

# VOLUNTEER APPLICATION

**Lorrie Beaumont**

12/27/2025 3:29 PM

Application: **ACB - Arts and Culture Board**

**Applicant Information**

Birthday: [REDACTED]      Gender: Female      Education Level: PhD  
 Address: [REDACTED]      Phone: [REDACTED] <<

**Volunteer Groups Applied For**

Arts and Culture Board

**Job Description**

I have read the job description

**Questions**

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Cultural Resources Board meets: 2nd Monday of each month at 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	10
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	3
Current Occupation:	retired
Current Employer:	retired
Prior work experience (please include dates):	Arts and Culture Research and Evaluation 2004-2021, Non Profit leader 2015-2025
Volunteer experience (please include dates):	Reviewed grant proposals for National Science Foundation 2008, 2018, Michigan Council for Arts and Cultural Affairs 2019, Institute of Museum and Library Services 2015, 2017
Have you applied for this board before? If yes, please explain.	no
Are you currently serving on a City board or Commission? If so, which one?	No
Specify any activities which might create a serious conflict of interest if you are appointed:	N/A
How have you been active in the arts, culture or creative sector in our community or other communities and how would your experience benefit the Arts and Culture Board?	Yes, I spent most of my career in the Arts and Culture sector, consulting across the country as an evaluator. I lived in suburban

Chicago for many years and worked in Ann Arbor Michigan for the last ten years (a community similar to Ft. Collins, rich in arts and culture.

The City of Fort Collins has a strong history of supporting arts and culture in our community, through our own facilities and programs and the Fort Fund Grant Program, what opportunities do you see in strengthening that commitment?

I am a new resident of Fort Collins and am still learning about all the resources that are here.

A portion of this board or commission's responsibility is the review of art for the Art in Public Places program. What function do you feel public art serves in the community?

Public art is a beautiful enhancement to any community, from murals to painted characters and animals, pianos, etc. (Chicago, Philadelphia, etc.) These types of temporary installations create memories of the places they are displayed (ex: Chicago cows)

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

no

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

no

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Website

LORRIE J. BEAUMONT, ED.D



## EDUCATION

Northern Illinois University, DeKalb, IL, Ed.D: Educational Psychology  
Northern Illinois University, DeKalb, IL, M.S.ED: Educational Psychology  
Wheaton College Wheaton, IL, BA: Elementary Education

## EXPERIENCE

*Children's Healing Center*  
*October 2020-May 2025*

### **Executive Director – Southeast Michigan**

- Led the launch of a second site for the Children's Healing Center
  - Built sustainable community relationships
  - Fundraising- Managed and closed a \$6.5 million Capital Campaign
  - Managed construction process
- Opened a second site for the Children's Healing Center- June 2024 in Ypsilanti MI
  - Hired and built a team of program and outreach managers
  - Managed donor stewardship and annual giving
  - Grew program numbers and family attendance
  - Oversaw first annual fundraising gala for new site-April 2025

*Ann Arbor Hands-On Museum, Ann Arbor, MI*  
*February 2015-June 2020*

### **Chief Learning Officer: October 2018-June 2020**

- Strategic Partnerships
  - Managed multi-year educational contract with Yankee Air Museum
  - Managed educational partnership with Matrix Head Start in Detroit (55 Head Start Centers)
  - Managed educational partnership, "Cultural Passport", with Detroit Public Schools Community District
  - Managed educational partnership with Plymouth Canton Community Schools
- Development
  - Responsible for grant writing and grant management
  - Reached grant related fundraising targets (2018-2019 raised \$477,133 in program revenue through grants)
  - Managed "Healing Through Hands-On Science" an IMLS Museums for America grant 2016-2020
  - Wrote IMLS National Leadership grant, Digitally Enhanced Exhibit Program (DEEP) for 2019-20 funding
- Education

- Lead representative externally for all education programs, with a focus on engaging potential partners and funding organizations
- Cross-team collaboration with Exhibits and Operations on development of two major new galleries
- Managed research studies across the organization
  - Living Lab with University of Michigan School of Psychology
  - “PlayLab-A Sensory Playscape” with University of Michigan School of Architecture
- Evaluation
  - Provided internal evaluation support for Program and Exhibit departments
  - Planned and implemented grant funded evaluation

**Director of Education** February 2015-October 2018

- Managed 6 full time Education program staff (Outreach, Learning Labs, Public Programs, Distance Learning, Scouts, Accessibility) and up to 15 part time educators
- Managed 2year program delivered to over 3,000 Detroit third and fourth graders
- Managed partnership with Matrix Head Start, Detroit – delivering teacher professional development, classroom and family programs

*Evergreene Research and Evaluation, Sugar Grove, IL  
November 2004-December 2018*

**Director and Principal**

- Specialized in exhibit and program evaluation and research studies for a broad group of national Children’s Museums, Science Centers, Zoos, Aquaria, and Children’s Gardens
- Provided professional development in evaluation methods and child development theory for informal learning institutions.

*Selinda Research Associates, Chicago IL  
March 1998-October 2004*

**Research Associate**

- Conducted research and evaluation studies for a broad group of national Children’s Museums, Science Centers, Zoos, Aquaria, and Children’s Gardens

*DuPage Children’s Museum, Naperville, IL  
November 1994-March 1998*

**Educational Evaluator and Early Childhood Specialist**

- Conducted ongoing evaluation of museum exhibits and programs
- Developed content for and taught Learning Labs for grades K-5 in many DuPage County school districts in Math, Science and Art topics.

- Presented workshops for local educational organizations on early childhood topics
- Conducted initial front- end research for NSF funded “Airworks” Exhibit
- Conducted evaluation of Kids Design Engineering

#### PROFESSIONAL SERVICE

- 2023-2025      **MiSTEM Region 2** Committee Member
- 2020            **MiSTEM NGSX Facilitators Network Design Team** Planning Committee
- 2018-2021      **Southeast Michigan STEM Alliance** (a Cohort of the national STEM Learning Ecosystems): Member of Leadership Council
- 2019            **Michigan Council for Arts and Cultural Affairs:** Panel Reviewer for Professional and Organizational Development proposals
- 2019-2021      **National Science Teachers Association:** Member of Nominations Committee
- 2018            **National Science Foundation:** Panel reviewer for Division of Research on Learning in Formal and Informal Settings proposals (DRL)
- 2012-2015      **Early Learning Research in Action Council:** Member of working committee for DuPage Children’s Museum, Naperville, IL
- 2015, 2017      **Institute of Museum and Library Services (IMLS):** Field Proposal reviewer
- 2011            **Association of Children’s Museums:** Research and Evaluation Liaison for Program Committee - *Interactivity* Portland 2012
- 2008            **National Science Foundation:** Field reviewer for Division of Research on Learning in Formal and Informal Settings proposals (DRL)

#### PUBLICATIONS

Beaumont, L., Todd, K., Pfeifle, S. & Lindgren-Streicher, A. (2016). National Living Laboratory: Creating Communities of Learners for Informal Cognitive Science Education: Summative Evaluation Report. Unpublished Manuscript, Museum of Science, Boston.

Beaumont, L. (2011). The meanings behind their messages: Using the Adult Child Interaction Inventory to support science learning among young children. *Hand to Hand – Journal of the Association of Children’s Museums*, 25(1).

Beaumont, L. (2010). Developing the Adult Child Interaction Inventory: A Methodological Study. Unpublished manuscript, The Boston Children’s Museum, Boston, MA.

Beaumont, F. (2006). Defining mother-child interaction in a Children’s Museum: An in-depth study of the interaction between mothers and their preschool-aged children. Unpublished doctoral dissertation. Northern Illinois University, DeKalb, Illinois.

Beaumont, L. (2002). Community museums support school curriculum. In D.B. Hiatt-Michael (Ed.), *Promising practices to connect schools with the community* (pp. 105-118). Connecticut: Information Age Publishing.

Daniels, D. H, Beaumont, L. J., & Doolin, C.A. (2002) *Understanding Children: An Interview and Observation Guide for Educators*. Boston, MA: McGraw-Hill.

Kubarek-Sandor, J. & Beaumont, L. (2011). *Shedd Navigators: A Model for Professional Development*. *ASTC Dimensions*, May/June 2011.

Perry, D.L. & Beaumont, L. (2016). *Science from the Start: Final Evaluation Summary*. Unpublished Manuscript, Sciencenter, Ithaca.

## SELECTED PRESENTATIONS

October 2014, Illinois Association of Museums, Rockford, Illinois, Workshop: "Evaluation 101: Answering Three Simple Questions."

June 2014, Denver Evaluation Network, Denver, Colorado, Workshop: "The Adult Child Interaction Inventory."

May 2014, Association of Children's Museums, Phoenix, Arizona. Panel presentation: "Innovative Early Literacy Collaboration."

May 2014, Association of Children's Museums, Phoenix, Arizona. Round table discussion: "Enhance Your Evaluation Efforts."

November 2012, Midwest Educational Research Association, Evanston, Illinois. Invited Speaker: "Audience Research in Informal Learning Institutions."

May 2012, Association of Children's Museums, Portland, Oregon. Panel presentation: "Measuring Your Mission."

July 2011, Visitor Studies Association, Chicago Illinois. Panel presentation: "Children as interpreters of their own experience."

July 2011, Visitor Studies Association, Chicago Illinois. Workshop: "The Adult Child Interaction Inventory: A new Tool for understanding younger audiences."

May 2011, Association of Children's Museums, Houston, Texas. Salon: "The Art and Science of Learning."

November 2010, Illinois Association of Museums, Naperville Illinois: "Evaluation for Museums Big and Small."

October 2010, Association of Science and Technology Centers, Honolulu, Hawaii: "Learning Together: Children, Adults and Science Exhibits."

October 2010, Panelist for the “Research on Play” as part of the NSF sponsored Ultimate Block Party held in New York City.

May 2009, Association of Children’s Museums, Philadelphia, Pennsylvania: “School Relationships 101.”

October 2008, Association of Science and Technology Centers, Philadelphia, Pennsylvania: “Early Childhood Learning on the Exhibit Floor.”

September 2008, Illinois Association of Museums, Elmhurst, Illinois: Workshop: “Evaluation for the Small Museum.”

July 2007, Visitor Studies Association, Ottawa, Canada: Workshop, “Children’s voices: evaluation methodologies for working with children” and Panel presentation: “The Ins and Outs (or ups and downs) of Case Studies.”

May 2007, Association of Children’s Museums, Chicago, Illinois: Focus on Play Pre-Conference: “Research in Play” Panel; “Models for Observation and Documentation” workshop presenter; “Exhibits Evolve: Remediating Exhibits to Attract and Hold Children’s Attention.”

May 2007, American Association of Museums, Chicago, Illinois: Panel presentation with Beverley Serrell: “Assessing Excellence in Exhibitions – Four Approaches.”

July 2006, Visitor Studies Association, Grand Rapids, Michigan: Workshop, “Kids Count Too: Strategies for Collecting Data from Children in Museums.”

1999- 2005, Visitor Studies Association: Workshop, “How to Interview Our Young Visitors.”

May 2005, Association of Children’s Museums, Indianapolis, Indiana: Research Panel, “Implementing Research.”

May 2004, Association of Children’s Museums, New Orleans, Louisiana: Round Table, “How to start a University-Museum partnership”.

May 2001, American Association of Museums, St. Louis, Missouri: Panel presentation, “Museum-school partnerships: Lessons from the field.”

August 2000, Visitor Studies Association. Boston, Massachusetts: Round Table, “Cases From the Cutting Edge: Museums and Schools Working Together”.

#### FEDERALLY FUNDED PROJECTS

**Source: Institute for Museum and Library Services (IMLS)**

Sciencenter, Ithaca, NY: Lead evaluator for “Collaborative for Early Science Learning” 2015-2018

Sciencenter, Ithaca, NY: Evaluator for “Science from the Start” 2014-2016

DuPage Children’s Museum, Naperville, Illinois: Lead evaluator for “AWESome Air” exhibit 2013-2014

San Antonio Children’s Museum, San Antonio, Texas: Lead evaluator for “Imagination Studio” exhibit 2013-2014

**Source: National Science Foundation (NSF)**

Museum of Science, Boston Massachusetts: Expert Community of Visitors (COV) for, “Developing a Program Model for High School Science Research Communication and Education Experiences in Living Laboratory.” 2018-2021

Museum of Science, Boston Massachusetts: External evaluator for, “Broad Implementation: Creating Communities of Learners for Informal Cognitive Science Education.” 2011-2016

Boston Children’s Museum, Boston Massachusetts: Lead researcher for, “Preschoolers, Parents, and Educators: Strategies to Support Early Science Literacy.” 2007-2010

Oregon Museum of Science and Industry, Portland, Oregon: Lead evaluator for the exhibit: “Animal Secrets”. 2004-2007

Washington University, St. Louis, Missouri: Evaluator for “Center for Inquiry in Science Teaching and Learning” (CISTL) program, at Washington University in St. Louis. 2003-2004

**Source: National Institute of Health (NIH)**

Children’s Museum of Houston, Houston Texas: Lead evaluator for the traveling exhibit: “My Home Planet Earth”. 2001-2003

**Source: U.S. Department of Education**

Northern Illinois University, DeKalb, Illinois: Data collector for “Cultural Change in a University Setting: Infusion and Integration of Technology into Teacher Education Through Faculty Development (CENTTER).” 2005

**Source: U.S. Department of Energy**

Bioenergy Science Center Affiliates: Lead Evaluator for outreach project: “Farming for Fuels.” (2010-2012)

# VOLUNTEER APPLICATION

**Sheri Emerick**

12/14/2025 8:15 AM

Application: **ACB - Arts and Culture Board**

**Applicant Information**

Birthday: [REDACTED]      Gender: Female      Education Level: Bachelors degree  
 Address: [REDACTED]      Phone: [REDACTED] <<

**Volunteer Groups Applied For**

Arts and Culture Board

**Job Description**

I have read the job description

**Questions**

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Cultural Resources Board meets: 2nd Monday of each month at 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	15
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	2
Current Occupation:	Retired
Current Employer:	N/a
Prior work experience (please include dates):	2008-2021 - Director of Development for the Art Museum of South Texas
Volunteer experience (please include dates):	2023-present- Cultural Resources Board, City of Fort Collins 2022-present - Docent, Gregory Allicar Museum of Art (GAMA) CSU 2023-present - Advisory Board Chair, GAMA 2023-present - Art Excursions Co-Chair for Fort Collins Newcomers
Have you applied for this board before? If yes, please explain.	No, not in this Board's current form
Are you currently serving on a City board or Commission? If so, which one?	Yes; Cultural Resources Board (CURB)
Specify any activities which might create a serious conflict of interest if you are appointed:	None

How have you been active in the arts, culture or creative sector in our community or other communities and how would your experience benefit the Arts and Culture Board?

Per my volunteer experience listed above, I have been involved with CURB and served as liaison to several arts and culture organizations in Fort Collins. Before my move to Fort Collins, I served as Development Director of the Art Museum of South Texas, Corpus Christi, Texas, where I was involved in or facilitated all fundraising activities for the Museum. I worked closely with the art and education curators to present exhibitions and programs, as well as researched artists from Texas and the region who could provide programming to benefit the public. In addition, served as a grant scorer for the Texas Commission for the Arts, and I served as a judge for the City of Corpus Christi's annual Citizens Art Contest.

The City of Fort Collins has a strong history of supporting arts and culture in our community, through our own facilities and programs and the Fort Fund Grant Program, what opportunities do you see in strengthening that commitment?

I think the reorganization of the Fort Fund Grant Program via the use of a citizen panel is a step forward towards more inclusivity of a variety of backgrounds and experiences, which will only strengthen our commitment to providing and highlighting art for all citizens. Additionally, a commitment to supporting individual artists in the community will be of great benefit to both the artist and the community by providing actual monetary support, providing public spaces for their work to be viewed, and providing more outreach to the public.

Providing messaging of the variety of art offerings in and around the City is essential for the success of various arts groups. This could be strengthened by providing a more robust arts calendar across a variety of platforms.

A portion of this board or commission's responsibility is the review of art for the Art in Public Places program. What function do you feel public art serves in the community?

Art in public places in all its iterations, whether it be sculpture, murals, or fine art within our public buildings, can and does foster a sense of what makes Fort Collins unique. APP adds to our cultural identity, promotes pride, and can actually be an economic driver. Visitors spend their dollars in places that offer interest, fun, and education. APP also creates a beautiful landscape of the City and encourages pride of place for locals and visitors alike. We have a robust APP program, and it should continue to be promoted and expanded.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
From serving on the Cultural Resources Board.

# VOLUNTEER APPLICATION

**Ben Griffin**

1/7/2026 4:10 PM

Application: **ACB - Arts and Culture Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Arts and Culture Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Cultural Resources Board meets: 2nd Monday of each month at 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	10-20
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	6
Current Occupation:	Actor
Current Employer:	Self
Prior work experience (please include dates):	Local theatres in Colorado since 2012
Volunteer experience (please include dates):	Little volunteer experience.
Have you applied for this board before? If yes, please explain.	No
Are you currently serving on a City board or Commission? If so, which one?	No
Specify any activities which might create a serious conflict of interest if you are appointed:	I have worked with OpenStage in Fort Collins. I do not have a close working relationship with them though. Last I performed with them was 2016?
How have you been active in the arts, culture or creative sector in our community or other communities and how would your experience benefit the Arts and Culture Board?	I have been a professional actor since 2011. I moved to Fort Collins in 2015 and have been performing in Fort Collins, Johnstown, Arvada, Denver, and Boulder. I have also been an acting teacher to

students ages 9 to 16. My direct involvement with the performing arts can give an insider perspective on how to support and grow the arts and culture here in Fort Collins.

The City of Fort Collins has a strong history of supporting arts and culture in our community, through our own facilities and programs and the Fort Fund Grant Program, what opportunities do you see in strengthening that commitment?

I believe I can help strengthen that commitment by being able to identify opportunities that are beneficial to a growing arts community. When we consider art and culture, we also must consider who these programs and facilities are meant to serve. I believe I can help in creating engagement for all Fort Collins residents.

A portion of this board or commission's responsibility is the review of art for the Art in Public Places program. What function do you feel public art serves in the community?

I have enjoyed seeing the different artistic expressions throughout the city. Whether it be murals or paintings on the...electrical boxes?? I think public art tells the story of our community. It's a way to tell others who we were, who we are, and who we want to be.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Website



# Ben Griffin



## Theatre Experience:

<i>Lord of the Flies</i>	Maurice	Denver Center dir. Anthony Powell
<i>Miss Bennett: Christmas...</i>	Arthur de Bourgh	Boulder Ensemble dir. Rick Barbour
<i>Twelfth Night</i>	Sir Andrew/Sebastian	Colorado Shakespeare Education
<i>Enemy of the People</i>	Hovstad	Boulder Ensemble Theatre Company
<i>Seussical: The Musical</i>	Cat in the Hat	Arvada Center for the Arts
<i>Baskerville: A Sherlock...</i>	Actor 2	Theatre SilCo
<i>Cabaret</i>	Cliff Bradshaw	Theatreworks
<i>Shakespeare in Love</i>	Will Shakespeare	Vintage Theatre
<i>Jekyll and Hyde</i>	Simon Stride	Candlelight Dinner Playhouse
<i>Holiday Inn</i>	Jim Hardy	Candlelight Dinner Playhouse
<i>Newsies</i>	Davey	Candlelight Dinner Playhouse
<i>A Year with Frog and Toad</i>	Ensemble/Frog US	Arvada Center for the Arts
<i>Chicago</i>	Jury/Ensemble	Breckenridge Backstage dir. Nick Sugar
<i>The Lion, The Witch, and...</i>	All Male Roles	Breckenridge Backstage
<i>Peter and the Starcatcher</i>	Prentiss	BDT Stage dir. Nick Sugar
<i>Beets</i>	Bobby	Aurora Fox
<i>A Streetcar Named Desire</i>	Young Collector	Vintage Theatre
<i>The Greater Good</i>	Simon	And Toto Too
<i>As You Like It</i>	William	Arkansas Shakespeare
<i>Joseph and the Amazing...</i>	Asher	Arkansas Shakespeare dir. Dennis Courtney

## Commercial Work:

RemoFirst                      Naïve Peasant                      Video Brothers

## Training:

Bachelor of Fine Arts: Acting	Stacy Alley, Tim & Lisa Bohn	Arkansas State Uni...
Musical Theatre Vocal Training	Colten Blair, Jalyn Webb	Private Studio
Commercial VO Training	Tia Marlier	Private Studio
MoCap Bootcamp	Webb Pickersgill, Sylvia Gregory	Private Studio

## Special Skills:

Baritone, Ballet/Jazz/Tap Intermediate, Stage Combat: Hand to Hand/Rapier; Dialects: RP, Estuary, Irish, French, IPA; Plays Volleyball, Bike Riding, Hula Hooping, Driver's License, Passport, COVID Vaccinated, Dry Wall Stilts, Whistle Like a Bird/Teapot, Theatre Educator.

# VOLUNTEER APPLICATION

**Myra Powers**

1/8/2026 6:29 PM

Application: **ACB - Arts and Culture Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Arts and Culture Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Cultural Resources Board meets: 2nd Monday of each month at 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	10-12 hours/month
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	2
Current Occupation:	Retired administrator- Colorado State University President's Office
Current Employer:	Retired since 2001
Prior work experience (please include dates):	Teacher-NYC Public School 1968-1974 Research Associate-Colorado State University 1974-75 Deputy Director- Larimer County CETA Program (Employment & Training Program)1975-78 Administrator-CSU President's Office 1978-1998 Special Projects Coordinator-CSU Dean's Office-College of Health & Human Sciences (transitional retirement 1998-2001)
Volunteer experience (please include dates):	-City of Fort Collins Personnel Board (1977-1981) -Larimer County United Way Board (1981-85)

- CARE Housing Board (affordable housing)- 1986-1992
- City of Fort Collins/CSU Cultural Diversity Task Force (1992?)
- Lincoln Center Birthday Ball Committee (annual fundraising event-1989-95)
- Lincoln Center Dance Committee (1993-95?)
- Museum of Art/Fort Collins Board (2016-2022); Chair of MASK committee (annual fundraiser- 2005, 2006, 2010); Advisory Committee (2024-25)
- SCFD Campaign Committee (Science and Cultural Facilities District Ballot Initiative- 2016& ?
- WomenGive Scholarship Committee (2010-2013)
- Art in Public Places Board (2023-2026)
- Larimer County Elections Judge -- 10+ years
- Warren Shores Community Association Board- 4 years

Have you applied for this board before? If yes, please explain.

no

Are you currently serving on a City board or Commission? If so, which one?

Yes;  
Art in Public Places Board

Specify any activities which might create a serious conflict of interest if you are appointed:

None

How have you been active in the arts, culture or creative sector in our community or other communities and how would your experience benefit the Arts and Culture Board?

As listed above, I have volunteered with several arts and cultural organizations-- both visual and performing arts--since moving here from NYC 50 years ago. On a more informal basis, I've had Lincoln Center season tickets ever since they became available, and have advocated for the Center through fundraising efforts as well as bringing many newcomers to exhibits, plays, dances, concerts, etc. to which many subsequently became regular attendees. Growing up in NYC, my family was always avid theatre goers-- having a great influence on my life.

I've been an attendee/ member of the Museum of Discovery since its inception, back to the early days when it was located in a few rooms of an elementary school, realizing the dream of a CSU graduate student. I've proudly taken numerous local and visiting friends, relatives and neighbors on tours of our fabulous art in public places downtown and around the community. I find the breadth and scope of this program to be astounding and convey that proudly to all who will listen. Serving on the APP board, with its extraordinary staff leadership, has been an honor. I've always been a member and introduced many to the Gardens on Spring Creek and organized small group visits and tours of special sculpture exhibits. My involvement with the Museum of Art/Fort Collins has taken on many roles as outlined above. I've also organized many group visits to the

museum, helping to increase exposure and memberships.

I feel that my involvement, experience and advocacy of the visual and performing arts in Fort Collins over 50 years would benefit the Arts and Culture Board.

I served on the Science and Culture Facilities District ballot initiative campaign committee for the two attempts at passage. Though not successful, hopefully something similar to provide secure, ongoing funding for arts and culture will come to fruition in the future. I also think this "umbrella" board has the potential for greater benefit and collaboration for every City entity involved. I also think there are opportunities for greater collaboration between the city's and local non-profit arts and cultural organizations.

Public art brings to a community beauty, life, vibrancy and understanding of other people and cultures. It builds community pride and commitment to respect our physical environment.

The City of Fort Collins has a strong history of supporting arts and culture in our community, through our own facilities and programs and the Fort Fund Grant Program, what opportunities do you see in strengthening that commitment?

A portion of this board or commission's responsibility is the review of art for the Art in Public Places program. What function do you feel public art serves in the community?

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

no

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

no

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
From Art in Public Places Board discussions

# VOLUNTEER APPLICATION

Chris Quatrano

12/15/2025 8:11 PM

Application: **ACB - Arts and Culture Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Arts and Culture Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	Arts and Culture Board, Land Conservation Board
I acknowledge I am available when the Cultural Resources Board meets: 2nd Monday of each month at 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	As many as needed
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	2
Current Occupation:	Retired Federal Leader (25 Years at USDA) / Musician
Current Employer:	None
Prior work experience (please include dates):	<p>Director, Center for Informatics   USDA Veterinary Services   2022-2025</p> <ul style="list-style-type: none"> <li>• Led organizational strategy and operations for national program</li> <li>• Managed \$2M+ annual operating budget and \$10M+ contract portfolio</li> <li>• Directed 16-person multidisciplinary team</li> <li>• Experience translating complex stakeholder needs into operational programs</li> </ul> <p>Senior Management Analyst   USDA Veterinary Services   2015-2022</p> <ul style="list-style-type: none"> <li>• Led strategic planning and organizational performance initiatives</li> <li>• Built consensus among diverse stakeholders with competing priorities</li> </ul>

stakeholders with competing priorities  
• Conducted program evaluations and performance assessments

## EDUCATION & SKILLS

MBA, Strategic Management & Organizational Leadership | Colorado State University  
BA, Sociology (Statistics concentration) | University of Maryland

Skills: Budget management, strategic planning, stakeholder engagement, program evaluation, consensus building, data-driven decision making

## COMMUNITY COMMITMENT

Fort Collins resident committed to supporting local arts ecosystem, nurturing environment for artists to thrive, and ensuring public art is accessible to all community members. Available for board meetings, committee work, and active engagement in Arts in Public Places mission.

Volunteer assistant basketball coach for city of Fort Collins (2024)  
Leshar Middle School Volunteer Snack Shack, Nordic Fest, etc. (2025)

No

No

No conflicts of interest.

I've been an active performing musician in Fort Collins for over 30 years, playing bass guitar with my band, The Elementz, in genres including jazz, funk, and rock. We've performed at events including the Warren Lake 150th anniversary celebration, Fort Collins Senior Center, and HOA-sponsored Music in the Park concerts. This hands-on experience gives me the artist's perspective on what makes performance spaces work—from electrical infrastructure to stage design to community access.

As a parent, I'm deeply engaged with Lincoln Center programming. My children have performed in Lincoln Center's children's theater productions (most recently Finding Nemo Jr.), giving me firsthand insight into how arts education programs nurture young talent and build family engagement with cultural institutions.

I completed Fort Collins' Cityworks 101 program, which deepened my understanding of how city operations support community priorities—including the

Volunteer experience (please include dates):

Have you applied for this board before? If yes, please explain.

Are you currently serving on a City board or Commission? If so, which one?

Specify any activities which might create a serious conflict of interest if you are appointed:

How have you been active in the arts, culture or creative sector in our community or other communities and how would your experience benefit the Arts and Culture Board?

support community priorities—increasing the infrastructure that makes public art and cultural programming possible. Beyond performing and participating, I'm an active observer and advocate for Fort Collins' public art. I notice and appreciate the art integrated into our bridges, electrical boxes, and murals throughout the city. I bring both the artist's creative perspective and 25 years of federal program management experience overseeing multi-million dollar budgets and complex operations. This dual lens would help the board advocate effectively for artists while ensuring responsible stewardship of public art funding. I understand what artists need to thrive AND how to build sustainable programs that serve the entire community.

The City of Fort Collins has a strong history of supporting arts and culture in our community, through our own facilities and programs and the Fort Fund Grant Program, what opportunities do you see in strengthening that commitment?

Fort Collins has built excellent arts infrastructure—Lincoln Center, mobile stages, the Fort Fund—but I see three key opportunities to strengthen our commitment:

**Supporting Working Artists:** Public art programs and performance venues are vital, but artists also need sustainable income streams. I'd advocate for expanding opportunities for local artists through the Fort Fund, public art commissions, and artist-in-residence programs. As a working musician, I've seen how city-supported performance opportunities (like Music in the Park series) create paid work for artists while bringing free culture to neighborhoods. We should explore how to scale this model across disciplines—visual arts, theater, dance, music—ensuring Fort Collins artists can build careers here, not just visit.

**Infrastructure That Nurtures Creativity:** Fort Collins invests in beautiful performance spaces, but artists also need affordable practice/rehearsal space, small galleries for emerging artists, and places to teach. The Bohemian Foundation rehearsal spaces are full and there is additional need for space for artists. The city could partner with developers to include arts spaces in new projects, or repurpose city-owned buildings for artist studios and community arts centers. This infrastructure-level support helps artists thrive between major commissions and performances.

**Bringing Art to All Neighborhoods:** Lincoln Center and Old Town are cultural hubs, but we can do more to bring arts programming to all Fort Collins neighborhoods—particularly underserved areas. Mobile stages are a great start. We could expand neighborhood-based programming, outdoor sculpture installations in parks across the city, and community art projects that engage residents who might not typically visit downtown venues. Public art

should be genuinely public—encountered in daily life, not just sought out. The Fort Fund Grant Program is a model worth expanding. More funding for grassroots arts projects, youth arts education, and experimental work would signal Fort Collins' commitment to nurturing the full arts ecosystem—from emerging artists to established institutions.

Nurturing the Environment for Artists: Public art programs provide vital opportunities for working artists to earn income, gain visibility, and contribute to their community. The Art in Public Places program isn't just decorating our city—it's building an ecosystem where artists can sustain creative careers. This matters because thriving local artists attract cultural tourists, inspire young creatives, and build Fort Collins' reputation as a place that values culture. As a performing musician, I've experienced how community investment in arts infrastructure (stages, venues, programming) directly impacts artists' ability to share their work and make a living.

A portion of this board or commission's responsibility is the review of art for the Art in Public Places program. What function do you feel public art serves in the community?

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify); Email for Cityworks Alumni.

# Chris Quatrano

## COMMUNITY ARTS ENGAGEMENT

### Performing Musician (30+ years)

- Bass guitarist performing jazz, funk, and rock with The Elementz.
- Performed at Fort Collins Senior Center, Warren Lake Celebration, HOA Music in the Park events.
- Active in local music scene, understand artist perspective on performance infrastructure and community support.

### Lincoln Center Family

- Parent of children performing in Lincoln Center children's theater productions (Finding Nemo Jr., others).
- Regular attendee of Lincoln Center performances.
- Applied for stagehand position to better understand operational side of arts production.

### Fort Collins Civic Engagement

- Completed City of Fort Collins Cityworks 101 program.
- Active observer and advocate for public art integration in city infrastructure (bridges, electrical boxes, murals).
- Daily user of Fort Collins trails and public spaces.

## RELEVANT PROFESSIONAL EXPERIENCE

### Director, Center for Informatics | USDA Veterinary Services | 2022-2025

- Led organizational strategy and operations for national program.
- Managed \$2M+ annual operating budget and \$10M+ contract portfolio.
- Directed 16-person multidisciplinary team.
- Experience translating complex stakeholder needs into operational programs.

### Senior Management Analyst | USDA Veterinary Services | 2015-2022

- Led strategic planning and organizational performance initiatives.
- Built consensus among diverse stakeholders with competing priorities.
- Conducted program evaluations and performance assessments.

## EDUCATION & SKILLS

MBA, Strategic Management & Organizational Leadership | Colorado State University  
BA, Sociology (Statistics concentration) | University of Maryland

Skills: Budget management, strategic planning, stakeholder engagement, program evaluation, consensus building, data-driven decision making

## COMMUNITY COMMITMENT

Fort Collins resident committed to supporting local arts ecosystem, nurturing environment for artists to thrive, and ensuring public art is accessible to all community members. Available for board meetings, committee work, and active engagement in Arts in Public Places mission.

# VOLUNTEER APPLICATION

Jordan Sorokin

1/6/2026 4:51 PM

Application: **ACB - Arts and Culture Board**

## Applicant Information

Birthday: [REDACTED]      Gender: Male      Education Level: PhD  
 Address: [REDACTED]      Phone: [REDACTED] <<

## Volunteer Groups Applied For

Arts and Culture Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	Active Modes Advisory Board, Arts and Culture Board
I acknowledge I am available when the Cultural Resources Board meets: 2nd Monday of each month at 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	6
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	5
Current Occupation:	Computational Biologist / Data Scientist
Current Employer:	Recursion
Prior work experience (please include dates):	<ul style="list-style-type: none"> <li>- Staff Data Scientist, Computational Biology (Recursion, February 2022 - present)</li> <li>- Computational Neuroscientist / Machine Learning Scientist (Herophilus, August 2019 - February 2022)</li> <li>- Instructor, computational techniques for the biosciences (Stanford, September 2016 - January 2019)</li> <li>- Research Associate (Salk Institute, 2011-2012)</li> </ul>
Volunteer experience (please include dates):	<ul style="list-style-type: none"> <li>- Coalition for the Poudre Watershed (tree planting; summer 2025)</li> <li>- Stanford Neuro Brain Day (educational outreach; each year 2013-2019)</li> </ul>
Have you applied for this board before? If yes, please explain.	No

Are you currently serving on a City board or Commission? If so, which one?

No

Specify any activities which might create a serious conflict of interest if you are appointed:

I'm a musician and (novice) potter; however, these are purely hobbies and not meant for income.

How have you been active in the arts, culture or creative sector in our community or other communities and how would your experience benefit the Arts and Culture Board?

Though I have not contributed a piece of art myself to our community yet, I have regularly attended live performances at our brilliant venues, explored the open art markets during First Friday, and have made an effort to visit ad hoc community gatherings & exhibits (the dia de los muertos cultural event in the square being the most recent). I share flyers/ announcements of upcoming cultural events with my friends and family, and support pop-up events such as Hello Brew's art exhibits when possible.

I've more recently become embedded into this city's vibrant arts scene more directly. I spent a year learning ceramics at Smokestack Pottery and have provided some pieces to a local brewery. I'm also a musician and joined a band ~ 6 months ago; we are actively working on booking local gigs. I've come to really admire how many opportunities Fort Collins provides for supporting local artists and cultural groups — a very rare thing for a city this size and for our current time! Having been born in Mexico and raised in a multi-cultural household, I truly understand the importance of supporting diverse thought and cultural experiences. An angle I have wanted to explore further is the marrying of science and art, in particular in the way our consciousness can transform our art and vice versa. I am a student at heart and I would be humbled to be able to contribute to this board more explicitly.

The City of Fort Collins has a strong history of supporting arts and culture in our community, through our own facilities and programs and the Fort Fund Grant Program, what opportunities do you see in strengthening that commitment?

Our arts & culture community could be strengthened by more explicitly supporting small art exhibits in various third spaces in our city. For instance, by providing "micro grants" to local businesses and artists and by sponsoring "meet-and-greets" to connect local artists and businesses.

Art & culture doesn't have to be contained to traditional spaces. For instance, I always love cycling past the positive signs along the mason trail. More semi-permanent or permanent pieces of art could be put on display across our trail system (including murals on over/under passes).

Finally, supporting other forms of art such as interactive displays or participatory events could bolster the overall enthusiasm for cultural events & art in our community by changing the role of the

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community by changing the role of the audience from a passive to an active one.

A portion of this board or commission's responsibility is the review of art for the Art in Public Places program. What function do you feel public art serves in the community?

Public art raises awareness of important issues, slows our busy lives for a brief moment to help us connect with one another and ourselves, fosters a welcoming energy, and inspires others to participate in their own and our community's artistic endeavors. Art & culture is what gives a city life, and public art is the visual example of such life. It also importantly is a free experience in an ever more expensive society.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain. no

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain. no

Are you willing to complete the required training if appointed? YES

How did you learn of a vacancy on this board or commission? Website

# VOLUNTEER APPLICATION

Aerica Van Dorn

1/6/2026 8:48 PM

Application: **ACB - Arts and Culture Board**

### Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Arts and Culture Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. Arts and Culture Board

I acknowledge I am available when the Cultural Resources Board meets: 2nd Monday of each month at 5:30 p.m. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 9-10

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 1

Current Occupation: Visual Artist

Current Employer: Self-employed

Prior work experience (please include dates):  
2012 - present: Self-employed at Aerica Raven LLC  
2016 - present: Muralist/Designer at Watson Murals, Austin TX  
2012 - 2016: Muralist at Paintology, Wichita KS

Volunteer experience (please include dates):  
2022-present: Petrichor Collective  
2023-2025: Street Wise Arts  
2024: Fort Collins Mural Project  
2017-2018: Austin Pets Alive!  
2014-2016: Music Theatre of Wichita  
2014-2016: Wichita Botanical Gardens

Have you applied for this board before? If yes, please explain. No

Are you currently serving on a City board or Commission? If so, which one? No

Specify any activities which might create a serious conflict of interest if you are appointed:

Unless my usual activities as an artist in Fort Collins create conflict, I do not believe I have any.

How have you been active in the arts, culture or creative sector in our community or other communities and how would your experience benefit the Arts and Culture Board?

I am a visual artist in the community and take an active part in events and public art calls. My involvement includes my solo practice, as well as involvement in art organizations such as Petrichor Collective, Fort Collins Mural Project, and The Lyric. I have also participated in both the Pianos Around Town and the Transformer Cabinet Mural projects. I sustain my art practice holistically by giving back to my community where I can and supporting their efforts.

The City of Fort Collins has a strong history of supporting arts and culture in our community, through our own facilities and programs and the Fort Fund Grant Program, what opportunities do you see in strengthening that commitment?

I see an ongoing commitment to expand opportunities for creatives in multiple sectors. My experience is primarily in the visual and public arts sector, but the intensity of enlisting programs that both empower and hire artists is admirable. I am especially fond of the new Creative Foundations series and the continued investment in fresh public artworks.

A portion of this board or commission's responsibility is the review of art for the Art in Public Places program. What function do you feel public art serves in the community?

Public art has the ability to serve many functions--inspire community, educate on topics, voice unrest, reflect beauty in an existing environment--but regardless of the outcome, public art always manages to reach a more diverse audience than fine art alone. Whether a message to or a reflection of the community, public art is a means to connect a wide range of individuals beyond the constraints of a gallery wall. That's pretty darn powerful.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Email newsletter

# AERICA RAVEN

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## EDUCATION

2012 BFA Sculpture magna cum laude, Wichita State University, Wichita KS

## PROFESSIONAL EXPERIENCE

2012-present Freelance Artist | muralist, illustrator, graphic designer

2016-present Muralist/Designer | Watson Murals, Austin TX

2012-2016 Muralist | Paintology, Wichita KS

## FEATURED CLIENTS

City of Fort Collins

Whole Foods Market

Texas Children's Hospital

City of Denver

Kendra Scott

Lyft Rideshare

City of Nederland

Riot Games

Odell Brewing Company

## PUBLIC WORKS & PERMANENT INSTALLATIONS

2025 *Street Wise Mural Festival* | art in public places | Boulder CO

*Hey There, Honey Bee* | art in public places | Denver CO

*CBDI* | community mural | Lafayette CO

2024 *The Bandit* | art in public places | Nederland CO

*Transformer Cabinet Murals* | art in public places | Fort Collins CO

*Loveland Hearts* | art in public places | Loveland CO

*Current* | art in public places | Adams County Regional Park

2023 *Transformer Cabinet Murals* | art in public places | Fort Collins CO

*Fort Collins Mural Project* | art in public places | Fort Collins CO

2022 *Transformer Cabinet Murals* | art in public places | Fort Collins CO

*Pianos About Town* | art in public places | Fort Collins CO

*Fort Collins Mural Project* | art in public places | Fort Collins CO

2021 *Austin Pets Alive!* | art in public places | Austin TX

*Sunshine House* | permanent installation | Blanco TX

2020 *Europa* | permanent installation | Houston TX

## SELECTED EXHIBITIONS

2025 *Babe Walls Womxn Exhibition* | invitational exhibition | Truss House, Denver CO

*Art Lab Retrospective* | invitational exhibition | Art Lab, Fort Collins CO

*10x10* | group exhibition | Visit Fort Collins Gallery, Fort Collins CO

*Petrichor Collective Anniversary Show* | juried exhibition |

Center for Creativity, Fort Collins CO

*Wolf Fest* | live painting | Front Range Community College, Fort Collins CO

- 2024 *Live at LC* | live painting exhibition | Lincoln Center, Fort Collins CO  
*Propagation* | juried exhibition | Spectra Art Space, Denver CO
- 2023 *Novo Ita III* | juried exhibition | Spectra Art Space, Denver CO  
*FCMP Select Artists* | group exhibition | Odell Brewery, Fort Collins CO
- 2022 *Spookadelia* | juried exhibition | Spectra Art Space, Denver CO  
*Lumens* | curator, group exhibition | Art Lab, Fort Collins CO  
*Portals* | juried exhibition | Apogaea, Pueblo CO  
*Fauna in my Flora* | solo exhibition | The Atrium, Fort Collins CO  
*Art Sticks Series Artists* | juried exhibition | Trident Booksellers, Boulder CO
- 2021 *Decompression* | juried exhibition | Dv8 Distillery, Denver CO  
*VIII* | group exhibition | ARTic Expedition, Valkyrie Ranch TX  
*PINK* | juried exhibition | The Native Hostel, Austin TX  
*Rise Up* | group exhibition | Austin Winery, Austin TX  
*Bodies of Work* | juried exhibition | The Native Hostel, Austin TX
- 2020 *The Mesmer* | juried exhibition | House of Mesmerize, Austin TX  
*Bird Watching* | juried exhibition | Collection Rert, Austin TX  
*Black Hearts* | group show | Mantis Salon, Austin TX
- 2019 *EAST: 000* | featured artist | Sky Candy, Austin TX  
*Belly of the Beast* | juried exhibition | H/Artyard, Austin TX  
*We Are Star Stuff* | group exhibition | Hughes Springs, TX
- 2018 *MEOW* | juried exhibition | Apache Pass, Thorndale TX  
*Untitled* | group exhibition | Contracommon Gallery, Bee Caves TX
- 2017 *The Awakening* | group exhibition | Hughes Springs, TX
- 2015 *DOGSHOW* | solo exhibition | R House, Wichita KS
- 2012 *Untitled (if a body catch a body coming through the rye)* | juried exhibition | Diver's Studio, Wichita KS  
*The Sky is Falling* | juried exhibition | NakedCity Gallery, Wichita KS
- 2011 *Fondle, Please* | juried exhibition | Diver's Studio, Wichita KS  
*Current III* | juried exhibition | ShiftSpace Gallery, Wichita KS  
*Untitled (chapel)* | solo exhibition | Grace Memorial Chapel, Wichita KS

## SELECTED PRESS

- 2025 Cobb, Ella | "Street Wise Mural Fest" *Boulder Daily Camera*, Sept 25  
 Kelleher, Quinlan | "Art in Public Places 30th Anniversary"  
*The Rocky Mountain Collegian*
- 2024 Kelley, Christopher | "Murals Brighten Up Nederland" *Peak to Peak*, Sept 22
- 2022 "Meet Aerica Raven" *Shoutout Atlanta*, April 20  
 Matranga, Andrew | "Art Sticks Series 8" *Stickers on the Mic*, March 2
- 2021 Wiatrak, Bill | "A Far-Out Journey" *Houstonia Magazine*, March 16
- 2020 Glentzer, Molly: "Behind the Scenes at Seismique" *Houston Chronicle*, Dec 21

# VOLUNTEER APPLICATION

Eleanor VanDeusen

12/9/2025 9:42 PM

Application: **ACB - Arts and Culture Board**

### Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Arts and Culture Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. N/A

I acknowledge I am available when the Cultural Resources Board meets: 2nd Monday of each month at 5:30 p.m. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 15

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 1

Current Occupation: Recently Retired

Current Employer: Retired

Prior work experience (please include dates): I served as the Artistic Director of The Dance Connection, a performing Modern Dance Company from 1982 - 2005. I served as the Director of the Dance Program at Mountain Kids from 1982 - 1997. I served as the Director of Family Ministry at the Foothills Unitarian Church from 1999 - 2025.

