



October 3, 2014

Gaithersburg City Council
c/o The City Attorney
Gaithersburg City Hall
31 South Summit Ave.
Gaithersburg, MD 20877

Dear Mayor and Council,

I am pleased to submit my name for consideration for the position of Gaithersburg City Council Member in response to a request posted on the City Web site.

Please find accompanying this letter my full application, including application form, financial disclosure statement, interest or employment disclosure, resume, and statement of priorities and vision for the City of Gaithersburg.

I am honored to have the opportunity to apply to serve the residents of the City of Gaithersburg and look forward to the selection process. I have had the privilege of working with the City in numerous roles throughout the years and have always been impressed with the accessibility and responsiveness of its elected officials and staff.

In my role as a board member of the Kentlands Downtown Partnership, I have had the opportunity to work closely with the economic development team and to have partnered with the City through the KDP on branding, its holiday tree lighting, Oktoberfest, business outreach activities and master plan implementation discussions. During the past year, I have been impressed with City's commitment to the implementation of the bicycle master plan, along with studies of bike sharing and a bus circulator route. These steps demonstrate a commitment by the City to offering transportation options to all City residents and responding to shifts in corporate and generational preferences to offer such alternative modes of transportation. In my roles as Chair of the City of Gaithersburg Transportation Committee and Bike Gaithersburg, co-founder, I have seen firsthand the results of a thoughtful approach to transportation issues which includes City staff research, public outreach, partnerships, and education. These efforts are as important as capital dollars spent on such projects.

Beyond specific projects and collaborations, the transparency and community engagement by the City throughout its history is what has encouraged me to submit my name for consideration. Whether it has been through formal testimony, charrette participation, or personal conversations, I have already had the opportunity to engage in building productive relationships and dialog over the years with City staff and the current Council members and the Mayor. I would welcome the opportunity to further build these relationships while expanding my contributions to policy development and implementation through my professional experience with best practice implementation, research, and innovation.

My professional career has provided me the opportunity to work in various capacities on policy development. At the Buffalo Niagara Partnership, I contributed to economic impact studies and manufacturing reports examining the impacts of public investments in sports arenas and how to attract and maintain a competitive business environment. I helped develop one of the first regional patient experience survey projects across competitive hospital systems at the Niagara Health Quality

Coalition. This work gave me firsthand experience in getting direct feedback from the public and using it to innovate in the delivery of key services to them. Over the past twelve years, I have worked on the national level for the American College of Cardiology translating evidence and clinical experience into best practices, delivery models, and legislative policy. Each of these positions has given me unique insight into how to draft policies that meet the needs of the community while being responsive to the perspectives and concerns of numerous stakeholders. Lastly, I served in Americorps for a year contributing to physical service rebuilding projects in the inner city. Through this experience, I saw firsthand the impact of housing rehabilitation and redevelopment to impact and knit a community together.

On a personal note, I have been involved in local government since an early age as my father was a Town employee in Upstate New York. As the executive director of the local Youth Bureau, his work and dedication demonstrated to me the impact that a local government and especially a dedicated staff can have on its local citizens. As a result, I have a deep appreciation of the give and take between the policy setting role of the City Council and the staff implementation of the policy. Respect and trust are important components to this relationship while at the same time ensuring public transparency. I would strive to meet this balance in ways that support City staff and would allow them to continue to exhibit excellence while collaborating on innovative solutions with the public.

If selected to serve on the Council, I would look forward to shifting from my recent advocacy roles to a productive policy setting role as a collaborative member of the Council. My attached statement of priorities and vision for the City provide insight into key areas of interest for which I have unique background and skills as well as working relationships which could contribute to the Council discussions. I also look forward to learning from and contributing to the efforts of City staff, other Council members and Mayor and in particular the engagement with the citizens of Gaithersburg. While transportation, economic development, and master plan development have been key interests of mine, I understand the strength of a Council member comes from addressing a wide range of issues. In addition, unlike typical antagonistic debates in other local jurisdictions, I have found my advocacy role to be one of collaborating to find solutions. This solution seeking approach is a credit both to the organizations in which I have been involved and to the City and one I would seek to continue in my role as a Council member.

Regardless of the outcome, I remain committed to contributing to City efforts while helping it strategically plan for the future. I am proud to tell people I am a resident of one of the most innovative, diverse, and productive Cities in the country – the City of Gaithersburg. I look forward to the discussions that the next month will bring and working with all involved, including my fellow candidates, going forward.

Sincerely,

A handwritten signature in black ink that reads "Joseph M. Allen". The signature is written in a cursive style with a long, sweeping underline.

