02/09); 40 hours/week; Theodore K. Toon, Deputy Assistant Secretary; (202) 708-0001**

Office of Affordable Housing Preservation

- ◆ Determine debt relief eligibility by administering program reviews, which results in \$67 million of HUD-held debt being assigned to Qualified Non-profit Purchasers to date.
- ◆ Exemplify proficient knowledge of the Mark-to-Market (M2M) program by marketing suitable projects to 22-potential qualified non-profit purchasers at the Texas Association of Community Development Corporations annual conference with a presentation on the benefits of debt restructuring.
- ◆ Demonstrate high performance by receiving grade promotion and outstanding level ranking during employee annual assessment.
- ◆ Assess M2M restructuring projects seeking designation as Qualified Non-Profits and proffer recommendations to the Deputy Assistant Secretary pursuant to the Multifamily Assisted Housing Reform of Affordability Act and the Operating Procedures Guide for the Office of Affordable Housing Preservation.
- ◆ Impart financial analysis by utilizing underwriting model for multi-family restructured properties and render approval advice based upon economic viability and housing preservation worthiness.
- ◆ Provide technical assistance to HUD field offices and external stakeholders participating in the M2M program so that assumption and subordinate loan transactions close in accordance with Notice H 2008-04.

**Executive Director, North & East Lubbock Community Development Corporation, Lubbock, TX (1/04-08/06); 40 hours/week; Irasema Velasquez, Chairperson; (806) 787-4072**

- ◆ Brokered and negotiated the land acquisition of 34-acres to be developed for housing and economic development.
- ◆ Leveraged \$2.6 million of local and federal governmental funding (HOME, CDBG and OCS) to spur growth in a state designated enterprise zone.

# John E. Hall

## Resume

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- ◆ Instructed 313-individuals with five hours of financial literacy training which facilitated 23-households to obtain homeownership with mortgages in excess of \$1.3 million.
- ◆ Coordinated the production and feasible use of a comprehensive master development plan that serves as a tool for private industry to invest in low-moderate income neighborhoods with a population of 18,000.
- ◆ Spearheaded a start-up, grassroots organization with an operating budget of \$250,000 and staff of three to achieve master development plan goals adopted by the City of Lubbock.
- ◆ Fostered relationships among community based organizations, public officials, elected officials and local businessmen to effectively implement planned projects.

**Deputy Director, SouthFair Community Development Corporation,  
Dallas, TX (1/02-12/03); 40 hours/week; Henry Lawson, Executive Director; (214) 421-1363**

- ◆ Aided organization to earn \$60,000 in grants from the City of Dallas by writing proposals seeking operating assistance and public safety programming.
- ◆ Achieved the construction of a health center by coordinating the retention of a credit-A tenant to provide health services for a period of 15-years.
- ◆ Organized accounting audits including A-133 for government reporting purposes.
- ◆ Wielded daily operations and coordinated personnel activities for five staff associates with a \$400,000 operating budget.
- ◆ Directed Fannie Mae Foundation's *Building Neighborhood Assets Initiative* to increase housing stock and to remove urban blight while improving the quality of life for South Dallas/Fair Park residents.

**Director of Non-Profit Development, Upper Manhattan Empowerment Zone,  
New York, NY (8/00-12/01); 35 hours/week; Nancy Devine, Senior Vice President; (212) 251-9830**

- ◆ Provided management oversight to staff of five with the preparation and implementation of two job fairs with more than 50-employers seeking to hire Empowerment Zone residents trained through the agency's human capital initiative.
- ◆ Amended and restated seven workforce development contracts with service providers in order to re-direct and facilitate the achievement of program goals.
- ◆ Assessed performance of contracts to seven non-profit organizations outsourced to train, place and retain 2,000 empowerment zone residents in to employment under a \$6.7 million Workforce Development Initiative.
- ◆ Reviewed and made funding recommendations of grant proposals based upon the federal government, State of New York and City of New York's eligibility criteria, which included economic impact; feasibility; and sustainability.
- ◆ Managed and administered \$20 million non-profit portfolio consisting of human capital and tourism initiatives structured to stimulate job creation in Upper Manhattan.

**Consultant, Home Headquarters, Inc.,  
Syracuse, NY (5/00-6/00); 20 hours/week; Kerry Quaglia, Executive Director; (315) 474-1939**

- ◆ Conducted problem analysis so that the scope of predatory lending throughout greater Syracuse was ascertained.
- ◆ Delivered feasible solutions and practical implementation strategies to client in a written report recommending modeling and collaborative theories.

**Banking Officer, Bank of America, N.A.,  
Dallas, TX (7/94-6/99); 40 hours/week; Pat Silva, Senior Vice President; (214) 209-0281**  
Real Estate Banking Group

- ◆ Served as syndication agent by administering REIT and Commercial Construction loans in a \$500 million portfolio.
- ◆ Monitored construction budgets and recommended monthly loan advances pursuant to Loan Agreement.
- ◆ Reviewed draft loan documents to ensure negotiated affirmative covenants were administratively feasible and in accordance with Credit Policy.

### AWARDS/RECOGNITION

State of Maryland, *Notary Public*, 2008-2012  
North & East Lubbock Community Development Corporation, *Chairman's Award*, 2006  
The Real Estate Council, *Associate Leadership Class*, 2002-2003  
New York State, *Public Management Intern Finalist*, 2000

**DAVID A. BERNS**  
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**Career Highlights**

David Berns joined Casey Family Programs in July 2006, serving as Executive Vice President for Child and Family Services until January 2011. He provided strategic direction to the foundation's nine field offices in Arizona, California, Idaho, Texas and Washington, and its Indian Child Welfare office in Colorado. Field offices work directly with young people in foster care to find them safe and permanent families through reunification, kinship care, adoption and guardianship. The Indian Child Welfare office works with American Indian tribes and urban communities to enhance and develop culturally appropriate child welfare programs.

Prior to joining Casey Family Programs, Mr. Berns was director of the Arizona Department of Economic Security. He managed a staff of 10,000 employees and a budget of \$2.7 billion, leading Arizona's welfare programs, development disabilities services, employment services, child welfare, child support, aging and community services.

From 1997 to 2003, he was director of the El Paso County Department of Human Services in Colorado, where he worked to integrate child welfare and public assistance systems around the vision of eliminating poverty and family violence. He also established a diversity coalition credited with reducing annual worker turnover from 20 percent to 10 percent.

Mr. Berns was the director of two social services agencies in Michigan from 1978 to 1997. During his tenure, the state's adoptions increased annually from 950 to more than 2,000 through a contracting system that created a partnership between public and private systems.

Mr. Berns has a Master of Arts degree in Public Administration from Northern Michigan University. He also received a Master's in Social Work degree and a Bachelor's in Psychology degree from Michigan State University.

**Public service, honors and professional affiliations**

Mr. Berns was named Social Worker of the Year in 1999 by the Colorado chapter of the National Association of Social Workers. He also has received the Award for Excellence in Public Child Welfare Administration from the National Association of Public Child Welfare Administrators.

He has been a Big Brother since 1972 and currently serves on the boards of directors for the Center for Law and Social Policy and the National Center for Housing and Child Welfare.