Volunteer experience (please include dates): Board of Directors The Liberal Religious Educators Association - a National Professional Association for Unitarian Universalist Religious Educators. 2019 - 2022. Board of Directors - Fort Collins Children's Theatre - 2015-2019

Have you applied for this board before? If yes, please explain. I applied for the Cultural Resources Board and was selected in spring of 2024.

Are you currently serving on a City board or Commission? If so, which one?

Yes;  
The Cultural Resources Board

Specify any activities which might create a serious conflict of interest if you are appointed:

No conflicts

How have you been active in the arts, culture or creative sector in our community or other communities and how would your experience benefit the Arts and Culture Board?

I have been active in the Fort Collins Arts and Culture community since moving to Fort Collins after receiving my degree in dance at the University Colorado in 1981. I have worked as a performer, choreographer, stage director, artistic director and producer for several local arts organizations including The Dance Connection, Openstage Theater, Opera Fort Collins, Bas Bleu Theater and Fort Collins Children's Theater. I have had the pleasure of attending hundreds of arts events in Fort Collins - theater, dance, music and visual art, presented by local organizations and our City funded Arts series at the Lincoln Center, The Gardens and Spring Creek and the Center for Creativity. I have also been a dance teacher and director of dance programs for children youth and adults in the Fort Collins Community. I have served children and families in my professional role as the Director of Family Ministry at the Foothills Unitarian Church for the past 26 years. I believe that my experience will bring skills and perspective that will benefit the Arts and Culture Board. In particular, my experience working with with children and families will bring a commitment to making the Arts accessible to children and families to the Arts and Culture Board.

The City of Fort Collins has a strong history of supporting arts and culture in our community, through our own facilities and programs and the Fort Fund Grant Program, what opportunities do you see in strengthening that commitment?

I am interested in serving on this board to help the Arts become more visible and more accessible to all of Fort Collins citizens and visitors to our community. I see the Arts and Culture Board as an opportunity to advocate for the Arts in Fort Collins and to increase partnerships between city funded programs and local Arts organizations.

A portion of this board or commission's responsibility is the review of art for the Art in Public Places program. What function do you feel public art serves in the community?

I feel very strongly that public art provides a great benefit to our community by creating beautiful public paces for the community to enjoy as well as providing employment for working artists in our community. Public art makes our community more beautiful and more vibrant for the people who live here and for people who visit Fort Collins.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);

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I received and invitation from Solara Clarke  
as I am currently serving on the Cultural  
Resources Board

# VOLUNTEER APPLICATION

Nancy Zola

1/8/2026 10:04 PM

Application: **ACB - Arts and Culture Board**

### Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Arts and Culture Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Cultural Resources Board meets: 2nd Monday of each month at 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	8-10 hours a month or whatever is needed
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	6
Current Occupation:	Retired.  My career before retiring includes : Senior Manager for IBM Executive Director of Nonprofit Arts Organization Director of Workforce Development Nonprofit Horticultural Therapist
Current Employer:	N/A
Prior work experience (please include dates):	Therapeutic Horticulturist, Grounded Horticultural Therapy, The Gardens on Spring Creek, 2021-2023 Therapeutic Horticultural Intern, Loveland Youth Gardeners, Loveland, CO, 2021 Consultant/Director, Partnership Development - Catchafire, New York, NY, 2020 Gardener's Assistant, Central Park Conservancy, New York, NY, 2019-2020

Director of Social Ventures - Per Scholas, Bronx, NY, 2017-2018  
Encore Fellow – Non-Traditional Employment for Women, New York, NY, 2016-2017  
Regional Strategic Account Director, Verizon, New York, NY, 2008-2014  
Executive Director, Franklin Street Works, Stamford, CT, 2006-2007  
Director, Northeast Region, IBM Corporation, Armonk, NY, 1996-2005.

Volunteer experience (please include dates):

Arts & Public Places Board, City of Fort Collins, Vice Chair, 2023-Present  
Gregory Allicar Museum of Art, Fort Collins, CO, Board Member, 2025-Present  
Larimer County 101, Larimer County, 2025  
CityWorks 101, City of Fort Collins, 2023  
Fort Collins Newcomer's Club, Arts Excursions Coordinator, 2023-Present  
Gardens on Spring Creek, City of Fort Collins, CO, Garden Ambassador, 2021-2024  
CSU's Aging Clinic of the Rockies, Fort Collins, CO, Senior Peer Counselor, 2020-2023  
Mid-Atlantic Horticulture Therapy Network, New York, NY, Board Member, 2020-2023  
Women's Mentoring Network, Fairfield County, CT, Board Member; Advisor on Strategy and Funding; Mentor, 2014-2017  
Ferguson Library, Stamford, CT, Fundraising Committee Chair; Consulted on Volunteer Management, 2014-2016  
Echoing Green, New York, NY, Grant Proposal Evaluator, 2015-2016  
Governor's Commission on Culture & Tourism, Hartford, CT, Steering Committee, 2006-2007

Have you applied for this board before? If yes, please explain.

No

Are you currently serving on a City board or Commission? If so, which one?

Yes;  
Serve as Vice Chair of the Arts in Public Board

Specify any activities which might create a serious conflict of interest if you are appointed:

None

How have you been active in the arts, culture or creative sector in our community or other communities and how would your experience benefit the Arts and Culture Board?

I am deeply committed to arts, culture, and civic engagement, and since moving to Fort Collins in 2020, I have been active across all three. After relocating from New York City, my priority was to understand Fort Collins' cultural landscape and contribute meaningfully to its creative life.

Soon after arriving, I trained as a Garden

Ambassador at The Gardens on Spring Creek, where I led garden tours, supported adult education programs, and developed the Gardens' first post-tour visitor survey to help gather community feedback and strengthen visitor engagement. This experience grounded my understanding of how public cultural assets serve residents, visitors, and diverse audiences.

Since 2023, I have created and facilitated arts-focused programming for the 600-member Fort Collins Newcomers' Club, connecting residents to local artists, cultural organizations, and institutions. In this role, I organize and lead tours and experiences including a downtown Arts in Public Places walking tour, twice-yearly visits to CSU's Avenir Museum of Design and Merchandising and Nancy Richardson Design Center, tours of Art Castings of Colorado in Loveland, collaborations with Off the Hook Arts, and backstage tours at both The Lincoln Center and CSU's University Center for the Arts. I have also volunteered with the 21st Artwear Biennial fundraiser benefiting The Lincoln Center Art Gallery.

In 2023, I was appointed to a four-year term on the City's Arts in Public Places Board and was later elected Vice Chair. Through this role, I have gained firsthand experience with City staff and leadership on public art, balancing artistic vision with public stewardship. To further understand Fort Collins' arts funding ecosystem, I have attended multiple Cultural Resources Board meetings.

In 2025, I joined the board of the Gregory Allicar Museum of Art, which expanded my engagement with artists, curators, and academic partners and deepened my perspective on museum governance and educational outreach.

I also regularly attend local arts events—Open Studios tours, exhibitions at 3 Square Arts, programs at the Center for Creativity, performances at The Lincoln Center, Soda Shop Dance Company, CSU's University Center for the Arts, and concerts by the Fort Collins Symphony - both for my own enjoyment and to be connected to the local creative community.

Prior to moving to Colorado, I served as Executive Director of a nonprofit arts organization, helping launch the organization, refine its mission, manage finances, and build its brand. I also bring experience on both sides of funding, including grant compliance and funder

relations for grants awarded by the City of New York, and grant evaluation work for Echoing Green.

Together, these experiences enable me to bring a broad, balanced perspective to the Arts and Culture Board, combining local engagement, professional arts leadership, and an understanding of public funding and community participation. I am enthusiastic about the Arts and Culture Department's strategic vision and would welcome the opportunity to help strengthen Fort Collins' cultural identity and creative vitality.

The City of Fort Collins has a strong history of supporting arts and culture in our community, through our own facilities and programs and the Fort Fund Grant Program, what opportunities do you see in strengthening that commitment?

The city's commitment to the arts is notable and was one of the reasons that I moved to Fort Collins. The Arts in Public Places installations foster a sense of place; the Center for Creativity and Lincoln Center serve as cultural hubs for gathering and viewing; and the city's support of artists and art nonprofits provides vibrancy.

I envision more robust corporate and private partnerships, building on the ones that exist today. For instance, more creative placemaking partnerships, perhaps with pop-up performances in vacant retail spaces and live musical events offered without notice in upper-floor downtown building windows on First Friday or on other days or evenings when there's a lot of foot traffic.

With my background in forging corporate partnerships, I'm thinking about conveying customized value propositions meaningful to local corporations to bolster and extend cultural initiatives. I believe it would be valuable to leverage business engagement platforms to create a blended, robust, city-wide, corporate, university and museums' calendar of events – so that everything from Tour de Fat to the Chamber of Commerce's community events, from NoCo Foundation to Bas Bleu and The Lincoln Center, would be housed in one place with many ways to access this information. And it would be available multilingually.

I think an emphasis on expanding free, public arts education programs and lectures is a way to engage and build broader, more diverse audiences. There are numerous local museums and cultural institutions, including city, private, and CSU institutions, that could participate. I'm wondering about forging a closer connection to CSU's arts, starting by expanding the First Friday map to include CSU's boundaries.

And maybe the hardest of all, artistic support in the forms of affordable workspaces and housing. Not sure where to start on this one, but I do know that there's a need, as many artists can no longer afford to live and work in Fort Collins.

As Vice Chair of the Arts in Public Places Board, I fully appreciate how public art plays a vital role in shaping a community's identity, sense of place, and quality of life. When thoughtfully planned and stewarded, it reflects shared values, invites dialogue, and helps residents and visitors connect more deeply to the places they live, work, and gather.

I have seen firsthand how public art contributes to civic pride, cultural expression, and economic vitality. Public art can animate streetscapes, enhance public spaces, and support local artists while making creativity accessible to everyone. -- regardless of background, income, or prior exposure to the arts.

Fort Collins invites schoolchildren to submit drawings for consideration as city pavers; new artists have the opportunity to create their first public art in the Pianos About Town program; and more seasoned artists are eligible to leave their artistic imprint on utility boxes through a graffiti abatement program. These programs engage and employ artists at various career stages, bring joy to the public, and support Fort Collins' identity as a creative and vibrant community.

Public art also serves an important role in community engagement. The process of selecting, siting, and maintaining public art offers opportunities for public input, education, and conversation. This transparency and inclusion help ensure that artworks resonate with their surroundings and reflect the community's diversity.

Finally, public art strengthens Fort Collins' reputation as a creative, forward-thinking city. It supports downtown vitality, encourages visitation, and contributes to a welcoming environment that benefits residents, businesses, and institutions alike. I view public art as both a cultural asset and a form of public infrastructure -- one that requires thoughtful stewardship, accountability, and long-term vision.

A portion of this board or commission's responsibility is the review of art for the Art in Public Places program. What function do you feel public art serves in the community?

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain. No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
I serve on the APP board.

PROFILE

Forward thinking and collaborative leader who articulates a clear vision, building trusted relationships with staff, board members, volunteers and the community. Significant experience in the for profit and nonprofit sectors, building businesses, streamlining operations and developing new partnerships.

My business acumen includes strong strategic, managerial and financial management skills – with a zeal for developing new revenue streams.

EXPERIENCE

**THERAPEUTIC HORTICULTURIST, GROUNDED HORTICULTURAL THERAPY - THE GARDENS ON SPRING CREEK, FORT COLLINS, CO, 2021- 2023**

As founder, developed and delivered a therapeutic horticulture program for elders with dementia and their families.

**THERAPEUTIC HORTICULTURE INTERN - LOVELAND YOUTH GARDENERS, LOVELAND, CO, 2021**

Created and led a therapeutic horticulture program for at-risk adolescents.

**CONSULTANT/DIRECTOR, PARTNERSHIP DEVELOPMENT - CATCHAFIRE, NEW YORK, NY, 2020**

Established client engagement strategies for this B-Corp that provides capacity to nonprofits.

**GARDENER'S ASSISTANT CENTRAL PARK CONSERVANCY, NEW YORK NY, 2019-2020**

Apprenticeship, working with Central Park's Gardening Staff to maintain the grounds of this renown urban park.

**DIRECTOR OF SOCIAL VENTURES - PER SCHOLAS, BRONX, NY 2017-2018**

Developed revenue-generating partnerships with corporate clients for this nonprofit vocational training organization. Per Scholas provides tuition-free IT training and job placement for underserved populations.

**ENCORE FELLOW - NONTRADITIONAL EMPLOYMENT FOR WOMEN, NY, NY, 2016-2017**

Brought key government funding contracts into compliance and solidified revenue streams for this nonprofit workforce development organization which trains women to enter the construction trades.

**REGIONAL STRATEGIC ACCOUNT DIRECTOR – VERIZON, NY, NY, 2008-2014**

Pioneered new client alliance strategies and revamped underperforming product lines. Doubled sales within six months and increased pipeline by 300%, exceeding year over year sales targets.

**EXECUTIVE DIRECTOR – FRANKLIN STEET WORKS, STAMFORD, CT, 2006-2007**

As Executive Director of this start-up nonprofit arts organization, I determined programs, donor acquisition strategies, budgets, staffing, operations policies, and developed the branding strategy.

**DIRECTOR, NORTHEAST, OUTSOURCING – IBM CORPORATION, ARMONK, NY, 1996-2005**

Overhauled 35-location, 350-person business unit bringing it to profitability. Recognized as a turnaround specialist and fast-tracked through sales and operations assignments.

COMMUNITY  
ENGAGEMENT

- **Arts & Public Places Board, City of Fort Collins**, Vice Chair, 2023-Present
- **Gregory Allicar Museum of Art, Fort Collins, CO**, Board Member, 2025-Present
- **Larimer County 101, Larimer County**, 2025
- **CityWorks 101, City of Fort Collins**, 2023
- **Fort Collins Newcomer's Club**, Arts Excursions Coordinator, 2023-Present
- **Gardens on Spring Creek, City of Fort Collins, CO**, Garden Ambassador, 2021-2024
- **CSU's Aging Clinic of the Rockies, Fort Collins, CO**, Senior Peer Counselor, 2020-2023
- **Mid-Atlantic Horticulture Therapy Network, New York, NY**, Board Member, 2020-2023
- **Women's Mentoring Network, Fairfield County, CT**, Board Member; Advisor on Strategy and Funding; Mentor, 2014-2017
- **Ferguson Library, Stamford, CT**, Fundraising Committee Chair; Consulted on Volunteer Management, 2014-2016
- **Echoing Green, New York, NY**, Grant Proposal Evaluator, 2015-2016
- **Governor's Commission on Culture & Tourism, Hartford, CT**, Steering Committee, 2006-2007

EDUCATION  
AND  
TRAINING

- **National Association for Interpretation**, Certified Interpretive Guide, 2022
- **New York Botanical Garden, School of Professional Horticulture**, Bronx, NY, 2018-2021  
Horticultural Therapy Candidate, Gardening Certificate Holder
- **Inspiring Capital, NY, NY**, 2015, Social Impact Training Program
- **ITIL Foundation Operations and Project Management Certification**, 2010
- **Center for Non-Profit Management, NY, NY**, Courses taken: Executive Director Boot Camp, Nonprofit Operations Management, Fundraising, 2005-2007
- **University of Connecticut, Storrs, CT**, Bachelor of Science, Business and Psychology Majors

# VOLUNTEER APPLICATION

Sue Ballou

12/31/2025 2:14 PM

Application: **AHB - Affordable Housing Board**

## Applicant Information

Birthdate: [REDACTED] Gender: Female Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Affordable Housing Board

## Skills & Interests

Additional Skills / Interests: un poco espanol, pero not fluently

## Job Description

I have read the job description

## Questions

Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	5
I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	NA
I acknowledge I am available when the Affordable Housing Board meets: 1st Thursday of each month 4 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	8
Current Occupation:	Retired
Current Employer:	Retired
Prior work experience (please include dates):	City of Fort Collins FCTV (formerly Cable 14) 1997-2017
Volunteer experience (please include dates):	Co-Chair of the Housing Priority Group for the Partnership for Age-Friendly Communities - 2012- 2023 Neighbor to Board Member 2018 - present One Voice for Housing Board member 2023 - present Community Foundation of Northern

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Colorado Housing public outreach group  
11/25 - present

Are you currently serving on a City board or Commission? If so, which one?

No

Have you applied for this board before? If yes, please explain.

I was on the Public Access board sometime in the 1990s

Why do you want to become a member of this particular board or commission?

I believe that a stable home is the foundation for a successful life. Since my children left home, my volunteer work has been in the housing arena. Although I was never a housing professional, I have learned a lot in my time volunteering and feel strongly about finding ways to create more affordable and attainable housing in Fort Collins

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes;  
While at the Partnership for Age Friendly communities, we applied for funds during some of the processes. I also have known several people on the board and discussed work with them.

Specify any activities which might create a serious conflict of interest if you are appointed:

None known.

What is your experience with Affordable Housing? Have you or anyone you know well lived in subsidized affordable housing?

I have not lived in subsidized affordable housing but have known people who do. As noted above, I have worked on issues around housing and affordable housing as a volunteer for the past 13 years.

Describe what you think of when you hear the words "affordable housing".

Ideally, a safe and convenient place to live that is close to work and services and part of a larger community.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No.

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
A friend notified me of the opening

# VOLUNTEER APPLICATION

Nina Clark

12/22/2025 1:32 PM

Application: **AHB - Affordable Housing Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Affordable Housing Board

## Job Description

I have read the job description

## Questions

Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	5
I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A, I am only applying to the affordable housing board
I acknowledge I am available when the Affordable Housing Board meets: 1st Thursday of each month 4 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	5-10
Current Occupation:	Affordable housing finance. I am a Credit Analyst for a Community Development Financial Institution that does lending exclusively for affordable housing and community development projects.
Current Employer:	Enterprise Community Partners - Loan Fund
Prior work experience (please include dates):	Enterprise Community Partners – Loan Fund Denver, CO Credit Analyst June 2024-Present <ul style="list-style-type: none"> <li>• Managed a \$40 million portfolio of predevelopment, acquisition, and construction loans to affordable housing and community development projects, providing financial analysis, monitoring loan performance, and ensuring compliance with loan covenants.</li> <li>• Developed workout plans for troubled loans, drafted loan</li> </ul>

for troubled loans, granted loan modifications, and ensured timely processing of construction draw requests.

- Managed the US Property Acquisition fund in collaboration with Habitat for Humanity to increase access to low-cost capital available for affordable homeownership programs across the US.
- Provided fund management and impact reporting for the \$19 million Denver Transit-Oriented Development Fund to increase access to low-cost capital for affordable housing and community development facilities in TOD corridors in the Denver region.

Enterprise Community Partners – Development (ECD)  
Silver Spring, MD  
Affordable Housing Real Estate Development Intern June 2023-December 2023

- Developed a financial sustainability-mission matrix to measure the portfolio’s adherence to ECD’s dual bottom line of simultaneously achieving profitability and mission impact.
- Created a mission service level rubric to generate property level budget forecasts for the resident services department.

City of Columbia  
Columbia, MO  
City Management Fellow  
February 2022-May 2022

- Conducted research and statistical analysis to provide the City Manager’s Office with municipal reports and policy recommendations, primarily concerning homelessness and racial inequality.

USPS Office of Inspector General  
Washington D.C.  
Auditing Co-op  
July 2020-December 2021

- Analyzed Postal Service financial data and projections, researched macroeconomic trends and industry practices to support financial audits.

Columbia Housing Authority  
Columbia, MO  
Finance Intern  
June 2021-August 2021

- Drafted the Columbia Housing Authority’s 2022 budget based on historical trends, contract and loan agreements, and the anticipated consumer price index in order to support the finance department’s revenue and expense estimates for the upcoming year.

Department of Housing and Urban Development (HUD)  
Washington D.C.  
Management Analysis Student Trainee  
August 2020-September 2020

- Crafted communication with applicants to the COVID-19 Fair Housing Initiatives Program to facilitate an efficient application process for potential grant recipients.  
Office of US Representative Emanuel Cleaver (MO-5)  
Washington D.C.  
Legislative Intern  
January 2020-March 2020
- Researched and collected data pertaining to current and proposed legislation, mainly concerning issues relevant to the Congressman's seats on the Financial Services Committee and the Subcommittee on Housing, Community Development, and Insurance.
- Crafted and edited sponsorship memos, constituent letters, and public testimony to support the efficiency of the Congressman's legislative team.

Volunteer experience (please include dates):

Neighbor2Neighbor Front Desk Volunteer - I have volunteered weekly with N2N since November 2024.  
Murphy Center for Hope - Summer of 2024 before I started my full time job I volunteered twice at the pantry twice a week  
Ward 2 Mutual aid 2019-2020  
Room at the Inn Dinner and Overnight volunteer - 2014-2018

Are you currently serving on a City board or Commission? If so, which one?

No

Have you applied for this board before? If yes, please explain.

Yes, I applied in the previous round of applications

Why do you want to become a member of this particular board or commission?

I possess a great deal of technical knowledge of affordable housing development, finance, and city planning. I have experience volunteering with housing insecure folks in our community at Neighbor2Neighbor. My day-to-day job is not specific to Fort Collins and I would like to utilize my knowledge to support affordable housing legislation in my community. Through my volunteer work with N2N I am able to assist folks in my community 1:1, but I would also like to help shape the future of affordable housing in Fort Collins so fewer people face housing insecurity.

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes;  
I frequently attend the affordable housing board and have contributed to writing memos from the boards legislative committee.

Specify any activities which might create a serious conflict of interest if you are appointed:

None. I have confirmed with my workplace that there would be no issues of conflict of interest on the board.

What is your experience with Affordable Housing? Have you or anyone you know well lived in subsidized affordable housing?

I have never lived in subsidized affordable housing and never been housing insecure. I have spent an extensive amount of time in every place I have lived volunteering with folks who are unhoused, at risk of becoming unhoused, are searching for affordable housing, or lived in subsidized affordable housing. I have assisted folks along many steps of navigating getting or staying housed and have developed strong relationships with

Describe what you think of when you hear the words "affordable housing".

Scarce and essential. There are a wide variety of affordable housing types, from government subsidized multi-family apartments, to mobile homes, to unsubsidized class C units. But not enough to meet the needs of Fort Collins. Many people end up unhoused or housing insecure because of struggles in their lives. However, right now many without serious personal challenges struggle to pay their bills because it has become too expensive to live in our community. Everyone deserves a place to call home, regardless of their personal circumstances. Affordable housing provides a place to call home to folks who need it.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
I reapply every time the application is open.

# Nina Clark

## EDUCATION

**UNIVERSITY OF NORTH CAROLINA.** Chapel Hill, NC  
**Masters of City and Regional Planning, Housing and Community Development** May 2024  
**THE GEORGE WASHINGTON UNIVERSITY, School of Business.** Washington D.C.  
**GPA: 3.77 Presidential Scholarship** December 2021  
**Bachelor of Business Administration, Business Economics and Public Policy**

## TECHNICAL SKILLS

Salesforce, Yardi, R, Excel, SPSS, Power BI, GIS, Microsoft Office

## EXPERIENCE

**Enterprise Community Partners – Loan Fund** Denver, CO  
**Credit Analyst** June 2024-Present

- Managed a \$40 million portfolio of predevelopment, acquisition, and construction loans to affordable housing and community development projects, providing financial analysis, monitoring loan performance, and ensuring compliance with loan covenants.
- Developed workout plans for troubled loans, drafted loan modifications, and ensured timely processing of construction draw requests.
- Managed the US Property Acquisition fund in collaboration with Habitat for Humanity to increase access to low-cost capital available for affordable homeownership programs across the US.
- Provided fund management and impact reporting for the \$19 million Denver Transit-Oriented Development Fund to increase access to low-cost capital for affordable housing and community development facilities in TOD corridors in the Denver region.

**Enterprise Community Partners – Development (ECD)** Silver Spring, MD  
**Affordable Housing Real Estate Development Intern** June 2023-December 2023

- Developed a financial sustainability-mission matrix to measure the portfolio's adherence to ECD's dual bottom line of simultaneously achieving profitability and mission impact.
- Created a mission service level rubric to generate property level budget forecasts for the resident services department.

**City of Columbia** Columbia, MO  
**City Management Fellow** February 2022-May 2022

- Conducted research and statistical analysis to provide the City Manager's Office with municipal reports and policy recommendations, primarily concerning homelessness and racial inequality.

**USPS Office of Inspector General** Washington D.C.  
**Auditing Co-op** July 2020-December 2021

- Analyzed Postal Service financial data and projections, researched macroeconomic trends and industry practices to support financial audits.

**Columbia Housing Authority** Columbia, MO  
**Finance Intern** June 2021-August 2021

- Drafted the Columbia Housing Authority's 2022 budget based on historical trends, contract and loan agreements, and the anticipated consumer price index in order to support the finance department's revenue and expense estimates for the upcoming year.

**Department of Housing and Urban Development (HUD)**  
**Management Analysis Student Trainee**

Washington D.C.  
*August 2020-September 2020*

- Crafted communication with applicants to the COVID-19 Fair Housing Initiatives Program to facilitate an efficient application process for potential grant recipients.

**Office of US Representative Emanuel Cleaver (MO-5)**  
**Legislative Intern**

Washington D.C.  
*January 2020-March 2020*

- Researched and collected data pertaining to current and proposed legislation, mainly concerning issues relevant to the Congressman's seats on the Financial Services Committee and the Subcommittee on Housing, Community Development, and Insurance.
- Crafted and edited sponsorship memos, constituent letters, and public testimony to support the efficiency of the Congressman's legislative team.

**Long Term Volunteer Work**

Affordable Housing Board – City of Fort Collins - Legislative Committee Member

Neighbor 2 Neighbor - Front Desk Volunteer

Partners for Change - Mentor

(DC) Ward 2 Mutual Aid – Homeless Encampment Outreach Volunteer

Room at the Inn – Dinner Volunteer

# VOLUNTEER APPLICATION

Kelly Evans

1/6/2026 8:55 AM

Application: **AHB - Affordable Housing Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Affordable Housing Board

## Job Description

I have read the job description

## Questions

Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	4
I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	NA
I acknowledge I am available when the Affordable Housing Board meets: 1st Thursday of each month 4 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	6
Current Occupation:	Housing nonprofit Executive Director
Current Employer:	Neighbor to Neighbor Inc.
Prior work experience (please include dates):	see resume
Volunteer experience (please include dates):	Elevation Comm. Land Trust Board - present Private youth mentor - present
Are you currently serving on a City board or Commission? If so, which one?	No
Have you applied for this board before? If yes, please explain.	no
Why do you want to become a member of this particular board or commission?	I'm passionate about supporting housing equity in Fort Collins and want to help.
Have you had any exposure to the board or commission you are applying for? If yes, please explain:	Yes; N2N hosted an affordable housing board meeting in 2025 where I presented.
Specify any activities which might create a serious conflict of interest if you are appointed:	N2N occasionally applies for funding, but usually through human services and not



What is your experience with Affordable Housing? Have you or anyone you know well lived in subsidized affordable housing?

the affordable housing board.

see resume please  
I have not lived in subsidized affordable housing but I know many people and N2N Board members who live in affordable housing.  
My husband and did nearly have to foreclose on our home in 2009 during the housing crash.

Describe what you think of when you hear the words "affordable housing".

housing people can afford

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

no

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

no

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
City email

# Kelly Evans

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## Objective & Qualifications

To lead organizations and communities toward achievement of basic housing equity and opportunity for all people.

*Expertise and strengths include:*

- Nonprofit Leadership
- Fundraising
- Community Relations
- Strategic Planning
- Grant Writing
- Board Development
- Program Development
- Housing Policy Advocacy

## Experience

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### Neighbor to Neighbor, Executive Director

**November 2012-Present**

- Earned top national rating of Exemplary by Neighborworks America and BBB Ethics Nonprofit of the year award
- Increased fundraising by 500%, completed successful Homelessness Prevention Initiative merger
- Completed full renovations of 92% of N2N's affordable portfolio utilizing LIHTC and a \$2.5M capital campaign
- Expanded programming to 12 services across the housing spectrum from homelessness to homeownership

### One Voice for Housing, Secretary

**2022-Present**

- Serve as founding member of Fort Collins coalition focused on housing advocacy and education
- Active participant in local advocacy opportunities with City staff and City Council
- Share passion and expertise with community as spokesperson for land use code updates

### Trinity In-Home Care, Executive Director

**March 2006-November 2012**

- Increased organization budget from \$700,000 to over \$2,000,000 & service hours from 5,000 to over 16,000 per month
- Managed over 250 employees and volunteers working across diverse programming with children, parents, and seniors
- Developed and directed new fundraising initiatives, increasing revenue by 200% each year

### Kansas Lifespan Respite Coalition, Co-Chair

**December 2008-2011**

- Collaborated with state and national partners to facilitate creation of a statewide support system for parents and caregivers
- Awarded \$25,000 in state grants, and \$250,000 federal grant in partnership with Kansas Department on Aging

### Trinity In-Home Care, Social Worker

**October 2003-March 2006**

- Increased program income by 27% and service hours by 22% through positive community partnerships
- Improved service delivery by implementing new home health database and Quickbooks software

## Community Involvement

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Elevation Community Land Trust, Board, 2022-Present

Loveland Affordable Housing Taskforce 2024-Present

Nat'l Low-Income Housing Coalition, Member 2024-Present

Leadership Loveland, Class member, 2015

Fort Collins Chamber member, 2014-Present

CO Permanent Supportive Housing Toolkit, 2014-2015

Leadership Fort Collins, Class member, 2015

Martin Luther King Gospel Choir, Member 2010, 2012

## Education

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**University of Kansas, Bachelor of Social Work**

**May 2002**

- University of Kansas "2001 Outstanding Female in Community Service"
- Philanthropy Chair, Chi Omega Sorority

**Harvard University, Kennedy School**

**August 2016-January 2018**

- Achieving Excellence, Executive Education

**- Social Worker, LBSW #6184**

**July 2002-Present**

## References for Kelly Evans

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**Steve Kuehneman**, Executive Director, CARE Communities

[REDACTED]  
[REDACTED]  
[REDACTED]

**Kristin Candella**, Executive Director, Habitat for Humanity

[REDACTED]  
[REDACTED]  
[REDACTED]

**Brooke Cunningham**, Regional Housing Officer, NoCo Foundation

[REDACTED]

# VOLUNTEER APPLICATION

**Bob Pawlikowski**

12/9/2025 12:35 AM

Application: **AHB - Affordable Housing Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Affordable Housing Board

## Job Description

I have read the job description

## Questions

Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	2
I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Affordable Housing Board meets: 1st Thursday of each month 4 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	10
Current Occupation:	Director of Finance
Current Employer:	CARE Communities
Prior work experience (please include dates):	I have been in Finance for over 30 years.
Volunteer experience (please include dates):	I have been on the Affordable Housing Board for 5 or 6 years and been the vice-chair for the last 2 years.
Are you currently serving on a City board or Commission? If so, which one?	Yes; Affordable Housing Board
Have you applied for this board before? If yes, please explain.	I applied previously and have served on this Board
Why do you want to become a member of this particular board or commission?	I am passionate about improving affordable housing for community members of Fort Collins
Have you had any exposure to the board or commission you are applying for? If yes, please explain:	Yes; Originally, I attended a couple of Board meetings. I have been serving on the Board for a number of years.

Specify any activities which might create a serious conflict of interest if you are appointed:

I will have to recuse from voting on ranking of projects when CARE Communities is an applicant for funding.

What is your experience with Affordable Housing? Have you or anyone you know well lived in subsidized affordable housing?

I have almost 9 years experience in Affordable Housing as the Director of Finance for CARE Communities.

Describe what you think of when you hear the words "affordable housing".

I think of people needing a safe, affordable home.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
I have been on this Board in the past. My term is expiring and I wish to reapply to be appointed to this Board.

# VOLUNTEER APPLICATION

Jorja Whyte

1/7/2026 9:30 PM

Application: **AHB - Affordable Housing Board**

### Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Some College

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Affordable Housing Board

### Job Description

I have read the job description

### Questions

Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	4
I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Affordable Housing Board meets: 1st Thursday of each month 4 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	15
Current Occupation:	Unemployed, Prospective Masters Students at Colorado State University
Current Employer:	N/A
Prior work experience (please include dates):	Congressional Intern, Office of Senator Michael Bennet, (August 2025-December 2025)  Lead Programming Coordinator, Colorado Youth Engagement Collective, Housing Colorado, (June 2023-September 2025)  Director of Basic Needs, Associated Students of Colorado State University, (May 2022-August 2025)  Co-Curricular Leadership Specialist, Student Leadership, Involvement, and Community Engagement Office at Colorado State University, (July 2022-May 2025)

2023)

Undergraduate Research Assistant, Vice President for Student Affairs, Colorado State University, (May 2023-May 2024)

Server and Activities Coordinator, Garden Plaza of Aurora, Senior Living, Aurora, CO, (May 2019-August 2021)

Member, Affordable Housing Advisory Board, City of Fort Collins, (August 2024-Present)

Youth Engagement Coordinator, Wyatt for Clerk and County Recorder, Larimer County, (May 2024-November 2024)

Co-President and Co-Founder, EndOverdose at Colorado State University, (June 2024-May 2025)

Yes;  
I am a current member of this board!  
(Affordable Housing Advisory Board)

Yes, I am a current board member!

After serving on the City of Fort Collins Affordable Housing Board for a little over a year, I am excited to reapply for a new term and to continue contributing to this meaningful work. When I first joined the board last August, I was a student at CSU completing my final year of undergraduate studies. Since then, I have graduated with two bachelor's degrees in Psychology and Sociology, completed two years as Director of Basic Needs for the Associated Students of Colorado State University, and served as an intern in U.S. Senator Michael Bennet's office in Washington, D.C.

And while my professional experiences have expanded, my commitment to affordable housing and the city I love so much has remained deeply personal and steadfast. As a young person, I truly believe that if my generation does not engage meaningfully in housing and the policy that surrounds it right now, today, we may not be able to live in the communities we love tomorrow.

During my time in Washington, I gained a deeper understanding of the federal housing landscape and how these national policy decisions directly impact real communities like Fort Collins. I also had many personal experiences that underscored the importance of this work across our country and in our city, especially as a young person navigating housing affordability during a critical point of transition.

Volunteer experience (please include dates):

Are you currently serving on a City board or Commission? If so, which one?

Have you applied for this board before? If yes, please explain.

Why do you want to become a member of this particular board or commission?

The City of Fort Collins has given me so much: real community, opportunity, and an amazing education. I want to continue giving back to the place who made me who I am today by sharing my growing expertise, learning alongside other dedicated board members, and helping to support and advance solutions that ensure that this city remains accessible to everyone across income levels and life stages. This board has always taken young people seriously, and that commitment is part of the reason I am where I am today, that is why I am eager to continue this important work as a board member.

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes;  
I am a current board member!

Specify any activities which might create a serious conflict of interest if you are appointed:

N/A

What is your experience with Affordable Housing? Have you or anyone you know well lived in subsidized affordable housing?

For the past three years I have been working to immerse myself in our region's affordable housing ecosystem through both professional and lived experience. As the Director of Basic Needs for the Associated Students of Colorado State University and as a full-time student, I heard from students every single day about their experiences with housing insecurity in our city. And last year, inspired partly by time on the board, I worked to create the state of Colorado's first ever basic needs summit, convening higher education students, leaders, faculty, and government officials to discuss our higher education basic needs crisis. One of the clearest themes that emerged was that students increasingly cannot afford to live in the very cities where they are pursuing their education. Most recently, my internship exposed me to the intersection of federal housing policy and local impact, further strengthening my understanding of how funding structures, regulations, and political priorities shape outcomes in our local Colorado communities including Fort Collins.

In addition to my professional background, I bring lived experience. While I did not have the language for it at the time, I grew up experiencing housing and food insecurity in Aurora. One of the primary reasons I was able to live in Fort Collins while attending CSU was access to scholarship support. Additionally, I have experience navigating our city as a young renter in the city of Fort Collins both as a student and now as a recent graduate entering the job search. This reality grounds my work and reinforces my belief

that housing stability is essential to educational success, effective workforce participation, and overall community wellbeing.

Describe what you think of when you hear the words “affordable housing”.

When I hear the words “affordable housing”, I think about vibrant, diverse, and thriving communities. I think about teachers, service workers, students, seniors, and families being able to live near their support networks, their schools, and their workplaces. While I have learned how increasingly complex and technical affordable housing actually is, I also believe it is more than just price points, zoning laws, or unit numbers, I think it's a representation of our collective values and whether or not we believe everyone in our community deserves a safe stable home and opportunity to engage meaningfully in community. I also believe that affordable housing will be one of the defining challenges my generation will face. I believe so many young people have disengaged from this issue because they have come to terms with the fact that they will not be homeowners in the future no matter how hard they work. I believe that we must refuse to accept this future for ourselves, starting in the communities we're already living in and connected to!

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain. No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain. No

Are you willing to complete the required training if appointed? YES

How did you learn of a vacancy on this board or commission? Other (please specify); Board Meeting and Email via Davina Lau

# Jorja Whyte

Pronouns: She/Hers | Pronunciation: (Georgia)

Reapplying for: Fort Collins Affordable Housing Advisory Board

## EDUCATION

August 2021 – May 2025

B.A. Sociology, B.S. Psychology, Minor in Inter-Disciplinary Leadership from Colorado State University

*2021 Boettcher Scholar* | Boettcher Foundation | CO

Awarded one of Colorado's most competitive merit-based scholarships, providing a full-ride to any in-state university based on academic excellence, leadership, and service.

## QUALIFICATIONS

- Proven communicator with exceptional writing, public speaking, and interpersonal skills developed through years of public-facing roles, coalition-building, and meaningful advocacy.
- Experienced youth policy advocate with leadership in statewide housing equity initiatives and student government.
- Strong foundation in equity-centered research, community building, and public policy communication.
- Successfully implemented a substantial inventory of course knowledge and data backed research into professional programing and daily work to critically deconstruct barriers to accessibility for housing related resources.

## RELEVANT EXPERIENCE

*Congressional Intern* | Office of Senior U.S Senator Michael Bennet | Washington, DC August 2025 – December 2025

- Built working knowledge and insight into the intersection of federal affordable housing policy decisions and their impact on local Colorado communities through meetings with Colorado organizations, direct constituent engagement and attendance of US Senate Banking, Housing, and Urban Affairs Committee and the National Summit on the Housing Affordability Crisis.
- Supported affordable housing legislative work at the federal level, drafting memos, cosponsor requests and vote recommendations for housing legislation that has direct implications for Colorado communities.
- Conducted and in-depth analysis of housing production across Colorado counties, including Larimer County, examining annual permitting data and population growth to assess local capacity and housing supply gaps.

*Lead Programming Coordinator* | Colorado Youth Engagement Collective, Housing Colorado | Denver, CO

*Formerly served as Youth Affordable Housing Advocate (Summer 2023)*

June 2023 – September 2025

- Developed and led a statewide internship on affordable housing, zoning, and community development, equipping 10 youth interns to actively engage in policy conversations and drive youth-led solutions.
- Designed and coordinated a ten-week youth power and affordable housing curriculum including expert-led workshops and presentations from housing practitioners across Colorado and organized immersive retreats across the Denver metro and Aurora to ground policy learning in local context and real-world community development.
- Managed meeting logistics and represented the program in professional conversations with key leaders, including Governor Polis, Attorney General Phil Weiser, Mayor Johnston, and state legislators providing comprehensive updates on project progress and outcomes.

*Director of Basic Needs* | Associated Students of Colorado State University/ Fort Collins, CO May 2022 – August 2025

- Designed and launched the State of Colorado's First Ever Higher Education Basic Needs Summit, convening hundreds of student leaders, administrators, and policymakers to tackle food, housing, and mental health insecurity across public colleges and universities.
- Managed and collaborated with a deputy director and six interns in planning and executing 35+ annual programs and events focused on housing access, food security, harm reduction, mental health, and civic engagement.
- Founded and co-chaired the ASCSU Housing Caucus, creating a collaborative space for students, campus leaders, and local partners to address pervasive housing insecurity on and off campus through policy and legislative efforts.
- Provided direct advocacy and resource navigation for students experiencing housing instability, food insecurity, and financial crisis, collaborating with case management teams to connect individuals to SNAP, emergency housing aid, and campus and community resources.

- Affordable Housing Advisory Board*** | City of Fort Collins | Fort Collins, CO August 2024 – Present
- Member of the board's Justice and Equity Committee, ensuring that housing policies and priorities center the needs of historically marginalized communities in Fort Collins.
  - Amplified youth voice in municipal policy by initiating and supporting the board's first-ever offsite meeting at Colorado State University, increasing access for students and young renters.
  - Served as the ASCSU Housing Caucus board liaison, providing monthly updates to the board about housing efforts and conversations that center students at Colorado State University.
  - Attended liaison 2meetings and supported drafting of memos and recommendation letters to Fort Collins City Council, translating board expertise into actionable guidance to advance equitable housing practices.

- Co-Curricular Leadership Specialist*** | Community Engagement Office, CSU | Fort Collins, CO July 2022 – May 2025
- € Designed and facilitated campus-wide leadership development programming for a student body of 33,000+, grounded in justice-centered values and prioritizing inclusive, trauma-informed engagement and accessible support.
  - € Effectively collaborated with a team of seven to offer a vast array of leadership opportunities, resources, and programming that expanded access to leadership pathways for historically marginalized students.
  - € Consistently collaborated and fostered intentional relationships with campus Cultural Resource Centers to dismantle normative conceptions of leadership and intentionally engage historically underrepresented groups.
  - € Mentored and supported the onboarding of incoming teammates, providing peer training and guidance to foster a strong, value-aligned team culture.

- Leadership Field Experience*** | President's Leadership Program, CSU | Fort Collins, CO May 2021 – May 2024
- Developed an in-depth exploration of housing insecurity through the arrangement of qualitative interviews to understand Fort Collins specific barriers to basic need security and effective response efforts.
  - Cultivated and maintained sustainable relationships with key actors in basic needs and housing security in Fort Collins across Non-profits, municipal government, and other social institutions for universal application.
  - Conducted trauma-informed qualitative interviews with approximately 60 individuals living in transitional housing, centering dignity, consent, and authentic connection to elevate lived experience and inform housing policy and program design.

- Undergraduate Research Assistant*** | Vice President for Student Affairs, CSU / Fort Collins, CO May 2023 – May 2024
- Analyzed the content of a wealth of qualitative focus group data to extract relevant themes including basic needs and community support systems to understand factors for long term undergraduate success.
  - Employed advanced analytical techniques to extract relevant insights from qualitative data, informing strategic decision-making and future program development for undergraduate success, recruitment, and retention.
  - Led a team of three in transcribing and meticulously preparing raw data, ensuring accuracy and completeness throughout the process from collection to final presentation and application.

## AWARDS

***Nominee, CSU Employee of the Year*** - Colorado State University, 2024–2025 | Nominated for university-wide recognition of exceptional leadership and contributions to basic needs advocacy and student well-being.

***The Emily Ambrose Fierce Force Award*** - President's Leadership Program, 2024 | Recognized for bold, equity-driven leadership and impact within the PLP community.

***The Impact Program Award*** - Associated Students of Colorado State University (ASCSU), 2024 | Given for justice-centered leadership and long-term contributions to policy and community change through student government.