Joseph Allen



APPLICATION FOR COUNCIL MEMBER

To: Gaithersburg City Council
c/o The City Attorney

I hereby request that you include my name for consideration for the office of Council Member

Please Print: Joseph M. Allen

(Legal First, Middle Initial and Last Name. No nicknames or titles.)

I DO HEREBY CERTIFY THE FOLLOWING:

1. My name is: Joseph M. Allen

2. I am a registered voter in the City of Gaithersburg.

3. I now reside at: 641B Main St., Gaithersburg, MD 20878

(Address, City & Zip Code)

Home Telephone: 301-576-1696

Business Telephone: 202-375-6463

4. I have attached a Financial Disclosure Statement and a letter of interest detailing why I am interested in the position and my priorities for the City of Gaithersburg.

5. I consent to the public release of my name, this Application, Financial Disclosure Statement and letter of interest.

I DO FURTHER CERTIFY:

1. I meet the qualifications for the above stated office, as set forth in Sections 4 of the City Charter.

2. I am not a candidate for any other elected office in the City of Gaithersburg.

Joseph M. Allen
Signature of Applicant

10/5/2014
Date of this Application

THIS APPLICATION FOR COUNCIL MEMBER SHALL BE FILED AT THE OFFICE OF THE CITY ATTORNEY ON OR BEFORE 5:00 P.M. ON MONDAY, OCTOBER 6, 2014.



**CITY OF GAITHERSBURG, MARYLAND
INTEREST OR EMPLOYMENT DISCLOSURE
APPLICANTS FOR COUNCIL MEMBER**

NAME: Joseph M. Allen

ELECTED OFFICE SEEKING: Council Member

This Interest or Employment Disclosure Statement must be filed by October 6, 2014.

I have the following interests that may create a conflict of interest under Chapter 7A of the City Code ("Ethics Code") Section 7A-4.

Bike Gaithersburg, Co-founder

WABA Montgomery County Action Committee, Co-Chair

Kentlands Downtown Partnership, Board Member

I am employed by:

American College of Cardiology Foundation

I HEREBY CERTIFY that the above information which is provided in compliance with Chapter 7A of the City Code ("Ethics Code") is true and correct.

SIGNATURE: Joseph M. Allen **DATE:** 10/5/14



**CITY OF GAITHERSBURG, MARYLAND
FINANCIAL STATEMENT
APPLICANTS FOR COUNCIL MEMBER**

NAME: Joseph M. Allen

ELECTED OFFICE SEEKING: Council Member

This Financial Disclosure Statement covers the period of time from January 1, 2014 through October 6, 2014.

Please list the gifts* exceeding Fifty Dollars (\$50.00) in value or a combination of transfers from any person or entity exceeding One Hundred Dollars (\$100.00) in value which you received. If you have **NOT** received any gifts, please print **NONE RECEIVED**.

Date Received	Name & Address Of Donor	Description of Gift	Approximate Retail Value (at time of receipt)
	NONE RECEIVED		

I HEREBY CERTIFY that the above information which is provided in compliance with Chapter 7A of the City Code ("Ethics Code") is true and correct.

SIGNATURE: Joseph M. Allen **DATE:** 10/5/14

*The term "gift" is defined in Chapter 7A of the City Code ("Ethics Code"), Sections 7A-1.3(c) and 7A-4(h) and does not include campaign contributions.

**Joseph Allen
City of Gaithersburg
Council Member Application**

Statement of Vision and Priorities

The strength of the City of Gaithersburg is rooted in its deep history and reputation for innovation, diversity, debt free fiscal restraint, collaborative partnerships and transparency. In the years ahead, the City should continue to build on these strengths to become a leader among cities of its size on transportation, housing and high quality development (both economic development and land use), cross jurisdiction collaboration, and citizen engagement. Innovative approaches such as beta testing public infrastructure and programs should be embraced while adapting best practices of other cities around the world to the unique context of the City of Gaithersburg. The City should embrace its evolving status from a bedroom community /suburb of Washington DC to a competitive City with a national reputation like Boulder, CO has in relationship to Denver, Madison, WI has to Milwaukee or Long Beach to Los Angeles, CA.

Priorities for the City of Gaithersburg in achieving this vision should focus on transportation, housing and high quality development, cross jurisdiction collaboration and citizen engagement. These areas are already strengths of the City that can be further improved and enhanced to deliver a high quality of life that will further grow the City's reputation nationally and ensure its citizens, businesses and organizations continue to thrive. In particular, the City should examine and adapt best practices for policy development in each of these key areas. Some potential approaches are outlined below although the best approaches will be discovered through collaboration between City staff, the Mayor and Council, and City residents, businesses, and organizations.