# VOLUNTEER APPLICATION

Wallace Jacobson

12/8/2025 5:01 PM

Application: **AMAB - Active Modes Advisory Board**

### Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Active Modes Advisory Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Active Modes Advisory Board meets.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	20
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	5
Current Occupation:	Retired
Current Employer	N/A
Prior work experience (please include dates):	Colorado Department of Transportation 1977 - 2003 JF Sato & Associates Sept. 2003 - August 2006
Volunteer experience (please include dates):	Active Modes Advisory Board, April 2024 - Present
Have you applied for this board before? If yes, please explain.	Yes, was selected and elected to serve a first term of 1 yr. term
Are you currently serving on a City board or Commission? If so, which one?	Yes; AMAB Board, April 2024 - Present
Why do you want to become a member of this particular board or commission?	I have enjoyed serving on this board and feel I have more to contribute.
Specify any activities which might create a serious conflict of interest if you are appointed:	None

Please describe your interest regarding active modes of transportation and related issues.

I am especially interested in seeing active modes promoted, supported and expanded in Ft. Collins due to my enjoyment of bicycling for transportation. The need to reduce carbon dioxide emissions from burning fossil fuels for transportation is fundamental to my active modes interest.

How do you think the City can improve the way people move around in Fort Collins?

The city must maintain it's commitment to the Active Modes Plan as part of the overall transportation of people and goods. The goals of zero roadway fatalities and 50% mode shift to active modes by 2032 need to be supported by funding projects, land use planning and improving infrastructure to the maximum extent possible.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
I am reapplying to the AMAB as requested by the city.

# VOLUNTEER APPLICATION

Jonathan Lok

1/9/2026 9:48 AM

Application: **AMAB - Active Modes Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Active Modes Advisory Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Active Modes Advisory Board meets.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	8
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	5
Current Occupation:	Professional Engineer, Senior Design Engineer
Current Employer	Fluor Corporation
Prior work experience (please include dates):	2023-Present: Fluor Corporation - Senior Design Engineer 2017-2023: G.R. Stucker & Associates - Senior Materials Engineer 2006-2017: ExxonMobil - Senior Materials Engineer 2001-2004: Marathon Oil Corporation/ Kinder Morgan - Process Engineer
Volunteer experience (please include dates):	2023-Present: Fort Collins Bike Co-Op - Board of Directors 2015-2022: Bayou Land Conservancy - Board of Directors, Board Chair (2021-2022)
Have you applied for this board before? If yes, please explain.	Yes, I applied during the 2025 cycle
Are you currently serving on a City board or Commission? If so, which	No



one?

Why do you want to become a member of this particular board or commission?

I'm interested in contributing to the Active Modes Transportation Advisory Board because my work over the past year on the board of the Fort Collins Bike Co-op has given me a better understanding of the mobility challenges and opportunities facing our community. Supporting those who depend on bicycles for daily transportation has shown me how essential safe, reliable, and equitable infrastructure is for people across all backgrounds. My non-profit experience in land conservation complements this hands-on experience by bridging these two worlds: advocating for transportation solutions that reduce environmental impact while expanding opportunity, independence, and connection for residents throughout Fort Collins.

Specify any activities which might create a serious conflict of interest if you are appointed:

N/A

Please describe your interest regarding active modes of transportation and related issues.

My interest in active transportation is in both sustainability and community well-being. I am actively engaged at the Bike Co-op, where I have seen first-hand how access to a safe, functional bike can open doors to employment, education, and social connection for residents with limited transportation options.

I'm particularly focused on the equity and safety dimensions of active modes. I'm interested in how thoughtful integration of e-bikes, way-finding improvements, and data-informed planning can make active transportation more intuitive and appealing citywide.

How do you think the City can improve the way people move around in Fort Collins?

Mobility around Fort Collins should include strengthening the safety, comfort, and continuity of our active transportation network. Filling sidewalk and trail gaps and prioritizing under-served neighborhoods around schools and transit stops would make it easier and safer for people of all ages and abilities to choose active modes. Alongside infrastructure, the City can continue refining e-bike integration, use data to guide policy, and expand education around shared-path etiquette to reduce conflicts and build confidence among all users.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Website

# Jonathan Lok, P.E.

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## Career Profile

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Professional engineer with more than 15 years domestic and international experience in materials and process engineering in the energy, pharmaceutical, and construction industries. Built and managed risk-based inspection programs and technical consultant for manufacturing facilities, including leading teams of 5-15 people.

## Career Highlights

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- Lead technical review and P.E. stamping of material selection, insulation, and coating specifications.
- Saved \$8 million annually by pioneering, deployment, and adoption of global reliability/inspection methodology across 12 refineries in Europe and Asia over 18 months.
- Chair of Board of Directors of non-profit organization, managing Executive Director and volunteer board of 15.

## Professional Experience

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### FLUOR CORPORATION

2023 - Present

#### Senior Design Engineer / Engineer of Record - Remote

Support piping materials and stress analysis for pharmaceutical and semiconductor processing facilities from front-end engineering and design to construction.

- Lead technical review and P.E. stamping of material selection, insulation, and coating specifications.
- Managed piping, valve, and speciality item lists and alignment with client deliverables.

### EXXONMOBIL (Contracted by G.R. Stucker & Associates)

2021 - 2023

#### Senior Materials Engineer - Remote

Lead risk-based inspection projects to develop asset management strategies for upstream and downstream assets. Prioritized failure mechanisms and risk evolution while integrating operating envelopes and maintenance opportunities.

- Developed methodology of incorporating integrity operating windows, saving \$1.5M annually by avoiding unplanned downtime.
- Grassroots development of risk-based inspection strategies for utilities/process units.

### EXXONMOBIL RESEARCH AND ENGINEERING

2006 - 2018

#### Senior Materials Engineer - Spring, TX (2013-2018)

Enabled business partners to assess risk and optimize life-cycle cost by translating risk and prioritizing inspection resources. Supported successful engineering and commissioning of capital projects through materials selection and inspection systems. Customized preparation and interpretation of engineering standards for fabrication.

- Delivered \$1M+ of avoided downtime for both large (\$1B+) capital and retrofit projects.
- Improved inspection programs by \$2 million annually through piloting emerging coating and non-destructive examination technologies for global implementation over 24 months.
- Avoided \$1 million loss in downtime for large capital projects through developing risk-based inspection programs across all refinery and chemicals unit operations.

# Jonathan Lok, P.E.

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## **Materials and Mechanical Engineering Supervisor - Antwerp, Belgium (2011-2013)**

International assignment functioned as reliability group lead (titled internally as Materials/Reliability Coordinator), maximizing engineering staff through career development and work prioritization. Stewarded reliability metrics across operations to all levels of management.

- Generated \$1.8 million in value by shortening refinery turnaround by 24 hours through identifying equipment failures and optimizing repair and commissioning.
- Reduced leak events by 10% annually by operating across cultural boundaries to improve reliability performance by focusing on critical equipment and high consequence events.
- Saved \$8 million annually by pioneering, deployment, and adoption of global reliability/inspection methodology across 12 refineries in Europe and Asia over 18 months.

## **Process and Materials Engineer - Fairfax, VA (2006 - 2011)**

Consultant to refining and chemicals business lines on corrosion and inspection risks across all operating units. Enabled operating facilities to control emissions and optimize energy usage.

- Increased industry knowledge of modeling localized sour water corrosion, resulting in improved inspection and risk programs.

## **MARATHON OIL CORPORATION / KINDER MORGAN**

2001 - 2004

### **Facilities and Process Engineer - Midland, TX**

Responsible for daily operations, environmental monitoring, and turnaround planning.

## **Non-Profit Volunteer Experience**

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### **FORT COLLINS BIKE CO-OP - Fort Collins, CO**

2023 -Present

#### **Board Member / Mechanic**

Advisory role on organization governance. Supporting community programs through bicycle repair, maintenance, and education.

### **BAYOU LAND CONSERVANCY - Houston, TX**

2016 - 2022

The only land conservation organization focused on the 13 watersheds that protect Houston's drinking water and provides additional insurance against flooding by permanently protecting land.

- **Chair, Board of Directors (2021-2022)**

Public, outward facing role focused on development of processes and strategies to enable effective implementation of strategic plan. Maximize talent development, community engagement, fundraising, and diversity while chairing numerous committees and teams.

## **Education & Publications**

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- **Professional Engineer (P.E.) (Metallurgical and Materials), TX (No. 139724), OR, IN**
- **Diversity, Equity, Inclusion, & Access Charter**, Bayou Land Conservancy, 2021
- **Master of Science (M.S.)**, Materials Science and Engineering, Virginia Polytechnic and State University (Virginia Tech), Blacksburg, VA, 2006
  - Lok, Jonathan, et al. "Acid Leaching of SHS (Self-propagating High-temperature Synthesis) Produced Magnesium Oxide / Titanium Diboride," *J. Am. Ceram. Soc.*, **92**, [1], 26-31, (2009).
- **Bachelor of Science (B.S.)**, Chemical Engineering, University of Oklahoma, 2001

# VOLUNTEER APPLICATION

Kat Steele

12/4/2025 3:01 PM

Application: **AMAB - Active Modes Advisory Board**

### Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Active Modes Advisory Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. n/a

I acknowledge I am available when the Active Modes Advisory Board meets. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 5

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 6

Current Occupation: Technical Project Manager

Current Employer: United Way of Larimer County

Prior work experience (please include dates): System Administrator/Project Manager 2007-2025

Volunteer experience (please include dates): Fort Follies Cycling Club leadership 2023-present

Have you applied for this board before? If yes, please explain. yes, current member

Are you currently serving on a City board or Commission? If so, which one? Yes; Active Modes Advisory Board

Why do you want to become a member of this particular board or commission? I have lived in Fort Collins for 2.5 years and this is the first place I've ever lived where the local government cares at all about active modes of transportation and placing a priority on making the city more livable. I want to be a part of the process that makes Fort Collins even better for all citizens. As climate change affects the



United States, areas like the Front Range will see an influx of people moving for a more temperate climate, we need to be ready to have these people in our community.

Specify any activities which might create a serious conflict of interest if you are appointed:

None

Please describe your interest regarding active modes of transportation and related issues.

I am a cyclist, I work near downtown and commute by bike or carpool every day. My club hosts group rides on city streets and trails, and I want to feel safe traveling around town when I'm not in my car.

How do you think the City can improve the way people move around in Fort Collins?

We need more affordable homes near where people go to work, school, and shop. The decisions we make now about where people can live will impact accessibility for many years to come.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Website

# Kat Steele

Fort Collins CO | [REDACTED]

## Project Manager

Highly collaborative Project Manager with 15+ years of experience leading organizational operations and coordinating team processes. Quickly builds rapport with diverse clientele and colleagues, fostering trust and confidence. Comprehensive background in solving challenging assignments and improving efficiency with enhanced procedures and workflows. Expert presenter and communicator, able to explain complex ideas concisely, build consensus across organizational levels, and align strategic partnerships with key stakeholders. Proficient in using Microsoft Project, Excel, and Power BI to manage timelines, creating professional slide deck presentations to aid in decision-making. Independently motivated to succeed, engaging in professional development opportunities and community leadership.

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### CORE COMPETENCIES

Project Planning & Coordination  
Team Management  
Process Improvement  
Website Administration

Cross-Functional Leadership  
Adaptable Leadership  
Data Analysis  
Prioritizing & Multitasking

Needs Assessments  
Deadline Management  
Conflict Resolution  
Proactive Communication

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### PROFESSIONAL EXPERIENCE

#### United Way of Larimer County | Fort Collins CO

##### Technical Project Manager | October 2023 – Present

Planning, executing, and overseeing diverse technical projects within the organization. Specializing in technical project management and software implementation, while also managing junior-level tech support, training, security, and managing donor database. Responsible for ensuring successful project completion aligned with organizational goals: optimizing processes, enhancing efficiency, and maintaining organizational security.

- Maintained on-site server infrastructure hosting Andar donor database and accounting software.
- Developed Asana project for tracking on-site hardware and forecasting needs, and to track software licensing billing and requirements.
- Organized and administered Microsoft Teams environment for all staff, including mail, voice, file storage, and licensing.
- Managed yearly budget for the Information Technology department.
- Member of cross-functional team that developed and delivered donor survey and used the results to build a Power BI presentation for staff and board members of the results.

#### WTF Bike | Fort Collins, CO

##### Content Manager | October 2022 – Present

Create content for innovative media channel highlighting women, trans, femme, and non-binary cyclists. Collaborate with community groups and local businesses to promote group rides, informational lectures, and inclusive events in Austin TX and Fort Collins CO. Develop relevant and engaging posts, filming and editing videos for channel distribution. Build engaging material using Canva, Filmora, and Meta Business Suite software, fostering organic online growth.

- Develop optimization strategies using project management skills, bringing together resources to strengthen community networks and increase visibility of inclusivity.

- Collaborate with local cycling clubs to extend promotional outreach for individual women, trans, femme, and non-binary events, serving as liaison between organizations.
- Hosted inclusive cycling event with multiple clubs, cultivating financial sponsorship that provided giveaways, ride support, and catered lunch for 100+ participants.
- Facilitated 5 events with 15-25 attendees, livestreaming to Instagram and recording for YouTube.
- Coach local cycling experts on reaching women, trans, femme, and non-binary audiences for clinics and demonstrations, partnering with local businesses to host targeted evening events.
- Strengthen online community, connecting with event coordinators in 6 states, highlighting LGBTQA friendly cycling events.

## **Raytheon CODEX | Austin, TX**

### **Digital Technologies Project Manager | March 2017 – September 2022**

Served as sole project manager for coast-to-coast digital technology team, distributing across 10 CODEX sites nationwide. Managed effective delivery of results, including design, technical assessment, budgetary tracking, and success analysis. Interacted with multifaceted team, building consensus between leadership, program managers, tech leads, engineering and infrastructure staff, and end-user services.

- Supervised migration of 50+ government IT programs at 10 business sites to secure cloud infrastructure on time, within budget, and with minimal impact on operations.
- Eliminated need for physical data center hardware to be maintained at 3 sites.
- Handled secure network update management tools, streamlining control of classified systems at CODEX sites and customer locations.
- Supported staff in developing and integrating internal IT projects, including improving email distribution and inventory control, allowing more efficient use of available assets.
- Moved physical servers for 10 offices located in severe-weather locations to cloud environment over 12-month period with minimal impact to company operations.
- Appointed as inaugural Ethics Ambassador for company's entire Texas region, allowing colleagues to discuss concerns confidentially before filing official reports with HR or Management.

## **IMTS | Crystal City, VA**

### **System Administrator Lead | June 2015 – March 2017**

Supervised US government website and database critical to national security, ensuring support of project objectives. Served as Unix/Linux Team Lead, directing 4-administrator team and managing UNIX and Linux environments across 6 WANs.

- Oversaw network setup and maintenance, web hosting, and host environment development, aiding in hardware and software recommendations.
- Eliminated security risks, threats, and network vulnerabilities, enforcing industry best practices.

## **Sagent Partners | Quantico, VA**

### **System Administrator | October 2014 – June 2015**

Administrator for US government database. Performed full range of activities required to support running enterprise-level database management system software.

- Performed server and database builds, backups, troubleshooting, and monitoring, managing potential resource gaps and recommending mitigation strategies.

## **42Six/CSC | Fairfax, VA**

### **System Administrator | December 2013 – October 2014**

- Optimized updated secure cloud infrastructure for federal database, managing services and servers.
- Supervised multiuser computing environment, implementing action plans to resolve system challenges.
- Communicated critical organizational needs to leadership according to set protocols and procedures.

- Collaborated with IT department to design and maintain cloud infrastructures, implementing cost-effective system improvements to meet technical requirements.

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## ADDITIONAL EXPERIENCE

**Computer Systems Technologist | Raytheon IIS | Springfield, Virginia**

**Avionics Instrument Technician | US Air Force | Travis AFB, California**

**Notary Public | Colorado**

**Level 1 Skills Instructor | Bike Instructor Certification Program | Boulder, Colorado**

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## EDUCATION

Microsoft Power BI Bootcamp | IT Trainings Online | 2024

Improve Efficiency in Asana for Project Managers | Coursera Project Network | 2024

Certificate Program Preparing to Manage Human Resources | University of Minnesota | 2023

Getting Started with Power BI Desktop | Coursera Project Network | 2023

Certificate Program Project Management | University of Texas, Austin | 2022

Bachelor of Science in CIS Networking | Strayer University | 2007

# VOLUNTEER APPLICATION

Carol Barbeito

12/30/2025 10:35 AM

Application: **AQAB - Air Quality Advisory Board**

### Applicant Information

Birthdate: [REDACTED] Gender: Female Education Level: PhD  
Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Air Quality Advisory Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	Natural Resources
I acknowledge I am available when the Air Quality Advisory Board meets: The 3rd Monday of each month, 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	10
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	3
Current Occupation:	Carol Barbeito & Associates, consulting on nonprofit governance, planning, grant development, executive coaching, applied research
Current Employer:	self
Prior work experience (please include dates):	Carol L. Barbeito, Ph.D., was Co-founder, President and Managing Director, Earth Protect, August 2007 to 2024. Earth Protect Inc.'s mission was to inspire, through video and digital media, the global adoption of cultural, environmental and economic solutions for a sustainable future." She is also a Founding Team Member of More Imagination Inc., 2016 to date.  From 1990 to 2025, Carol leads, clb & Associates, an international management consulting firm focused on nonprofit

organizations governance, planning, resource development, human resource management and applied research.

And from 1990 to 1999, she was also Founding President, Applied Research & Development International, Inc., dedicated to creation of research of immediate use to nonprofit management practitioners, translation of research for ease of application by practitioners and to facilitate innovation through diffusion of research findings.

Dr. Barbeito was a founding member of the Council for the Aspen Institute's Nonprofit Sector Research Fund, the first grant-making program offered by Aspen Institute devoted to supporting applied research on the nonprofit sector and philanthropy. She has edited or was an author of 23 publications, including Workshop for Effective Boards of Directors and Successful Proposal Writing Workshop.

Environmental Affiliations and Volunteer Experiences: Senior Associate of Australia Environment International, Associate of Environmental Support Center, Bermuda Institute Ocean Sciences through Consulting/Training Client Examples: Australia Wetlands and Grasslands Foundation, EPA of New South Wales, University of Denver, Petroleum Information, HHS Region VII, National Potato Board, American Society of Farm Managers and Rural Appraisers, Daniels Fund, Young Americans Bank,

Volunteer experiences 1980's through 1990's, Earth Watch, Queensland Turtle Research Project, plus professional affiliations such as Nonprofit Management Association, Independent Sector, ARNOVA,

Recent 2010 onward Sierra Club, Castle Pines North Green Committee, 2023 Observatory Village Water Wise Committee. Current, just completed 6 years on Family Housing Network Board in July 2024, First Presbyterian Church Outreach to support Home Bound Seniors, provide social support for house bound elderly on my own

No

No

I want to use my skills and knowledge to advance Ft Collins in providing its citizens and neighboring towns and cities with healthy sustainable air quality which is so important to everyone.

Volunteer experience (please include dates):

Are you currently serving on a City board or Commission? If so, which one?

Have you applied for this board before? If yes, please explain.

Why do you want to become a member of this particular board or commission?



In your opinion, what are the biggest issues related to air quality regionally and in the City?

Ozone, methane, particulates, fossil fuels, car pollution

What do you think the City should prioritize in air quality management?

I think it's all highly relevant and requires deep coordination and cooperation across the northern CO and metroDenver region to achieve healthy air quality. Ft Collins should do all it can within its own catchment area. And be proactive in the wider NOCO and MetroDenver area working with other governmental and civic and businesses to reduce air pollution.

Specify any activities which might create a serious conflict of interest if you are appointed:

none

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Emails

Carol L. Barbeito, Ph.D. is co-founder, President and Managing Director, Earth Protect, August 2007 to date. Earth Protect Inc. created the web site, <http://www.earthprotect.com>, as a programs to achieve its mission which is: "To inspire, through video and digital media, the global adoption of cultural, environmental and economic solutions for a sustainable future."

She is also a Founding Team Member of More Imagination Inc., 2016.

From 1990 to 2024, Carol has lead, CLB & Associates, an international management consulting firm focused on nonprofit organizations governance, planning, resource development, human resource management and applied research.

And from 1990 to 1999, she was also Founding President, Applied Research & Development International, Inc., dedicated to creation of research of immediate use to nonprofit management practitioners, translation of research for ease of application by practitioners and to facilitate innovation through diffusion of research findings.

Dr. Barbeito was a founding member of the Council for the Aspen Institute's Nonprofit Sector Research Fund, the first grant-making program offered by Aspen Institute devoted to supporting applied research on the nonprofit sector and philanthropy.

She has edited or was an author of 23 publications, including Workshop for Effective Boards of Directors and Successful Proposal Writing Workshop.

Environmental Affiliations and Volunteer Experiences: Senior Associate of Australia Environment International, Associate of Environmental Support Center, Bermuda Institute Ocean Sciences through Earth Watch, Queensland Turtle Research Project, Sierra Club, Castle Pines North Green Committee, Observatory Village Water Wise Committee.

Consulting/Training Client Examples: Australia Wetlands and Grasslands Foundation, EPA of New South Wales, University of Denver, Petroleum Information, HHS Region VII, National Potato Board, American Society of Farm Managers and Rural Appraisers, Daniels Fund, Young American Education Fund, Bermuda Institute of Ocean Sciences.

- **Founding President, Applied Research & Development International, Inc., 1990-1999**

Conceived of and founded ARDI to create research of immediate use to management practitioners, translate research and advance innovation through diffusion of research findings. International reach, research project in East Central Europe, focus USA. Worked with a wide variety of universities, nonprofit

infrastructure leaders, research institutions, foundations, government leaders and business leaders. Dr. Barbeito was responsible for raising all grants to fund this organization across its 10 years.

- **President, Technical Assistance Center and Founding President, The Management Assistance Center (a for profit subsidiary), 1983-1989**

Grew TAC from an early stage nonprofit management consulting firm for nonprofits to one of the best and most developed organizations of its kind in the world. Founding President, MAC, serving for profit companies, government and professional associations. Revenue sources included, foundation grants, corporate contributions and sponsorships and earned income.

- **President of the Board, Rapp's Restaurant, Inc.**, Served on the Board, assumed Presidency in 1991. Negotiated a profitable sale in 1993.

## **Education**

Sample of Continuing Education

- Ethics Corps, Certificate, Train the Trainer Program, Josephson Institute for the Advancement of Ethics, 40 hours
- Technology for Executives, IBM, 40 hours
- Advanced Management Seminar, National Graduate University, 45 hours, Certificate
- Certificate in Public Administration, University of Denver, 80

## **Degrees**

University of Denver, Doctorate of Philosophy

Wayne State University, 20 Hours Doctoral Level

Indiana University, Master of Arts

Indiana University, Bachelor of Science

## **Academic Teaching Experience**

University of Colorado, Graduate School of Public Affairs

Regis University, Graduate School of Professional Studies

University of Denver, Management Development Center, School of Business

Red Rocks Community College

Metropolitan State University

## **Fund Raising**

Fund raising methods successfully employed include:  
government grants and contracts, foundation grants, corporate grants and sponsorships, special events, memorial campaigns, individual donations, major gifts campaigns

### **Grantmaker:**

Aspen Institute, Founding Council member, Nonprofit Sector Research Fund

### **Sample of Organizations Granting Funds**

Beatrice Foundation  
Carnegie Foundation,  
Charles Stuart Mott Foundation  
Daniels Fund  
David and Lucille Packard Foundation  
Kellogg Foundation  
Lily Endowment  
Nathan Cumming Foundation  
Rockefeller Brothers Fund

### **Publications**

23 Publications

Major Presentations, articles and consulting

<http://www.earthprotect.com>,



# VOLUNTEER APPLICATION

Mark Houdashelt

1/8/2026 5:52 PM

Application: **AQAB - Air Quality Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: PhD  
 Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Air Quality Advisory Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	(1) Natural Resources Advisory Board, (2) Air Quality Advisory Board
I acknowledge I am available when the Air Quality Advisory Board meets: The 3rd Monday of each month, 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	20
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	6
Current Occupation:	Unemployed
Current Employer:	None
Prior work experience (please include dates):	<ol style="list-style-type: none"> <li>1. Senior Climate Policy Analyst, Center for Clean Air Policy, July 2005 - June 2012</li> <li>2. Client Services Representative, Animal Friends Alliance, December 2014 - May 2016, June 2019 - June 2021</li> <li>3. Election Judge, Larimer County, October 2021 - November 2021, May 2022 - July 2022, October 2022 - November 2022, August 2023 - November 2024, October 2025 - November 2025</li> </ol>
Volunteer experience (please include dates):	<ol style="list-style-type: none"> <li>1. City of Fort Collins, Ranked Voting Education volunteer, April 2025 - November 2025</li> <li>2. Fort Collins Air Quality Advisory Board, currently Vice-chair, January 2015 - December 2018, January 2022 - present</li> <li>3. Colorado Voters for Animals, Northern</li> </ol>

Colorado Chapter Lead, July 2023 - present  
4. Fort Collins Sustainability Group, climate advocate, October 2014 - present  
5. Homeward Alliance, donation sorting and event volunteer, October 2013 - present  
6. Climate Reality Project, Climate Reality Leader and member of Northern Colorado Chapter, April 2023 - present  
7. Fort Collins Comic Con, general volunteer, August 2018 - present  
8. Drive Electric Northern Colorado, EV advocate, November 2013 – March 2020

Are you currently serving on a City board or Commission? If so, which one?

Yes;  
Air Quality Advisory Board

Have you applied for this board before? If yes, please explain.

Yes, in 2014 (for a term beginning in 2015) and in 2021 (for a term beginning in 2022)

Why do you want to become a member of this particular board or commission?

I would like to continue my current service on the Board and help the City to address air quality and climate change.

In your opinion, what are the biggest issues related to air quality regionally and in the City?

In my opinion, the biggest air quality issues that impact the City are climate change, ozone pollution, and indoor air quality, but these are not separate issues. For example, the use of natural gas appliances in homes degrades indoor air quality and also produces greenhouse gases (GHGs), and gasoline-fueled vehicles emit both ozone precursors and GHGs. This presents opportunities to address more than one air quality issue with specific City policies and programs. But with the current focus of City Council, it will also need to be shown how any such initiatives can work in synergy with efforts to address housing affordability.

What do you think the City should prioritize in air quality management?

The City needs to focus first on air quality management initiatives that can significantly reduce greenhouse gas emissions while also producing other air quality benefits, such as those mentioned in the previous question – renewable energy, reduction of the use of methane in home appliances (and industry), electrification of the vehicle fleet, and programs that reduce the need for people to drive should all be priorities.

Specify any activities which might create a serious conflict of interest if you are appointed:

None that I am aware of.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
I currently serve on the Air Quality Advisory Board.

# Fort Collins Air Quality Advisory Board

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## Mark Lee Houdashelt

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### **SUMMARY:**

Environmental, sustainability and animal welfare advocate with extensive experience in customer service, team building, project and personnel management, technical/policy analysis, fundraising, public speaking, and publication of written materials.

### **SELECTED SKILLS:**

- 18+ years of customer service
- 7+ years of restaurant management
- Training, supervision and team building of volunteers and staff
- Research and analysis
- Oral and written communication
- Microsoft Office Suite (Word, Excel, Powerpoint, Outlook)

### **RECENT WORK EXPERIENCE:**

#### **Larimer County**

Fort Collins, CO

Election Judge

Oct – Nov 2021, May – Jul 2022, Oct – Nov 2022, Aug 2023 – Nov 2024, Oct – Nov 2025

- Phone Bank/Data Entry Judge - assisted voters on telephone and in person; managed/updated voter registration database; sorted incoming mail; printed and mailed daily correspondence; prepared materials and resources needed at in-person voting sites.
- Computer/e-Pollbook Judge - registered new voters; updated voter registration information; printed ballots or prepared paperwork for voters to obtain appropriate ballots.
- Ballot Proofing Judge - reviewed ballot proofs for spelling or other errors.
- Ballot Removal Judge - verified ballot counts; removed ballots from envelopes, documenting any empty envelopes or inappropriate enclosures; unfolded ballots and separated incorrectly completed, soiled or damaged ballots; rechecked ballot counts and prepared ballots for vote counting.

#### **Animal Friends Alliance (previously Fort Collins Cat Rescue & Spay/Neuter Clinic)**

Fort Collins, CO

Client Services Representative

Dec 2014 – May 2016, Jun 2019 – Jun 2021

- Customer service: answered telephone; scheduled spay/neuter and vaccination appointments; assisted clients during check-in and check-out; invoiced clients; performed post-surgery calls to check on pet health; trained new staff; participated in public outreach and fundraising activities.
- Recordkeeping: prepared daily financial reports; balanced cash drawer; statistically tracked services provided.

#### **Center for Clean Air Policy (CCAP)**

Washington, DC

Senior Policy Analyst

Jul 2005 – Jun 2012

- Project management: managed CCAP's climate change program in Mexico; co-managed other international climate change research projects; supervised domestic research teams in Brazil, China, India and Mexico in the analysis of their greenhouse gas emission reduction opportunities.
- Research and analysis: highlights included CCAP's *Transportation Emissions Guidebook*, numerous topics relevant to the international climate regime, and greenhouse gas mitigation analysis of the electricity, industrial and transportation sectors in developing countries.

## Fort Collins Air Quality Advisory Board

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- Communications and outreach: represented CCAP as an international climate change expert in the evaluation of private-sector proposals for GHG mitigation projects in Mexico; co-authored CCAP publications and funding proposals; presented research findings at international meetings.
- Fundraising: for example, raised nearly \$1,000,000 for CCAP's Mexico program.

### **SELECTED VOLUNTEER EXPERIENCE:**

#### **Colorado Voters for Animals**

Jul 2023 – present

- currently serving as Northern Colorado Chapter Lead
- activities include promoting and educating voters about animal welfare legislation at the state and local levels; setting up and manning information booths at events; collecting petition signatures; fundraising.

#### **Fort Collins Air Quality Advisory Board**

Jan 2015 – Dec 2018, Jan 2022 – present

- served as Chair from May 2016 – Aug 2018 and Jan 2023 – May 2024 and as Vice-Chair from Apr 2015 – Apr 2016, Apr 2022- Dec 2022, and Jun 2024 - present
- activities include planning agendas; facilitating meetings; tracking air quality research and issues relevant to Fort Collins; writing annual work plan, annual report, and periodic recommendations to City Council; monitoring priorities and meeting agendas of City Council and other selected City Boards.

#### **Fort Collins Sustainability Group (FCSG)**

October 2014 – present

- activities include performing research and advocacy to promote reductions of greenhouse gas emissions and other sustainability efforts in Fort Collins; representing FCSG on Fort Collins committees, such as the Our Climate Future Core Team and the Zero-Carbon Building Code Advisory Committee.

#### **Homeward Alliance (previously Homeless Gear)**

October 2013 – present

- activities include assisting homeless individuals and families in obtaining goods, services and other necessities that can help improve their living situation; sorting donations of clothing and other items.

#### **Northern Colorado EV Enthusiasts/Drive Electric Northern Colorado**

November 2013 – March 2020

- activities included performing education and public outreach related to electric vehicles; taking members of the public on EV test drives; serving on the Steering Committee for development of the Fort Collins Electric Vehicle Readiness Roadmap.

#### **Fort Collins Cat Rescue & Spay/Neuter Clinic**

Sep 2013 – Dec 2014

- activities included caring for cats (feeding, cleaning/changing litter boxes, cleaning kennels, doing dishes and laundry); checking in clients at vaccination clinics and helping them determine services needed for their pets; serving as a Volunteer Mentor and training new volunteers.

### **EDUCATION:**

M.S. Environmental Sciences and Policy, Johns Hopkins University

Ph.D. Astronomy, The Ohio State University

B.S. Physics, Colorado State University

B.S. Chemistry (Math as 2<sup>nd</sup> Major), Colorado State University

# VOLUNTEER APPLICATION

Tim Kasten

1/9/2026 2:32 PM

Application: **AQAB - Air Quality Advisory Board**

### Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Air Quality Advisory Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. Land Conservation and Stewardship and Natural Resources Advisory

I acknowledge I am available when the Air Quality Advisory Board meets: The 3rd Monday of each month, 5:30 p.m. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 10

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 5

Current Occupation: Retired, United Nations Environment Program

Current Employer: N/A

Prior work experience (please include dates): UNITED NATIONS ENVIRONMENT PROGRAMME, Nairobi, Kenya | 2020-2024  
DIRECTOR, Policy and Programme Division, UNITED NATIONS ENVIRONMENT PROGRAMME, Paris and Geneva | 2011-2020  
DEPUTY DIRECTOR, Division of Technology, Industry and Economics and CHIEF, Chemicals Branch  
UNITED NATIONS ENVIRONMENT PROGRAMME, Nairobi | 2003-2011  
CHIEF, Freshwater and Terrestrial Ecosystems Branch  
UNITED NATIONS ENVIRONMENT PROGRAMME, Kingston | 1998-2003  
DEPUTY COORDINATOR, Caribbean

DEPUTY COORDINATOR, Caribbean Environment Programme  
UNITED STATES ENVIRONMENTAL PROTECTION AGENCY, Washington, DC | 1995-1998  
SENIOR POLICY ADVISOR, Office of Water  
UNITED STATES ENVIRONMENTAL PROTECTION AGENCY, Washington, DC | 1990-1995  
SENIOR POLICY ANALYST, Office of Water, Science and Technology  
UNITED STATES ENVIRONMENTAL PROTECTION AGENCY, Washington, DC | 1986-1990  
BIOLOGIST, Office of Wetlands Oceans and Watersheds

Volunteer experience (please include dates):

Trees Water and People, May 2025 - Present

Are you currently serving on a City board or Commission? If so, which one?

No

Have you applied for this board before? If yes, please explain.

No

Why do you want to become a member of this particular board or commission?

I would like to volunteer my extensive environmental expertise and apply this to the city level in which I live.

In your opinion, what are the biggest issues related to air quality regionally and in the City?

Smoke and particulates, particularly vehicle emissions.

What do you think the City should prioritize in air quality management?

Health and well-being of the population, particularly children and youth

Specify any activities which might create a serious conflict of interest if you are appointed:

None

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Website

# TIM KASTEN

40 years of sustainable development experience, including 25+ years as a leader in the United Nations Environment Programme. Organizational leader with experience at the grassroots, national, regional, and global levels on environment and development. A unique range of experience across multiple continents and disciplines. Strong experience in international negotiations as both a negotiator and facilitator. Skilled in bringing together diverse views towards consensus.

## PROFESSIONAL EXPERIENCE

### INDEPENDENT CONSULTANT, USA 2024-Present

Strategic planning, program design and implementation. Organizational management. International and national environmental policy and legislation. Consensus-building and negotiation.

### UNITED NATIONS ENVIRONMENT PROGRAMME, Nairobi, Kenya | 2020-2024

#### **DIRECTOR, Policy and Programme Division**

Led development of UNEP's global strategic planning and programming. Supported the Executive Director in the strategic leadership of the organization. Led strategic design for project development; monitoring and reporting; UN Reform; and Gender and Environmental and Social Safeguards. Coordinated the development and implementation of UNEP-wide programmatic policies, project cycle design review and new approaches to program reporting.

### UNITED NATIONS ENVIRONMENT PROGRAMME, Paris and Geneva | 2011-2020

#### **DEPUTY DIRECTOR, Division of Technology, Industry and Economics and CHIEF, Chemicals Branch**

Provided senior leadership and management to UNEP's largest and most geographically distributed division. Supervised programs and projects on energy, climate change, sustainable consumption and production, chemicals and waste, ozone and green economy. Successfully facilitated intergovernmental negotiations between 193 countries for the adoption of the Minamata Convention on Mercury.

### UNITED NATIONS ENVIRONMENT PROGRAMME, Nairobi | 2003-2011

#### **CHIEF, Freshwater and Terrestrial Ecosystems Branch**

Led global programs on freshwater policy, forests and land. Developed and implemented UNEP's first comprehensive water policy and strategy, including transboundary and watershed management projects. Designed and led, multi-partner, multi-million-dollar programs including: UN Programme for Reducing Deforestation and Forest Degradation and ecosystem-based adaptation.

### UNITED NATIONS ENVIRONMENT PROGRAMME, Kingston | 1998-2003

#### **DEPUTY COORDINATOR, Caribbean Environment Programme**

Coordinated programs on integrated watershed and coastal area management and land-based sources of marine pollution in 28 Caribbean countries. Successfully facilitated intergovernmental negotiations for the Caribbean Regional Protocol Concerning Pollution from Land-based Sources and Activities.

### UNITED STATES ENVIRONMENTAL PROTECTION AGENCY, Washington, DC | 1995-1998

#### **SENIOR POLICY ADVISOR, Office of Water**

Senior Policy Advisor to the Assistant Administrator for Water on international, national and Native American water programs. Reviewed and advised on legislative proposals from Congress and other stakeholders, developed policy statements and legislative language to support environmental water law. Provided technical and policy advice on water quality criteria and standards, and international water pollution control programs.

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY, Washington, DC | 1990-1995

**SENIOR POLICY ANALYST, Office of Water, Science and Technology**

Developed procedures for protection of endangered species under U.S. water laws. Led development of the Agency's Contaminated Sediment Management Strategy. Regulation manager for revisions to chemical water and sediment quality criteria. Chaired EPA's Nutrient Assessment Work Group. Led efforts to engage members of Congress on improvements to U.S. water law.

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY, Washington, DC | 1986-1990

**BIOLOGIST, Office of Wetlands Oceans and Watersheds**

Developed procedural and technical guidance on the environmental impacts of ocean discharges of municipal and industrial wastewater. Managed regulatory research on fish farming and log-transfer facilities. Provided technical support, training and other capacity-building for enforcement of hazardous waste regulations. Reviewed federal legislation and regulation for enforceability.

UNITED STATES PEACE CORPS, Ipala, Guatemala | 1983-1985

**AGRICULTURE EXTENSION OFFICER, Guatemala Department of Agriculture**

Led efforts in rural villages to enhance nutrition and income through capacity-building programs for apiculture and agricultural expansion and diversification. Conducted statistical and experimental studies of water and energy demands of rural villages to plan for delivery of these utilities for irrigation and community consumption.

## EDUCATION

**HOPE COLLEGE - Holland, Michigan**

Bachelor of Arts, Biology 1982

**GEORGE WASHINGTON UNIVERSITY - Washington, DC**

Public Administration, 1991, not degreed

**GEORGE MASON UNIVERSITY, Fairfax, Virginia**

Environmental Resource Management, 1989, not degreed

## OTHER EXPERIENCE AND SKILLS

- Founder and President, [Friends of Guatemala](#), 1989-1995
- English mother tongue, Spanish fluency, basic French

# VOLUNTEER APPLICATION

Molly McKinley

1/10/2026 1:06 PM

Application: **AQAB - Air Quality Advisory Board**

### Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Air Quality Advisory Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. N/A

I acknowledge I am available when the Air Quality Advisory Board meets: The 3rd Monday of each month, 5:30 p.m. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 6 to 8

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 1

Current Occupation: Campaign Manager, Clean Transportation

Current Employer: Union of Concerned Scientists

Prior work experience (please include dates):  
Union of Concerned Scientists  
Campaign Manager, Clean Transportation  
June 2025 - present  
Manages campaign team staff, serving as a mentor and coach, strengthening team culture, enhancing project management and communications, and fostering learning and professional development. Leads the successful development and implementation of a high-impact and achievable work plan to achieve campaign goals.  
Ensures intersectionality in strategy development and meaningful inclusion of partners' needs and ideas in the creation of analytic and other products and tactics. Identifies and cultivates relationships with new constituents and allies, including

new constituents and allies, including public health, labor, business and industry, environmental justice communities, and racial and social justice organizations. Ensures unrepresented voices have seats at the table in coalition meetings and policy processes.

Manages and mentors outreach colleagues to conceive, develop, and support outreach and organizing tactics to advance the campaign goals. Ensures effective strategies and activities for engaging partners, allies, and coalitions. Partners with the government affairs staff to ensure integration between advocacy, outreach, analytics, and media activities, as well as constituency group coordination. Leads the development of campaign narratives and ensures that campaign analytics are meaningfully supporting the overarching communications strategy. Represents UCS positions in coalitions pursuing similar goals. Maintains awareness and ensures proper coordination with strategic opportunities in allied efforts that intersect with UCS's campaigns.

Represents the campaign to the public. Translates technical information into layperson-friendly language. Gives speeches, presentations, speaks with reporters, and attends conferences. Identifies and cultivates relationships with new constituents and allies, including public health, labor, business and industry, environmental justice communities, and racial and social justice organizations.

Alliance for a Just Society  
Senior Organizer, Transportation and  
Transit Justice

October 2024 - May 2025

Collaborated with the organization's Executive Director to build long-range strategies for the National Campaign for Transit Justice.

Built, supported, and maintained the organization's national network for the National Campaign for Transit Justice, comprised of organizations advocating for public transit, environmental justice, labor, and other aligned issues.

Built, supported, and maintained the rural transit sub-group of the National Campaign for Transit Justice, focused on building support for public transit outside of urban areas and strengthening connections between public transit and other priority issues in rural communities.

Led research, report writing, and the development of other communications materials to advance the work of the National Campaign for Transit Justice.

Worked with the Executive Director to

implement strategic campaign and communication plans.  
Served as ambassador, spokesperson, and face of Alliance for a Just Society and the National Campaign.  
Developed and maintained relationships with key allies, elected officials, tribal leaders, and decision-makers.  
Led the development and implementation of leadership training for advocates at partner organizations.  
Tracked, analyzed, and reported on legislative and regulatory issues at the federal level and supports local and state efforts upon request of partners.

#### Denver Streets Partnership

Policy Director

May 2021 - October 2024

Established the organization's policy platform and agenda.

Recruited, trained, and managed the organization's organizing staff.

Developed and led the organization's organizing strategy and ongoing work.

Developed and executed multiple concurrent campaign plans related to public transit, transportation safety, and public health to advance DSP's policy agenda.

Built relationships with elected officials and advocated for the organization's policy positions.

Tracked, analyzed, and reported on legislative and regulatory issues at the local, state, and federal levels.

Developed position papers, briefings, written and oral testimony, sign-on letters, and other communications collateral.

Served on the Operations Committee for the Alliance to Transform Transportation, aimed at increasing funding for public transit and decreasing funding for highway expansions.

Led a successful local ballot measure campaign, Denver Deserves Sidewalks, including building support to qualify for the ballot to the get-out-the-vote campaign.

Built relationships with partner organizations, media, and stakeholders.

Expanded the DSP Coalition and coordinated with other state and local partners to advance policy priorities.

Represented DSP in the National Campaign for Transit Justice.

Led DSP's strategic planning and efforts to deepen the organization's understanding of diversity, equity, and inclusion and its intersection with our work, which led to an organizational equity framework and updated organizational practices.

Managed internal processes, including financial tracking and reporting, oversight of contractors and vendors, and grant

applications.

Bicycle Colorado/Denver Streets  
Partnership

Policy and Advocacy Manager  
September 2019 - May 2021

Contributed to the development of  
organizational policy agenda.

Developed and executed campaign plans  
to advance DSP's policy agenda.

Led nonpartisan electoral engagement,  
including get-out-the-vote for the  
successful 2020 Denver ballot initiative,  
which created Denver's Climate Fund.

Analyzed, tracked, and reported on  
legislative and regulatory issues at the  
local, state, and federal levels and  
developed timely position papers,  
briefings, sign-on letters, and various  
communications collateral.

Expanded and managed DSP's grassroots  
and grassstops networks.

Bicycle Colorado

Community Safety Coordinator

July 2018 to September 2019

Analyzed, tracked, and reported on  
policies related to traffic safety at the local,  
state, and federal levels.

Coordinated government affairs and  
community engagement related to traffic  
safety.

Managed, developed curriculum, and  
facilitated trainings for the Bicycle Friendly  
Driver program.

Managed budget and produced reports for  
a multi-year federal grant, Road to Zero.

North Carolina Conservation Network

Public Action Organizer

May 2015 - July 2018

Served on the campaign committee and  
led the field campaign for Moving Wake  
Forward, a successful 2016 ballot initiative  
to increase funding for public transit in  
Wake County, North Carolina.

Coordinated Don't Drill NC, a coalition of  
local, statewide, and national partners on a  
successful, multi-year campaign to stop  
offshore drilling off the coast of North  
Carolina.

Supported campaign development and  
carried out campaign organizing on local  
and state-level climate, water, and energy  
issues.

Regularly liaised with state and local  
decision-makers and built relationships  
with community stakeholders.

Tracked, analyzed, and recommended  
action on legislative and regulatory policy.  
Led annual nonpartisan voter engagement  
efforts and represented NCCN at a civic  
engagement table.

Volunteer experience (please include dates):	2025 to present - Denver Streets Partnership Advisory Board, Treasurer 2024 - Connecting Aurora Multimodal Transportation Master Plan Stakeholder Committee 2021 - 2024 - Appointee, Denver Sustainability Advisory Council, Sustainable Transportation Subcommittee 2023 - Civic Center Next 100 Stakeholder Advisory Committee 2021 - 2023 - Denver City Council District 9 Multimodal Advisory Committee 2022 - RTD Subregional Service Council Working Group 2019 - 2022 - Appointee, District 10, Denver Parks and Recreation Advisory Board 2019 - 2021 - Denver Community Transportation Networks Stakeholder Committee 2015 - 2018 - Advocacy Coordinator on the Board of Directors, Oaks and Spokes
Are you currently serving on a City board or Commission? If so, which one?	No
Have you applied for this board before? If yes, please explain.	No
Why do you want to become a member of this particular board or commission?	I would like to serve on the Air Quality Advisory Board to apply my experience on environmental policy and organizing to improve my community. Through my work on transportation and environmental policy at the local, state, and national level, I have a deep understanding of policies that can improve air quality and public health. Further, I moved to Fort Collins last year and am excited to get involved locally!
In your opinion, what are the biggest issues related to air quality regionally and in the City?	Transportation is a top contributor to air quality issues on the front range. While this is a regional issue, I see the transportation sector as one where we can have significant impact locally. By better aligning transportation policy with public health and air quality goals, we can improve air quality and give people more choices for getting around.
What do you think the City should prioritize in air quality management?	I think the City should focus on top polluting sectors, including, but not limited to, transportation, to improve air quality. The City's goals for air quality should be aligned with policy and permitting.
Specify any activities which might create a serious conflict of interest if you are appointed:	None that I can think of
Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.	No
Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.	No
Are you willing to complete the required training if appointed?	YES
How did you learn of a vacancy on this board or commission?	Other (please specify); I just saw this on Instagram this morning

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(1/10) and hope my application will be considered! Thank you!

# Molly McKinley

**SUMMARY:** Experienced advocate, policy manager, and organizer with over 10 years of experience building grassroots power, developing policy platforms and strategy, lobbying, and managing teams on transportation, clean energy, and climate issues. Skilled in policy development and analysis, coalition building and coordination, communications and writing, government relations, strategic planning, and management with a strong lens around equity and justice.

## PROFESSIONAL EXPERIENCE

### Union of Concerned Scientists

#### **Campaign Manager, Clean Transportation**

*June 2025 to present*

- Manages campaign team staff, serving as a mentor and coach, strengthening team culture, enhancing project management and communications, and fostering learning and professional development.
- Leads the successful development and implementation of a high-impact and achievable work plan to achieve campaign goals.
- Ensures intersectionality in strategy development and meaningful inclusion of partners' needs and ideas in the creation of analytic and other products and tactics.
- Identifies and cultivates relationships with new constituents and allies, including public health, labor, business and industry, environmental justice communities, and racial and social justice organizations.
- Ensures unrepresented voices have seats at the table in coalition meetings and policy processes.
- Manages and mentors outreach colleagues to conceive, develop, and support outreach and organizing tactics to advance the campaign goals. Ensures effective strategies and activities for engaging partners, allies, and coalitions.
- Partners with the government affairs staff to ensure integration between advocacy, outreach, analytics, and media activities, as well as constituency group coordination.
- Leads the development of campaign narratives and ensures that campaign analytics are meaningfully supporting the overarching communications strategy.
- Represents UCS positions in coalitions pursuing similar goals. Maintains awareness and ensures proper coordination with strategic opportunities in allied efforts that intersect with UCS's campaigns.
- Represents the campaign to the public. Translates technical information into layperson-friendly language. Gives speeches, presentations, speaks with reporters, and attends conferences.
- Identifies and cultivates relationships with new constituents and allies, including public health, labor, business and industry, environmental justice communities, and racial and social justice organizations.

### Alliance for a Just Society

#### **Senior Organizer, Transportation and Transit Justice**

*October 2024 to May 2025*

- Collaborated with the organization's Executive Director to build long-range strategies for the National Campaign for Transit Justice.
- Built, supported, and maintained the organization's national network for the National Campaign for Transit Justice, comprised of organizations advocating for public transit, environmental justice, labor, and other aligned issues.
- Built, supported, and maintained the rural transit sub-group of the National Campaign for Transit Justice, focused on building support for public transit outside of urban areas and strengthening connections between public transit and other priority issues in rural communities.
- Led research, report writing, and the development of other communications materials to advance the work of the National Campaign for Transit Justice.
- Worked with the Executive Director to implement strategic campaign and communication plans.
- Served as ambassador, spokesperson, and face of Alliance for a Just Society and the National Campaign.
- Developed and maintained relationships with key allies, elected officials, tribal leaders, and decision-makers.
- Led the development and implementation of leadership training for advocates at partner organizations.
- Tracked, analyzed, and reported on legislative and regulatory issues at the federal level and supports local and state efforts upon request of partners.

## **Denver Streets Partnership**

*May 2021 to October 2024*

### ***Policy Director***

- Established the organization's policy platform and agenda.
- Recruited, trained, and managed the organization's organizing staff.
- Developed and led the organization's organizing strategy and ongoing work.
- Developed and executed multiple concurrent campaign plans related to public transit, transportation safety, and public health to advance DSP's policy agenda.
- Built relationships with elected officials and advocated for the organization's policy positions.
- Tracked, analyzed, and reported on legislative and regulatory issues at the local, state, and federal levels.
- Developed position papers, briefings, written and oral testimony, sign-on letters, and other communications collateral.
- Served on the Operations Committee for the Alliance to Transform Transportation, aimed at increasing funding for public transit and decreasing funding for highway expansions.
- Led a successful local ballot measure campaign, Denver Deserves Sidewalks, including building support to qualify for the ballot to the get-out-the-vote campaign.
- Built relationships with partner organizations, media, and stakeholders.
- Expanded the DSP Coalition and coordinated with other state and local partners to advance policy priorities.
- Represented DSP in the National Campaign for Transit Justice.
- Led DSP's strategic planning and efforts to deepen the organization's understanding of diversity, equity, and inclusion and its intersection with our work, which led to an organizational equity framework and updated organizational practices.
- Managed internal processes, including financial tracking and reporting, oversight of contractors and vendors, and grant applications.

## **Bicycle Colorado/Denver Streets Partnership**

### ***Policy and Advocacy Manager***

*September 2019 to May 2021*

- Contributed to the development of organizational policy agenda.
- Developed and executed campaign plans to advance DSP's policy agenda.
- Led nonpartisan electoral engagement, including get-out-the-vote for the successful 2020 Denver ballot initiative, which created Denver's Climate Fund.
- Analyzed, tracked, and reported on legislative and regulatory issues at the local, state, and federal levels and developed timely position papers, briefings, sign-on letters, and various communications collateral.
- Expanded and managed DSP's grassroots and grasstops networks.

## **Bicycle Colorado**

### ***Community Safety Coordinator***

*July 2018 to September 2019*

- Analyzed, tracked, and reported on policies related to traffic safety at the local, state, and federal levels.
- Coordinated government affairs and community engagement related to traffic safety.
- Managed, developed curriculum, and facilitated trainings for the Bicycle Friendly Driver program.
- Managed budget and produced reports for a multi-year federal grant, Road to Zero.

## **North Carolina Conservation Network**

### ***Public Action Organizer***

*May 2015 to July 2018*

- Served on the campaign committee and led the field campaign for Moving Wake Forward, a successful 2016 ballot initiative to increase funding for public transit in Wake County, North Carolina.
- Coordinated Don't Drill NC, a coalition of local, statewide, and national partners on a successful, multi-year campaign to stop offshore drilling off the coast of North Carolina.
- Supported campaign development and carried out campaign organizing on local and state-level climate, water, and energy issues.
- Regularly liaised with state and local decision-makers and built relationships with community stakeholders.
- Tracked, analyzed, and recommended action on legislative and regulatory policy.
- Led annual nonpartisan voter engagement efforts and represented NCCN at a civic engagement table.

**EDUCATION**

**Peace College**

**Bachelor of Arts in Biology** (with a minor in Political Science)

**PROFESSIONAL DEVELOPMENT**

**Midwest Academy**

- Attended cohorts and trainings in: Supervising Organizers; Coalition Building; and Organizing for Justice 2016- 2022

**PROFESSIONAL AND COMMUNITY LEADERSHIP**

TransitCenter Communications Cabinet	2023 - 2024
Connecting Aurora Multimodal Transportation Master Plan Stakeholder Committee	2024
Appointee, Denver Sustainability Advisory Council	2021 - 2024
◦ Sustainable Transportation Subcommittee	
Civic Center Next 100 Stakeholder Advisory Committee	2023
Denver City Council District 9 Multimodal Advisory Committee	2021 - 2023
RTD Subregional Service Council Working Group	2022
Appointee, District 10, Denver Parks and Recreation Advisory Board	2019 - 2022
Denver Community Transportation Networks Stakeholder Committee	2019 - 2021
Panelist, Raleigh Rising—a new generation’s vision for the city of tomorrow	2018
Advocacy Coordinator on the Board of Directors, Oaks and Spokes	2015 - 2018

# VOLUNTEER APPLICATION

Gabriel Dunbar

1/8/2026 2:20 PM

Application: **BRC - Building Review Commission**

### Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Building Review Commission

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. N/A

I acknowledge I am available when the Building Review Commission meets: Last Thursday of each month at 9:00 a.m. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a commission member? 5-10 hrs/month

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 5

Current Occupation: Senior Project Manager for a commercial general contractor

Current Employer: Saunders Construction

Prior work experience (please include dates): Saunders Construction - 2011-Present  
City Park Nine Golf Course - 2005-2011

Volunteer experience (please include dates): Fort Collins Building Review Commission - 2022-Present  
Leadership Fort Collins - 2024-25

Have you applied for this commission before? If yes, please explain. Yes, currently serving on Building Review Commission

Are you currently serving on a City board or Commission? If so, which one? Yes;  
Yes, currently serving on Building Review Commission

Why do you want to become a member of this particular board or commission? I am a current member of the Building Review Commission, I am honored to serve on the commission and I enjoy the collaborative nature of working with

appellants and the Building Department to help solve complex challenges. I appreciate the opportunity and would be excited to continue serving on the BRC.

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes;  
Current Building Review Commission member

Specify any activities which might create a serious conflict of interest if you are appointed:

I do not foresee many conflicts of interest arising if I am chosen to continue serving on the commission. During my time on the BRC, I have only encountered one instance where I had to recuse myself from an agenda item. If a member of the design or construction community that I know personally or have a working relationship with has business before the commission, I will use my judgement to recuse myself if necessary.

Briefly explain what you believe are the three most important issues facing this board or commission, and how do you believe this board or commission should address each issue? Feel free to upload a separate sheet of paper if necessary.

1. Consistency - In my time on the commission, we have been deliberate about striking a balance between code, city requirements, BRC precedent and individual appellant's requests. It is important that we continue to be consistent in our review of each case so that we give each appellant a fair shot at being heard.

2. Balance - Each case is unique, and the commission owes it to the citizens of Fort Collins to strike a balance between strict application of the code and not creating an undue hardship on appellants. Many of the items that come before the BRC are related to licensing, and I believe the commission has done a good job of appropriately considering the whole picture of experience, technical details & expertise when considering variance requests.

3. Public Safety - I am proud to serve on the BRC with other experts in the industry, we always engage in thoughtful discussion about each individual case and public safety is always at the forefront. The most important item to consider while reviewing an appeal is whether granting a variance would cause a detriment to the public good, and I believe the BRC has done a good job of keeping this in mind during my time on the commission.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Current commission member

# VOLUNTEER APPLICATION

Shaun Moscrip

12/15/2025 5:03 PM

Application: **BRC - Building Review Commission**

## Applicant Information

Birthday: [REDACTED]      Gender: Male      Education Level: Masters degree  
 Address: [REDACTED]      Phone: [REDACTED] <<

## Volunteer Groups Applied For

Building Review Commission

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Building Review Commission meets: Last Thursday of each month at 9:00 a.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a commission member?	10
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	6
Current Occupation:	Architect
Current Employer:	alm2s Feb. 1998 - present
Prior work experience (please include dates):	Wickham Gustafson Architects August 1995 - February 1998
Volunteer experience (please include dates):	BRC 2021-2025
Have you applied for this commission before? If yes, please explain.	Yes, Was selected and currently on the commission
Are you currently serving on a City board or Commission? If so, which one?	Yes; Building Review Commission
Why do you want to become a member of this particular board or commission?	As a current member of this commission, I enjoy helping define what the commission feels are acceptable variances to the code in unique circumstances
Have you had any exposure to the board or commission you are applying for? If yes, please explain:	Yes; I am on the Commission currently.

Specify any activities which might create a serious conflict of interest if you are appointed:

If a client or contractor for any of my projects appears before the commission I may have to recuse myself. This happened once in the previous term.

Briefly explain what you believe are the three most important issues facing this board or commission, and how do you believe this board or commission should address each issue? Feel free to upload a separate sheet of paper if necessary.

Contractor Licensing: The commission should generally be consistent with the requirements to individual contractors.  
Contractor Qualifications: Knowing which projects made not need the code required qualifications and those that do.  
Protecting the health, safety & welfare of Fort Collins residents and visitors. The Building Dept. oversees the construction and inspections, and it is their job to point out non code compliant issues, which could effect health or safety and it's the commissions job to insure they are able to enforce necessary codes.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

no

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

no

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Email that my term was done.

# VOLUNTEER APPLICATION

Ronnie Zimmerman

1/8/2026 8:58 AM

Application: **BRC - Building Review Commission**

## Applicant Information

Birthdate: [REDACTED] Gender: Male Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Building Review Commission

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	NA
I acknowledge I am available when the Building Review Commission meets: Last Thursday of each month at 9:00 a.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a commission member?	10
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	4
Current Occupation:	engineer
Current Employer:	KW Engineering
Prior work experience (please include dates):	20 years experience working in building systems engineering and utilities as a consultant focused on energy efficiency and building systems design
Volunteer experience (please include dates):	began BRC volunteer in '22
Have you applied for this commission before? If yes, please explain.	yes
Are you currently serving on a City board or Commission? If so, which one?	Yes; BRC
Why do you want to become a member of this particular board or commission?	I'd like to continue serving
Have you had any exposure to the board or commission you are applying for? If yes, please explain:	Yes; only sitting on board since '22
Specify any activities which might create a serious conflict of interest if you are appointed:	NO

Briefly explain what you believe are the three most important issues facing this board or commission, and how do you believe this board or commission should address each issue? Feel free to upload a separate sheet of paper if necessary.

Have you ever been the subject of a code of conduct or ethics complaint? NO  
If yes, please explain.

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain. NO

Are you willing to complete the required training if appointed? YES

How did you learn of a vacancy on this board or commission? Other (please specify); email

# VOLUNTEER APPLICATION

Dustin Jones

1/8/2026 6:03 PM

Application: **CiRB - Citizen Review Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Citizen Review Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Citizen Review Board meets: The 2nd Wednesday of each month at 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	10
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	1
Current Occupation:	Registered nurse
Current Employer:	UC Health
Prior work experience (please include dates):	Rn UC Health 6/2023-11/2023 Rn Village Medical 11/2023-4/2025 Rn UC Health 4/2025-Present
Volunteer experience (please include dates):	N/A
Are you currently serving on a City board or Commission? If so, which one?	No
Have you applied for this board before? If yes, please explain.	No
Why do you want to become a member of this particular board or commission?	I believe citizen oversight and accountability to citizens of the community is important for a healthy law enforcement system. Everyone is accountable for their actions and departments should not have the complete ability to self police.
Have you had any exposure to the board or commission you are applying for? If yes, please explain:	No

Specify any activities which might create a serious conflict of interest if you are appointed:

N/a

Provide an example of when you've had to make a decision contrary to a popular opinion, and what was your decision-making process.

While in the national guard I was loaned out to a different state for their predeployment exercises. I was placed with a superior NCO who had a reputation of belittling, and verbally abusing soldiers in his command and violating procedures and rules to make his life easier. This was known most enlisted in his unit but no one wanted to bring it up to their command. I ended up working directly under this sergeant and he lived up to his reputation and worse. I made careful record of his actions, how he treated his soldiers, and where he failed to follow regulation and made a clear case in a formal complaint to his command who had until then been unaware of his actions. I left their command shortly after that to return to my unit so I do not know what occurred after my report.

If you were Police Chief for the day, give one example of what you would change about the department.

If I were police chief for a day I would require foot patrols of officers in downtown and neighborhoods, in order to make officers more approachable and available to the public.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Website;  
Instagram

# VOLUNTEER APPLICATION

Veronica Olivas

1/2/2026 2:14 PM

Application: **CiRB - Citizen Review Board**

### Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Citizen Review Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. NA

I acknowledge I am available when the Citizen Review Board meets: The 2nd Wednesday of each month at 5:30 p.m. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? flexible

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 4

Current Occupation: Retired

Current Employer: NA

Prior work experience (please include dates): Law enforcement: CSU, LCSO, ESTES PARK from 1984-2008  
CSU Housing & Dining Safety Coordinator: 2008-2021  
CSU Center for Public Deliberation: Contracted for data collection ref. Civic Assembly  
Process for Hughes Stadium site : 2/2025  
League of Wome Voters Colorado Citizen Observer Pilot Project: contracted to report on public meetings in LE: 4/2023-5/2024

Volunteer experience (please include dates): LCSO Emergency Services Exploration Series - 9/27/25 -10/11/25  
LCSO Citizen's Academy - 2/2025-5/2025  
Larimer County Emergency Operation Center - 1/2023 - 9/2025  
FCPS Citizen Review Board - 4/2024 -

present  
City of Ft. Collins Budget Finance  
Operations: Safety committee - 2018  
CSU Rape Aggression Defense System &  
On Guard class for CSU Rec Center -  
2000(?) - 2010  
CSU President's Commission on Gender &  
Equity - 2008  
Santa Cops of Larimer County - 1990(?)  
-2007  
American Red Cross BLS, CPR & First Aid  
Instructor - 1995(?) -2007  
ChildSafe Board of Directors - 2008-2009  
Larimer County Child Advocacy Center  
Program committee - 1997- 2002(?)  
Poudre School District Parent Volunteer @  
Lopez Elementary - 1998-2005  
Boy Scouts of America Parent Volunteer -  
1998 - 2004  
Fort Collins Soccer Club & Baseball  
Assistant Coach - 1997-2004  
Larimer County Crisis & Information  
Helpline - 1983-84

Are you currently serving on a City board or Commission? If so, which one?

Yes;  
Citizen Review Board

Have you applied for this board before? If yes, please explain.

Yes, I was appointed 2 years ago and my term is up for renewal pending application

Why do you want to become a member of this particular board or commission?

I have a strong background in law enforcement and an understanding of the law. I was born & raised in Ft. Collins so I believe in giving back to our community and have an extensive volunteer history. Currently police are challenged in many areas of their profession so if I can assist in any way, then I am happy to do so. I also have an understanding of cultural context, including that of LE, CSU and diverse members of our community and may assist in communicating transparency, mission, accountability and ambassadorship to the community.

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes;  
I have been a board member for the last 2 years.

Specify any activities which might create a serious conflict of interest if you are appointed:

None

Provide an example of when you've had to make a decision contrary to a popular opinion, and what was your decision-making process.

I was investigating a pedophile case with multiple child victims and was told just to enter a warrant in the computer for his arrest and some day, the perpetrator would be caught. I was told that I was spending too much time on the case and should cut my losses. Needless to say, these administrators did not see the faces of the child victims nor the negative impact unleashed on their lives. So I chased the suspect for years across the nation and other countries; Mexico & Canada. He kept using alternate identities so I went outside the system and the tv show, America's Most Wanted took my case and

America's most wanted took my case and another homicide case in the city. I found the suspect in Canada, the night the show aired and got a 2 year conviction in Canada with the help of Senator Ben Nighthorse Campbell and Senator Diane Feinstein. I then got a 24 year prison sentence when he was extradited to Colorado. The homicide suspect was located in Guatemala on the night of the show as well. He was imprisoned here. The decisions I made were based on the evidence I had, the danger to the community and my ability to be creative in using resources and advocating for children, who could not otherwise do so. I utilized grit, tenacity, perseverance, networking, creativity and victim advocacy to influence the outcome of this case despite the naysayers who said otherwise! I am happy to say that the 12 year old little girl who was so brave as to come forward about what her father was doing to her and others, is now a lawyer in Austin, Texas!

If you were Police Chief for the day, give one example of what you would change about the department.

I would schedule a meet and greet with each neighborhood in the city throughout the year so that each area of the city could get to know an officer who is maybe assigned to the area and can glean from the residents some issues of concern and also maybe get! ideas for proactive initiatives that could be implemented in partnership with the fire department and other resources as deemed pertinent for that area. Let us try to empower citizens to do something about issues in their neighborhoods!

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

NO

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

NO

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
I was sent an email that my term was expiring and my colleagues asked me to reapply as well.

# Veronica Olivas

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## Objective

*To use my proven leadership, innovation and initiative in public service and promote community wellness & welfare applicable to diverse constituents. Servant Leadership exemplifies my personal and professional experience and embraces my core values and leadership model. These values have been converted into action by me and incorporate; honesty, integrity, justice, equity & fairness. I believe that among other things, leaders inspire a shared vision, model the way, challenge the process, enable others to act and encourage the heart. I am also a lifelong learner and as such, I have pursued both professional and personal development and speak 3 languages; Spanish, French and Italian. I have grit, passion and tenacity in pursuit of objectives.*

## Education

Colorado State University Bachelor in Spanish (1997)

State of Colorado Law Enforcement Academy: Colorado Peace Officer Standard Training Certification (1987)

CSU Transcripts available upon request reflecting a 4.0 g.p.a. of multiple classes post graduation through 2018. Took class hiatus due to covid.

Multiple classes & certificates reflecting training in law enforcement, safety & emergency management

8/21/25 -National Threat Assessment Violence Prevention Symposium hosted by US SECRET SERVICE (Denver Field Office)

10/23/25 -Neurodiversity 101 hosted by Ft. Collins Human Relations Commission, Disability Advisory Board and ARC of Larimer County

## Professional Work History

**2/2025 CSU Center for Public Deliberation**

-Contracted for Data Collection survey for City of Fort Collins Civic Assembly Process to determine the development for the Hughes site.

**4/2023-5/2024 Colorado Citizen Observer Pilot Project**

-contracted reporter for League of Women Voters assigned to cover local law enforcement- still attend Loveland Police Citizen Advisory Board due to community interest vs reporting

**2008-9/2021 CSU Housing & Dining Safety Coordinator**

## Veronica Olivas

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-NFPA, OSHA, Federal Clery Compliance & Poudre Fire Authority fire compliance reference fire drills, fire alarm equipment & inspection, staff/student education, data documentation and ADA accommodations. Analytics were created to identify hazards & trends in order to propose solutions.

-Life Safety Code inspection & data documentation for residence halls & apartments to facilitate compliance utilizing education, enforcement & resource referrals.

-Environmental Health Liaison for OSHA Blood borne Pathogen Instruction (to include bilingual instruction) & response, coordinated workplace vaccinations for staff, hazardous waste response & disposal, communicable disease and environmental hazard response.

-Public education classes, Safety Fairs and pamphlets; Active Shooter, Fire Safety, Self-Defense classes (R.A.D. & On Guard), Emergency management guidelines & tabletop exercises.

-Safety Colloquium co-chair developing agenda to include safety concerns, liability risks & coordinated education & compliance initiatives.

-Covid protocols for CSU Housing; Quarantine, transportation, accommodation, visitation & disinfection protocol recommendations. Creation of a "Virtual Fire Alarm Drill" to mitigate Covid exposure that was approved by CSU Office of Policy & Compliance.

-Supervision of staff, budget management, administrative compliance, annual reports, hiring, training, mentoring & education initiatives. Networking across campus & community to coordinate & accomplish objectives.

### **2001-2007 Colorado State University Police Department: Corporal assigned to Patrol**

-Acting supervisor in absence of sergeant. Direct supervision of staff & student intern program. Scheduling, duty assignments, prioritization of calls & approve reports. Employee performance evaluations & planning. Recommend policy, procedure, discipline & accolades. Liaison for diversity initiatives. Liaison for biosafety labs at Foothills campus. Arrest Control Tactics trainer for police. Field Training Officer for new police recruits. Self-Defense & Rape Aggression Defense classes.

### **1998-2001 CSUPD Corporal Support & Event Unit**

-Manage Campus Service Officers, Safe Walk program, recruit, hire, evaluate, discipline & dismissal. Assist with fiscal budget. Contract negotiations & scheduling for event management.

### **1993-1997 CSUPD Corporal Investigations**

## Veronica Olivas

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-Responsible for complex case management & investigation of serious crimes. Technical expertise for crime scene management, evidence identification, analysis & collection. Network with local, state & federal agencies for multi-jurisdictional & coordinated prosecution. Conduct Internal Affairs investigations, backgrounds for new hires and conduct Integrity interviews for hiring process. Supervise Interns. Liaison for Drug Task Force.

**1989-1993 CSUPD Corporal Patrol**

**1987-1989 Police Officer Patrol**

**1984-1986 Student Police Officer**

**1984-1986 Larimer County Detention Deputy (temporarily on loan from CSU)**

-Responsible for management of inmates, booking and transports

**1985-1987 Estes Park Police Officer (seasonal & 3 months as full-time), Also conducted Search & Rescue efforts upon request for lost hikers in RMNP.**

### Volunteer Experience:

- Extensive community volunteer experience with positive outcomes and great networking for the following entities:

**Larimer County Sheriff's Emergency Services Exploration Series – 9/27/25 – 10/11/25**

**Larimer County Sheriff's Citizens Academy –February through May 2025**

-**Larimer County Emergency Operation Center Volunteer (1/2023 –9/2025)**-Logistical Division assigned to assist upon request with supplies & transport of such to designated areas during emergency situations.

-**City of Fort Collins Volunteer for Ft. Collins Police Citizen Review Board (4/2024-present)**-This board reviews internal investigations involving peace officers alleging; Using force, Discharging a firearm, Committing a crime, Causing serious injury or death, and the Violation of civil rights. The board also reviews investigations at the request of the Chief or City Manager.

-**City of Ft. Collins: Budget Finance Operations: Safety Committee Community Volunteer (2018 but committee was on hiatus due to covid and deconstructed)**

-**CSU Rape Aggression Defense System & On Guard class for CSU Recreation Center**

## Veronica Olivas

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- CSU President's Commission on Gender and Equity (2008)
- Santa Cops of Larimer County
- American Red Cross BLS, CPR & First Aid Instructor
- ChildSafe Board of Directors (nonprofit dedicated to treatment of childhood sexual abuse victims)
- Larimer County Child Advocacy Center Program Committee (nonprofit dedicated to prevent child abuse & to reduce trauma to children during abuse investigations)
- Poudre School District Parent Volunteer
- Boy Scouts of America Parent Volunteer
- Fort Collins Soccer Club & Baseball Club Assistant Coach
- Larimer County Crisis and Information Helpline (nonprofit which was dedicated to acting as a resource for people in crisis or in need of resource referral)

### Accolades

- CSU Women's Caucus: Margaret Hazaleus Award (3/2004)
- CSU Outstanding Achievement Award(11/2000)
- CSU Police Department Commendations for physical fitness & multiple "recognition" awards
- America's Most Wanted (TV. show); "Top Cop" of the month (3/99)
- September 2015 Governor's Proclamation for Campus Fire Safety Month done at my request by Governor Hickenlooper

# VOLUNTEER APPLICATION

**Katherine Townsend**

12/29/2025 9:30 PM

[REDACTED]

Application: **CiRB - Citizen Review Board**

### Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Doctoral degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Citizen Review Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	Citizen Review Board, Women and Gender Equity Board, Senior Advisory Board
I acknowledge I am available when the Citizen Review Board meets: The 2nd Wednesday of each month at 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	15-29
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	1
Current Occupation:	part-time barista/volunteer chef
Current Employer:	Cups Cafe/FOCO Cafe
Prior work experience (please include dates):	see attached resume
Volunteer experience (please include dates):	see attached resume
Are you currently serving on a City board or Commission? If so, which one?	No
Have you applied for this board before? If yes, please explain.	no
Why do you want to become a member of this particular board or commission?	I am strongly committed to justice and civil rights and have experience in these areas from my work as an attorney.
Have you had any exposure to the board or commission you are applying for? If yes, please explain:	No
Specify any activities which might create a serious conflict of interest if you are appointed:	n/a

Provide an example of when you've had to make a decision contrary to a popular opinion, and what was your decision-making process.

During the time that I worked for the Illinois Department of Corrections, the death penalty was in effect and an attorney from the Department had to be present at the prison on the night of the execution to assist with last minute appeals and questions from defense counsel. Several of my colleagues declined to participate but I chose to be on site as part of my duties and support of the Department regardless of my personal beliefs at the time.

If you were Police Chief for the day, give one example of what you would change about the department.

I would continue to improve on transparency, training, implementation of technology, and community involvement and open discourse among officers and citizens.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

no

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

no

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Website

## **KATHERINE NOVAK TOWNSEND**

### **CHEF, NON-PROFIT RESTAURANT**

**FOCO Café**  
**Fort Collins, CO**  
**Chef**

May 2023 - September 2024

- Managed daily operations of café kitchen whose mission is to build community by providing nutritious and delicious meals to all people regardless of their ability to pay while using mostly local, organic, and sustainably grown ingredients. Duties include large volume cooking, special event menu planning, ordering, training volunteer staff, and ensuring compliance with all health department mandates.

### **BUSINESS OWNER**

**Genoa Coffee & Wine**  
**Fort Collins, CO**  
**Owner/operator**

April 2017 - March 2023

- Managed daily operations of busy café/coffee shop/wine bar open 7 days a week serving breakfast, lunch and cocktails. Employed 14 employees and was directly responsible hiring, training, inventory, payroll, policy development, marketing, vendor procurement, customer relations, planning special events and compliance with all applicable laws and health department mandates. Hands-on barista, baker and chef.

### **ATTORNEY**

**CITY OF LENEXA, Lenexa, Kansas**  
**City Prosecutor**

April 2013 – November 2013

- Prosecuted criminal cases, traffic, code violations, and civil administrative actions. Ran a variety of court dockets. Negotiated plea bargains and tried numerous bench trials. Conducted legal research, policy development and provided client counseling to City administrators.

**MILLER GROUP, Kansas City, Missouri**

September 2011- April 2013

**Human Resources Consultant**

- Provided a wide range of human resources consulting services including investigations of alleged discrimination, handbook review and development, compliance assistance, process audits, performance management process and training, and supervisor and employee training.

**MARK M. FERGUSON, LLC, Kansas City, Missouri**

July 2001 – July 2005

**Attorney**

- Defense counsel for a variety of criminal matters as well as primary responsibility for domestic relations cases at general civic and criminal practice.

**PLATTE COUNTY PROSECUTOR, Platte City, Missouri**

November 1999 – January 2001

**Assistant Prosecuting Attorney**

- Prosecuted criminal cases and civil administrative actions. Filed charges, initiated and responded to discovery, negotiated plea bargains and conducted bench and jury trials.

**ILLINOIS DEPARTMENT OF CORRECTIONS, Chicago, Illinois**

January 1990 – June 1998

**Assistant Deputy Chief Legal Counsel (promoted twice)**

- **Supervisor:** Assigned cases and projects to staff attorneys and paralegals. Reviewed and authorized settlements, conducted performance evaluations, and interviewed, and recommended hiring of staff attorneys.
- **Policy Drafter:** Drafted, reviewed, and revised regulations related to Department rules, including staff conduct, inmate safety, medical and psychological services, educational services, and recreation. Provided on-going training and support to administration regarding Department rules and legal requirements.
- **Trial Counsel:** Served as lead trial counsel in seven employment discrimination trials before Illinois Human Rights Commission and one trial before the Illinois Civil Service Commission. Counsel of record in three federal civil rights' class action suits. Oversaw and directed litigation of Attorney General's Office in federal civil rights, personal injury and contract cases including: deposition assistance, drafting discovery requests, responses and protective orders, conducting settlement negotiations, drafting consent agreements and general releases, drafting pre-trial orders, and preparing witnesses for trial.
- **Public Speaker:** Served as Agency spokesperson in national television interviews on CNN, Court TV and Bill Kurtis' "American Justice" series. Participated in numerous speaking engagements at association meetings and conferences.

**PETERSON & ROSS, Chicago, Illinois**

*June 1988 – January 1990*

**Attorney**

- Litigated complex civil matters with emphasis on medical malpractice and reinsurance litigation.
- Conducted depositions and discovery, drafted reports and legal memoranda, and negotiated settlements.

**COMPLIANCE, HR CONSULTING, and WRITING EXPERIENCE**

**JBS, Greely, CO**

***HR Compliance Specialist***

September 2015-March 2017

- Provided support to Human Resources department of all three business units of a large multinational meat processing company. Maintained compliance with federal and state regulations concerning employment with emphasis on I-9 immigration compliance and FMLA compliance. Assisted with data validation analyses, interpretation and reporting for AAP reports and EEO-1 reports. Developed policy and procedure manuals and handbooks and provided policy interpretation and guidance to facilities nationwide. Conducted internal investigations, research and analysis, and employee training on a variety of topics.

**EMPLOYMENT PRACTICES SOLUTIONS, Nationwide**

***HR Consultant***

February 2014-September 2015

- Assisted organizations in preventing and correcting workplace issues while enhancing employment relationships through workplace investigations, training, coaching and auditing. Authored Newsletter, "The Impact of Marijuana Reform on the Workplace", November, 2014.

**M. LEE SMITH PUBLISHERS, LLC**

*May 2008 – January 2012*

***Freelance Editor***

- Researched, drafted, and edited quizzes on a variety of employment issues for HRhero.com *which* provides information, strategy and tools for human resource professionals. Researched and wrote a 90-page special report on employee privacy issues.

## **EDUCATION**

### **INDIANA UNIVERSITY SCHOOL OF LAW, Bloomington**

*Juris Doctor, Order of Barristers, (excellence in trial and appellate advocacy), Moot Court Team Member*

### **MICHIGAN STATE UNIVERSITY, East Lansing**

*Bachelor of Art, Cum Laude, Criminal Justice/Psychology*

### **UNIVERSITY OF LONDON, BEDFORD COLLEGE**

Two summers course of studies: Humanities and Criminal Justice

## **BAR ADMISSIONS/CERTIFICATIONS**

- Admitted: Kansas, Missouri and Illinois
- Certified Civil Mediator, Kansas
- Certified Food Safety Manager, Colorado

## **CIVIC/VOLUNTEER**

- Kitchen lead, FOCO Café, Fort Collins, CO
- Barista/shift lead, Arboretum Coffee, Fort Collins, CO
- Court Appointed Special Advocate (CASA), Larimer County, CO
- Member, Lee Ann Britain Infant Development Center Advisory Board, Shawnee, KS
- Co-Chair, Tiny Tim Benefit for Lee Ann Britain Infant Development Center, Shawnee, KS
- Volunteer Coordinator for Parent Support Groups, Lee Ann Britain Infant Development Center, Shawnee, KS
- Vice President PTA, Student Programs, Shawnee, KS
- Chair, Bucktown Arts Fest Committee, Chicago, IL
- Rape Victim Advocate, Chicago, IL

# VOLUNTEER APPLICATION

Ryan Burns

1/9/2026 11:23 AM

Application: **DAB - Disability Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Disability Advisory Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	Economic Advisory Board, Disability Advisory Board
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	3
I acknowledge I am available when the Disability Advisory Board meets: 3rd Monday of each month at 5:30 P.M.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	10-15
Current Occupation:	Data Scientist
Current Employer:	Certilytics
Prior work experience (please include dates):	Innovation & Automation Associate, AIR Communities (Nov 2021 – Mar 2023) Client Success Partner, Gartner (Nov 2019 – Nov 2021) Associate Client Partner, Gartner (Nov 2018 – Oct 2019) Account Management Specialist, Gartner (Mar 2018 – Nov 2018) Account Management Associate, Gartner (Aug 2017 – Feb 2018)
Volunteer experience (please include dates):	Fort Collins Ultimate Board Member (2025 - Present)
Have you applied for this board before? If yes, please explain.	No
Are you currently serving on a City board or Commission? If so, which one?	No

What experiences do you have interacting with those with disabilities?

My experience with disability is twofold: personal and proximal. Having been diagnosed with Type 1 Diabetes at age three, I learned the importance of self-advocacy and navigating complex healthcare systems early in life. While I have been fortunate to manage my condition with minimal impact on my daily function, I understand the constant cognitive load required to maintain that stability. Conversely, my partner lives with bipolar disorder, a condition that has given me deep insight into 'dynamic disabilities'—where functional levels fluctuate day to day. Supporting her has taught me that accessibility isn't just about physical ramps; it's about creating systems that can accommodate varying levels of capacity. I understand that I cannot anticipate every challenge a citizen faces, but I am committed to the philosophy of meeting people where they are. My goal is to ensure our community structures support residents during their most difficult times, keeping them integrated rather than isolated.

What concerns do you have or have seen in our community that needs to be addressed impacting those with disabilities? And, how would you advocate for those with disabilities?

While each disability comes with unique needs that require individual listening, I have observed that informational silos are a universal concern that hampers the community. Too often, valuable knowledge is trapped within small groups rather than being shared. My advocacy would focus on breaking down these barriers by establishing a center for open dialogue and congregation around the struggles and challenges of disabilities. I have seen the value of this firsthand while communing with the Type 1 Diabetes community in Northern Colorado, where learning and sharing best practices significantly improved my personal care. I believe fostering this type of dialogue and actively connecting disabled residents with practitioners and technologists allows us to crowdsource solutions and improve the health of the community.

Why do you want to become a member of this particular board or commission?

My personal experiences with disability, both in myself and my family, have made me acutely aware of the critical importance of providing an amplified voice to those affected. If my time, efforts, and energy can be of service to others, I can think of no better cause than to ensure the most vulnerable in our society have a safe and secure environment to flourish. I believe Fort Collins deserves the unique perspectives and benefits that our disabled community can contribute, and I want to help facilitate that inclusion.

Specify any activities which might create a serious conflict of interest if you are appointed:

None

Have you ever been the subject of a code of conduct or ethics complaint?  
If yes, please explain.

I violated my student code of conduct as an undergrad in 2015 by possessing drugs legal under CO law. I did community service and made reparations to resume my education.

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

I violated my student code of conduct as an undergrad in 2015 by possessing drugs legal under CO law. I did community service and made reparations to resume my education.

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Website

# Ryan M. Burns

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## PERSONAL SUMMARY

Experienced Data Scientist with a proven ability to design, train, and evaluate custom state-of-the-art generative AI models and leverage distributed HPC resources to scale deep learning models for production. Strong background leading project teams through the entire data science lifecycle and delivering insightful narratives directly to clients.

## PROGRAMMING & TECHNICAL SKILLS

### Project Highlights

More projects & code available at [ryanmburns93.github.io](https://ryanmburns93.github.io)

#### *Generative AI Healthcare Pathway Modeling*

- Trained a GPT-2 language model on health condition event sequences to learn underlying disease progression pathways. Customized tokenizer and generative models for tasks including sequence classification for high-cost claimant classification, provider rank ordering, and at-risk population analysis.

#### *Health Insurance Claims Denial Neural Network*

- Designed custom transformer-based model architectures targeted to predict insurance claim denials and denial reason codes. Achieved high performance metrics on both the binary and multiclass targets and productionalized both models for daily batch inference on incoming client claims using MLFlow and AWS.

#### *Lease Renewal Modeling*

- Modeled the likelihood an apartment resident will renew their lease by renewal offer price and connected leasing and operational cost models to optimize pricing and deliver recommendations to property managers.

<b>Language/Software</b>	<b>Competency</b>	<b>Applications</b>
Python	<i>Expert</i>	AI, NLP w/ PyTorch, TensorFlow, HuggingFace, data mining/processing
SQL	<i>Expert</i>	Query and data manipulation in RDBMS, NoSQL, and graph databases
Scala	<i>Expert</i>	Dataset and feature design, model pipeline training and QA testing
Cloud DevOps	<i>Intermediate</i>	AWS s3 data storage & SageMaker modeling, Azure serverless app build

## PROFESSIONAL EXPERIENCE

**Certilytics**, Leading healthcare predictive analytics partner improving patient outcomes **Mar 2023 – Present**  
*Data Scientist*

- Apply cutting-edge AI, ML, and NLP techniques to build client-tailored models predicting member health outcomes, system utilization, and cost savings for more than 100 conditions and over 30M patients weekly.
- Design, scale, and automate ML-Ops processes for model suite retraining, QA testing, and monitoring.
- Deliver model results and actionable insights directly to clients, serving as a subject-matter expert and trusted partner to advance product adoption and identify new projects and additional business opportunities.

**AIR Communities**, Fourth-largest U.S. apartment REIT with 96 communities in 12 states **Nov 2021 – Mar 2023**  
*Innovation & Automation Associate*

- Designed predictive models for business stakeholders as the project lead through the full data science life cycle. Automated data collection, cleansing, and storage, applied AI/ML tools and measured model performance, and deployed and maintained models in production using DevOps best practices.
- Reduced database migration QA project staffing by 15 employees via scripting automated validation tests, constructed Power Apps for visitor record and maintenance ticket continuity during system downtime.

**Gartner, Inc.**, World's leading research advisory company with annual revenue of \$4B **Aug 2017 – Oct 2021**  
*Client Success Partner* 2 years

- Diagnosed top challenges of ~150 C-suite finance, procurement, and real estate executives representing a client territory of \$4.5M contract value. Tailored client experiences delivering relevant benchmark research.

*Associate Client Partner* 11 months

*Account Management Associate/Specialist* 6 months/6 months

## EDUCATION

**Northwestern University, Evanston, IL** **Master of Science, June 2022**

- M.S. in Data Science, Artificial Intelligence Specialization (GPA: 3.67)

**Duke University, Durham, NC** **Bachelor of Arts, September 2017**

- B.A. in Public Policy Studies, Minor in Political Science (GPA: 3.35)

# VOLUNTEER APPLICATION

Addie Chevalier

1/23/2026 3:44 PM

Application: **DAB - Disability Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: High School  
Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Disability Advisory Board

## Skills & Interests

Additional Skills / Interests: I can carry on a conversation in Americant Sign Language

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	I am only applying for one board
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	2
I acknowledge I am available when the Disability Advisory Board meets: 3rd Monday of each month at 5:30 P.M.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	10 or more
Current Occupation:	I am a part-time student
Current Employer:	i am unemployed
Prior work experience (please include dates):	PLUK; September -October 2015 Landmark Event Staffing: Nov 2021 -July 2023
Volunteer experience (please include dates):	I don't have any volunteer experience
Have you applied for this board before? If yes, please explain.	No
Are you currently serving on a City board or Commission? If so, which one?	No

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What experiences do you have interacting with those with disabilities?	I interact with people with disabilities at the apartment I live in, and some from church and school
What concerns do you have or have seen in our community that needs to be addressed impacting those with disabilities? And, how would you advocate for those with disabilities?	I don't really have any concerns at this point in time
Why do you want to become a member of this particular board or commission?	I believe that I can bring a new perspective to the conversation because I am disabled and know how the world treats accessibility
Specify any activities which might create a serious conflict of interest if you are appointed:	I can't think of any at the moment
Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.	No I haven't
Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.	No I haven't
Are you willing to complete the required training if appointed?	YES
How did you learn of a vacancy on this board or commission?	Website

# VOLUNTEER APPLICATION

Steven Prentiss

12/22/2025 2:15 AM

Application: **DAB - Disability Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Disability Advisory Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	3
I acknowledge I am available when the Disability Advisory Board meets: 3rd Monday of each month at 5:30 P.M.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	10-20 hours per month. Open to more involvement if presented. Looking to give back to my community.
Current Occupation:	Recently laid off
Current Employer:	In the process of finding a new job
Prior work experience (please include dates):	HIM Coordinator, Columbine Health Centre Ave November 2023 - November 2025  Prior to the HIM Coordinator role, i was on a medical leave of absence, I am a dedicated and reliable person who is ready to give back and share my insight, story, and my personality to make a difference with a group of people who i can relate to on a different level, while having a very real and personal understanding of the daily obstacles within our community.
Volunteer experience (please include dates):	-FOCO Cafe: August 2008 - May 2010 -Youth Basketball (Bacon Elementary), 6th grade: September 2008

-Youth Flag Football (city of Ft. Collins):  
September 2018  
-Dialysis Friend Group (Fresenius Care):  
November 2014 to July 2020

No

No

I have a lot of exposure and experience working with people with disabilities. This includes my family- Uncle (diabetic, diabetic retinopathy (practically blind), Grandmother (cancer, walker, wheelchair), Father (Multiple Sclerosis, needs help with feeding, i make meals, push in wheelchair, etc) and myself (below the knee amputation, vision impairment), I thrive in my daily life but understand the struggles i see and face in our community.