Transportation: Complete streets, Vision Zero initiatives, Open Streets and innovative transportation options such as Circulator bus routing, bike sharing, car sharing, telecommuting, Transportation Management Districts, along with connectivity requirements for new developments, further increasing the job base to build upon the more than 40% of commutes that occur locally, encouraging teleworking and staggered commute times, increasing east-west connectivity within the City to more tightly knit the City together, public private partnerships, and integrated networks that leverage the position of the City regionally. These transportation policy priorities place an emphasis on high quality of life for neighborhoods. They also provide options and choices driving small changes. Such incremental shifts of 1%-2% at the right time in the right places can produce significant improvements in safety and traffic flow and operations with relatively modest investments. Such options also mean protecting the ability of citizens to travel by car throughout the City in a reasonable time.

Housing and High Quality Development: Continue to innovate and set best practices for development and redevelopment that will maintain the City's stock of affordable housing while balancing the income diversity of neighborhoods both throughout the City and within neighborhoods. Development should integrate and balance the existing community while allowing each area to develop its distinct identity within the City (Arts & Entertainment, historical, recreational entertainment, etc). Land use and master plans should integrate sustainability and explore concepts such as local micro power generation and sustainable eco-districts. One specific idea would be to have the City leverage its high quality network of parks and City owned land to develop a continuous linear park and greenway between its neighborhoods that would facilitate connections within the City for utility transportation, tourism and recreation. The City should expand its status as a destination by positioning its unique facilities as an ideal national and regional tourist home base to nearby DC and Baltimore.

Cross Jurisdiction Collaboration: Continued exchange of best practices and further expansion in the coordination of shared services and infrastructure (libraries, schools, public safety, transportation, etc) , including development policies and strategic planning for capital expenditures to maintain a high quality of life while balancing available resources to support these expenditures.

Citizen Engagement: Development of a 311 service, citizen ideas engagement platform, non-traditional approaches such as charrettes and public beta testing of programs and infrastructure, and rapid cycle improvement engagement across City departments for integrating and partnering with citizens, businesses and organizations.

A strong foundation for many of these policy ideas and goals are already reflected in City Master Plans, Code, and staff work. In part, it is because such work has already been done that I would be honored to contribute to further building upon the solid work already undertaken. I feel I bring a unique set of strengths in best practice research, implementation and policy setting that could help the City achieve these goals. Most importantly, I would look forward to learning and exchanging ideas with the rest of the Council, Mayor and City residents, businesses and organizations in determining what aspects of these priorities might be most relevant to the City of Gaithersburg.

Joseph M. Allen
641B Main St.
Gaithersburg, MD 20878
Phone: 301-576-1696
E-mail: josephmarkallen@gmail.com

QUALIFICATIONS SUMMARY

A highly motivated, quality improvement and policy development professional with solid expertise in best practices research, adaption and implementation. Demonstrated experience in health care policy, patient engagement, economic development, and community building. A strong work ethic combined with a commitment to excellence in all projects undertaken.

PROFESSIONAL EXPERIENCE

American College of Cardiology Foundation

2400 N. St. NW, Washington, DC 20037

Senior Director, Clinical Pathways and Policy

1/2014 - present

Responsible for developing clinical models that empower physician and patients to make high quality and personalized decisions that are measurable and actionable.

- Senior staff lead for strategic development of programs and products for health systems, physicians, and patients across a nine staff person team and a large set of member committees managing a budget of \$6 million.

Director, Translating Research into Practice

4/2006 – 12/2013

Responsible for developing quality and overuse/efficiency standards for cardiovascular technology and evaluating the integration of College's evidence based policy into clinical practice.

- Senior staff lead for appropriate use criteria development and implementation
 - Development of appropriateness use criteria methodology and criteria documents to guide patient selection for the use of cardiovascular technology
 - Development and execution of an product plan for integrating appropriate use criteria into the practice that is clinically and financially viable
 - Development of sales and partnerships with health plans, hospitals and physicians to integrate appropriate use decision making into clinical workflows and quality improvement
- Development of innovative clinical and payment models with multi-stakeholder groups to integrate a wide range of ACC clinical product offerings
- Tracking and development of legislative policies to support physician decision making and partnerships with payers and government
- Evaluation of the integration of research evidence into practice
 - Development of report on key influences on physicians' adoption of new research findings, including differences among specialties
 - Assessment of physician perceptions of performance measures and clinical practice guidelines

- Assessment of key challenges facing clinical practice guideline developers
- Assessment of the evidence base underlying guidelines

Director, Clinical Decision Support

10/2004 – 4/2006

Responsible for oversight of the development and implementation of quality standards, informatics policy, alternative guideline formats, and the library.