Outside of family- I grew up around nursing homes where my mother worked, so i was exposed to many disabilities at a young age and it helped me empathize and understand how to assist and treat others with respect and gain great connections along the way.

While i was on dialysis, at age 26, i was the youngest in there and i started a social group for pople to connect, have something to look forward to and see the beauty in the small things. It grew to 25 people and we would meet once a week for lunch, walking, talking, all types of things. I helped inspire, motivate and give people hope in the hardest of times with my positive attitude and my drive. Through this is say blind people, people with no legs, all across the board and i got a great sense of the struggle they face in our areas. Very insightful.

List of concerns i have or friends with disabilities i know are:

-Bike paths: I commute regularly on my bike and with impaired vision going under the bridges is hard and makes me anxious (lighting strips of side of path to distinguish path, keep light on all the time like at night).

-Signs/print/advertisements: In my lunch group many people didn't even attempt to read much because the font is small and not bold, its bright out and hard to see. I know this is a hard fix but whenever material (resources) was presented to these folks many just could read and fully comprehend the material. Its better with QR codes, magnifying app, etc. but many people don't want to research and find the info. they wait until its given to them (maybe people need a sponsor/friend they can call for support. I like collective group

Have you applied for this board before? If yes, please explain.

Are you currently serving on a City board or Commission? If so, which one?

What experiences do you have interacting with those with disabilities?

What concerns do you have or have seen in our community that needs to be addressed impacting those with disabilities? And, how would you advocate for those with disabilities?

can call for support. Like collective group of people in the disability group to reach out to one another).

-Sidewalks: Pretty good. Except certain areas are undistinguishable (tan sidewalk, tan gutter. Makes it hard to notice the step in areas if not much contrast).

-Lighting: Certain parts of town and downtown are very dark, which can be hard for people who watch every step and worry about tripping. Additionally, it provides an element of safety.

-

I know that that my story and ability to thrive with my disability is inspiring and motivating and love to encourage others to know that anything is possible. I bring a unique outlook and ability to hear, listen, and connect with our community to make people feel heard and seen. I want to share all that i have learned and help make an impact for others in our community. I love to learn and research and provided people with options they didn't know existed. I want to give my time back to this wonderful community that has so much to offer.

No concerns. Ready for a new challenge and an opportunity to share my experiences, struggles and ways of coping with a disability in this community that has blessed me since 1993.

No

No

YES

Other (please specify);  
Researching volunteer opportunities in Ft. Collins and found this page.

Why do you want to become a member of this particular board or commission?

Specify any activities which might create a serious conflict of interest if you are appointed:

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

Are you willing to complete the required training if appointed?

How did you learn of a vacancy on this board or commission?



# STEVEN PRENTISS

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## Summary

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Detail-oriented HIM Coordinator with expertise in electronic health record systems including Matrixcare, Epic, Cerner, and Net Health. Demonstrated success in fostering relationships with healthcare providers and streamlining coding and billing processes. Strong organizational skills ensure precise reporting and effective data management. Eager to leverage skills in the Financial Services sector for continued professional growth.

## Skills

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- EHR management
- HIPAA compliance
- Medical coding and auditing
- Patient scheduling
- Data analysis

## Experience

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Columbine Health Centre Avenue | Fort Collins, Colorado

### HIM Coordinator

11/2023 - 11/2025

- Organized patient medical records during admission and discharge processes.
- Facilitated scheduling of patient appointments and communicated with outside providers to secure visit notes.
- Uploaded over 500 charts from 2015 into electronic health record (EHR) system.
- Processed patient information requests following HIPAA regulations.
- Conducted audits of medical records to ensure quality assurance.
- Established relationships with external providers for timely updates of medical records.
- Assisted in coding and billing processes related to medical records management.
- Reviewed census details to verify accuracy in reporting and billing.

Medical Leave of Absence | Fort Collins, Colorado

### Medical Leave

10/2014 - 11/2023

Addressed health matters to achieve full recovery before returning to work.

- Adapted effectively to changing circumstances throughout challenges.
- Demonstrated resilience in committing to plans and achieving goals.

Water Pik, Inc | Fort Collins, Colorado

### Business Analyst

06/2012 - 10/2014

- Conducted market research analysis to enhance product line positioning.
- Formatted and presented sales data for Management Team review.
- Monitored product sales performance to align with strategic objectives.

## Education and Training

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Colorado State University | Fort Collins, CO

### Bachelor of Science in Management

05/2010

Colorado State University | Fort Collins, CO

**Bachelor of Science in Marketing**  
*05/2010*

## **Certifications & Licenses**

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AAPC CPC Certification in Medical Coding

# VOLUNTEER APPLICATION

Chris Denton

12/11/2025 4:15 PM

Application: **EAB - Economic Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Economic Advisory Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. N/A

I acknowledge I am available when the Economic Advisory Board meets: 3rd Wednesday of each month at 4:00 p.m. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 16

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 3

Current Occupation: Senior Manager Facilities

Current Employer: Broadcom

Prior work experience (please include dates): 2000-2000 RF Monolithics (now Murata)  
2000-2012 TriQuint (now Qorvo)  
2012-Current Broadcom

Volunteer experience (please include dates): City of Fort Collins  
2024-  
Supported EAB to advise on Council and City driven initiatives as they pertain to overall economic impact.  
Provide insights based on personal experience and knowledge.  
Support planning for focus to ensure alignment to city initiatives and goals.

Girl Scouts of Colorado  
2019  
Support outdoor focused troop in canoeing, rock climbing and other activities

activities.

Lego Robotics  
2014  
Mentor multiple 5th grade teams through process of Lego engineering

FoCo Spartan Babes Roller Derby  
2013  
Coach youth all girls roller derby team.

Yes. Applied and accepted in 2024

Yes;  
Economic Advisory Board

Yes;  
Serving for 2 years.

A healthy economy is the foundation on which our community stands. A healthy economy provides resources our citizens need to survive as well as taxes that are necessary to ensure the basic function of our city. If these resources and taxes were to shrink it would bring meaningful challenges to all. Thoughtful planning around the needs of our economy can prevent these challenges.

Economic health is the foundation of all such initiatives. First we must have a healthy economy to fund these initiatives and second we must have a strong economic approach to each of these initiatives so that the greatest impact can be made.

N/A

No

No

YES

Other (please specify);  
Came up as normal course of business on the board.

Have you applied for this board before? If yes, please explain.

Are you currently serving on a City board or Commission? If so, which one?

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Please tell us why you believe it is important for the community to understand and invest in its economic health?

How do you see Economic Health connecting with other community objectives, such as Climate Action, Zero Waste, Homelessness, and Housing?

Specify any activities which might create a serious conflict of interest if you are appointed:

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

Are you willing to complete the required training if appointed?

How did you learn of a vacancy on this board or commission?

## Christopher D. Denton



### SUMMARY:

Leader with 20+ years experience directing personnel and projects to success across diverse organizations including process engineering, equipment engineering, procurement, facilities, maintenance, calibration, and IT. Skilled in developing staff, vision, budgets and systems. Direct experience manufacturing SAW, BAW, FBAR, VCSEL and III-V power amplifiers.

### EXPERIENCE:

#### **Avago/Broadcom, Fort Collins, CO**

**2012 – Present**

##### Sr Manager, Facilities (2023-Current)

- Lead a team of four managers and 40 employees and >100 contractors to sustain and grow 185,000 sqft of semiconductor cleanroom facilities.
- Responsible for meeting all corporate and government mandated safety, environmental and fiduciary requirements.
- Manage Engineering, Construction, Project Management and Safety teams
- Drove ~35% budget improvement stable across multiple years
- Partner with global Facilities Management to coordinate work scope and team coordination
- Coordinating across peer organizations for cost effective upgrades and improvements to meet organizational needs
- Driving Emissions reductions programs across facility

##### Area Manager (2020-2023)

- Manage a broad team of Process and Equipment engineers, and Maintenance Technicians across five process areas.
- Responsible for KPIs and strategic direction for Diffusion, CVD, Implant, Milling and Planarization operations.
- Responsible for coordination and support of multiple internal customers.
- Responsible for long term direction to exceed business goals.
- Responsible for management and implementation of short and long term R&D efforts as they are needed.
- Responsible for executing multiple internal transfer projects to better support the wide organization.
- Work with peers to keep resources aligned to most critical needs.

- Demonstrated history of minimizing capital outlay by improving utilization of existing assets.

#### Process Engineering Manager (2015-2020)

- Manage team of 10 engineers and 2 technicians across three process areas and three production lines.
- Drove team to 100% compliance rate for critical Cpk.
- Reduced wafer scrap by 80%.
- Managed multiple capital elimination projects saving >\$18M.
- Released all tools on schedule.
- Maintained level headcount while volumes grew ~60%.
- Implemented Trackable Monitors cleverly using in place software resulting in improved qualification accuracy and a system now being rolled out factory wide.
- Championed integrated process change resulting in significant (>15%) capacity gains for three operations.

#### Project Manager (2012-2016)

- Managed ~\$700M capacity expansion project.
- Coordinated with Facilities, Equipment and Engineering groups to improve methods and to identify best practices improving on time performance.
- Escalated issues as they arose.
- Pulled delayed projects in as much as 2 months in order to meet factory commitments.
- Managed >6x expansion through 8 nodes on time and under budget.
- Developed budget and scope of plan for 6-8" conversion for factory resulting in doubling of capacity.
- Proposed and then demonstrated FDC at site resulting in improved factory wide quality.

#### **TriQuint Semiconductor, Richardson, TX**

**2000 –2012**

#### Equipment Engineering Manager (2007-2012)

- Managed \$15M budget supporting 650+ pieces of equipment.
- Directed team of 4 managers, 8 engineers, 65 technicians, 2 buyers.
- Grew team from 26 to 79 over 2 year period.
- Managed purchase and release of 150+ tools for Copy Exact 6" HBT production line. On time and under budget.
- Manage CIM team to successfully release recipe download on more than 10 tool platforms. Also demonstrated R2R and FDC technologies.
- Managed purchase and release of 100+ tools for BAW technology development and production ramp. On time and under budget.
- Developed equipment performance reporting system allowing equipment engineers to effectively and efficiently diagnose issues with tools resulting in

more than 2% improvement in uptime for all tools on average. Set goals based on this data and trained staff to use the system consistently.

- Managed cross functional team of procurement, maintenance, operations, and finance leading to a \$5M per year reduction in precious metals use.
- Managed all external audits including TS16949, AS9000, and ISO 9000.

#### Films Equipment Engineering Manager (2002-2006)

- Managed team of 8-12 technicians and 1 buyer supporting 24/7 fab operation.
- Managed \$6M in equipment spares and consumables for the entire site. Instituted standard inventory control practices improving cycle count accuracy from less than 50% to more than 90% over 18 months.
- Drove effort with internal and external IT resources to design and implement an equipment status tracking system for all factory equipment.
- Modified RF and DC power systems on PVD toolset as well as general refurbishment to improve uptime from less than 50% to more than 80%.
- Refurbished plating system resulting in 35% reduction in gold usage.
- Eliminated all tool service contracts by training internal labor.
- Developed and released equipment set to support VCSEL process for strategic partners.
- Championed initiative to use SECS/GEM protocol to interface with factory floor control. Demonstrated system on initial toolsets and established a new SECS/GEM department.

#### PVD Equipment Engineer (2000 – 2002)

- Responsible for all PVD, plate, recess, and liftoff equipment for GaAs production.
- Installed and released 20+ new Copy Exact 6" tools with existing process in out of state fab. Personally measured tools at both sites to ensure accuracy. Developed installation plan and personally directed the facilitization and verification of all tools.
- Relocated, refurbished, and baselined over 80 4" tools for GaAs production.
- Conceptualized low cost barcode system for the operations team that was then implemented resulting in >\$2M in annual savings.
- Managed 1 technician.

#### **RF Monolithics (Murata Electronics), Dallas, TX**

**2000– 2000**

##### Defect Process Engineer

- Demonstrated improved fab yield by working with on the floor operations to address everyday issues and improve documentation.
- Completed step by step analysis of wafer stress and identified primary cause of yield excursions in fab.
- Instituted qualification of nickel hubbed saw blade resulting in 10x cutting speed, lower kerf width, twice the number of cuts per blade. Eliminating the need to purchase additional saws.

- Drove improved relationship between front and back end factories resulting in improved quality to our customer.

**EDUCATION:**

**University of North Texas, Denton, TX**

**1999**

- BS Physics, Minor in Math

**VOLUNTEERISM:**

**City of Fort Collins**

**2024-**

- Supported EAB to advise on Council and City driven initiatives as they pertain to overall economic impact.
- Provide insights based on personal experience and knowledge.
- Support planning for focus to ensure alignment to city initiatives and goals.

**Girl Scouts of Colorado**

**2019**

- Support outdoor focused troop in canoeing, rock climbing and other activities.

**Lego Robotics**

**2014**

- Mentor multiple 5th grade teams through process of Lego engineering

**FoCo Spartan Babes Roller Derby**

**2013**

- Coach youth all girls roller derby team.

**TECHNICAL SKILLS:**

- Microsoft Office Suite, Basic Linux, SQL.
- SPC, FDC, APC, R2R, FMEA, 5s.
- ISO9000, AS9000, TS16949.

# VOLUNTEER APPLICATION

**Brannon Hughes**

12/2/2025 12:15 PM

Application: **EAB - Economic Advisory Board**

### Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Economic Advisory Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. Economic Advisory Board, Human Services and Housing Funding Board, Land Use Review Commission

I acknowledge I am available when the Economic Advisory Board meets: 3rd Wednesday of each month at 4:00 p.m. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 10

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 5

Current Occupation: Unemployment Insurance Auditor

Current Employer: Colorado Department of Labor and Employment, Division of Unemployment Insurance

Prior work experience (please include dates): Auditor I, Colorado Department of Labor and Employment (Jan 2025- present)  
Labor and Employment Specialist – Collections, Colorado Department of Labor and Employment (Sept 2022- Jan 2025)  
Program and Outreach Assistant, Colorado Water Center, CSU (June 2021- Sept 2022)  
Health Coverage Specialist, Larimer Health Connect (October-January 2020-2021 & 2021-2022 )  
Dean's Office Assistant - CSU's College of Liberal Arts (2018-2020)  
Instructor and Desk Attendant - Karate West (2016-2020)

Volunteer experience (please include dates):

Larimer County Board of Adjustment – Alternate Member, August 2024-June 2025, Regular Member July 2025-2028  
Miscellaneous Volunteer Experience with Canyon Concert Ballet, Lincoln Middle School, and other local arts and educational organizations over the last 10 years.

Have you applied for this board before? If yes, please explain.

Yes, I applied in 2024 and was interviewed but not appointed to the board

Are you currently serving on a City board or Commission? If so, which one?

No

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes;  
I have not had any personal matters before the board, but I try to follow what is going on because I am interested in the economic health of the city.

Please tell us why you believe it is important for the community to understand and invest in its economic health?

I believe that it is important for a community to understand and invest in its economic health for two primary reasons: democracy promotion and community wellbeing. If a community is not invested in its economic health then the few individuals who are, whether they are from the community or not, will have disproportionate influence on the economic structures of the community and might drive an economy that is good for them and may even show good numbers when it comes to GDP but is in actuality a net drain on the long term health of the community. I believe also that a community that is cognizant of and invested in its economic health is more likely to experience other positive externalities such as a more vibrant cultural sector, better public health outcomes, and more community interconnectivity stemming from a shared sense of ownership.

How do you see Economic Health connecting with other community objectives, such as Climate Action, Zero Waste, Homelessness, and Housing?

I believe all of these goals are inherently interlinked. Economic activity does not happen in a vacuum, and the economic rules and structures of our city can incentivize, disincentivize, create possibility or make impossible action on any of these priorities. For instance, a method for rapid new housing development may be able to ameliorate the housing and homelessness issues, but may negatively impact the zero waste or climate action objectives. Similarly, focus on climate action may create affordability issues that increase pressure on housing and homelessness. Ideally, we'd want an economy that can provide for all of our community and the community objectives, but this will take careful, reasoned planning and robust community engagement. The decisions about economic health can impact what services are funded, what types of industrial capital are considered

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industrial capital are considered acceptable or unacceptable, and how wealth is distributed within our city. Economic health decisions are not made in a vacuum, and a holistic approach to economic health should include a review of how economic decision impact outcomes for all other community objectives.

Specify any activities which might create a serious conflict of interest if you are appointed:

I do not believe I have any serious conflicts of interest as my audit territory does NOT include Ft Collins.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Website

# Brannon Hughes

## Education

- **BA in Political Science and Economics:** Colorado State University, May 2020
- **Master of Public Policy and Administration – Public Policy Concentration:** Colorado State University, May 2022. **Capstone:** *A Digital Inclusion Strategy for Commerce City, CO*

## Skills

- High Microsoft and Google Suite Proficiency
- Familiarity with tracking and workflow software like Aunt Bertha and Salesforce
- Experience dealing with protected and confidential SSA and HIPPA protected information
- Statistical software and coding experience including Qualtrics, Gretl, JMP, and R.
- Experience with policy evaluation and analysis.
- Statistics and econometrics training
- Intercultural communication skills

## Work History

### **Auditor I, Colorado Department of Labor and Employment (Jan 2025- present)**

- Worked directly with employers to ensure compliance with their UI reporting and payment requirements.
- Applied Labor law and regulations to unique employment situations.
- Reconciled employer payroll posting and reporting systems with Department records
- Conducted thorough examinations of internal financial documents to ensure no hidden wages went unreported to the Department
- Adjusted employer wage reports to the Department when necessary to reflect reclassified wages or unreported covered employment.
- Conducted audits of employers with over \$1 million in payroll.
- Conducted targeted audits of employers that had been referred to the Department.
- Required to represent the Department at appeals hearings

### **Labor and Employment Specialist – Collections, Colorado Department of Labor and Employment (Sept 2022-Jan 2025)**

- Worked with Employer Services Modernization in the creation of the new MyUI Employer+ system.
- Performed outreach to employers with delinquent balances in order to negotiate and enforce payment plans, filed liens and levies when necessary.
- Conducted research on employer credits to ensure a valid balance and then processed the credit refunds.
- Handled SSA protected data and researched individual wage adjustments to ensure accuracy for potential claims.
- Helped ensure Employer Services was compliant with its federal obligations
- Participated in direct employer outreach to help engage out clients with the new systems and processes

### **Program and Outreach Assistant, Colorado Water Center, CSU (June 2021- Sept 2022)**

- Assistant for the the 2021-2022 Water Literate Leaders Program, helped set up the 2022-2023 program, managed the budget for WLL during the administrative interregnum.
- Worked with partner organizations to negotiate memoranda of understanding.
- Staff support for the Colorado Water Center faculty executive committee and faculty grant program
- Wrote the COVID safety protocols for Water Literate Leaders Sessions
- Wrote the student employee procedure manual and modernized the digital organization systems of the Water Center.
- Arranged and ran meetings, training, and other large scale events for the Water Center
- Performed outreach and coordinated meetings with various public and private stakeholder groups to facilitate cooperation on key local water issues.

### **Health Coverage Specialist, Larimer Health Connect (October-January 2020-2021 & 2021-2022 )**

- Assisted with both Medicaid and Connect for Health Marketplace insurance enrollment
- Worked in-office during the pandemic before vaccines were widely available.
- Stayed up to date with health care regulations in the State of Colorado
- Provided health insurance information and literacy to customers
- Informed clients if Medicaid or their Marketplace plans carry their preferred providers
- Neutrally assisted clients with finding health insurance that best fits their medical and financial needs
- Log and track client interactions and enrollments
- File and track escalations when clients had appeals or issues with carriers

### **Dean's Office Assistant - CSU's College of Liberal Arts (2018-2020)**

- Point of contact for 14 separate departments
- Assisted with a gender pay equity project for faculty.
- Supported HR functions for both promotion and hiring.
- Helped write policy and procedure for undergraduate student employees.
- Led the curriculum digitization project covering years 2011-2016.
- Carried out peer institution program research
- Taught institutional research software basics to senior administration officials
- Served on faculty awards committees and provided feedback on awards nominees.
- Helped create a process for owned-space management in the college.

## **Instructor and Desk Attendant - Karate West (2016-2020)**

- Helped with bookkeeping, inventory, and other administrative necessities.
- Taught and interacted with a diverse range of clientele with different emotional needs
- Collected and processed tuition and retail payments
- Helped run and schedule promotion events and classes when the owners were out of state
- Help keep and maintain promotion and advancement records

## **Volunteer**

**Larimer County Board of Adjustment** – Alternate Member, August 2024-June 2025, Regular Member July 2025-2028

## **References**

- Christine Allen, Colorado Department of Labor and Employment, Labor and Employment Specialist IV, phone: (303) 318-9181 ext 0333, email: [christine.allen@state.co.us](mailto:christine.allen@state.co.us)
- Jennifer Gimbel, Senior Water Policy Scholar, Colorado Water Center, phone: (303)-817-3955, email: [jennifer.gimbel@colostate.edu](mailto:jennifer.gimbel@colostate.edu)
- Rosie Duran, LHC Team Supervisor, phone: (970)-472-0444, email: [rduran@healthdistrict.org](mailto:rduran@healthdistrict.org)
- Lou Ann Yee, Manager & Co Owner, Karate West, (970) 223-5566, email: [karate@verinet.com](mailto:karate@verinet.com)

# VOLUNTEER APPLICATION

Vallene Kailburn

1/7/2026 10:10 AM

Application: **EAB - Economic Advisory Board**

### Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Economic Advisory Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. NA

I acknowledge I am available when the Economic Advisory Board meets: 3rd Wednesday of each month at 4:00 p.m. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 4+

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 5

Current Occupation: Small Business Owner

Current Employer: Old Town Media, Inc.

Prior work experience (please include dates): OTM from 2007-2026

Volunteer experience (please include dates):  
2024-Present City of Fort Collins Economic Advisory Committee Board Member  
2023-Present Northern Colorado Legislative Alliance Board Member  
2016-2019 PSD Foundation Board Member  
2015-2019 Rotarian  
2015 Leadership Fort Collins Graduate  
2009-2013 Project Smile Board Member & 2013 Board President

Have you applied for this board before? If yes, please explain. Yes

Are you currently serving on a City board or Commission? If so, which one? Yes; Fort Collins Economic Advisory Board

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes;  
Currently on this board.

Please tell us why you believe it is important for the community to understand and invest in its economic health?

A strong local economy is the foundation for everything else we care about: families who want to stay here, thriving businesses, and long-term resilience. When people understand how money, jobs, and resources move through their community, they can make more intentional choices that keep value circulating locally instead of leaking out. Investing in economic health isn't just about growth for growth's sake; it's about creating systems that support people, attract thoughtful development, and give future generations real options. A healthy economy allows a community to be proactive rather than reactive, to weather change, and to align its values with how it builds, hires, and invests, so progress actually benefits the people who live there.

How do you see Economic Health connecting with other community objectives, such as Climate Action, Zero Waste, Homelessness, and Housing?

I see economic health as the connective tissue that makes progress on other community objectives possible. When a community has a stable and resilient economy, it has the capacity to invest in climate action initiatives, support zero waste infrastructure, and fund long term solutions rather than short term fixes. Economic health influences housing affordability by shaping wages, development patterns, and access to capital, and it directly impacts homelessness by determining whether people can meet their basic needs and stay housed. When these systems are aligned, economic decisions can reinforce environmental responsibility and social stability, creating outcomes that are not siloed but mutually supportive.

Specify any activities which might create a serious conflict of interest if you are appointed:

We have the Connexion Contract, so I would abstain from any vote should that issue ever make it to the docket.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
My term is coming up.

# VOLUNTEER APPLICATION

Scott Canonico

12/9/2025 4:06 PM

Application: **EB - Energy Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree  
Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Energy Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Energy Board meets: Regular Board meetings meet the second Thursday of each month at 5:30 p.m. - Work Sessions meet the fourth Thursday of even numbered months (i.e.; February, April, etc.)	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	10
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	3
Current Occupation:	Retired
Current Employer:	N/A
Prior work experience (please include dates):	VP Environment Health and Safety, PDC Energy, 8/2012 - 11/2018
Volunteer experience (please include dates):	Please see uploaded resume for additional Board Member (appointed Mar 2024), City of Fort Collins Energy Advisory Board  Board Member (2019-2023) and Treasurer (2021-2023), Colorado Preparedness and Response Network, emergency preparedness non-profit for Colorado oil and gas industry  Member (2012 – 2023) and Facilitator/ Convenor (2021-2023), Independent

Producers EHS Managers Forum (informal trade group of EHS leaders, over 30 companies represented)

Treasurer and Member of the Board of Directors (2002 – 2006), daVinci Days Festival, Corvallis, Oregon, a large arts, science and technology festival.

Co-Chair, Sustainability Working Group (2003 – 2005), Pacific Northwest Economic Region, Led workshops in Calgary, Alberta; Victoria, British Columbia; and Seattle, Washington

Multiple seasons as a youth soccer and baseball coach/assistant coach for my three children

Yes, currently serving (I was actually requested to volunteer. I don't recall applying, per se)

Yes;  
Energy Advisory Board

I have enjoyed my service and believe I add value on the Board.

Budget constraints; Competing priorities

None

Yes;  
Serving since Mar 2024

No

No

YES

Other (please specify);  
Informed my term (first) was expiring

Have you applied for this board before? If yes, please explain.

Are you currently serving on a City board or Commission? If so, which one?

Why do you want to become a member of this particular board or commission?

Fort Collins' Our Climate Future plan presents a framework for achieving the community goals of 100% renewable electricity and 80% carbon reduction by 2030. What do you feel are the biggest barriers that need to be addressed to reach these outcomes?

Specify any activities which might create a serious conflict of interest if you are appointed:

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

Are you willing to complete the required training if appointed?

How did you learn of a vacancy on this board or commission?

# J. Scott Canonico, P.E.

Top performing executive with excellent leadership, communications and relationship management skills. Extensive Environment, Health and Safety (EHS) and Sustainability domain expertise in multiple industries and jurisdictions. Proven track record leading corporate strategies, implementing effective management systems, creating business value and delivering record results.

## HIGHLIGHTS

- Drove positive changes in EHS culture and performance at multiple organizations, leading to enhanced reputation and record results, such as no employee lost time injuries for five years
- Successfully integrated two acquisitions over \$1 billion each, while exceeding company safety objectives through employee engagement and training
- Achieved companywide bonus multiplier for EHS measures well-over 100%, four consecutive years
- Drove Greenhouse Gas (GHG) and Methane Intensity reductions of 40% and 65%, respectively, over a period of two years
- Led or played a key role in several Corporate Responsibility / Sustainability programs, including first-ever public reports at Hewlett-Packard, Advanced Energy, Linn Energy and PDC Energy
- Resolved legacy compliance issues and successfully negotiated settlements in multiple jurisdictions, including penalty reduction to \$25K from EPA proposed \$650K
- Recognized opportunity to enhance value of enterprise customer service delivery; developed environmental assessment tool, later commercialized by Hewlett-Packard as EcoSMART Fleet

## PROFESSIONAL EXPERIENCE

### Vice President, EHS

2017 – 2023

PDC Energy, Denver, CO

Provided strategic direction and leadership for PDC Energy's EHS performance. Led development, implementation, and evaluation of the company's EHS and GHG policies and programs. Developed an effective EHS culture in collaboration with operations leadership and other stakeholders. Supervised an organization with 35 reporting staff in three locations in Colorado and Texas. Corporate officer reporting to the Chief Operating Officer. Tenure ended after company acquisition by Chevron.

- Regularly briefed PDC's Board of Directors; established first corporate safety and environmental performance metrics linked to compensation
- Transformed safety culture and systems, including more proactive hazard identification, broader ownership and improved recognition for achievements
- Developed and led greenhouse gas emissions reporting and reduction efforts, yielding more accurate reporting and substantial intensity reductions; cited as a strategic asset in Chevron's announcement of its acquisition of PDC Energy
- Oversaw enterprise-wide EHS management software deployment, awarded Top Project of the Year by Environment + Energy Leader, July 2020
- Sponsored PDC Energy membership in UN Environmental Program's Oil and Gas Methane Partnership (OGMP); earned OGMP Gold Standard for reporting and performance
- Implemented Smith System driver training and driving mentors; achieved lowest company vehicle accident rate on record, first three quarters of 2023
- Led adoption of TapRoot incident investigation techniques, more effectively identifying root causes and corrective
- Continuously improved critical EHS programs and functions, including training, incident investigation, contractor management, emergency response, due diligence, compliance management and others

**Corporate / Regional Manager, EHS & Regulatory Compliance**

**2011 - 2017**

Linn Energy and Predecessor Company – Denver, CO & Houston, TX

Led EHS performance for Linn Energy's western assets, including up to 18 direct reporting staff at 13 facilities in California, Utah, Texas, New Mexico, Colorado and Wyoming. Head of EHS and regulatory compliance functions for Berry Petroleum. Position change due to Linn Energy acquisition of Berry Petroleum.

- Led Linn Energy adoption of Berry Petroleum programs and strategies deemed best practices; integrated several additional acquired assets
- Championed safety, leading to a major reduction in employee injuries; achieved record low incident rates, including zero injuries at all reporting facilities in 2015
- Developed EHS strategy and metrics; presented to and endorsed by Berry Petroleum Board of Directors; implemented strategy and gave regular performance reviews to the Board and executive leadership
- Developed strategy for new Corporate Responsibility function; presented to CEO and senior management, received endorsement; oversaw successful implementation; first corporate report published April 2015
- Orchestrated response to Department of Interior proposed debarment resulting from historical violation; presented company programs; completed third-party audits; successfully avoided debarment

**Director, EHS & Sustainability**

**2010 - 2011**

Advanced Energy – Ft. Collins, CO

Developed and implemented corporate-wide EHS and Sustainability strategies for power conversion and solar inverter product lines and worldwide facilities. Created management systems, developed training, established regulatory compliance and sustainability programs. Member of Advanced Energy's Senior Leadership Team.

- Rebuilt site and product EHS management systems end-to-end; reduced safety incident rate over 50%
- Improved supplier ranking from 1 to maximum 5 on largest customer's scorecard
- Achieved ISO 14001 certification at a major manufacturing site in China, a first for the company

**Various leadership roles, including Strategy, Regulatory Affairs and Marketing**

**2000 - 2010**

Hewlett-Packard – Corvallis, OR

Led development and execution of environmental leadership and product portfolio strategies for HP's \$24+ billion printing business. Functional leader for environmental regulatory compliance, marketing, and policy advocacy.

- Staffed, trained and managed a worldwide team of regulatory affairs professionals with 12 direct reports in the US, Puerto Rico, Ireland and Singapore
- On extended assignments in Europe and Asia, led development and execution of regulatory affairs strategies, including policy advocacy and public relations
- Built global compliance management program and achieved a perfect compliance record; established management systems that ensured safe and compliant product introductions worldwide
- Led and served as key spokesperson for several successful press announcements which garnered worldwide coverage in print, online and television media

**EDUCATION**

**Colorado School of Mines**, Golden, CO – M.S., Environmental Science and Engineering

**Webster University**, St. Louis, MO – M.A., Management

**United States Military Academy**, West Point, NY – B.S., Mechanical Engineering

**ADDITIONAL INFORMATION**

US Army Veteran, Highest rank achieved: Major

Registered Professional Engineer, State of Maine (#8978)

# VOLUNTEER APPLICATION

Hilary Klein

12/29/2025 10:00 AM

Application: **EB - Energy Board**

### Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Energy Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. Energy Advisory Board

I acknowledge I am available when the Energy Board meets: Regular Board meetings meet the second Thursday of each month at 5:30 p.m. - Work Sessions meet the fourth Thursday of even numbered months (i.e.; February, April, etc.) YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 6-10

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 2

Current Occupation: Associate Director, CSU Energy Institute

Current Employer: Colorado State University

Prior work experience (please include dates):  
CSU, Assistant Director, Everitt Real Estate Center, College of Business, 2019 - 2023  
CSU, Program Assistant, Finance + Real Estate Dept, College of Business, 2017 - 2023  
Plante Moran (formerly EKS&H), Executive Coordinator, 2015 - 2017  
Frank Lloyd Wright Foundation, Financial + Strategic Operations, 2013 - 2015  
Man Investments, Portfolio + Operations Investment Advisory Group, 2002 - 2009

Volunteer experience (please include dates):  
Women in Renewable Industries and Sustainable Energy (WRISE), 2025 - current

Urban Land Institute Northern Colorado (ULI), former Chapter Co-Chair, current member, 2020 - current  
Colorado State University, College of Business, Peer-to-Peer Mentor, 2022 - current  
Colorado State University, Mass Timber CSU Community of Practice Collaboratory, 2025 - current

Have you applied for this board before? If yes, please explain.

No

Are you currently serving on a City board or Commission? If so, which one?

No

Why do you want to become a member of this particular board or commission?

I am seeking to serve on the Fort Collins Energy Advisory Board because its charge directly aligns with my professional role and a long-standing commitment to advancing the City's adopted climate goals, and an equitable transition to a non-carbonized energy future. Through my leadership role at the Colorado State University Energy Institute, I work at the intersection of applied research, deployment, and partnership to help translate ambitious climate targets into actionable, community-scale solutions.

A central component of my role is external-facing relationship building - - working to convene municipalities, utilities, industry, nonprofits, and academic partners to accelerate progress on clean energy and carbon reduction. Fort Collins is uniquely positioned as a regional and national leader in climate and energy action, and I am motivated to contribute to this leadership by supporting the City's efforts to implement its climate and energy plans in ways that are technically sound, fiscally responsible, and responsive to community needs.

I bring a perspective grounded in strong working relationships with Platte River Power Authority and with many of the organizations, companies, and individuals advancing energy innovation, grid modernization, building decarbonization, and workforce development across Northern Colorado. This experience allows me to help bridge long-term policy goals with near-term implementation pathways, helping to achieve recommendations that are both ambitious and achievable.

As a key anchor institution, CSU, the Energy Institute, and specifically the Powerhouse Energy Campus, plays a critical role in Fort Collins' climate and energy ecosystem by supporting applied research, pilot projects, student training, and convening capacity. Serving on the Energy Advisory Board would enable me to more intentionally align CSU's capabilities

more intentionally align CSU's capabilities with the City's priorities, strengthening collaboration on data-driven decision-making, emerging technologies, and scalable solutions that can be deployed locally and replicated regionally.

I am drawn to this board because of its emphasis on collaboration, innovation, and public service. I see this as an opportunity to contribute my experience, partnerships, and systems-level perspective in support of Fort Collins' continued leadership in meeting its climate commitments and advancing a resilient, equitable, and clean energy future.

Fort Collins' Our Climate Future plan presents a framework for achieving the community goals of 100% renewable electricity and 80% carbon reduction by 2030. What do you feel are the biggest barriers that need to be addressed to reach these outcomes?

While funding constraints are an undeniable barrier to achieving Fort Collins' goals of 100% renewable electricity and an 80% carbon reduction by 2030, I believe an equally significant, and more addressable, challenge is the fragmentation of efforts across organizations and sectors. Too often, progress is limited not by a lack of ideas or capability, but by not fully leveraging the wide range of players who can help move these goals forward.

Cities, like many organizations (CSU included), can become siloed by structure, mandates, or traditional ways of working. This can limit visibility into novel approaches, emerging technologies, and non-traditional partnerships that could accelerate progress even in a constrained funding environment. Addressing this barrier requires intentional convening and collaboration across entrepreneurs, academia, workforce development organizations, utilities, nonprofits, and those working at the intersection of policy, research, and deployment.

Fort Collins has a unique advantage in this regard. The community has long played a convening role - - bringing together diverse perspectives to pilot, test, and scale innovative solutions. I believe CSU is a critical asset in this ecosystem, providing applied research, interdisciplinary expertise, student talent, and a pipeline of creative problem-solvers who are eager to work on real-world climate challenges. When these assets are more deliberately aligned with City priorities, they can help unlock new pathways that stretch limited resources further and generate co-benefits such as workforce development, economic vitality, and community engagement.

Another key barrier is moving from ambitious targets to implementable, cross-

sector solutions at the pace required. This calls for thinking differently, leveraging public-private partnerships, pilot projects, and scalable demonstrations that reduce risk and attract additional investment.

Ultimately, reaching Fort Collins' climate and energy goals will require more than funding alone. It will require leadership that embraces collaboration, invites new voices to the table, and leverages the City's unique culture of innovation to advance solutions that are bold, practical, and inclusive. I believe Fort Collins is well positioned to do this, and that addressing these barriers head-on will be essential to meeting its 2030 commitments.

Specify any activities which might create a serious conflict of interest if you are appointed:

None

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes; CSU Energy Institute has an ongoing relationship with Climate Democracy Initiative, for which Natalie Montecino, is its executive director and a member of the Energy Board. In addition, the Powerhouse Energy Campus has a long-history of working with the City's Utilities (Light + Power, EV infrastructure initiatives, grid modernization, etc).

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Website

# Hilary J. Klein

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## STRATEGIC ENGAGEMENT + LEADERSHIP PROFILE

- Over 20 years of experience in business operations, finance, and strategic program development for complex organizations, with a demonstrated record of progressive responsibility leading cross-functional teams and initiatives.
  - Identifies and advances new strategic growth opportunities in clean energy and decarbonization, with emphasis on applied energy and carbon solutions and the built environment.
  - Builds and positions the Colorado State University Energy Institute's brand and external presence to support emerging research, education, and deployment priorities.
  - Establishes and nurtures strategic external partnerships with industry, municipalities, nonprofits, donors, and community organizations to advance institutional mission and long-term impact.
  - Leads stakeholder engagement strategies that activate partnerships, connecting students, faculty, industry, and communities around shared energy and sustainability initiatives.
- 

## EDUCATION

### **Colorado State University | Fort Collins, Colorado**

- Master in Business Administration

### **DePaul University | Chicago, Illinois**

- Bachelor of Art, Environmental Studies

### **Real Estate Brokers License**

- Colorado and National License

### **United State Army Reserves, 2016 - 2004**

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## SKILLSETS

### **Clifton Gallup Strengths:**

Achiever, Woo, Harmony, Developer, Empathy

### **Technical skills:**

Microsoft office, MS Excel, Salesforce, Marketing Cloud, WordPress

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## COMMUNITY ENGAGEMENT

- Women in Renewable Industries and Sustainable Energy (WRISE), current member
- Urban Land Institute Northern Colorado (ULI), former Chapter Co-Chair, current member
- Colorado State University, College of Business, Peer-to-Peer Mentor
- Colorado State University, Mass Timber CSU Community of Practice Collaboratory, current member

## PROFESSIONAL EXPERIENCE

### **Colorado State University, Fort Collins, Colorado**

Jan 2017 - Present

#### ***Associate Director of Engagement, Energy Institute***

- Drives strategic initiatives to identify growth opportunities in clean energy and decarbonization sectors, advising the Executive Director and building trusted partnerships across industry, academia, philanthropy, and the student community
- Leads marketing, communication and education outreach teams to ensure effective messaging and brand awareness through various channels
- Oversight of the strategic initiatives to engage with diverse audiences and stakeholders with an annual budget of \$500,000+ that includes special projects, sponsorships, memberships, and staffing decisions
- Establishes procedures for effective and efficient daily operations of people, processes, and systems through internal and external relationship building
- Co-developed *Energy Institute Leadership Certificate* for CSU Powerhouse students, a structured pathway combining leadership development and professional readiness to strengthen student career outcomes

#### ***Assistant Director, Everitt Real Estate Center, College of Business***

- Cultivated and strengthened community engagement between the Everitt Real Estate Center and its stakeholders including the College of Business students, alumni, research faculty, corporations, friends and real estate organizations
- Acted as primary point of contact for the Center's external advisory board, overseeing all aspects of engagement ensuring effective communications and fostering strong relationships with members
- Directed marketing campaign and coordinates Center's visibility to external stakeholders, including donor and community relations

#### ***Program Assistant I, College of Business***

- Oversaw an operations annual budget of \$300,000+ for the largest department in the College of Business and the Everitt Real Estate Center and responsible for managing, streamlining and identifying areas for improvement to ensure overall efficiency
- Directed marketing campaign and coordinated department visibility to external stakeholders, including donor relations
- Co-developed Women in Finance event, connecting prospective students to finance and real estate industry leaders
- Colorado State University College of Business, *Excellence in Service award recipient*

### **Plante Moran (formerly EKS&H LLLP), Fort Collins, Colorado**

Oct 2015 - Jan 2017

#### ***Executive Coordinator***

- Collaborated with the leadership task force to develop and implement procedure manual for company-wide support staff resulting in streamlined workflow
- Coordinated annual firm sponsorship opportunities of over \$50,000 annually for local office
- Managed client contact setup, ongoing information and served as customer liaison for online portal
- Responsible for executive and operational support to tax partners and managers

### **Unity Temple, Frank Lloyd Wright Foundation, Oak Park, Illinois**

Sept 2013 - July 2015

#### ***Financial and Strategic Operations***

- Generated internal financial reporting and tracking for \$2.5 million capital campaign for non-profit
- Produced strategic capital campaign communications to internal and external stakeholders based on individual donor capacity

### **Man Investments, Chicago, Illinois**

May 2002 - Oct 2009

#### ***Portfolio and Fund Operations, Investment Advisory Group***

- Responsible for daily administration of specific fund portfolios to include contribution/redemption procedures, daily cash accounts, legal documentation processing and liaison between portfolio manager, custodian and underlying investments
- Performed due diligence on intermediaries for regulatory and legal compliance
- Oversaw and maintained firm proxy policy and procedures

# VOLUNTEER APPLICATION

Wendell Stainsby

12/12/2025 9:55 AM

Application: **EB - Energy Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Energy Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. n/a

I acknowledge I am available when the Energy Board meets: Regular Board meetings meet the second Thursday of each month at 5:30 p.m. - Work Sessions meet the fourth Thursday of even numbered months (i.e.; February, April, etc.) YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 8

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 1

Current Occupation: I manage a team that is responsible for building energy efficiency modeling. Our team provides measurement and verification services (M&V) of commercial energy efficiency projects. We work with utilities across the country and have industry leading software and modeling capabilities.

Current Employer: Power Takeoff, remote but hub in Denver metro

Prior work experience (please include dates): I attended CSU from 2017-2019 obtaining a M.S. in Systems Engineering. For my thesis, I conducted research at the CSU Energy Institute in partnership with Fort Collins Utilities, where I built a model for estimating behind-the-meter generation of the city's residential and commercial solar installations. I helped to develop a PV

model (PVSTEM) with John Bleem that the city uses for its Community Wide Solar Visualization tool. In 2019 I interned with Fort Collins Utilities to develop another model to determine the load shifting and potential reduction in energy usage due to the rollout of Time of Use rates in Fort Collins. I used over 20,000 residential meters in the City's AMI dataset for this research project. Prior to my solar/energy work, I worked as an environmental engineer working in the environmental remediation and landfill gas engineering sectors (2014-2017).

Volunteer experience (please include dates):

Energy board member 2024-2026.

In grad school at CSU, I served as the vice chair of CSU's alternative transportation fee advisory board (ATFAB) from 2017-2019. We oversaw funding of up to \$500,000 a year for various alternative transportation and infrastructure projects at CSU. Since mid-2023 I have volunteered with Bike Fort Collins at various local events. We also foster dogs through Animal Friends Alliance in Fort Collins.

Have you applied for this board before? If yes, please explain.

Yes, I applied in 2024 when I was selected to join the Energy board.

Are you currently serving on a City board or Commission? If so, which one?

Yes;  
Energy Board

Why do you want to become a member of this particular board or commission?

I want to help my community move toward our climate and equitable development goals. I am invested in helping make Fort Collins as livable as possible and continue the progress. I believe as a younger member of this city (which is filled with young people attending CSU), I can bring the perspective of a significant and likely underrepresented portion of the population.

I want to continue be a valued member of this board for several reasons. I have been passionate about energy topics for nearly two decades, and I have developed a wide technical skillset in this area. I also love local and state government and want to be involved in a small piece of my city's operations. I want to give back to Fort Collins and help our community move toward the climate goals that have been set forth. I love learning from City staff about what they are doing on behalf of Council and I enjoy writing memos for the board to communicate our recommendations to council.

My first real exposure to local government was in 2018; I was selected as a fellow for the Colorado Science and Engineering Policy Fellowship in Denver at the State Capitol. We spent the summer crafting

policy for a topic of our choosing; mine was to rework Colorado's community solar policy. My policy proposal was sponsored by then State Rep. Chris Hansen, and the Community Solar Gardens Modernization Act (HB 19-1003) was signed into law by Governor Polis in May 2019. I want to continue to be involved in local policy as it is one of my favorite "past times".

Fort Collins' Our Climate Future plan presents a framework for achieving the community goals of 100% renewable electricity and 80% carbon reduction by 2030. What do you feel are the biggest barriers that need to be addressed to reach these outcomes?

With ever-rising costs, the conflict between affordability and moving toward more sustainable practices is at a peak conflict. Balancing this transition is very difficult. I have also learned from my time on the Energy Board that methane/natural gas usage in the City is a tough piece of our climate future goals. Electrifying will work in some cases, but there are many industries where natural gas usage can't be replaced. This will be something that requires creative solutions by City Council going forward.

Specify any activities which might create a serious conflict of interest if you are appointed:

My current company (Power Takeoff) has previously contracted with Fort Collins Utilities for energy efficiency services. I was closely involved in the building energy modeling related to this contract, when it was active. Power Takeoff and FCU have completed this work and it has been several years since we've had any business tie with the City. So there is no current conflict nor any outlook for future ones.

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes;  
Yes I currently have served on the energy board for nearly 2 years

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
My 2 year term is up next year

# VOLUNTEER APPLICATION

Frederick Wegert

12/4/2025 11:43 AM

Application: **EB - Energy Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Energy Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. N/A

I acknowledge I am available when the Energy Board meets: Regular Board meetings meet the second Thursday of each month at 5:30 p.m. - Work Sessions meet the fourth Thursday of even numbered months (i.e.; February, April, etc.) YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 8-10 hours

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 2

Current Occupation: Civil Engineer

Current Employer: EPS Group

Prior work experience (please include dates): I have over 27 years of experience as a civil engineer in Colorado. My experience includes all aspects of land development including street, utility, and drainage design. I moved to Fort Collins in 2014 looking for work opportunities not available in western Colorado. My projects include residential, commercial, and institutional site development within Fort Collins, Loveland, and the surrounding communities for land developers from 2014 to approximately 2023. In 2023, I was transferred over to municipal projects within multiple towns in Weld County. My extensive experience provides a civil engineering and land development

engineering and land development perspective to the Fort Collins Energy Board.

Volunteer experience (please include dates):

Since 2023, I was a member of the Fort Collins Energy Board attending every meeting except for one. Prior to 2023, I volunteered for Habitat for Humanities build days, outreach programs, and other volunteering programs available through work. I'm an Eagle Scout with a history of providing community service in Eagle County, and I come from a family that prides itself with it's volunteering experience.

Have you applied for this board before? If yes, please explain.

Yes, and I'm currently serving on the board.

Are you currently serving on a City board or Commission? If so, which one?

Yes;  
Energy Board (the one I'm applying for)

Why do you want to become a member of this particular board or commission?

I'm currently serving on the Energy Board, and I want to continue serve. Over the past two years, I feel that I have contributed to the success of this board. My participation was informative in the City's efforts to manage their energy portfolio to align with their stated environmental goals and power needs. I have faithfully attended all the meetings except for one during my 2-year term.

Fort Collins' Our Climate Future plan presents a framework for achieving the community goals of 100% renewable electricity and 80% carbon reduction by 2030. What do you feel are the biggest barriers that need to be addressed to reach these outcomes?

The biggest barriers to achieving these goals are the politics within the City. While there are still technical, coordination with PRPA, and financial issues that needs to be solved, I feel the City staff are addressing these issues. However, I feel the polarity of local politics are impending sensible solutions to meeting these goals.

Specify any activities which might create a serious conflict of interest if you are appointed:

As a civil engineer for a local consulting engineering firm, there are bound to be projects that at work that can potentially create a conflict of interest. My duties at work includes providing engineering services for the towns of Nunn, Pierce, Ault, Eaton, Platteville, and Hudson and Greeley Ditch #3. Over the past two years, my work for these communities have not intersected with my duties as a Board member. However, in the interest of openness and good faith, the potential of a conflict of interest does exist.

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes;  
I was a board member for the past 2 years. For the past year, I was the vice-chairman of the board.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
I'm reapplying for my current seat on the board.

# VOLUNTEER APPLICATION

John Stephen

1/28/2026 9:50 AM

Application: **GERC - General Employees Retirement Committee**

### Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

General Employee's Retirement Committee

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the General Employee's Retirement Committee meets: 2nd Thursday of each month at 11 a.m.	YES
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	GMA
Current Occupation:	Retired
Current Employer:	Retired
Prior work experience (please include dates):	City of Fort Collins Purchasing dept
Volunteer experience (please include dates):	Gardens on Spring Creek
Are you currently serving on a City board or Commission? If so, which one?	No
Why do you want to become a member of this particular board or commission?	To be better educated regarding the GERP process.
Do you have any experience working with a defined benefit plan? Please explain.	No
Do you understand the role of a fiduciary related to defined benefit plans? Please explain.	Not really.
Specify any activities which might create a serious conflict of interest if you are appointed:	None
Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.	No
Have you ever been found in violation of the code of conduct or ethics	No

[REDACTED]

rule? If yes, please explain.

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Phone call from Gerry Paul

# VOLUNTEER APPLICATION

Jenna Edwards

12/31/2025 12:26 PM

Application: **HPC - Historic Preservation Commission**

## Applicant Information

Birthdate: [REDACTED] Gender: Female Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Historic Preservation Commission

## Job Description

I have read the job description

## Questions

I acknowledge I am available when the Historic Preservation Commission meets: YES

Regular meetings are held on the 3rd Wednesday of each month.  
Work Sessions are conducted on the 2nd Wednesday of each month.  
All meetings are held at 5:30 p.m.

How many hours per month are you willing to put in (including research, work, and meeting time) as a commission member? 15-20 hours a month

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. N/A

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 3

Current Occupation: Assistant Director  
Imports, Regulations, and Manuals

Current Employer: United States Department of Agriculture  
Animal Plant Health Inspection Service  
Plant Protection Quarantine

Prior work experience (please include dates): Information Services Unit Leader  
United States Department of Agriculture  
Animal Plant Health Inspection Service  
Wildlife Services  
Fort Collins, CO  
April 2015- April 2022

Archivist/Records Manager  
United States Department of Agriculture  
Animal Plant Health Inspection Service  
Wildlife Services  
Fort Collins, CO  
October 2019 - April 2025

October 2013-April 2015

Archivist  
National Park Service  
South Florida Collections Management  
Center  
Homestead, FL  
June 2010-September 2013

Archives Technician/Park Ranger  
National Park Service  
National Archives for Black Women's  
History  
Mary McLeod Bethune National Historic  
Site  
Washington, DC  
June 2009-June 2010

Park Ranger  
National Park Service  
Dayton Aviation Heritage National Historic  
Park  
Dayton, OH  
January 2008-May 2009

Soul Dog Animal Rescue  
October 2021-present

Fossil Creek Meadows HOA Board of  
Directors  
April 2020-present

Yes

Yes;  
Historic Preservation Commission

My personal background is in historic preservation through several professional positions in the archives and information management realm. My education is in history with a BA in History, and a MA in Public History with a concentration in Archives and Information Management.

I believe that historic preservation is an important part of a thriving community. We can not grow and learn as a community if we don't understand the perspectives, beliefs, and heritage of those that came before us. The City of Fort Collins preservation staff has done a great job in recent years expanding that stories that are told in our community to include underrepresented communities. I hope that continues. I also hope to see the use of more digital technology to tell our community's story to multiple generations. Lastly, as our community continues to see rapid growth I hope to see a balance between growth and preserving our community's legacy and spaces that represent the history that surrounds us.

None

Volunteer experience (please include dates):

Have you applied for this commission before? If yes, please explain.

Are you currently serving on a City board or Commission? If so, which one?

What is your personal interest and/or professional background in local history and historic preservation?

What individual perspectives and community interests would you bring to the HPC that might be missing or underrepresented on the existing Commission?

Specify any activities which might create a serious conflict of interest if you are appointed:

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Have you ever been the subject of a code of conduct or ethics complaint? No  
If yes, please explain.

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain. No

Are you willing to complete the required training if appointed? YES

How did you learn of a vacancy on this board or commission? Other (please specify);  
I am currently on the Historic Preservation Commission and would like to apply for another term. Thank you for your consideration.

# VOLUNTEER APPLICATION

Michael Thomas

1/15/2026 11:51 AM

Application: **HPC - Historic Preservation Commission**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Historic Preservation Commission

## Skills & Interests

Additional Skills / Interests: Chinese- mandarin, minimal

## Job Description

I have read the job description

## Questions

I acknowledge I am available when the Historic Preservation Commission meets: Regular meetings are held on the 3rd Wednesday of each month. Work Sessions are conducted on the 2nd Wednesday of each month. All meetings are held at 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a commission member?	As many as it takes to do a thorough job
I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/a
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	6
Current Occupation:	Construction. I left teaching last year after 13 years.
Current Employer:	N/a
Prior work experience (please include dates):	2022-2025 Poudre School District 2018-2019 Thompson School District 2015-2018 Boulder Valley School District 2014-2018 Seattle Public Schools
Volunteer experience (please include dates):	Ongoing since 2003, annually with the

Atlanta Georgia King Center. I was in charge of mold and mildew remediation, structural reinforcement and removal of affected artifacts or the King home before it was turned over to the national parks. 2015-2025 for the Colorado Education Association, most recently as an elected board member but also as the chair of the national science caucus and a local member of the 2018-2025 with Habitat for Humanity at various times and locations including bringing classes of high school students 2022-2024 National Center for craftsmanship demolition & reuse projects 2018 AmeriCorps member I have also volunteered with the Miami Marine Mammal stranding team. Meals on Wheels. An Eagle Scout projects...

Have you applied for this commission before? If yes, please explain.

No

Are you currently serving on a City board or Commission? If so, which one?

No

What is your personal interest and/or professional background in local history and historic preservation?

My personal and professional interest in local history and historic preservation is deeply rooted in both my work and my daily life. I bring nearly ten years of hands-on construction experience, have taught architecture in school settings, and am largely self-taught in material salvage, reuse, and traditional building methods. I built my own home using a significant proportion of reused materials and currently live in an 1870s converted barn, half of which is an original sugar beet cellar. When remodeling or rebuilding, I strive to work with purpose and integrity, respecting the history of the structure and the materials involved.

Beyond construction, I actively curate antiques sourced from local farms and properties, repurposing wood, copper, and other historic materials while honoring their original character. I use and study traditional processes such as blacksmithing and forging to recreate historically informed details and finishes. I have also met with John Cullen in Estes Park to discuss the history of the Stanley Hotel and the Stanley Chocolate Factory, which further deepened my appreciation for regional preservation efforts.

I regularly visit city and town museums throughout Northern Colorado and the Front Range and have a strong interest in historic gold mining towns and ghost towns. I love Fort Collins and often bring friends and guests to local sites, including the Fort Collins History Connection and the Children's Museum exhibits on Fort Collins and sugar beet farming. These

experiences reinforce my belief that historic preservation is not only about protecting structures, but about stewarding stories, materials, and craftsmanship so they remain meaningful and accessible to the community.

What individual perspectives and community interests would you bring to the HPC that might be missing or underrepresented on the existing Commission?

I would bring the perspective of someone who actively lives and works within a historic structure and understands preservation at a practical, hands-on level. As a Colorado native with lifelong family ties to Fort Collins—and a resident for the past ten years—I value both the city’s history and how it continues to evolve.

My background in construction, traditional building methods, and material reuse gives me firsthand experience balancing historic integrity with modern needs. I am currently adding to my own historic property with the goal of creating a space that reflects an old-world aesthetic while remaining functional and respectful of its origins. Outside of my professional work, I spend a lot of time in antique shops and salvaging materials, which has shaped how I see historic objects and buildings as things meant to be cared for, used, and passed on.

I also see historic preservation as something that should feel accessible and meaningful to the community. I enjoy sharing local history with friends and visitors and believe preserved places should remain welcoming, relevant, and lived-in. I would aim to contribute a practical, community-minded voice to the commission.

Specify any activities which might create a serious conflict of interest if you are appointed:

I do not believe I have any activities that would create a serious conflict of interest. I do reside in one of the older buildings in Fort Collins and have been actively remodeling it over the past several years. All work has been permitted, has passed required inspections, and did not require historic review.

If appointed, I would fully disclose any potential conflicts that may arise in the future and would recuse myself from discussions or decisions where a perceived conflict could exist.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Commissioner Anne Nelsen’s

# Michael Dreselly Thomas

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## Education

- Seattle Pacific University – Master of Arts in Teaching** 09/2009 – 06/2012  
Teaching Certification with endorsements in ML Math, ML Science, Math, & Science  
WEST-E Tests: ML Science & ML Math, Science & Math and Praxis II national tests in Science & Math
- University of Miami, FL – Bachelor of Science** in Meteorology, Geology & Math Minor 09/2004 – 12/2007  
Scholastic Honors: Meteorology Honor Society Vice President, Atmospheric Science Club President, Rho Rho Rho  
Marine Science Honor Society Silver Award, Geology High Honor Society
- Earlham College – Richmond, IN** 08/2003 – 5/2004  
Education Focus, Played Division III Football
- Northfield Mount Hermon High School – Northfield, MA** 09/2000 – 06/2002  
Lettered in Football, Hockey, and Track & Field. Lego robotics club, Amnesty International club
- 

## Experience

- Loveland High School – Loveland, CO** 08/2016 – 2017  
High School Science Teacher
- Taught Physical Earth Science
- New Vista High School – Boulder, CO** 08/2014 – 2016  
High School Science Teacher & Advisor
- Boulder Valley School District Lead Science Teacher
  - Taught Chemistry, Biology, Physical Science, Marine Science, Weather, and Astronomy
  - Building Hiring Team, Building Representative
- Madison Middle School – Seattle, WA** 08/2012 – 06/2014  
6<sup>th</sup> & 7<sup>th</sup> Grade Science Teacher & Science Department Head
- Science Department Head
  - Science Club teacher
  - Building Hiring Team, Building Representative, District Curriculum Developer
- AmeriCorps at First A.M.E. Child Development Center – Seattle, WA** 01/2012 – 07/2012  
Full time teaching assistant in three Head Start classrooms
- Created and implemented a supplemental early learning science vocabulary program
- Seattle Aquarium – Seattle, WA** 09/2011 – 08/2014  
Lead Camp Instructor, and curriculum writer: April - August 2012  
Volunteer Scuba Diver & Science Interpreter to the public, volunteered with “Otter Watch”
- Pacific Marine Research – Seattle, WA** 04/2012 – 06/2012  
Scuba Diver and Science Interpreter to secondary students
- Pacific Science Center – Seattle, WA** 06/2010 – 03/2012  
Science Camp Lead Teacher & Curriculum Developer
- Taught 15 different camps including marine science, underwater robotics, animation, and iPhone development
  - Reworked curriculum of failing ROV camp and created new curriculum for three other camps including an iPhone App development and an Animation camp
- Madrona K-8 School – Seattle, WA** 09/2010 – 12/2010  
Math and Science Teaching Assistant, Intern

- Prepared and taught two math and two science classes of seventh grade boys and girls
- Created lessons in algebra, trigonometry, and geometry, from the CMP2 district textbooks. Also used a program centered on visualizing Algebra using balances, created for teaching variables
- Developed lesson plans and taught in accordance with Washington state standards

### **The Soundview School – Lynnwood, WA**

**09/2009 – 6/2010**

Teacher of students in 4<sup>th</sup>-8<sup>th</sup> grade Science, Engineering, & Technology & Advisor to the 7<sup>th</sup> & 8<sup>th</sup> grade class

- Sole teacher of International Baccalaureate science, engineering, and technology classes in the 4-8<sup>th</sup> grades
- Received IB training and positive discipline training
- Advised a chess club, taught photography/ video club, and helped with math club and quiz bowl
- Raised salmon in the classroom and expanded it into a school wide interdisciplinary project

### **Annunciation Catholic School – Denver, CO**

**09/2008 – 11/2008**

Science and Math Teacher, short-term substitute position

- Prepared and taught six different math and science classes for sixth, seventh, and eighth grade students
- Advised 6<sup>th</sup> and 7<sup>th</sup> grade boys with behavior issues

### **Various Non-profit Marine Science Organizations – South Florida**

**2005 – 2007**

Volunteer Marine Biologist and Photographer

- Helped with dolphin and manatee rescues and some necropsies for Marine Animal Rescue Society
- Photographed & counted Staghorn Coral for an Endangered Coral Project using underwater survey techniques
- Produced underwater videos for a *National Geographic Magazine*-funded marine archaeology excavation in Little Salt Spring, including photographing some of the oldest human remains in the Americas

### **Richmond Indiana School District – Richmond, IN**

**2003 – 2004**

Volunteer Math Tutor, Teaching Assistant, & Reading Tutor at Richmond High School & Elementary School

- Worked with at-risk juniors and seniors who had failed the math portion of the Indiana State graduation exam
- Taught remedial reading skill to struggling second grade students

### **Other Work Experience:**

Began my own film company and shot high school graduations with nine years of repeat customers, also videoed for Colorado state and national politicians; BBC film credit for time-lapse photography in Argentina; Built trails for City of Boulder Open Space summer 2000; Northfield Mt. Hermon high school breakfast chef, apple picker, juice maker, and berry picker on the school farm 2000-2002; Taught Environmental Science and outdoor skills at a Boy Scout camp 2001-2003 and worked at the National Boy Scout Jamboree in Ft. A.P. Hill Virginia summer 2004; Construction supervisor for J.J. White Construction, Ft. Collins CO 2005; Teaching Assistant for Dr. Bruce Albrecht's Weather Instrumentation class University of Miami, aboard Royal Caribbean's Explorer of the Seas 2006; Lab Technician in Dean Larry Peterson's Geology sediment lab at University of Miami 2006-2007

### **Science & Math Coursework:**

Chemistry 1 & 2 and Labs, University Calculus Based Physics 1, 2, & 3, Survey of Modern Meteorology, Meteorological Instrumentation, Atmospheric Thermodynamics, Physical Meteorology, Atmospheric Dynamics I, Atmospheric Dynamics II, Weather Analysis, Global Climate Change, Current Weather Topics, Topics in Broadcast Meteorology, Weather Forecasting, The Earth System, Natural Disasters, Earth System History, Depositional Systems, Geology Colloquium, Introduction to Marine Science, Physical Oceanography, Biogeoscience, Tropical Marine Biology, Research Lab at the University of Miami Shark Lab in the Bahamas, Global Ecology, Ecology Lab, Humans & Environment, Calculus 1 & 2, Multivariable Calculus, Probability and Statistics, Vectors and Matrices.

### **Personal:**

- Eagle Scout, Order of the Arrow, and First Responder Trained
- Language proficiency: Conversational Spanish & Conversational Chinese
- Tae Kwon Do: Black Belt Dan Bo & Instructor
- Computer proficiency in Microsoft Office (Word, Excel, and PowerPoint), Photoshop, Final Cut Pro, HTML and Java languages, Keynote, and iDVD
- Played Div. III college football Lettered in high school Track & Field, Canoe & Kayak Team, and Ski Team.
- International Experience: Lived in Shenyang, Manchuria China for three months in 1989 and attended kindergarten. Johns Hopkins Center, Nanjing, China, for nine months in 1995. Voyaged on Semester at Sea around the world in fall of 1997 and to Southeast Asia in summer of 2006. Interpreted and TA-ed for a University of Colorado class in China, for two weeks, in 2002. Backpacked 110 miles solo across the Scotland Summer 2004. Have traveled to 42 countries on 5 continents.
- Master Diver and Divemaster, GUE trained, Science Diver with 700+ dives

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## REFERENCES

Sam Mesi...

Madison Principal

Dr. Laurie Albright  
Board Member, Boulder Valley School District  
Boulder, CO [REDACTED]

Tim Cole  
Mentor Teacher & Athletic Director at The Soundview School  
Lynnwood, WA [REDACTED]

Dr. George Williams  
Religion Professor & Mentor (Semester at Sea 2006 Asia)  
Phoenix, AZ [REDACTED]

Master Y. S. Lee  
Tae Kwon Do Instructor  
Seattle, WA [REDACTED]

# VOLUNTEER APPLICATION

Masood Ahmad

1/8/2026 10:17 AM

Application: **HRC - Human Relations Commission**

### Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Doctoral degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Human Relations Commission

### Job Description

I have read the job description

### Questions

Current Occupation:	Senior Manager with an electricity provider
I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Human Relations Commission meets: Second Thursday of each month at 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a commission member?	6-10
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	5
Current Employer:	Platte River Power Authority
Prior work experience (please include dates):	See my attached resume
Volunteer experience (please include dates):	City of Fort Collins - HRC member since April 2023
Have you applied for this commission before? If yes, please explain.	Yes, I had applied in early 2023 and became a member of the HRC
Are you currently serving on a City board or Commission? If so, which one?	Yes; Human Relations Commission
Why do you want to become a member of this particular board or commission?	I am seeking reappointment to the Fort Collins Human Relations Commission because I strongly believe in its mission to promote equity, respect, and inclusion within our community. As an immigrant, I am enjoying a successful career and a comfortable life thanks to the work of many on inclusivity and equity Serving on the

Commission for the past three years has reinforced the importance of thoughtful dialogue, collaboration, and community engagement in addressing human-relations issues.

I bring professional leadership experience, a deep appreciation for cultural diversity, and a commitment to fair and respectful decision-making. Reappointment would allow me to continue contributing institutional knowledge while supporting the Commission's ongoing work. I remain committed to helping Fort Collins remain a welcoming and inclusive city for all residents.

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes;  
I have been member since 2023

Specify any activities which might create a serious conflict of interest if you are appointed:

Any political activity

Briefly explain what you believe are the three most important issues facing this board or commission, and how do you believe this board or commission should address each issue? Feel free to upload a separate sheet of paper if necessary.

1. Advancing Equity and Inclusion  
A core City strategic goal is to advance equity and ensure all residents feel welcome and represented. The Commission should continue strengthening outreach and partnerships with community organizations to elevate underrepresented voices.
2. Fostering Civil Dialogue and Community Trust  
Supporting a safe, healthy, and connected community requires constructive engagement on complex and sometimes polarized issues. The Commission should serve as a trusted forum for respectful dialogue, helping translate diverse community concerns into balanced, values-based guidance for City leadership.
3. Delivering Measurable and Actionable Outcomes  
To support a high-performing government, the Commission should align its work with City initiatives and strive to achieve measurable outcomes and tangible community benefits.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
I am currently a member of HRC.

# M. Masood Ahmad Ph.D.

## SUMMARY

Electric utility senior manager with diverse industry experience in the United States and abroad. Specialized expertise in planning, market analysis, strategy development, commercial transactions, investment support and cost benefit analyses. Proven track record in planning, business strategy development and investment execution to grow and diversify power generation at Dominion Energy (NYSE: D) 1 to 4 GW, Southern Company (NYSE:SO) 2 to 20 GW and Saudi Arabian Oil Company- Aramco 4 to 12 GW while employed by these companies. Deep understanding of electric power business and markets with a Ph.D. in power generation operational optimization.

## DEMONSTRATED ACHIEVEMENTS

- Led planning, strategy development and now supporting execution for Platte River Power Authority's 100% non-carbon supply goal by 2030. Expect to achieve 50% goal by 2024.
- Led strategy development, set up the organization and supported execution for Saudi Aramco's goal to raise Saudi power sector fuel efficiency from 28% to 38% in seven years to save about 1 million barrels of oil per day.
- Market analysis, strategy development and execution support for Dominion Energy's acquisition of 3 GW of assets in early 2000s.
- Market analysis, strategy development and execution support for Southern Company subsidiary Mirant's portfolio expansion to 20 GW.
- Led competitive power purchase/sales agreements in excess of 1200 MW

## CORE COMPETENCIES

- |                           |                           |                        |
|---------------------------|---------------------------|------------------------|
| ✓ Resource Planning       | ✓ Market Analysis         | ✓ Strategy development |
| ✓ Transaction structuring | ✓ Fuel procurement        | ✓ Investment planning  |
| ✓ Team development        | ✓ Commercial negotiations | ✓ Customer support     |

## EXPERIENCE AND ACCOMPLISHMENTS

### **Platte River Power Authority** **Senior Resource Planning Manager**

**Aug 2019 - To date**

Leads resource planning and strategy development to achieve the goal of 100% non-carbon resource mix by 2030. Supporting renewable energy solicitation and procurement. Supporting DER (Distributed Energy Resources) integration into the resource plans. Supporting Operations department for upcoming SPP Market integration.

### **US Agency for International Development (USAID)** **Consultant to the USAID Georgia Energy Program**

**Feb 2019 - Jul 2019**

Responsible for resource adequacy modeling to improve reliability and energy security of hydro dominated Georgia power system. Developed a customized simulation tool to estimate various resource adequacy indices based on the industry best practices.

## **Saudi Aramco**

**Jul 2011 – Dec 2018**

### **Division Head, Assistant Vice President; Power Systems**

Saudi Aramco is world's largest oil and gas producer and supplies fuel to the heavily subsidized utilities in the country. As a senior person in the company's Power Systems organization, I played a key role in improving national utilities' fuel efficiency and expanding company's power portfolio:

- Set up the planning department. Hired, trained and managed a staff of 25 from around the world.
- Led the power sector part of National Energy Strategy which called for improving power sector fuel efficiency from 28 to 45% by converting CTs to CCs, building cogeneration and introducing renewable generation. Expanded company's power portfolio by 8 GW by 2019.
- Worked with utilities and the regulators for generation fleet upgrades and reduction of subsidies. Achieved about 10% efficiency gain in seven years and doubling of utility rates.
- Led company's efforts to lobby and support restructuring of country's power sector. Generation was separated from T&D business and bilateral wholesale power trading is being allowed.
- Led the development (feasibility, siting, bidding, negotiation and financing) of 3 Cogeneration facilities producing 900 MW power and 2.7 MPPH (Millions of Pounds Per Hour) steam.
- Managed and optimized 2,500 MW of power and 7 MPPH steam purchase contracts.

## **Dominion Energy**

**Jan 2008 – Dec 2010**

### **Director, Integrated Resource Planning (IRP)**

IRP department was set up following Virginia's re-regulation of power sector in 2007. I hired, trained and managed the IRP team and produced the first IRP within six months of taking the role.

- Led the development and filing of 2008 IRP with diverse resource mix. Also led 2009 and 2010 IRPs.
- Led a complex planning process with extensive inputs from internal and external stakeholders.
- Presented testimony at FERC, Virginia and North Carolina regulators for IRP and CPCN.
- Supported the development, filing, approvals and execution of Energy Efficiency programs.

## **Dominion Energy**

**May 2002 – Dec 2007**

### **Manager, Market Analysis and Transaction Structuring**

- Led market analysis and strategy development to acquire bankrupt generation assets.
- Structured more than 10 transactions to sell excess power from assets in PJM and NEPOOL markets to support \$40 million trading floor income.
- Led fuel cost hedging and optimization following rate freeze to save \$50 million per year.
- Led global coal and LNG market analysis that resulted in company investing in coal and LNG terminals.
- Led cost benefit analysis of company joining the PJM power pool.

## Southern Company

Nov 1996 - Apr 2002

### Manager, Market Analysis

- Supported the development of Southern Company's strategy to invest in non-regulated assets domestically and internally to provide 1/3<sup>rd</sup> of the holding company earnings by 2002
- Managed market analysis function to support generation investments in various power markets. Analyzed numerous acquisitions and new development investments including;
- ComEd in Chicago (\$4.3 bn, 9.7 GW), Duquesene in Pittsburg (\$1.5 bn, 2.7 GW), Dayton Power (\$2.4 bn, 4.4 GW), PEPCO in Maryland (\$3.2, bn 5.6 GW). Won PEPCO bid and financed the acquisition.
- Supported development and financing new projects in Wisconsin, Indiana, Michigan and Australia.

## EDUCATION

GEORGIA INSTITUTE OF TECHNOLOGY, Atlanta, Georgia;

- **Doctor of Philosophy** in Electrical Engineering. Thesis in power generation operational optimization using Discrete Event Dynamics System simulation technique.

# VOLUNTEER APPLICATION

**JODY DUVALL**

12/18/2025 2:32 PM

Application: **HRC - Human Relations Commission**

## Applicant Information

Birthday: [REDACTED]      Gender: Male      Education Level: Doctoral degree  
 Address: [REDACTED]      Phone: [REDACTED] <<

## Volunteer Groups Applied For

Human Relations Commission

## Job Description

I have read the job description

## Questions

Current Occupation:	Attorney
I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Human Relations Commission meets: Second Thursday of each month at 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a commission member?	6-10
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	2
Current Employer:	Coan, Payton & Payne LLC (I am a partner, so self-employed for tax purposes)
Prior work experience (please include dates):	*Additional detail included on uploaded resume.  Cline Williams Wright Johnson & Oldfather, LLC (Fort Collins, 2016-2022) Littler Mendelson, P.C. (Denver, 2015-2016) K&L Gates, LLP (Seattle, WA, 2011-2015) Arnold Gallagher Percell Roberts & Potter (Eugene, OR, 2010) U.S. Air Force (Various locations, 2002-2008)
Volunteer experience (please include dates):	Larimer County Probation Office (2006-2008) Chapter Attorney, Associated Builders & Contractors, Rocky Mountain Chapter

(2015-2020)

Have you applied for this commission before? If yes, please explain.

No

Are you currently serving on a City board or Commission? If so, which one?

No

Why do you want to become a member of this particular board or commission?

Given the current political climate regarding diversity, equity, and inclusion, it is more important now than ever to stand up and ensure that diverse viewpoints and individuals are heard and included. As a labor and employment law practitioner for the last fourteen years, I have a strong background in: (a) dealing with and advising clients on issues of race, equity, diversity, and inclusion; and (b) compliance with legal requirements. My passion for promoting diversity and substantial experience in dealing with issues of race, equity, diversity, and inclusion in the employment context will make me a beneficial asset to the Human Relations Commission as it pursues its goal of enhancing acceptance and respect for diversity throughout Fort Collins.

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

No

Specify any activities which might create a serious conflict of interest if you are appointed:

No known activities that may cause a serious conflict of interest.

Briefly explain what you believe are the three most important issues facing this board or commission, and how do you believe this board or commission should address each issue? Feel free to upload a separate sheet of paper if necessary.

Issue No. 1: Public exposure to and engagement with the work performed by the Commission.

Thoughts on how to address the issue: Partner with community groups that focus on diversity or diversity-adjacent issues (e.g. immigrant advocates, housing advocates, etc.) and have a public-facing platform to promote the Commission's work. Work with other Boards and Commissions that may have overlapping interests with the Human Relations Commission and capability to increase community engagement and/or co-create solutions. Seek out forums and partnerships through which the Human Relations Commission can raise awareness about its work.

Issue No. 2: Current backlash against diversity efforts based on political climate and addressing polarization or misunderstanding about diversity efforts.

Thoughts on how to address the issue: Respond thoughtfully, informatively, and with kindness to public concerns about diversity; ensure that the Human Relations Commission's role is always one of understanding rather than division.

Issue No. 3: Addressing systemic

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inequities.

Thoughts on how to address the issue:  
Work with other Boards, Commissions, and offices within the City to cooperatively tackle disparities in areas such as housing, economic opportunity, and employment, focusing on inclusion of underrepresented and diverse groups.

Have you ever been the subject of a code of conduct or ethics complaint?  
If yes, please explain. No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain. No

Are you willing to complete the required training if appointed? YES

How did you learn of a vacancy on this board or commission? Website

## JODY N. DUVAL

### PROFESSIONAL WORK EXPERIENCE

#### **Coan, Payton & Payne LLC, Fort Collins, CO**

*Partner, Jan. 2022—Present*

- Labor and employment-focused practice representing and advising small-, medium-, and large-employers before state and federal agencies, in state and federal court, and general advice.
- Tried multiple cases to successful verdicts; experience with lawsuits arising out of: (a) Title VII, Section 1981, and state-law counterparts; (b) wage and hour claims; (c) misappropriation of trade secrets; and (d) restrictive covenants (non-compete and non-solicitation agreements).
- Trusted counsel for employers with regards to labor and employment law compliance.
- Draft and review employment agreements, separation agreements, and employer policies.

#### **Cline Williams Wright Johnson & Oldfather, LLP, Fort Collins, CO** *Associate, Feb. 2016—Jan. 2022*

- Represent CO, WY, and NE businesses in employment matters, litigation, and various transactions.

#### **Littler Mendelson, P.C., Denver, CO**

*Associate, Apr. 2015—Feb. 2016*

- Labor and employment practice representing employers before federal and state agencies, in labor arbitrations, collective bargaining. Provide advice on compliance with employment laws.

#### **K&L Gates LLP, Seattle, WA**

*Associate, Sept. 2011—Apr. 2015*

- Represented multinational clients in labor and employment matters, including labor arbitrations.

#### **Arnold Gallagher Percell Roberts & Potter, Eugene, OR**

*Law Clerk, May 2010—Nov. 2010*

#### **United States Air Force, Various locations**

*Space and Missile Officer, Sept. 2002—Aug. 2008*

- Missile launch officer; picked for instructor position—reserved for top 15% of crew force.

### EDUCATION

#### **University of Oregon School of Law**

**Eugene, OR**

*J.D., May 2011*

GPA: 3.53 (top 18%)

Activities: Law Journal: *Oregon Law Review*, Managing Board; Legal Research and Writing Tutor

#### **Colorado State University**

**Fort Collins, CO**

*B.A. – Foreign Language and Literature (Spanish), August 2002*

### BAR ADMISSIONS

- State Bar Admissions: Colorado, Nebraska, Washington, Wyoming
- Federal: D. Colo. (including Bankruptcy Court), D. Neb., W.D. Wash., E. D. Wash.

### PUBLISHED WORK

- Supreme Court sides with Employers and Holds Individual Arbitration Agreements Enforceable; Merit Builder, Assoc. Builders & Contractors (Rocky Mountain Chapter); Summer 2018
- OSHA Respirable Crystalline Silica Rule Goes into Effect in September; Merit Builder, Assoc. Builders & Contractors (Rocky Mountain Chapter); Summer 2017
- New NLRB Decision Takes Aim at Employment Relationships Within the Construction Industry; Merit Builder, Assoc. Builders & Contractors (Rocky Mountain Chapter); Fall 2015
- Survey of Washington Employment Libel Law; MLRC 50-State Survey: Employment Libel and Privacy Law (2014 & 2015 editions)

### SPEAKING ENGAGEMENTS

- Flood & Peterson Annual Risk Symposium; 2024 Employment Law Update
- Colorado Fruit & Vegetable Growers Association; 2022 Employment Law Update
- Quickie Elections, Joint Employer, and Other NLRB Shenanigans; Rocky Mountain Employer Conference, Littler Mendelson; October 7, 2015

# VOLUNTEER APPLICATION

**Barb Kistler**

12/22/2025 11:21 AM

Application: **HRC - Human Relations Commission**

## Applicant Information

Birthday: [REDACTED]      Gender: Female      Education Level: Masters degree  
 Address: [REDACTED]      Phone: [REDACTED] <<

## Volunteer Groups Applied For

Human Relations Commission

## Job Description

I have read the job description

## Questions

Current Occupation:	Retired
I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	Not applying for any other Boards or Commissions
I acknowledge I am available when the Human Relations Commission meets: Second Thursday of each month at 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a commission member?	40
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	4
Current Employer:	none
Prior work experience (please include dates):	I worked at CSU from 1971 - 1997 and again from 2005 - 2019 I worked at Hewlett Packard from 1998 - 2005
Volunteer experience (please include dates):	I have been on the HRC for the past 4 years
Have you applied for this commission before? If yes, please explain.	yes - currently a member completing my first term
Are you currently serving on a City board or Commission? If so, which one?	Yes; HRC
Why do you want to become a member of this particular board or commission?	I would like to continue working to make Fort Collins as welcoming and valuing of all community members as possible. We still have work to do to accomplish this goal!

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes;  
Just finishing my first 4 year term

Specify any activities which might create a serious conflict of interest if you are appointed:

None

Briefly explain what you believe are the three most important issues facing this board or commission, and how do you believe this board or commission should address each issue? Feel free to upload a separate sheet of paper if necessary.

We need to continue to bring folks together to strengthen relationships of belonging and connection. We need to continue providing the community with free, high quality educational opportunities; and we need to continue to honor those who are contributing in outstanding ways to making Fort Collins a more vibrant, welcoming, honoring, inclusive community.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
already a member

# VOLUNTEER APPLICATION

Cole Arney

12/22/2025 1:48 PM

Application: HSHFB - Human Services and Housing Funding Board

### Applicant Information

Birthday: [Redacted] Gender: Male Education Level: Bachelors degree  
Address: [Redacted] Phone: [Redacted] <<

### Volunteer Groups Applied For

Human Services and Housing Funding Board

### Job Description

I have read the job description

### Questions

- I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES
- If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. N/A
- I acknowledge I am available when the Human Services and Housing Funding Board meets: 2nd Wednesday of each month at 5:30 p.m. YES
- How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 15-20
- Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 5
- Current Occupation: Investment Specialist / Investment Analyst
- Current Employer: Frontier Asset Management
- Prior work experience (please include dates): GuideStone from April 2022 - August 2025  
Frontier Asset Management from October 2019 - April 2022  
TD Ameritrade from October 2018 - October 2019
- Volunteer experience (please include dates): Sheridan Community Land & Trust Board Member from January 2021 - April 2022  
Sheridan Food Bank from October 2019 - April 2022  
YMCA Volunteer Head Coach from October 2018 - October 2019
- Have you applied for this board before? If yes, please explain. No.
- Are you currently serving on a City board or Commission? If so, which one? No

Please describe your personal perspectives, motivations or other factors that may influence how you evaluate grant funding proposals.

Being within the age group that is largely impacted by the affordable housing issues and have seen / heard of struggles would give me a great ground level perspective of how I may evaluate proposals. Not only that, growing up in Austin, TX and seeing the issues of how lots of development occurs without considering affordable housing options for displaced residents, which has potentially led to other issues within the city.

How do you believe the City of Fort Collins should address the social issues of poverty and housing insecurity in our community?

It is never easy to deal with this issue. There is always a side that wants to help but largely thinks NIMBY. I believe the best solution is providing incentives to builders / operators / investors through local tax incentives or public / private partnerships. These solutions feel more seamless and go more unnoticed as they blend into the community. Not only that, it allows the city to have some control over requirements for tenants & operators to comply or resources available.

Why do you want to become a member of this particular board or commission?

I've worked in an environment where I've evaluated private equity real estate deals and I have seen the work of public & private relationships that have in fact worked. I believe there are options available for both sides to feel like there is something to be had. I would enjoy being part of the board that provides equitable solutions to the community.

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

No

Specify any activities which might create a serious conflict of interest if you are appointed:

No conflicts if appointed.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No.

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No.

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Website

## COLE MATTHEW ARNEY, CFA



### EXPERIENCE

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**Frontier Asset Management, Fort Collins, CO***August 2025 – Present**Investment Specialist*

- Conduct manager due diligence and research on investment universe
- Client portfolio manager for institutional and high-net worth clients – build out and present investments to boards and clients
- Building out alternative investment programs for select clients and advisors – the firm has historically targeted public sectors
- Assist operations team in implementing accounts and tracking performance

**GuideStone Financial Resources, Dallas, TX***April 2022 – August 2025**Associate Investment Analyst – Alternative Investments*

- Lead analyst on providing coverage and research over the private real estate and private infrastructure sectors
- Performed manager due diligence on existing and new managers, private commingled fund series analysis, and benchmarking
- Deployed capital for defined-benefit plan, OCIO clients, and the non-profit's internal reserve accounts
- Write & presented investment recommendations and findings to investment committee
- Underwrote and maintained models for co-investment deals

**Frontier Asset Management, Sheridan, WY***October 2019 – April 2022**Investment Specialist*

- Provided consulting and ran portfolio optimizations for Foundation and Institutional clients
- Representative for investment department on aiding sales team requesting assistance and providing ad hoc research
- Assisted in running performance analysis, attribution, and asset allocation
- Conducted manager due diligence and mutual fund analysis

**TD Ameritrade, Southlake, TX***October 2018 – October 2019*

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**COMMUNITY INVOLVEMENT & ORGANIZATIONS****Toastmasters International***May 2024 – Present**President of Local Club*

- Participate in weekly meetings for professional and self-improvement
- Focused on the presentation mastery path

**Sheridan Community Land & Trust***January 2021 – April 2022**Board Member*

- Worked on the Finance Committee & lead oversight of managing endowment funds
- Actively outreached to the community and donors with calls and events

**Sheridan Food Bank***October 2019 – April 2022**Volunteer*

- Prepared bags and baskets full of food and essential items
- Delivered items to the local elementary schools with families in need

**Leadership Sheridan County***January 2022 – April 2022**Participant*

- Selected to represent company by Sheridan Chamber of Commerce to participate in leadership program
- Program to better improve leadership skills to become a future leader

**YMCA***Fall 2018 – October 2019**Volunteer Head Coach*

- Empowered kids to be proactive, and lead/teach them throughout the season
- Communicated with parents the weekly schedule and coordinate accordingly in preparation of games

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**ADDITIONAL**

Certifications: CFA® Charterholder, CFA Institute

Interests: Basketball, Football, Baseball, Hockey, Golf, Traveling, and Reading

Work Eligibility: Eligible to work in the U.S. with no restrictions

Skills: Morningstar Direct, Zephyr Style Analysis, Preqin, Evestment, and Microsoft Excel

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**EDUCATION****The University of Texas at Austin***August 2018*

Major: B.A. Economics

Certificates/Minor: Business Foundations & Real Estate

# VOLUNTEER APPLICATION

Christopher Coy

12/5/2025 4:28 PM

Application: HSHFB - Human Services and Housing Funding Board

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: College degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Human Services and Housing Funding Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	Human Services and Housing Funding Board
I acknowledge I am available when the Human Services and Housing Funding Board meets: 2nd Wednesday of each month at 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	20
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	6
Current Occupation:	Self Employed
Current Employer:	JC Agrivoltaics LLC
Prior work experience (please include dates):	18 Years Self Employed
Volunteer experience (please include dates):	HSHFB Board (1 year) Cultural Enrichment Center of Fort Collins (5 Years)
Have you applied for this board before? If yes, please explain.	Yes
Are you currently serving on a City board or Commission? If so, which one?	Yes; HSHFB
Please describe your personal perspectives, motivations or other factors that may influence how you evaluate grant funding proposals.	Merit based on city goals.
How do you believe the City of Fort Collins should address the social issues of poverty and housing insecurity in our community?	I believe we should focus on affordability of current housing
Why do you want to become a member of this particular board or commission?	Continue the work with the current board



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Have you had any exposure to the board or commission you are applying for? If yes, please explain:	Yes; Currently on the Board
Specify any activities which might create a serious conflict of interest if you are appointed:	None
Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.	No
Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.	No
Are you willing to complete the required training if appointed?	YES
How did you learn of a vacancy on this board or commission?	Other (please specify); Reapplication

# VOLUNTEER APPLICATION

Rick Hufnagel

1/9/2026 11:27 AM

Application: **HSHFB - Human Services and Housing Funding Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Human Services and Housing Funding Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. N/A

I acknowledge I am available when the Human Services and Housing Funding Board meets: 2nd Wednesday of each month at 5:30 p.m. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? I will commit myself to making sure that the task at hand is completed. The work of this council is time sensitive and we owe everyone involved our total commitment.