- Developed partnerships with CMS, JCAHO, and AHRQ to achieve a single national performance measurement standard for inpatient care of heart failure and AMI patients
- Developed partnerships with the Physician Consortium, NQF, and AQA to ensure national recognition of the College's performance measurement standards
- Developed appropriate use criteria methodology and documents to respond to demands for imaging quality standards
- Developed a partnership with the Duke Clinical Research Institute to support the endorsement of a single national data standard for research and quality improvement
- Provided oversight for the development and publication of performance measures and data standards of the College in collaboration with the Physicians Consortium and other stakeholders
- Provided oversight for the development of alternative formats to disseminate guideline materials including Webcasts, wall charts, and teaching slide sets, including sets for CQI
- Conducted an assessment of informatics standards and business opportunities for the College

Associate Director, Clinical Decision Support

7/2003 – 10/2004

Responsible for development and implementation of a knowledge management strategy for the clinical policy and scientific statements of the College

- Oversight of the development of performance measurement and data standards
- Contributed to national technology standards
- Provided scientific support for a national study of the cardiovascular workforce shortage
- Completed and implemented a study of the College's current clinical policy dissemination methods, including handheld software, wall charts, and education
- Conducted an evaluation of potential methods to accelerate the development and dissemination of clinical policy into practice

Senior Research Analyst

10/2002 – 7/2003

Responsible for support of research related to the quality cycle (from clinical trial to policy to clinical practice), as well as scientific support for clinical committees and a review of the College's peer review process for clinical policy

- Participated in the development of physician focus groups for an AHRQ funded project to evaluate perceptions of clinical guidelines and their impact on practice
- Conducted a study of the College's peer review process
- Provided scientific support of multiple guideline writing committees, including literature reviews, design of clinical algorithms, and methodological oversight

Research Analyst

7/2002 – 10/2002

Responsible for scientific support of the guideline writing committees of the College

- Conducted a study of the historical evolution of clinical guidelines developed by the College
- Provided scientific support of multiple guideline writing committees, including literature reviews, design of clinical algorithms, and methodological oversight

Buffalo Niagara Health Quality Coalition

665 Main St. Suite 200, Buffalo, NY 14203

Research Manager

7/1998 - 7/2002

Responsible for legislative and best practices research, health care data information management, research summaries, project management, identifying and applying for grant resources, financial management, CEO and senior level board and committee member meetings, database management, Web site development, and intern mentoring and supervision for a nationally recognized, purchaser-led health care Coalition.

- Supported the development of the longest running publicly released hospital patient survey reporting initiative in the country
- Implemented continuous quality improvement collaboration among all regional hospitals to share best practices on multiple issues, including patient safety
- Implemented patient safety questions as a part of patient surveying initiative to integrate patient knowledge into near miss reporting system
- Researched and organized monthly best practice presentations on hospital quality improvement with leading national experts, including Michael Millenson (*Demanding Medical Excellence*), David Bates (computerized order entry), James Bagian, MD (patient safety), and Kathy Luther (patient-centered care)
- Publication in *Disease Management Advisor*, July 2001 for the coordination and publication of one of the first collaborative disease management guidelines for asthma to be released across competitive lines
- Recognized as one of the eight best private sector health initiatives in the country for the year 2001 by the National Health Care Purchasing Institute
- Selected to participate in a *Dartmouth Atlas* user group session with Jack Wennberg, MD, MPH
- Responsible for the development and implementation of a top ten health care Web site
- Responsible for formulation and administration of grant proposals focusing on innovative market-based approaches to health care quality improvement resulting in awards totaling \$565,000

Buffalo Niagara Partnership

665 Main St. Suite 200, Buffalo, NY 14203

Research Associate

7/1998 – 5/2000

Responsible for analytical and policy research for one of the largest business think tank organizations in the country. Concurrent responsibilities related to logistical and administrative support for affiliated organization, Buffalo Niagara Health Quality Coalition (see above).

- Published economic impact study of possible relocation of Buffalo and Erie County Zoological Gardens
- Published white paper “Manufacturing: Lessons for Upstate New York, Components of Success from around the Nation”

New York State Assembly

Legislative Office Building, Room 708, Albany, NY 12448

Intern

1/1993 - 5/1993

Responsible for constituent relations, press releases, drafting of bill memos, and legal research.

EDUCATION

State University of New York at Binghamton, Binghamton, NY 13901

MA, Philosophy, 1998, GPA: 3.78

Interdisciplinary Concentrations: Philosophy of the Mind, Computer Science, and Cognitive Science

- Graduate studies included course work in human learning, cognitive development, mathematics, computational theory, linguistics, logic, and EEG (electroencephalogram) brain wave research

St. Bonaventure University, St. Bonaventure, NY 14778

BA, Management Sciences and Philosophy of Economics, 1995, GPA: 3.95

Valedictorian, School of Business

- Studies included economic theory, business case studies, and corporate management