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 4

Current Occupation: Retired

Current Employer: Retired

Prior work experience (please include dates): Executive Director 2015 - 2018  
Alliance for Suicide Prevention of Larimer County - Fort Collins, Colorado

My role as Executive Director was to provide vision, leadership and innovation in support of our mission to prevent suicide in Larimer County by raising awareness, educating and training youth and adults about suicide, and providing resources and support to those who have been impacted. Primary responsibilities included program management and coordination, staff management, volunteer management, strategic planning, providing leadership to the Board of Directors, fund development

the Board of Directors, fund development and management including grant writing, fundraising, and event planning and coordination, community relations, and financial management.

President -Volunteer 2006 - 2016  
Village Green Pool and Tennis Association  
- Fort Collins, Colorado

I was responsible for the overall business, customer service, and operational functions of this community swimming pool and tennis facility serving 460 families. Provide annual budget forecasting, development, tracking, and analysis. Developed and maintain the facility membership management database, direct marketing functions, web design development, content management, and e-commerce. Develop and produce the annual spring and fall newsletters, and provide biweekly updates and information via the VG Pool E-Newsletter during the season.

Senior Program Coordinator/Director-  
Wyoming Head Start State Collaboration  
Office 2006 -2012  
Wyoming Institute for Disabilities/University  
of Wyoming – Laramie, Wyoming

Responsibilities included providing collaborative leadership at the state and community level to support the development and growth of sustainable programs that coordinate and align a comprehensive early childhood social service and education system. As the State Head Start liaison, I developed and enhanced widespread collaborations and partnerships between Head Start programs, early childhood programs, and other public and private sector programs, services, and initiatives to meet strategic planning goals and outcomes. I also provided state level program development, technical assistance, professional development, strategic planning and program outcome/evaluation to community based Head Start programs and early childhood state councils.

Employment and Training for Self –  
Sufficiency Program Manager 2004 -  
2006  
Wyoming Department of Workforce  
Services, Business and Training Outreach  
Division - Cheyenne, Wyoming

Senior program manager for statewide

employment training and workforce development program serving low-income families through Temporary Assistance to Needy Families (TANF) grant funding. Broad scope of responsibility included business outreach and engagement, strategic planning, contract management, state and federal grant monitoring/compliance, budgeting and expense tracking, strategic marketing and communication plans. I managed 20 sub-grantee programs through 10 regional workforce development centers.

Regional Multi-Modal Transportation Planning and Outreach Specialist 2000 - 2004  
North Front Range Metropolitan Planning Organization - Fort Collins, Colorado

I provided community outreach and transit program management for this federally designated transportation planning organization. Responsibilities revolved around managing the federally funded rural Larimer County transit program serving seniors and persons with disabilities. I also provided public outreach presentations of federal and state funded transportation projects and regional alternative transportation programs to government, business, and civic groups.

Volunteer experience (please include dates):

- Member – Larimer County Communities that Care Team
- Member – Larimer County Community Health Improvement Plan
- Member - Loveland Suicide Prevention Task Force
- Peer Review Panel Chair/Reviewer, U.S. Department of Health and Human Services, Office of Head Start, Early Head Start Expansion Grants, Replacement Grants and Mentor Coach Program.
- Peer Reviewer, Corporation for National and Community Service, Social Innovation Fund 2010, 2011 and 2012.
- Peer Reviewer, U.S. Department of Education, Elementary and Secondary School Counseling Program.
- Peer Reviewer, U.S. Department of Justice, Community Oriented Policing Program.
- Member - Wyoming Governors Early Childhood Advisory Council,
- Member - Wyoming Military Interstate Children's Compact Commission
- Chair – Wyoming Department of Family Services Advisory Council

- Special Quest/ Head Start/ Hilton Foundation National Advisory Board
- Graduate of Leadership Ft. Collins – Fort Collins Area Chamber of Commerce
- Director Diamond Peaks Mountain Bike Patrol
- Medical Training Director – Snowy Range Ski Patrol
- Guest Speaker and Presenter at the 2009 Wyoming Department of Education Fall and Spring School Improvement Conferences on “School Readiness and Transition: The Role of Early Childhood Programs”
- Panel Member and Presenter at the 2009 and 2011 Association of University Centers of Excellence in Disability Studies National Conference on “Inclusion and Early Childhood: The Special Quest Framework”
- Presenter at the 2011 National Head Start Leadership Conference on “The Role of State Collaboration Offices: Improving the Lives of Low-Income Families Through State Agency Partnerships”

Please note that some dates are missing and would need further research

No

No

My past experience as a Federal Grant Reviewer has taught me that an application should include a concise statement of the problem to be addressed, their approach to solving the problem(including best practices), the action plan to achieve their goals, and a data driven continuous improvement loop. An organizational profile and detailed budget should also be included that supports the mission, vision and action plans as described in the application.

I wish i did have the answers to why poverty exists and why we cannot house all our neighbors. But being open minded and involved in forwarding ideas that propose solutions is where i believe my efforts would be best utilized. Being dogmatic about solutions only perpetuates the problem and creates the grid lock we are experiencing today.

I believe it is our responsibility to not be passive bystanders in our communities, but that we use the resources and abilities available to us to sustain and improve the communities in which we live and work. I have more than twelve years of program coordination and oversight experience

Have you applied for this board before? If yes, please explain.

Are you currently serving on a City board or Commission? If so, which one?

Please describe your personal perspectives, motivations or other factors that may influence how you evaluate grant funding proposals.

How do you believe the City of Fort Collins should address the social issues of poverty and housing insecurity in our community?

Why do you want to become a member of this particular board or commission?

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providing direct services to low income persons of diverse cultures and abilities. I have developed a strong background in visioning and strategic planning and the role it plays in providing a road map to excellence through the creation of logic models. I also have built an extensive foundation of organizational development and operations experience that has provided a solid foundation for my success. But most importantly, I value and excel at relationship building and collaboration. Collaboration means that a group of individuals interact amongst themselves; share ideas and cooperate with each other in order to accomplish a goal. Collaboration is much more than meeting and networking. It is organizing around common problems, identifying common issues and applying resources that individual collaborators bring to the table from their respective areas of experience, and working toward solutions that individuals could not have imagined on their own.

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes;  
I have been involved with this board/ commission through my work with the Alliance for Suicide Prevention of Larimer County. We received 2 grants when I was Director.

Specify any activities which might create a serious conflict of interest if you are appointed:

None

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Newspaper

# VOLUNTEER APPLICATION

Jennifer Gooden

12/16/2025 3:38 PM

Application: **LCSB - Land Conservation and Stewardship Board**

### Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Doctoral degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Land Conservation & Stewardship Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. N/A

I acknowledge I am available when the Land Conservation & Stewardship Board meets: 2nd Wednesday of each month at 5:30 p.m. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 10-15

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 4

Current Occupation: President/CEO of the Biophilia Foundation, a 501(c)(3) private foundation with a mission to advance biodiversity conservation on private lands. My work at the foundation is focused on funding strategy and opportunity alignment. I am also a social scientist with research focusing on motivation and engagement in conservation action.

Current Employer: I work for the Biophilia Foundation and also as an independent consultant.

Prior work experience (please include dates): Biophilia Foundation, President/CEO, Oct 2021 – present  
Conservation Strategist, March 2020 – Sept 2021  
Earthmind, Research Associate, Oct 2015 – Sept 2018  
Environmental Policy and Program Consultant, Sept 2013 – 2017  
City of Oklahoma City, Director of the

Office of Sustainability, May 2011 – Sept 2013  
Regional Food Bank of Oklahoma, Vice President of Community Initiatives and Director of Childhood Hunger Programs, Nov 2008 – May 2011  
Homeless Alliance, Program Coordinator, June 2004 – Nov 2008

Volunteer experience (please include dates):

Fort Collins Land Conservation and Stewardship, Board member, April 2004 to present  
Poudre Valley Community Farms, Board member, November 2025 to present  
Global Rewilding Alliance, Member of Global Grasslands Working Group, October 2024 to present  
Fort Collins Nature Journal Group, Organizer, 2023 to present  
Past volunteer experience on boards and committees focusing on a variety of topics, including food insecurity, homeless youth, affordable housing development, mental health, land conservation, protected areas, and community leadership development.

Have you applied for this board before? If yes, please explain.

Yes, I applied and was accepted two years ago

Are you currently serving on a City board or Commission? If so, which one?

Yes;  
LCSB

Why do you want to become a member of this particular board or commission?

The Natural areas are one of the best things about living in Fort Collins! I enjoy visiting them personally, and I also enjoy the opportunity to apply professional knowledge and skills to my home community. The LCSB has an important role in advocating for continued land acquisition and improving the quality of habitat in Natural Areas.

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes;  
Yes, I am currently concluding my first 2-year term on the board.

Specify any activities which might create a serious conflict of interest if you are appointed:

None

Please describe your experience in one of the following areas – land conservation, ecosystem restoration, environmental protection, outdoor recreation, or real property transactions.

Regarding ecosystem restoration, I currently work as a funder/grantmaker with a significant focus on stream and watershed restoration in arid environments. I am also very interested in rewilding as a form of restoration focused on reviving ecosystem function, particularly through trophic interactions and food webs.

Why are Natural Areas in Fort Collins important to you?

The Natural Areas are important to me because they offer places of respite in Fort Collins and surrounds, for both wildlife and people. The larger Natural Areas like Soapstone and Bobcat Ridge provide immense ecological value, including connectivity, and the urban Natural Areas are critical for providing people a place to interact with nature. Natural Areas also

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help make the case for why land protection and restoration are important and worthy of public investment.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain. No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain. No

Are you willing to complete the required training if appointed? YES

How did you learn of a vacancy on this board or commission? Other (please specify); I initially learned about the LCSB at a boards and commissions open house in 2023.

# **JENNIFER LYNN GOODEN, PH.D.**

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## **Profile**

Conservation, sustainability, and climate adaptation professional with 20 years of experience in nonprofit, philanthropic, and government sectors. Grantmaking executive with focus on arid Southwest and US-Mexico borderlands. Social scientist with knowledge of global environmental issues. Adept in strategy, planning, program design, and management.

## **Core Competencies**

Organizational strategy | Research | Project planning and management |  
Optimization and efficiency | Written and oral communication

## **Professional Experience**

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### **Biophilia Foundation**, President and CEO, 2021-present

Chief executive of charitable foundation with a mission to advance biodiversity conservation on private lands by fostering systemic change through people, their communities and direct action. Developed new initiatives to fund riverscape restoration in the southwestern US and northern Mexico and 'people and nature' projects on ejido ranchlands in northern Mexico.

### **Terra Habitus, A.C.**, Senior Science Advisor, 2023-present

Advise on natural science, social science, and technical issues related to binational, landscape-scale conservation in northeastern Mexico. Focus areas include corridor protection, private and working lands conservation, riparian restoration, rewilding, fundraising, and finance.

### **Conservation Strategist**, 2020-2021

Contracted with multiple clients in the US-Mexico borderlands, including Cuenca Los Ojos, Borderlands Restoration Network, and the Biophilia Foundation, to accelerate landscape-scale conservation and restoration. Key projects included advocacy for watershed restoration; research on nature-based solutions to climate change; preparation of impact statements, reports, and grant applications; and messaging.

### **Earthmind**, Research Associate, 2015-2019

Conducted and published research on private land conservation, governance, conservation networks, and the psychology of landowner engagement in conservation.

### **Environmental Policy and Program Consultant**, 2013-2015

Advised on climate change adaptation, municipal comprehensive planning (focus on environment and sustainability), and energy efficient building rehabilitation. Clients included the Urban Sustainability Directors Network, Oklahoma City municipal government, and NGOs.

**City of Oklahoma City**, Director of the Office of Sustainability, 2011-2013

Senior sustainability professional within Oklahoma City municipal government. Responsible for sustainability initiatives within government departments and community at large. Planned and implemented projects on energy efficiency, recycling, bike share, low-interest green loans, outreach and education, and municipal policy/code. Administered Oklahoma City's \$5.4 million federal Energy Efficiency and Conservation Block Grant.

**Regional Food Bank of Oklahoma**, Vice President and Program Director, 2008-2011

Directed Programs Department, with responsibility for food distribution via ~800 partner organizations. Oversaw advocacy, public policy, and sustainable agriculture programs.

## Education

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**University of Oxford**, Ph.D., 2019

Research focused on landowners' motivations for involvement in biodiversity and ecosystem conservation in 13 countries with a case study in northeastern Mexico. Analyses applied concepts from social and behavioral science to land conservation, and results highlighted importance of networks and autonomy as facilitators of conservation engagement.

**University of Oxford**, M.Sc., Biodiversity, Conservation, and Management, with distinction, 2014

Research assessed policy barriers to implementation of rewilding projects. Coursework included conservation biogeography, ecosystem science, technology, governance, economics, and indigenous peoples and the environment.

**Harvard University**, A.B., Psychology, *magna cum laude*, Phi Beta Kappa, 2001

Honors research studied the social psychology of implicit bias toward marginalized groups. Awarded John Huston Finley Fellowship, a 1-year fellowship for independent international travel.

## Service Roles

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- Member, Land Conservation and Stewardship Board, City of Fort Collins
- Board member, Poudre Valley Community Farms
- Organizer, Fort Collins Nature Journal Group
- Affiliate, Center for Collaborative Conservation, Colorado State University
- Mentor, Social Science Working Group, Society for Conservation Biology
- External examiner for Ph.D. thesis, James Cook University
- Academic journal reviewer, *Ambio*, *Conservation Biology*, *Conservation and Society*, *Conservation Science and Practice*, *Ecological Solutions and Evidence*, *Environmental Research Letters*, *Geoforum*, *People and Nature*, and *Society and Natural Resources*

## Professional Development and Certifications

- Project: Hydrological cycles in the Rio Grande basin, Peregrine Accelerator for Conservation Impact, Salazar Center for North American Conservation, 2024
- 'Water Stories' Core Course on water cycle restoration, 2022
- Training Better Leaders Sustainability Program, Oxford Environmental Change Institute, 2014
- Urban Sustainability Leadership Academy, Institute for Sustainable Communities, 2012
- Permaculture Design Certificate, Permaculture Institute, 2011

## **Publications**

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### Research methods

Thomas, R., Hauptfeld, R. Gonzalez, M., & Gooden, J. *In press*. How to do qualitative and mixed method research. Chapter in Chizinski, C.J. & Wallen, K.E., *Human Dimensions of Wildlife Management*. Johns Hopkins University Press.

### Policy and practice

't Sas-Rolfes, M. & Gooden, J. 2024. A conflict of visions: Ideas shaping wildlife trade policy toward African megafauna. *People and Nature* 6(5): 2029-2045.

Anderson, C.J., Gooden, J., Guinan, P.E., Knapp, M., McManus, G., Shulski, M.D. 2015. Climate in the Heartland: Historical Data and Future Projections for the Heartland Regional Network. Report for the Urban Sustainability Directors Network.

### Regenerative ranching and private land conservation

Gooden, J. and Moir, F. 2019. Consensus, clusters, and trade-offs in wildlife-friendly ranching: An advance analysis of stakeholder goals in northern Mexico. *Biological Conservation*, 236: 443-451.

Gooden, J. and 't Sas-Rolfes, M. 2019. A review of critical perspectives on private land conservation in academic literature. *Ambio*, 10.1007/s13280-019-01258-y.

Gooden, J. 2019. Cultivating identity through private land conservation. *People and Nature*, 1(3): 362-375.

Gooden, J. and Grenyer, R. 2019. The psychological appeal of owning private land for conservation. *Conservation Biology*, 33(2): 339-350.

Gooden, J. 2019. Prudential value and the meaning of nature conservation. *ECOS*, 40(2).

### Restoration and rewilding

Gooden, J. & Pritzlaff, R. 2021. Dryland watershed restoration with rock detention structures: A nature-based solution to mitigate drought, erosion, flooding, and atmospheric carbon. *Frontiers in Environmental Science*. doi.org/10.3389/fenvs.2021.679189.

Root-Bernstein, M., Gooden, J., and Boyes, A. 2018. Rewilding in practice: Projects and policy. *Geoforum*, 97: 292-304.

Gooden, J. 2016. The red tape of rewilding. *ECOS*, 37(2): 11-18.

# VOLUNTEER APPLICATION

Michael Rairdon

1/9/2026 10:29 AM

Application: **LCSB - Land Conservation and Stewardship Board**

### Applicant Information

Birthdate: [REDACTED] Gender: Male Education Level: Some College  
Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Land Conservation & Stewardship Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Land Conservation & Stewardship Board meets: 2nd Wednesday of each month at 5:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	5-10 hours
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	4
Current Occupation:	Patrol Sergeant
Current Employer:	Larimer County Sheriff's Office
Prior work experience (please include dates):	Larimer County Sheriff's Office, 1988-present, assignments including Dispatcher, Patrol Deputy, Patrol Corporal, Investigator, Professional Standards Sergeant, Patrol Sergeant, School Resource Officer Supervisor and Collision Reconstruction and Scene Handling Supervisor.
Volunteer experience (please include dates):	Boy Scouts of America, 2003-2025, Pack 198 Cubmaster and Den Leader, Troop 82 Assistant Scoutmaster, Committee Member, Treasurer Ridgeview Classical Schools Assistant Basketball Coach (Middle School Girls), 2010-2017 Clearwater Church, 1992-present, Safety Team Coordinator, Deacon, Sound

Engineer, Youth Group volunteer  
Larimer County Natural Resources, 2021-  
present, Naturalist, Nature Education  
Volunteer, Visitor Survey  
City of Fort Collins Natural Areas, 2024-  
present, Volunteer Naturalist, School  
Programs Volunteer, Eagle Watch  
Volunteer

Have you applied for this board before? If yes, please explain.

No

Are you currently serving on a City board or Commission? If so, which one?

No

Why do you want to become a member of this particular board or commission?

While our children were growing up, my wife and I were heavily involved in volunteering with their activities which involved Girl Scouts and Boy Scouts, leading hikes, teaching outdoor skills and respect for nature. After my children became adults and moved out of our house, my wife and I began volunteering with Larimer County Natural Resources and are now involved in joint programs with both Larimer County Natural Resources and City of Fort Collins Natural Areas. This involvement has brought me a deeper appreciation for our natural areas and a desire to see this program continue to succeed and provide residents with a place to enjoy, observe and learn more about our environment and how we can live in harmony with it. Becoming involved with the Land Conservation and Stewardship Board will provide me with an opportunity to ensure that we continue to identify lands that are available for conservation, how we can balance recreational use of those lands with conservation efforts and wisely use the money provided by taxpayers to obtain and maintain these lands.

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

No

Specify any activities which might create a serious conflict of interest if you are appointed:

None that I am aware of.

Please describe your experience in one of the following areas – land conservation, ecosystem restoration, environmental protection, outdoor recreation, or real property transactions.

Outdoor recreation has been a part of my life since I was a child. Growing up I swam in local reservoirs, learned how to fish lakes from shore and boats, hunted small game and deer and played baseball in Fort Collins. As an adult I expanded my outdoor recreation experiences by camping in many of the National Parks throughout the Western United States, cross country skiing near Cameron Pass, downhill skiing in Colorado and learning fly fishing. I taught my children and many others through Scouting the principles of Leave No Trace and ethical use of our natural resources. Camping, hiking, fishing and hunting are still the mainstay of my outdoor recreation. Over the past 4 years, I have been volunteering with education programs

been volunteering with education programs for grade school children, adults with disabilities and high school nature hikes. This past year I assisted with several tours of the Canyon Edge Open Space helping citizens learn how and why Larimer County purchased this property for conservation, the process of restoring the property to its natural condition, noxious weed control efforts and plans for future use.

Leave No Trace

Natural Areas add to the quality of life that residents enjoy in Fort Collins. Our robust parks and natural areas programs allow and encourage citizens to get outside, interact with nature and learn more about how we can preserve native plants and animals that are vital to our ecosystem. Without our Natural Areas, Fort Collins would become just another metropolis devoid of native plants, animals and history and we would be complicit in the destruction of the beauty that exists here naturally.

Why are Natural Areas in Fort Collins important to you?

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

Yes, as a law enforcement employee for 38 years there have been allegations of misconduct.

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

Yes, around 1994 Use of Vehicle due to accidental damage, 2007 Improper storage of case reports and timeliness of completion, 2024 Failure to wear body-worn camera during an extradition.

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Natural Areas All Volunteer Newsletter  
December 2025

# VOLUNTEER APPLICATION

Kristina Kachur Webb

1/5/2026 8:08 PM

Application: **LCSB - Land Conservation and Stewardship Board**

### Applicant Information

Birthdate: [REDACTED] Gender: Female Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Land Conservation & Stewardship Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. N/A

I acknowledge I am available when the Land Conservation & Stewardship Board meets: 2nd Wednesday of each month at 5:30 p.m. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 6-8/month

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 2

Current Occupation: Senior Environmental and Community Planner

Current Employer: Logan Simpson

Prior work experience (please include dates): I have been with Logan Simpson for 12 years. Prior to that I worked with Colorado Parks and Wildlife for a 9 month seasonal position and before that I was in Grad School (Master's in Urban and Regional Planning)

Volunteer experience (please include dates): Larimer County Parks Advisory Board (July 2020- Present [Termed out June 2026]; Chair 2024-present)  
Signature gathering for Yes to Natural Areas - FCNA Sales Tax Renewal (2025)  
City Pan Plan Ambassador (2018)  
Trail build days through FCNA and VOC at Bobcat, Lory, Horsetooth, Hermit Park (Various Dates)  
River clean ups with Odell (Various dates)

Have you applied for this board before? If yes, please explain.

No

Are you currently serving on a City board or Commission? If so, which one?

No;  
N/A for the City

Why do you want to become a member of this particular board or commission?

With the recent sales tax funding passed in perpetuity and a new Strategic Framework, FCNA is ready to take on the next decade and beyond. However, with limited remaining land for conservation within Larimer County and as the program matures, I feel like it is important to consider the long term restoration, operations, and educational needs of the Department. I would like to be part of the Department's goals to conserve land and water, strengthen habitats and ecological resilience, support access to nature, and foster community connections.

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes;  
While I have not personally presented to this LCSB, my work has involved helping to create presentations and materials for the board to review. I am familiar with the history of the board, as well as current issues through review meeting minutes.

Specify any activities which might create a serious conflict of interest if you are appointed:

My firm, Logan Simpson, is currently/has contracted with the City in the past. If there were projects that are being discussed that would directly benefit my firm, I would recuse myself from the conversations. Typically discussions of land acquisitions, restoration projects, trail development, management zone planning, etc. would not be a conflict.

Please describe your experience in one of the following areas – land conservation, ecosystem restoration, environmental protection, outdoor recreation, or real property transactions.

My professional career has included work in land conservation, environmental protection, and outdoor recreation. I lead open space management plans, trail management plans, lake/reservoir management, resource management plans, and visitor use management plans for local, county, and federal land management agencies across the intermountain west. Most recently I was the project manager guiding the city on the development of the FCNA Strategic Framework and assisted on the Park's Strategic Trails Plan. During my six years on the PAB for the County I have learned about restoration, land management, and organization partnership to create the open lands framework throughout the region.

Why are Natural Areas in Fort Collins important to you?

Natural areas are the ligaments of our community. They connect wildlife, waterways, and people. Without these ligaments the bones of our community do not exist. From restored bison (wildlife) populations at Soapstone to backyard

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neighborhood walking paths at Red Fox to pollinator gardens created through Nature in the City, Fort Collins is a world class community because of it's natural areas. I visit our natural areas on a weekly basis often through biking through on the trails.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain. No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain. No

Are you willing to complete the required training if appointed? YES

How did you learn of a vacancy on this board or commission? Other (please specify); Work with FCNA and have been a part of this community for 12 years.

# VOLUNTEER APPLICATION

Abdul-Kareem Barzak

1/20/2026 11:44 AM

Application: **LURC - Land Use Review Commission**

### Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Land Use Review Commission

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. N/A

I acknowledge I am available when the Land Use Review Commission meets: 2nd Thursday of the month at 8:30 a.m YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a commission member? As many as required

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 6

Current Occupation: Senior Project Manager  
August 2023 – Present  
Ripley Design, Inc. – Fort Collins, CO  
- Lead complex land planning and entitlement projects across Northern Colorado, serving as a strategic advisor to clients and liaison to municipal staff, stakeholders, and the public.  
- Manage zoning, variance, and land use approvals, translating political, regulatory, and community dynamics into defensible design strategies.  
- Oversee entitlement and design for residential, mixed-use, affordable, and senior living developments.  
- Mentor junior staff while maintaining project quality, schedule, and communication standards.  
- Represent the firm at public hearings, neighborhood meetings, and planning commission presentations

- and planning commission presentations.
- Prepare scopes, schedules, budgets, and critical approval documentation, including zoning narratives and variance requests.
- Support business development through proposal strategy and client relationship management.

Current Employer:

Ripley Design, Inc. – Fort Collins, CO

Prior work experience (please include dates):

- Town Planner  
January 2019 – August 2023  
Town of Severance – Severance, CO
- Led rewrites of the Town's Land Use Code introducing updated zoning districts, subdivision standards, and use classifications.
  - Played a lead role in the Town's first Comprehensive Plan update (adopted 2021) and the first Corridor Plan (adopted 2022), both under budget.
  - Processed over 1,000 acres of development including annexations, rezoning, plats, variances, and site plans across residential, commercial, and agricultural uses.
  - Facilitated cross-departmental development reviews and coordinated with agencies, residents, and business stakeholders.
  - Interpreted and applied local and state laws; provided planning and permitting support to the public.
  - Managed capital improvements including the Town's first Community Park, local/federal intersection improvements, and trail and infrastructure upgrades.

- Customer Service Specialist  
2017 – 2018  
Frito Lay North America – Fort Collins, CO
- Acted as a liaison between internal teams and external stakeholders, coordinating logistics, addressing challenges, and ensuring smooth service delivery.
  - Gained experience navigating private-sector performance metrics and customer demands, providing a valuable contrast to public-sector planning roles.
  - Strengthened soft skills in communication, relationship management, and responsiveness core competencies, now applied in development review, public engagement, and interagency coordination.
  - Managed high-value client accounts exceeding \$1M in sales, with a focus on long-term client satisfaction and operational efficiency.

Volunteer experience (please include dates):

- Institute for Sustainable Infrastructure (ISI), Member (2022–Present)

- American Planning Association (APA) 2022-Present
- North Front Range Metropolitan Planning Organization (NFRMPO) 2020- 2023
- Technical Advisory Committee Member (TAC) 2021 – 2023
- NoCo Bike & Ped Collaborative Leadership Committee 2021-2023
- Weld County Mobility Committee (WCMC) 2021- 2023
- Aging Well Transpiration Group (Northern Colorado) 2021-2023
- Model Steering Team (MST) 2021- 2023

Have you applied for this commission before? If yes, please explain.

No

Are you currently serving on a City board or Commission? If so, which one?

No

Why do you want to become a member of this particular board or commission?

As someone who was raised in Fort Collins, I have a deep personal connection to this community. My passion for public service has guided my career in land use planning, where I've had the opportunity to both write and interpret land use code in municipal and consulting roles. I see serving on the Land Use Review Commission as a way to stay engaged with my community and contribute to responsible, values-driven growth in a city I care deeply about.

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

No

Do you have any experience in development review or applying code to a construction project?

Yes, my professional career has been deeply rooted in development review and code application. I've worked extensively on both the public and private side, managing and reviewing a wide range of projects from entitlements through construction. My focus has included interpreting and drafting land use code, guiding applicants through the review process, and ensuring that design solutions align with both regulatory requirements and community goals. This work has been a central passion throughout my career

Have you ever helped mitigate a solution to a complex problem? Please explain.

While serving as Town Planner for Severance, I led the facilitation of a large-scale solar facility proposal which was the first of its kind in the area. The project required complex coordination, including annexation, zoning, growth management area adjustments, Comprehensive Plan adjustment, and multiple land use code interpretations. I acted as a liaison between the developer, multiple jurisdictions, elected officials, and county commissioners, navigating political dynamics and ensuring alignment with

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long-term planning goals of the community. The project through my guidance proposed and implemented code modifications through alternative compliance, balancing innovation with policy intent which were ultimately approved by decision makers. I also worked closely with affected property owners across jurisdictional boundaries, building trust through transparent communication and collaborative problem-solving. The project was ultimately approved unanimously with full support from surrounding landowners, and now provides renewable power to the broader region demonstrating the value of inclusive planning and strategic leadership

Specify any activities which might create a serious conflict of interest if you are appointed:

I do not foresee any serious conflicts of interest. However, I would like to note that my professional work includes land planning and consulting within the City of Fort Collins. If appointed, I would recuse myself from any deliberations or decisions involving clients or projects with which I am professionally involved, in accordance with the City's ethics policies and to ensure full transparency.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain. No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain. No

Are you willing to complete the required training if appointed? YES

How did you learn of a vacancy on this board or commission? Website

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# ABDUL-KAREEM BARZAK

## PROFESSIONAL SUMMARY

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Seasoned planning and development professional with 7 years of progressive experience in land use planning, entitlement strategy, and project management. Proven expertise in navigating complex regulatory environments and delivering high-impact results in both municipal and consulting contexts. Adept at interpreting land use policy, leading public processes, and aligning design solutions with community goals. Brings a deep commitment to equitable, sustainable development and a collaborative, consensus-building approach to stakeholder engagement.

## CORE COMPETENCIES & TECHNICAL SKILLS

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Public Engagement & Facilitation | Land Use Planning | Entitlement Strategy | Zoning & Code Interpretation  
Municipal & Private Sector Collaboration | Project & Team Leadership | Community Planning | Development Review  
Envision Sustainability (ENV SP) | Site Design | Capital Improvement Projects | GIS & Permit Systems | Microsoft Office Suite

## PROFESSIONAL EXPERIENCE

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### Senior Project Manager

*August 2023 – Present*

*Ripley Design, Inc. – Fort Collins, CO*

- Lead complex land planning and entitlement projects across Northern Colorado, serving as a strategic advisor to clients and liaison to municipal staff, stakeholders, and the public.
- Manage zoning, variance, and land use approvals, translating political, regulatory, and community dynamics into defensible design strategies.
- Oversee entitlement and design for residential, mixed-use, affordable, and senior living developments.
- Mentor junior staff while maintaining project quality, schedule, and communication standards.
- Represent the firm at public hearings, neighborhood meetings, and planning commission presentations.
- Prepare scopes, schedules, budgets, and critical approval documentation, including zoning narratives and variance requests.
- Support business development through proposal strategy and client relationship management.

### Town Planner

*January 2019 – August 2023*

*Town of Severance – Severance, CO*

- Led rewrites of the Town's Land Use Code introducing updated zoning districts, subdivision standards, and use classifications.
- Played a lead role in the Town's first Comprehensive Plan update (adopted 2021) and the first Corridor Plan (adopted 2022), both under budget.
- Processed over 1,000 acres of development including annexations, rezoning, plats, variances, and site plans across residential, commercial, and agricultural uses.
- Facilitated cross-departmental development reviews and coordinated with agencies, residents, and business stakeholders.
- Interpreted and applied local and state laws; provided planning and permitting support to the public.
- Managed capital improvements including the Town's first Community Park, local/federal intersection improvements, and trail and infrastructure upgrades.

## **Customer Service Specialist**

2017 – 2018

*Frito Lay North America – Fort Collins, CO*

- Acted as a liaison between internal teams and external stakeholders, coordinating logistics, addressing challenges, and ensuring smooth service delivery.
- Gained experience navigating private-sector performance metrics and customer demands, providing a valuable contrast to public-sector planning roles.
- Strengthened soft skills in communication, relationship management, and responsiveness core competencies, now applied in development review, public engagement, and interagency coordination.
- Managed high-value client accounts exceeding \$1M in sales, with a focus on long-term client satisfaction and operational efficiency.

## **SELECT PROJECT HIGHLIGHTS**

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- **City of Fort Collins – The Future of Commercial Corridors and Centers (2023)**  
Participated in stakeholder open houses and focus groups for LUC updates focused on revitalizing commercial nodes, providing insight on land use reform and implementation challenges.
- **Town of Severance – Comprehensive Plan Update (Adopted 2021)**  
Led drafting, community engagement, and policy alignment for the Town’s first plan update in over a decade—successfully adopted under budget by Town Council.
- **Town of Severance – Corridor Plan (Adopted 2022)**  
Developed and coordinated the Town’s inaugural Corridor Plan, guiding land use, infrastructure, and aesthetic strategies along key corridors.
- **Town of Severance – Land Use Code Rewrites (Ongoing through 2023)**  
Spearheaded comprehensive updates to the Town’s Land Use Code, including new sub-zoning districts, updated subdivision standards, and clarity in allowable land uses.

## **COMMUNITY INVOLVEMENT**

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- Passionate about shaping vibrant, inclusive, and sustainable communities in Northern Colorado.
- Committed to public service and collaborative planning processes that reflect the voices of all residents.

## **CERTIFICATIONS**

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### **Envision Sustainability Professional (ENV SP)**

Institute for Sustainable Infrastructure — Credentialed since 2022

## **EDUCATION**

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### **University of Colorado Boulder**

Bachelor of Arts in History, 2014

## **PROFESSIONAL AFFILIATIONS**

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- Institute for Sustainable Infrastructure (ISI), Member (2022–Present)
- American Planning Association (APA), Member (2022–Present)

# VOLUNTEER APPLICATION

Nathaniel Coffman

12/14/2025 6:54 AM

Application: **LURC - Land Use Review Commission**

### Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Bachelors degree  
Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Land Use Review Commission

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Land Use Review Commission meets: 2nd Thursday of the month at 8:30 a.m	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a commission member?	5
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	6
Current Occupation:	Bridge Inspection Engineer
Current Employer:	Benesch (05/2025 - present)
Prior work experience (please include dates):	Facilities Engineer - US Forest Service (06/2020 - 04/2025) Civil Engineer - Halff Associates (03/2016 - 05/2020) Wireline Field Engineer - Schlumberger (06/2012 - 12/2015)
Volunteer experience (please include dates):	Land Use Review Commission (07/2022 - present)
Have you applied for this commission before? If yes, please explain.	Yes, I applied and was selected in 2022.
Are you currently serving on a City board or Commission? If so, which one?	Yes; Land Use Review Commission. My term is expiring this year.
Why do you want to become a member of this particular board or commission?	I have great non-professional interest in land use. It is difficult to write the code in such a way to capture all circumstance, so



I enjoy helping achieve the goals of the code and the City in those odd cases where the letter of the code doesn't necessarily match its intent.

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes;  
Yes, I am a current member of this commission.

Do you have any experience in development review or applying code to a construction project?

My experience comes primarily from my experience on this commission, though I do try to keep current on local development issues through the weekly development review newsletter and public events.

Have you ever helped mitigate a solution to a complex problem? Please explain.

Working for the Forest Service, I constantly navigated my maintenance and construction projects through a host of regulatory and procedural requirements, including NEPA, historic preservation, budget, and contracting. In my current role, I recently organized hundreds of bridge inspection assignments, factoring in several variables such as canal flow dates, geographic proximity, subconsultant quotas, and inspection interval requirements.

Specify any activities which might create a serious conflict of interest if you are appointed:

I do not foresee any serious conflicts. In my current term, I have only recused myself for one variance request, due to my residence being within the notification area.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
I am a current member of this commission. The expiration of my term is creating one of the vacancies.

# Nathaniel Coffman, P.E.

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## Licensure

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Professional Engineer – Texas, Colorado

## Education

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**Texas A&M University** – College Station, Texas  
B.S. - Civil Engineering

## Work Experience

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**USDA Forest Service** – June 2020 to Present (*Fort Collins, CO*)

### **Civil Engineer**

*Rocky Mountain Research Station* – May 2022 to Present

- Provides technical guidance for facility maintenance and construction projects, planning future maintenance and capital improvement needs in a variety of environments across the Research Station's nine state footprint.
- Conducts inspections and condition surveys of facilities such as buildings, water and wastewater systems, and utilities according to agency requirements.
- Develops designs, plans, specifications, quantities, and cost estimates for site development projects including grading and utility layouts in urban and remote environments.
- Coordinates with other engineering disciplines such as electrical, mechanical, and environmental to prepare contract documents.
- Creates project proposals, scopes of work, cost estimates, and funding requests for planned projects.
- Assists contracting officers in the development of RFPs and contract solicitations
- Administers contracts for construction and maintenance projects, monitoring project status, reviewing contractor submittals, and performing field inspections.

### **Acting Facilities Program Manager**

*National Forest System Region 1* – August 2023 to December 2023 (Temporary Promotion)

- Provided professional and technical leadership, direction, training, and coordination related to program management, planning, design, construction, operation, maintenance, and/or administration of activities needed for Facilities project delivery.
- Supervised team of two water/wastewater engineers, two historic preservation specialists, and one facility operations specialist.
- Managed regional facilities maintenance budget, including deciding allocations to individual Forests and regional projects/priorities.

## **Civil Engineer**

*Arapaho-Roosevelt National Forests and Pawnee National Grassland – June 2020 to May 2022*

- Served as facilities and water/wastewater program manager providing technical guidance for maintenance and construction projects, and coordinating with the state public health department to maintain compliance for public water systems.
- Wrote technical reports assessing existing water system conditions and evaluating design alternatives.
- Conducted road, bridge, and facility condition inspections.
- Wrote scopes of work and developed cost estimates for planned projects.
- Administered construction and engineering service contracts; reviewed construction plans.
- Responded to RFIs and reviewed design submittals.

**Half Associates** – March 2016 to May 2020 (*Houston, Texas*)

## **Civil Engineer**

- Prepared construction plans, specifications, quantities, and cost estimates for transportation and public works projects, including the design of road reconstruction and widening, bridge replacement, storm sewer systems, channel regrading, and mixed-use trails.
- Performed construction phase services including submittal review, RFI response, field inspections and progress meetings with contractor and project stakeholders.
- Designed and drafted roadway and drainage plan and profiles, site/channel grading plans, drainage area maps, stormwater quality management site plans, construction phasing, traffic control plans, tree protection plans, design cross sections, and utility relocations.
- Applied city, county, and state design standards.
- Reviewed drawings, computations, and specifications for accuracy and adequacy.
- Performed hydraulic analysis for roadway drainage systems.
- Supervised graduate engineers and CADD personnel in design and drafting tasks.
- Mentored and trained transportation/public works graduate engineers.
- Coordinated with other disciplines on complex engineering projects.
- Navigated projects through permitting with local and state agencies.

**Schlumberger** – June 2012 to December 2015 (*Trinidad & Tobago; Suriname; Houma, Louisiana*)

## **Field Engineer - Well Logging**

- Acquired well data in offshore, onshore, and inland water operations.
- Supervised crews of 2-4 operators and up to 2 other engineers.
- Used problem-solving to combat unforeseen operational obstacles, such as adverse well conditions, equipment failures, or last-minute changes to logging objectives.

## **Volunteer Experience**

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**City of Fort Collins** – August 2022 to Present

### **Member, Land Use Review Commission**

- Approves variances from the requirements of the Land Use Code; hears and decides appeals from any decision made by an administrative official pertaining to a specific property.

# VOLUNTEER APPLICATION

Melinda Laituri

12/2/2025 12:39 PM

Application: **NRAB - Natural Resources Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: PhD  
Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Natural Resources Advisory Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	NA
I acknowledge I am available when the Natural Resources Advisory Board meets: 3rd Wednesday of each month at 6 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	40 -50 hours
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	GMA
Current Occupation:	Retired, Professor Emeritus Colorado State University
Current Employer:	NA
Prior work experience (please include dates):	Professor, Colorado State University, Department of Ecosystem Science and Sustainability, 1995 - 2020
Volunteer experience (please include dates):	Steering Committee Chair for Globeville, Elyria, Swansea Health Study resulting from the I-70 CDOT Settlement (2020 - 2025) Osher Lifelong Learning Institute, Class - How Maps have changed how we see the world (5 sessions) April-May 2025 City of Fort Collins, Community Consultant, Equity and Resilience Working Group (2025) City of Fort Collins Utilities, Water Efficiency Plan, community outreach (December 2023 - April 2024)

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Have you applied for this board before? If yes, please explain.	No
Are you currently serving on a City board or Commission? If so, which one?	No
Which natural resource issue facing the City of Fort Collins community are you most impassioned to work on, and why?	Adaptation to climate change that includes water resources, biodiversity and innovative sustainability solutions
Please describe a personal, professional, or community experience that has most prepared you to serve on the Natural Resources Advisory Board.	I worked for the U.S. Department of State managing the Secondary Cities project which required outreach and engagement to a diverse set of stakeholders to identify and map critical issues related to emergency preparedness and disaster management. This required research, discussions, and workshops in diverse locations around the world. I believe this experience provided insights to working in the community in which I live.
Specify any activities which might create a serious conflict of interest if you are appointed:	NA
Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.	No
Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.	No
Are you willing to complete the required training if appointed?	YES
How did you learn of a vacancy on this board or commission?	Website

# CURRICULUM VITAE

**NAME** Melinda Jean Laituri

**ADDRESS** [REDACTED]  
[REDACTED]  
[REDACTED]

**EDUCATION**

1993 PhD., University of Arizona.  
1985 M.A., California State University, Chico.  
1979 B.A., University of California, Berkeley.

**ACADEMIC POSITIONS**

2021 - Professor Emeritus, Colorado State University  
2012 – 2020 Professor, Geography, Colorado State University  
2001 - 2011 Associate Professor, Geography, Colorado State University  
1995 - 2000 Assistant Professor, Geography, Colorado State University  
1994 - 1995 Lecturer, Geography, University of Auckland, New Zealand  
1993 - 1994 Post-doctoral Research Fellow, Geography, University of Auckland, New Zealand

**SABBATICALS**

2018, Principal Investigator, Secondary Cities Initiative, US Department of State  
2011, 2018 Rachel Carson Fellow, Rachel Carson Center and Ludwig Maximilians University, Munich, Germany  
2010 - 2011, Fulbright Scholar, University of Botswana, Center for Scientific Research, Indigenous Knowledge and Innovation (CesrIKI).

**OTHER POSITIONS**

2020 - 2021 Principal Investigator, Cities' COVID Mapping and Mitigation Program, US Department of State  
2019 - 2020 Joint Faculty, University Libraries  
2015 – 2019 Principal Investigator, Secondary Cities Initiative, US Department of State.  
2015 – 2016; 2020 - 2023 – Research Associate, Center for Geographic Analysis, Harvard University.  
2014 – 2020 Leadership Committee, Center for Environmental Justice, CSU.  
2009 - 2020 Founding Director, Geospatial Centroid at CSU, Colorado State University.  
2006 - 2008 Associate Dean of Academic Affairs, Warner College of Natural Resources, CSU.  
2005 - 2006 Program Officer, Geography and Regional Sciences, National Science Foundation.

**HONORS AND AWARDS**

- 2023 American Association for the Advancement of Science (AAAS) Fellow
- 2022 Award – most downloaded paper of 2022 – Annals of GIS
- 2015 - 2018 Visiting Scholar, Center for Geographic Analysis, Harvard University
- 2021 Ambassador Water Experts Program, US Department of Interior
- 2019 CSU Water Fellow
- 2014 - 2015 Jefferson Science Fellow; US Department of State Office of the Geographer and Global Issues, Humanitarian Information Unit, Washington, DC
- 2010 - 2011 Fulbright Scholar, Center for Scientific Research, Indigenous Knowledge and

Innovation (CesrIK), University of Botswana

- 2011, 2018 Rachel Carson Fellow, Munich, Germany

**Selected career highlights:**

- In 2009 I was the founding director of the [Geospatial Centroid @ CSU](#). The Centroid has become an important central service facility for CSU and the local community supporting geospatial research and teaching and outreach.
- [Center for Environmental Justice](#) (established in 2019) supports a network of researchers and practitioners for environmental justice issues and workshops. As a founding member, I organized the 2017 EJ conference and continue to work with the Center planning the Spring 2026 EJ International Conference to be held at CSU.
- I managed National Park Service (NPS) projects through the [Cooperative Ecosystem Studies Unit \(CESU\) that promote a partnership between CSU and NPS](#) (2012 – 2020) . These projects use geospatial tools and technologies to develop platforms for NPS data products, maps, mobile tools, and visualizations.

**Selected service to the state/community:**

- Independent Steering Committee Member, Globeville, Elyria, Swansea Health Study – I-70 CDOT Settlement (2020 - 2025)
- Osher Lifelong Learning Institute, Class (April-May): How Maps have Changed How We See the World, (2025)
- Fort Lewis Lifelong Learning, invited lecture: How Maps have Changed How We See the World, April 10 (2025)
- Starlink in Disaster and Humanitarian Response, Certificate of Completion, Dec (2024)
- City of Fort Collins, Community Consultant, Equity and Resilience Working Group (2024)
- City of Fort Collins Utilities, Water Efficiency Plan, community outreach, December 2023 – April 2024
- Wiki Scientist, 2023 – Climate Change Policy
- Population Dynamics and Climate Implications in the Arctic, Worldwide Human Geography Panel Moderator, May (2022)
- Worldwide Human Geography Working Group Podcast “Through the Human Geography Lens” May (2022)
- Center for Environmental Justice, founding member, Launch event – September (2020)

# VOLUNTEER APPLICATION

Teagan Loew

12/8/2025 2:51 PM

Application: **NRAB - Natural Resources Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Natural Resources Advisory Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Natural Resources Advisory Board meets: 3rd Wednesday of each month at 6 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	6
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	4
Current Occupation:	Senior Ecologist
Current Employer:	Merjent
Prior work experience (please include dates):	Senior Ecologist, Merjent, 2024 to 2025 Senior Ecologist, Headway Environmental 1/2023 to 10/2023 Ecological Group Manager, STONE Environmental 6/2015 to 1/2023 Ecologist, ENVIRON 7/2014 to 6/2015 Ecologist, Aspen Environmental Group 3/2014 to 7/2014 Ecologist Ohio EPA 6/2012 to 3/2014
Volunteer experience (please include dates):	- NRAB member 2023 - 2025 - Botanical Surveys with City of Fort Collins, twice, July and August 2023 - Society of Ecological Restoration 2025 International Meeting Volunteer - Transportation Research Board 2022 Annual Meeting Scientific Paper Reviewer - Environmental Analysis and Ecology

Committee Member, Transportation Research Board: National Academies of Sciences; 2022 – Present  
- Society of Wetland Scientists Member, 2015 - Present; Volunteer, Joint Aquatic Science Meeting; May 2022  
- Science Committee Member, Friends of the Lower Olenangy Watershed (FLOW); 2021- Present  
- Potentially Threatened Kirtland's Snake Surveyor, U.S. Fish and Wildlife Service; 2018  
- Vernal Pool Ecologist, Ohio Wetlands Association; 2015 – 2019  
- GIS/Remote Sensing Analyst, African Water Projects; 2013 – 2016

Have you applied for this board before? If yes, please explain.

Yes - currently serve on the board

Are you currently serving on a City board or Commission? If so, which one?

No

Which natural resource issue facing the City of Fort Collins community are you most impassioned to work on, and why?

My interest is mostly focused on land use/ environmental planning and proposed development and how it may impact natural resources around Fort Collins. Water resources and sensitive species should especially be prioritized when making natural resource management decisions. This should be reflected in the Land Use Code but also be sensible and feasible for sustainable development to occur.

Please describe a personal, professional, or community experience that has most prepared you to serve on the Natural Resources Advisory Board.

I currently serve as an NRAB member. I've worked an ecologist for 16 plus years, previously serving as a regulator for the EPA, and serving as a consultant since 2014. I'm an expert in the Clean Water Act, especially wetland and stream assessments and regulation, and federal/ state listed species coordination and surveys. I routinely coordinate with regulators and permit reviewers at the federal, state, and local level, as well as represent clients with mixed interests. I try to understand all sides of the issues when assessing natural resource management (proposed development versus avoidance and/or mitigation, etc.). My expertise and ability to work with all sides/viewpoints has prepared me to serve on an Advisory Board.

Specify any activities which might create a serious conflict of interest if you are appointed:

None

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Currently serve as NRAB member

# VOLUNTEER APPLICATION

Charles Shobe

1/7/2026 9:21 PM

Application: **NRAB - Natural Resources Advisory Board**

## Applicant Information

Birthday: [REDACTED]      Gender: Male      Education Level: PhD  
 Address: [REDACTED]      Phone: [REDACTED] <<

## Volunteer Groups Applied For

Natural Resources Advisory Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	Natural Resources, Transportation, Air Quality
I acknowledge I am available when the Natural Resources Advisory Board meets: 3rd Wednesday of each month at 6 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	12
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	6
Current Occupation:	Research Scientist, Water and Watersheds Research Program
Current Employer:	U.S. Forest Service Rocky Mountain Research Station
Prior work experience (please include dates):	July 2023 - present: Research Scientist, U.S. Forest Service Rocky Mountain Research Station Dec. 2020 - July 2023: Assistant Professor, Department of Geology and Geography, West Virginia University Sept. 2019 - Dec. 2020: Postdoctoral Research Fellow, German Research Center for Geosciences Aug. 2014 - Aug. 2019: Research Assistant (PhD candidate), University of Colorado Boulder May 2014 - Aug. 2014: Interpretive Geologist, North Rim of Grand Canyon National Park

Volunteer experience (please include dates):	July 2022 - May 2023: Member, City Planning Commission, Morgantown, WV
Have you applied for this board before? If yes, please explain.	No
Are you currently serving on a City board or Commission? If so, which one?	No
Which natural resource issue facing the City of Fort Collins community are you most impassioned to work on, and why?	I am interested in all facets of the Board's work, but I am most passionate about work related to how effective city planning can achieve climate progress through emissions reductions. I see from the 2025 annual report that the Board discussed a number of topics relevant to how future (re-)development in the City can be done in a more sustainable way (e.g., building performance standards, building code updates, 15-minute city planning approaches). I feel passionate about this issue because it is a critically important way to make major progress towards the goals laid out in the Our Climate Future plan as well as state-level emissions reduction plans. My understanding of those plans is that, without more sustainable city planning that enables efficient buildings and transportation mode shifts, their stated goals are unlikely to be achieved. I would be excited to work with other Board members, city staff, and other groups to find paths to emissions reduction through effective city planning.
Please describe a personal, professional, or community experience that has most prepared you to serve on the Natural Resources Advisory Board.	As a research scientist for the U.S. Forest Service, I spend every day working on natural resources issues facing America's public lands in general and Rocky Mountain National Forest lands specifically. My professional experience and training gives me particular expertise in issues related to water quantity and quality, including how water resources are threatened by wildfire and other disturbances. Much of my recent work has involved partnering with land managers to design and evaluate river restoration efforts. I serve in an advisory role on these projects where my responsibility is to evaluate the best available data and make recommendations to land managers. These experiences have prepared me for service on the Natural Resources Advisory Board, where I will be able to apply my domain expertise in natural resources science as well as my scientific analysis skills to help craft effective recommendations to Council on how to most sustainably manage the City's natural resources.
Specify any activities which might create a serious conflict of interest if you are appointed:	None that I am aware of
Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.	No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Website

## Charles M. Shobe, Ph.D.

### PROFESSIONAL EXPERIENCE

#### Highlights:

- Researcher and team leader in numerical simulation of Earth surface dynamics, hazards (including floods, wildfires, landslides, and erosion), and human impacts both as an R1 tenure-track professor and as a U.S. government scientist.
- Strong skills in fluid dynamics, physics, applied mathematics, scientific programming, high-performance computing, and statistics for model evaluation and interpretation.
- Proven track record as an R&D leader, obtaining >\$1.1M in grant funding from agencies including NASA, the National Science Foundation, the U.S. Geological Survey, the U.S. Forest Service, and the European Commission, and authoring 29 peer-reviewed technical articles (nine as first-author). Papers have been cited >850 times.

#### Research Scientist,

July 2023-Present

#### U.S. Forest Service (USFS) Rocky Mountain Research Station

- Led a research program focused on developing computer models to improve understanding of Earth surface processes that drive risk (including river flooding and erosion, wildfire, landslides, erosion of mine waste, river response to dam removal).
- Led multidisciplinary collaborations including university professors and graduate students, resource managers, and technicians. Served as the principal investigator responsible for supervising development of models and research products.
- Developed a Python-based model to predict river response to environmental change including hazards associated with flooding and riverbank erosion.
- Applied Python-based optimization algorithms to calibrate model to environmental data. Peer-reviewed journal article in preparation to submit to *Water Resources Research*.
- Used Bayesian inversion of existing Python-based models to infer timing, duration, and magnitude of past solar storm events from tree ring carbon measurements.
- Communicated research results to technical and non-technical audiences via peer-reviewed articles, conference presentations, invited lectures at universities and agencies, and news interviews. Delivered a webinar to U.S. Congressional staff.

#### Assistant Professor of Geology, West Virginia University

Dec. 2020-July 2023

- Built a research group of postdoctoral fellows, graduate students, and undergraduates (6–7 mentees at any time) focused on developing computational models and geospatial techniques to assess surface hazards from landscape change and human impacts. Developed new ideas for research directions and products.
- Led the design and development of Python-based models both by myself and by my students, supported by \$200,000 in external funding I won as principal investigator.
- Supervised and conducted computational research predicting environmental hazards from coal mine reclamation. Developed a Python-based numerical model to simulate post-mining erosion hazards under climate change and revegetation scenarios. Analyzed climate model output (NASA BioClim product) to develop climate change scenarios. Accelerated simulations using a Linux-based high-performance computing cluster.

- Conducted research into machine-learning-driven predictive spatial modeling of surface hazards. Co-authored a leading review article on computing land-surface parameters for spatial predictive modeling. Identified feature space variables that improve machine-learning model performance on feature extraction tasks.
- Published eight peer-reviewed articles and delivered 32 conference presentations, as well as 15 invited lectures at universities and conferences.
- Taught a graduate (MS/PhD) course on “Numerical Modeling in the Earth Sciences.”
- Consulted for resource managers on flooding and erosion hazard issues.

**Consulting Geologist for E.L. Robinson Engineering** **Sep. 2022**

- Assessed risk to roadway bridge due to flooding-driven river erosion by conducting field investigations and analyzing satellite imagery and flood records.
- Produced a report for clients and provided follow-up consultations during permitting.

**Postdoctoral Fellow,** **Sep. 2019-Dec. 2020**

**German Research Center for Geosciences**

- Acquired €170,000 in competitive research funding from the European Commission.
- Developed a Python-based model and integrated it with a Bayesian inversion scheme for inferring surface erosion dynamics using a high-performance computing cluster.
- Published five journal articles, gave 17 conference talks and three invited lectures.

**Consulting Numerical Modeler,** **Aug. 2016-May 2019**

**U.S. Dept of Energy and NY State Energy Research and Development Authority**

- Worked on a team of software developers to build Python-based software, consisting of 37 individual models, to predict erosion at a hazardous waste storage site.
- Used the *Dakota* model calibration and validation toolkit to calibrate all 37 models and assess their performance against one another on a high-performance computing cluster.
- Produced forecasts of erosion hazards at the waste storage site over the next 10,000 years, including estimates of forecast uncertainty under climate change scenarios.
- Produced a client report and five peer-reviewed articles.

**Graduate Researcher, University of Colorado Boulder** **Aug. 2014-Aug. 2019**

- Acquired >\$250,000 through competitive fellowships to fund five years of research.
- Developed a new, Python-based numerical model for river erosion hazards that has been cited >75 times and been widely used by research groups globally.
- Used land-surface change models to infer earthquake hazards from topography.
- Published seven peer-reviewed articles, delivered 35 conference presentations, and gave four invited lectures at conferences and universities.

**Interpretive Geologist, Grand Canyon National Park** **May 2014-Aug. 2014**

**Summer Research Fellow, NOAA Earth Systems Research Lab** **May 2013-Aug. 2013**

- Developed MATLAB routines for using soil moisture data to calibrate flood models.

**EDUCATION**

**Ph.D. in Geological Sciences and Certificate in Hydrologic Sciences** **Aug. 2019**  
University of Colorado Boulder

**B.S. in Geology, *magna cum laude* and high honors** **May 2014**  
College of William and Mary

# VOLUNTEER APPLICATION

Elizabeth Dudley

12/1/2025 9:48 AM

Application: PRB - Parks and Recreation Board

### Applicant Information

Birthday: [Redacted] Gender: Female Education Level: Masters degree

Address: [Redacted] Phone: [Redacted] <<

### Volunteer Groups Applied For

Parks & Recreation Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	Parks and Recreation, Affordable Housing, Human Services and Housing Funding
I acknowledge I am available when the Parks & Recreation Board meets: 4th Wednesday of each month January - October at 5:30 p.m. and 1st Wednesday of December	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	40
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	1
Current Occupation:	Program Manager and Portfolio Lead
Current Employer:	University of Chicago Medicine
Prior work experience (please include dates):	2018-2021: Technical Solutions Engineer at Epic Systems in Madison, WI 2021-2023: Senior Program Manager at Very Good Ventures (Remote) 2023-2024: Business Analyst at Children's Colorado (Remote) 2024-Current: Program Manager and Portfolio Lead at University of Chicago Medicine
Volunteer experience (please include dates):	2014-2018: Tigers Teach internship at Clemson, SC to provide teaching assistance to public schools in the area 2018-2021: Grocery Delivery for NewBridge of Madison, WI (Elderly assistance)

Have you applied for this board before? If yes, please explain.

No

Are you currently serving on a City board or Commission? If so, which one?

No

Why do you want to become a member of this particular board or commission?

I moved to Fort Collins in April of 2024 with my husband. We originally expected to stay only a few months, but we quickly fell in love with the city. The parks and recreation opportunities have been a major part of why Fort Collins has become home for us.

When we lived on Mountain Avenue, City Park became a regular part of our routine, especially the pick-up volleyball games. We now live about a five-minute walk from Edora Park along the Power Trail, and having a park so close continues to shape how connected I feel to this community. I believe strongly in the value that Parks and Recreation brings to residents by creating spaces where people can gather, be active, and feel a sense of belonging. Because these spaces have played such a meaningful role in my own experience here, I want to give back by supporting the work that makes them possible. Serving on this board would allow me to participate in my community in a positive and practical way.

Please describe the community benefits of highly functioning Parks & Recreation Departments.

A highly functioning Parks and Recreation department strengthens a community in ways that go far beyond maintaining outdoor spaces. In a world where many people feel disconnected, especially those of us who work remotely, parks and recreation programs create some of the most accessible and consistent opportunities for in-person connection. They offer neutral, welcoming spaces where people of all ages, backgrounds, and interests can interact naturally. Some key indicators of strong community impact include high park usage, well-attended programs, safe and maintained facilities, and accessible recreational options for all residents. These are signs that people feel comfortable spending time outdoors, engaging with each other, and participating in activities that improve their physical and mental well-being. As a remote employee, I rely on parks and recreation spaces to stay connected to my community. Whether it's joining a game, walking a trail, or simply being around others in a shared space, these environments help replace the social interaction that might otherwise happen in a traditional workplace. A well-supported Parks and Recreation department helps make that possible for me and for many others in similar situations. Overall, a strong department supports a healthier, more connected, and more

How have you engaged in the benefits of the current Parks and Recreation systems?

engaged community, which is essential as daily life becomes increasingly digital and isolated.

I've engaged with many parts of the Fort Collins Parks and Recreation system in my daily life. My husband and I have been members of the Fort Collins city gyms, including the Senior Center, which has given us access to fitness facilities, classes, and a welcoming community environment. I also play in multiple city softball leagues, which has been a great way to stay active, meet people, and get to know several of the city's parks. We are avid disc golf players and regularly use the courses in the area, and we also enjoy playing pickleball at the city's courts. When we lived near Mountain Avenue, I joined pick-up volleyball games at City Park, and now that we live close to the Power Trail, I often walk to Edora Park to use its open spaces and amenities. All of these experiences have helped me feel more connected to the community and have shown me firsthand how valuable a strong Parks and Recreation system is for residents.

Specify any activities which might create a serious conflict of interest if you are appointed:

I am not aware of any activities, employment, or affiliations that would create a conflict of interest if I were to join this board. I do not have financial, professional, or organizational ties that relate to Parks and Recreation operations beyond being an active user of the city's facilities and programs.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify); I actively searched to see what City Boards were available and went to the Open House at City Hall.

# Elizabeth Dudley

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Fort Collins, CO | [REDACTED] | [www.linkedin.com/elizabethdudley2024](http://www.linkedin.com/elizabethdudley2024)

Dynamic healthcare technology leader with deep expertise in Epic applications and ambulatory operations, specializing in optimizing clinical, access, and revenue workflows. Experienced in leading large-scale implementations and redesign initiatives across oncology and ambulatory service lines for organizations such as University of Chicago Medicine and Children's Colorado. Recognized for exceptional cross-functional leadership, driving workflow optimization, operational readiness, and technology alignment to improve patient access and provider efficiency. Adept at translating clinical and business needs into scalable system solutions that enhance performance, compliance, and user experience

## Epic Certifications

- Beacon Oncology
- Ambulatory
- Order Transmittal
- Referrals and Authorizations
- Cogito Tools Administration
- Cadence [In Progress - Exp: December 2025]

## Experience

### **PROGRAM MANAGER AND PORTFOLIO LEAD | UCM | JUNE 2025 - PRESENT**

- Serving as co-lead for applications project management supporting the construction and activation of Illinois' first standalone cancer tower, with a focus on ambulatory operations, patient access, and revenue cycle workflows to ensure end-to-end readiness.
- Leading the Cadence Redesign initiative to optimize scheduling workflows across all specialties, improving efficiency, provider utilization, and patient access.
- Driving cross-functional collaboration between Epic analysts, operational leaders, and external vendors to ensure seamless integration and activation readiness.

### **REFUEL PROJECT MANAGER | UNIVERSITY OF CHICAGO MEDICINE | JULY 2024 - APRIL 2025**

- Leading team of 30+ IT analysts to complete a transformative refuel project for the Oncology service line to improve provider efficiency, reduce patient intake time, and increase infusion chair utilization
- Coordinated 3 waves of roll-outs of over 150 features including flagship features such as eSym/Care Companion, Treatment Plan Scheduling, and implementing the BMT Module
- Improved UCM's Beacon Gold Stars completion from Level 1 to approximately Level 7
- Created steering and change management processes by setting up 10 specialized workgroups with 40 attendees each to facilitate decision making and ensuring effective communication
- Created and shared weekly status reports including recent accomplishments, risks, and help needed
- Collaborated with analytics team to create KPI dashboards to ensure project goals were met
- Collaborated with training and informatics to ensure all changes were communicated to end-users effectively and features were adopted

### **SENIOR BEACON APPLICATIONS ANALYST | CHILDREN'S COLORADO | NOV 2023 - JULY 2024**

- Responsible for ambulatory oncology, inpatient oncology, radiation oncology, and research build including protocols, workspace set up, security, profiles, templates, etc
- Built and validated 250+ new treatment plan protocols, including research protocols

- Led treatment plan scheduling implementation project which included adding appointment requests to 1000+ protocols and standardizing oncology scheduling workflows in collaboration with Cadence
- Used technical troubleshooting skills to investigate issues reported in tickets in ServiceNow
- Facilitate change management and stakeholder communications by leading monthly steering board meetings and ensuring regular communication to clinical teams
- Reviewed and built nova notes to facilitate quarterly upgrades

### **SENIOR PROGRAM MANAGER | VERY GOOD VENTURES| OCT 2021 – NOV 2023**

- Led and managed application development projects with multi-million dollar budgets for large clients such as Google, American Airlines, Keller Williams, Scott's Miracle-Gro, Dow Jones, and more
- Created and shared weekly status reports including budget spend, tasks completed, and risks identified
- Levered Agile methodologies to facilitate sprint planning meetings, ticket creation, and daily stand-ups
- Developed project roadmaps and timelines to ensure timely delivery of all client needs

### **BEACON TECHNICAL SOLUTIONS ENGINEER |EPIC| AUG 2018– OCT 2021**

- Served as primary customer contact for 7 healthcare organizations for the Beacon Oncology application including Mass General Brigham, Edward Elmhurst & DuPage, FirstHealth of the Carolinas, Cincinnati Children's, Seattle Children's, and more
- Debugged and used troubleshooting skills to solve technical software issues
- Reviewed and designed workflows to remove gaps and ensure maximum software usage
- Met regularly with operational leaders to identify top issues and project priorities
- Completed project build as necessary including protocols, reporting workbench reports, navigators, workflow engine rules, extensions, note templates, security classes, etc

### **BEACON TEAM MANAGER |EPIC| AUG 2019– OCT 2021**

- Promoted after one year due to exceptional customer service, leadership skills, and Epic knowledge
- Managed team of 12 technical solutions engineers within the Beacon application
- Served as escalation point for team members to assist with customer issues such as patient safety issues, go-live launch risks, and upgrade issues
- Wrote and delivered quarterly performance reviews to ensure growth and improvement

### **ADULT ONCOLOGY STEERING BOARD LEAD |EPIC| FEB 2021– OCT 2021**

- Led steering board committee of 12 oncologists in the top Oncology organizations in the US to lead future product development and vision
- Met bi-weekly to identify software pain points, discuss new feature requirements, and provide updates on upcoming quarterly release features
- Presented new feature demos to gather feedback and improve upcoming future releases

## **Education**

**B.S. IN BIOELECTRICAL ENGINEERING | CLEMSON UNIVERSITY| MAY 2018**

**MBA | COLORADO STATE UNIVERSITY| EXPECTED COMPLETION IN MAY 2026**

# VOLUNTEER APPLICATION

Lorena Falcon

12/21/2025 3:27 PM

Application: PRB - Parks and Recreation Board

### Applicant Information

Birthday: [REDACTED]      Gender: Female      Education Level: Bachelors degree  
 Address: [REDACTED]      Phone: [REDACTED] <<

### Volunteer Groups Applied For

Parks & Recreation Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Parks & Recreation Board meets: 4th Wednesday of each month January - October at 5:30 p.m. and 1st Wednesday of December	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	5-10 hr
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	2
Current Occupation:	Landscape Architect and Project Manager
Current Employer:	Norris Design
Prior work experience (please include dates):	Design Intern - May '21 through August '21 Design Intern - May '20 through August '20
Volunteer experience (please include dates):	Parks and Rec Advisory Board - City of Fort Collins - April '24 - Present
Have you applied for this board before? If yes, please explain.	Yes, Currently sitting on the board now!
Are you currently serving on a City board or Commission? If so, which one?	Yes; City of Fort Collins Parks and Rec Advisory Board
Why do you want to become a member of this particular board or commission?	I have a background in development and parks design with my current job and I have always been interested in the public side of that. I currently work in a private firm but am interested in the systems, projects, and work that the public side

does as well. I am a 4 year resident of Fort Collins and in the past few years I can come to love my community. Holding a seat on the board has allowed me to broaden my knowledge in a professional manner, but also allow me to give back to the community that I have come to love.

Please describe the community benefits of highly functioning Parks & Recreation Departments.

Fort Collins is a very active and vibrant community that is known for the high quality access to parks and open space and it very much reflects the lifestyle of the people who live here. With a high functioning department, it allows the residents to indulge in that type of lifestyle with ease. Access to open space and recreation spaces sets a great foundation of a healthy, fun, and vibrant community. A strong parks and rec department also gives Fort Collins the characteristics that set us aside from other front range community allowing us to bring in more visitors and residents.

How have you engaged in the benefits of the current Parks and Recreation systems?

I am a frequent visitor to some of the most loved parks in the city like Spring Canyon Park and Fossil Creek for leisure recreation as well as participating in the adult programs in the Spring, Summer, and Fall. With the extensive paved trails, I have also taken up biking for exercise and transportation to and from work. There are also many events put on my the Parks and Rec Department like the Fourth of July Event, Open Streets, Tree Lighting Ceremony, and so much more that I annually attend as a resident!

Specify any activities which might create a serious conflict of interest if you are appointed:

Working at Norris Design here in town, but over the last 2 years, I didnt have any conflicts!

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No.

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Currently serve on board

# LORENA J. FALCON

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## OBJECTIVE

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Re-applying for the City of Fort Collins Park and Recreation Advisory Board.

## SKILLS

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- Creative Design Skills
- Understanding of Fort Collins Development
- Adaptive Learner
- Collaborate with Colleagues Easily
- Professional Communication Skills
- Punctual and Dependable

## EDUCATION

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### University of Illinois Urbana-Champaign

*Bachelor of Landscape Architecture*

Champaign Urbana, IL

August 2019-May 2022

### Illinois Central College

*Associates in Arts and Science*

East Peoria, IL

August 2017-May 2018

## WORK EXPERIENCE

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### Norris Design

Fort Collins, CO

#### *Project Manager*

July 2022 - Present

- Design functional and attractive spaces for clients
- Collaborate with project consultants on day-to-day progress
- Manage project team members and subconsultants

### Norris Design

Fort Collins, CO

#### *Design Intern*

May 2021 - August 2021

- Design functional and attractive spaces for clients
- Collaborate with project consultants on day-to-day progress

### Penn Landscaping and Sunburst Nursery

Bloomington, IL

#### *Design Intern*

May 2020 – August 2020

- Design unique and personalized landscapes for clients
- Work alongside the designer and owner for landscaping projects
- Assist customers with questions about plants and landscaping ideas

## EDUCATIONAL/PROFESSIONAL AFFILIATIONS

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### City of Fort Collins Parks and Recreation Advisory Board

Fort Collins, CO

#### *City of Fort Collins*

April 2024 - Present

- Learn ins and outs of the governmental structure of the City of Fort Collins
- Meet and network with city staff and community members

### City Works

Fort Collins, CO

#### *City of Fort Collins*

March 2023 - May 2023

- Learn ins and outs of the governmental structure of the City of Fort Collins
- Meet and network with city staff and community members

# VOLUNTEER APPLICATION

**Vanessa Lewis**

1/9/2026 11:58 AM

Application: **PRB - Parks and Recreation Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Parks & Recreation Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Parks & Recreation Board meets: 4th Wednesday of each month January - October at 5:30 p.m. and 1st Wednesday of December	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	5-10
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	3
Current Occupation:	Resource Development Director Sept 2015-Present
Current Employer:	Larimer County Partners, Inc (Partners)
Prior work experience (please include dates):	Various support positions at the Evans School of Public Affairs, University of Washington while earning my MA in Public Administration— 2013-2015 Program Manager, Yellowstone Boys and Girls Ranch, Bozeman, MT — Nov 2008-Aug 2013
Volunteer experience (please include dates):	Volunteer Mentor, Partners — 2016-Present Steering Committee Member, United Way of Larimer County — 2016-2020 Board Fellow, Childcare Resources — 2014-2015 Volunteer, Bioregional Outreach Network — 2007-2011

Have you applied for this board before? If yes, please explain.

No

Are you currently serving on a City board or Commission? If so, which one?

No

Why do you want to become a member of this particular board or commission?

The Parks and Recreation department of Fort Collins provides important opportunities to everyone who lives in this area. I recognize the value it has brought to me and my family's experience living here and I would like to engage in the strategic planning to ensure offerings are high-quality, varied, well-communicated, and accessible to all who could benefit. I believe that dedicated citizens who are invested in their communities should find ways to support the elements of their community they find most vital, and I would like the chance to do that through this position.

Please describe the community benefits of highly functioning Parks & Recreation Departments.

When highly functioning, a Parks and Recreation department can offer a wide cross-section of citizens opportunities they may not otherwise have access to. This ranges from skill building, socializing, giving back/volunteering, learning about our area, staying healthy, connecting to nature, and many more benefits. Having classes, events, and facilities that are run through our municipality instead of private business can make these benefits more accessible to everyone on our community.

How have you engaged in the benefits of the current Parks and Recreation systems?

Yes, both myself and my family regularly attend classes and events put on by Parks and Recreation. We average attending 7-9 classes and 10-15 events annually, plus several weeks of summer camp. Additionally, we visit the parks, playgrounds, pools, facilities, and trails regularly.

Specify any activities which might create a serious conflict of interest if you are appointed:

I work for a local nonprofit (Larimer County Partners) that has received funding from the city (human services) in the past. I do not believe this will be a conflict of interest but should be disclosed.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
From a friend and reminded through Instagram

# VOLUNTEER APPLICATION

Adam Snow

1/8/2026 3:19 PM

Application: PRB - Parks and Recreation Board

### Applicant Information

Birthday: [Redacted] Gender: Male Education Level: Some College

Address: [Redacted] Phone: [Redacted] <<

### Volunteer Groups Applied For

Parks & Recreation Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. Parks and Recreation Board, Affordable Housing Board, Planning & Zoning Commission

I acknowledge I am available when the Parks & Recreation Board meets: 4th Wednesday of each month January - October at 5:30 p.m. and 1st Wednesday of December YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? +40

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 1

Current Occupation: Restaurant Owner- The Steak-Out Saloon & Sports Bar  
Foco Snow Charities- Executive Director  
Charity Golf Coordinator and City Park 9 Golf League Commissioner  
Real Estate Broker- The Real Estate Workshop

Current Employer: Focosnow llc  
Samuel Glen llc

Prior work experience (please include dates): Current employment exceeds 20 years

Volunteer experience (please include dates): I an the organizer of the Steak-Out saloon Charity Golf Scramble

Have you applied for this board before? If yes, please explain. No

Are you currently serving on a City board or Commission? If so, which one? No

Why do you want to become a member of this particular board or commission?

To better understand the city's projects and management of the many and amazing parks and recreation options and provide resident insight when asked

Please describe the community benefits of highly functioning Parks & Recreation Departments.

outdoor, physical engagement that everyone can have reasonable access to regardless of their position in life

How have you engaged in the benefits of the current Parks and Recreation systems?

Frequently, My children love the many parks, trails and variety. I love the golf courses and open spaces.

Specify any activities which might create a serious conflict of interest if you are appointed:

unknown

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

NO

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

NO

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Paul Baker

Adam Snow



I am a dedicated and community-oriented professional seeking a seat on the Affordable Housing Board.

City residence since 1999, homeowner 2009, business owner, real estate agent, husband, father, philanthropist, past certified tourism advisor, golfer and outdoor enthusiast.

#### Current Employment

Restaurant Owner- The Steak-Out Saloon & Sports Bar

Foco Snow Charities- Executive Director

Charity Golf Coordinator and City Park 9 Golf League Commissioner

Real Estate Broker- The Real Estate Workshop

After moving from Laguna Beach, California, I attended Colorado State University and fell in love with Fort Collins. I have lived in this town as a college student, a father, a realtor and a business owner.

-I am an owner at The Steak-Out-Saloon & Sports Bar and have spent the last 20+ years involved in community life, serving our many craft brews and hosting sports fans, tourists and locals alike.

-My non-profit FOCO SNOW CHARITIES has contributed over \$120,000.00 to the City of Fort Collins Youth Recreational Sports Scholarship and more than \$75,000.00 to various community support initiatives. That's over \$195,000.00 to total donations! Updated 1/2025.

-I am the sole founder of the city's largest golf league, 188 players and one of the state's largest charity golf tournaments. In 2023 and 2024 we had over 192 golfers! I am excited to host this tournament again this year.

-As a real estate agent, I host new buyer's classes in various restaurants throughout the year which has been personally fulfilling. It is my belief that the people that work in this town should be encouraged to become homeowners.

-I have even been a certified tourism ambassador to this great town and I have accumulated a wealth of knowledge about Fort Collins' people, its struggles and its accomplishments.

I would love to be more involved in city projects, and I know that serving on a board will be both fun and fulfilling.

**Adam Snow, CTA**

**Broker: The Real Estate Workshop**

[Team FocoSnow website](#)

Executive Director: FoCo Snow Charities

Owner: Steak-Out Saloon



# VOLUNTEER APPLICATION

Trevor Sheeley

12/3/2025 2:44 PM

Application: **PZC - Planning and Zoning Commission**

### Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Planning & Zoning Commission

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. N/A

I acknowledge I am available when the Planning & Zoning Commission meets: Hearings are held on the third Thursday of Each Month at 6:00 p.m. and work sessions are held the Friday prior to 3rd Thursday Hearing at 12 p.m. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a commission member? 15-20

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 4

Current Occupation: Sr Director of Project Engineering at a small Aerospace company.

Current Employer: Parry Labs, LLC.

Prior work experience (please include dates): See resume. Summary:  
\* L3Harris Technologies 2021-2024  
\* Collins Aerospace 2000-2021

Volunteer experience (please include dates): See resume.  
\* Red Cross Disaster Responder  
\* Lots of activities at my kids' schools  
\* Food Pantries  
\* Mentoring Veteran transition to industry  
\* Big Brothers Big Sisters  
\* Other

Have you applied for this commission before? If yes, please explain. No

Are you currently serving on a City board or Commission? If so, which one? No

What is your level of familiarity with the City's adopted plans, policies and land use regulations?

I am familiar with the structure and purpose of the Land Use Code, the role of the City Plan and other adopted plans in guiding land-use decisions, and the city's development review process from pre-application through quasi-judicial hearing. I understand that the Commission's role is to apply the Code's criteria to the evidence presented and make defensible findings.

Please describe your understanding of how the City's adopted plans, policies and land use regulations impact the built environment.

The city's plans set the high-level vision for how Fort Collins should grow, including where different types of development make sense and what kind of community we're striving for down the road. The Land Use Code translates the plan's vision into the rules that projects must follow. So when a new development project is proposed, the plans point the direction, and the Code ensures the direction is realized in the built environment.

Specify any activities which might create a serious conflict of interest if you are appointed:

None

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
From Davina at the Boards and Commissions open house in November.

# Trevor Sheeley

Fort Collins, Colorado • [REDACTED]

**Engineering Executive** with 25 years of Aerospace & Defense experience building and scaling large organizations and leading major product developments, mission system integration programs, and strategic initiatives. Extensive experience leading engineering operations, technical program management, software development, and systems engineering. Seeking a challenging opportunity to build and lead a world-class engineering organization or business operation.

## Experience

FEBRUARY 2024 – PRESENT

**Senior Director, Engineering | Parry Labs | Fort Collins, Colorado**

Built and led department of Engineering Managers and Project Engineers (Technical Project Managers) leading programs developing software and integrating systems providing command and control, networking, and on-board mission computing for military uncrewed systems. Established standard operating procedures and defined roles and responsibilities for bidding, project management, and engineering operations. Leading engineering program management and operations. Served as Dallas (Texas) Site Lead responsible for operations and growth.

NOVEMBER 2021 – FEBRUARY 2024

**Director, Engineering | L3Harris Technologies | Plano, Texas**

Built multi-discipline team responsible for digital engineering (DE) transformation for 2000-person organization. Led enablement and efficiencies across 5 divisions and 5 regional sites with software architecture, modeling and simulation, and DevSecOps. Led cost savings initiatives including process and tool standardization, methods for discovering enterprise reuse, and company adoption of high-performance computing service.

MAY 2000 – NOVEMBER 2021

**Associate Director, Engineering | Collins Aerospace | Cedar Rapids, Iowa**

Progressed from software engineer, to technical program manager, to department director responsible for \$300m business portfolio. Pursued and executed dozens of successful system integration and software development projects. Built and led engineering departments responsible for overall program execution and all functional disciplines. Led leaders and hundreds of direct reports and matrixed personnel across multiple sites. Led initiatives to drive efficiencies and operational excellence.

## Skills

Leadership, Engineering Operations, Project Management, Talent Acquisition, Mentoring, Leader Development, Pursuit & Bid Leadership, Leadership Communication, Town Hall Presentations, Change Management, Strategic Planning, Org Design, Vision & Goal Setting, Digital Engineering, Software, Safety-critical Avionics, Data Science, Systems Engineering, Execution Leadership, Technology Roadmaps, Open Architectures, System Integration, Agile, Active Security Clearance

## Education

MBA from University of Iowa. Computer Science degree from University of Northern Iowa. Data Science certificate from IBM.

## Activities

Red Cross Disaster Responder, American Corporate Partners mentor, Big Brothers Big Sisters mentor, Youth sports coach, United Way volunteer, Matthew25 volunteer, America Reads volunteer, Feed My Starving Children volunteer

# VOLUNTEER APPLICATION

**Julie Stackhouse**

12/2/2025 11:55 AM

Application: **PZC - Planning and Zoning Commission**

### Applicant Information

Birthday: [REDACTED]      Gender: Female      Education Level: College degree  
 Address: [REDACTED]      Phone: [REDACTED] <<

### Volunteer Groups Applied For

Planning & Zoning Commission

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Planning & Zoning Commission meets: Hearings are held on the third Thursday of Each Month at 6:00 p.m. and work sessions are held the Friday prior to 3rd Thursday Hearing at 12 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a commission member?	20-30
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	GMA
Current Occupation:	Retired - see vitae for current volunteer and board positions
Current Employer:	Not applicable
Prior work experience (please include dates):	Please see attached vitae.
Volunteer experience (please include dates):	Please see attached vitae.
Have you applied for this commission before? If yes, please explain.	Yes
Are you currently serving on a City board or Commission? If so, which one?	Yes; Planning and Zoning
What is your level of familiarity with the City's adopted plans, policies and land use regulations?	Given my experience on the Commission, I am quite familiar with plans, policies and land use regulations.
Please describe your understanding of how the City's adopted plans, policies and land use regulations impact the built environment.	The City's adopted plans, policies, and land use regulations ensure a safe and high quality environment for residents and businesses in the City of Fort Collins.

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However, such tools must be applied in an even manner to avoid undue cost and unanticipated consequences. This is an important role of P&Z -- to neither over-apply nor under-apply the Land Use Code.

Specify any activities which might create a serious conflict of interest if you are appointed:

None.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No.

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No.

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Currently a P&Z member



**Julie L. Stackhouse**

**Current and recent professional and volunteer affiliations:**

**BOARD OF DIRECTORS AND CO-VICE PRESIDENT • LEAGUE OF WOMEN VOTERS OF LARIMER COUNTY • JULY 2023 - PRESENT**

The League of Women Voters of Larimer County (<https://www.lwv-larimercounty.org>) is a 501(c)(3) organization that encourages the informed participation of citizens in government. After extensively studying issues, it seeks to influence public policy through education and advocacy in order to promote a healthy democracy for all. The League is political, but non-partisan.

**BOARD OF DIRECTORS/CHAIR OF ASSET/LIABILITY COMMITTEE • SIMMONS FIRST NATIONAL CORPORATION AND SIMMONS BANK, LITTLE ROCK, AR • MARCH 2021 – PRESENT**

Simmons Bank (<https://simmonsbank.com>) is a \$25 billion, full-service community bank located in Little Rock Arkansas. It operates in the states of Arkansas, Kansas, Missouri, Oklahoma, Tennessee, and Texas.

**PLANNING AND ZONING COMMISSION • CITY OF FORT COLLINS • JANUARY 2022 – PRESENT**

The Planning and Zoning Commission's responsibilities include making recommendations to the City Council regarding zoning, annexations, major public and private projects, and any long-range planning activities that require Council approval. The Commission is also the final decision-making authority regarding land use proposals including overall development plans, project development plans and any planned unit developments that remain from the City's previous land use regulations.

**CONFERENCE OF STATE BANK SUPERVISORS • STATE BANKING DEPARTMENT ACCREDITATION REVIEW TEAM • OCTOBER 2020 – PRESENT**

The Conference of State Bank Supervisors (<https://csbs.org>) accreditation process certifies that a

state agency is supervising financial institutions effectively and protecting consumers efficiently and effectively.

**AUDIT COMMITTEE • COLORADO STATE UNIVERSITY FOUNDATION • AUGUST 2020 – PRESENT**

The Colorado State University Foundation was incorporated in 1970 for the following purposes:  
(a) to assist in the promotion, development, and enhancement of the facilities and educational programs and opportunities of the faculty, students, and alumni of Colorado State University and  
(b) to receive, manage, and invest contributions, gifts, and bequests and apply the principal or income generated therefrom exclusively for charitable, scientific, literary, or educational purposes that will directly aid and benefit Colorado State University.

**EXECUTIVE VICE PRESIDENT • FEDERAL RESERVE BANK OF ST. LOUIS • 2002 – FEBRUARY 2020**

I served as executive vice president and managing officer of Supervision, Credit, Community Development and Learning Innovation. I oversaw the work of 360 staff members located across the country. In my role as officer in charge of supervision, I was responsible for the examination of 130 state member banks and 500 bank holding companies located in the 8<sup>th</sup> Federal Reserve District. My responsibilities also included administration of the District's discount window function as well as outreach activities in support of low-and-moderate income communities. I was also responsible for leading Federal Reserve business line learning and development functions, including the development, delivery and maintenance of three examiner commissioning programs. Other activities included frequent public speaking.

**VICE PRESIDENT • FEDERAL RESERVE BANK OF MINNEAPOLIS • 2000 - 2002**

I served as vice president of the Risk Management Department of the Federal Reserve Bank of Minneapolis.

**SENIOR VICE PRESIDENT • FEDERAL RESERVE BANK OF KANSAS CITY • 1980 - 1995**

I served in multiple capacities, starting as a bank examiner in 1980. Later in my tenure, I served as the senior officer responsible for all support and overhead functions for the Reserve Bank.

Past volunteer activities include the local and national boards of National Charity League, Inc, Open Door Animal Shelter, the women's advisory board of Variety the Children's Charity, and the advisory board of Washington University's Women's Leadership Certificate Program.

## **Education**

### **BSBA • 1980 • DRAKE UNIVERSITY, DES MOINES**

Finance major, accounting minor. Graduated summa cum laude while also working 15 – 25 hours per week to aid in self-financing her education.

### **GRADUATE • 1988 • WISCONSIN GRADUATE SCHOOL OF BANKING, MADISON WISCONSIN**

Graduate banking program.

## **Awards**

**2010** – St. Louis Business Journal “Most Influential Business Women: Recipient

**2016** – Delta Sigma Pi Career Achievement Award (remarks from Chair Janet Yellen: <https://www.youtube.com/watch?v=bU-v-797ZGY> )

## **Sample of Blogs, Articles, and Speeches**

Keynote Speech -Community Reinvestment Act – Separating Truths from Myths:

<https://www.stlouisfed.org/dialogue-with-the-fed/community-reinvestment-act-separating-truth-from-myths>

Keynote Speech - How Fintech is Transforming Banking:

<https://www.stlouisfed.org/dialogue-with-the-fed/fintech-transforming-banking>

Keynote Speech - Lessons Learned from the Financial Crisis:

<https://www.stlouisfed.org/dialogue-with-the-fed/lessons-learned-from-the-financial-crisis>

Podcast – Supervising the Nation’s Banks:

<https://podcasts.apple.com/ee/podcast/supervising-the-nations-banks/id1196374249?i=1000437520345>

Blog – The Community Reinvestment Act’s History and Future:

<https://www.stlouisfed.org/on-the-economy/2018/january/community-reinvestment-act-history-future>

Blog – Do HMDA Data Prove Lending Discrimination:

<https://www.stlouisfed.org/on-the-economy/2018/march/do-hmda-data-prove-lending-discrimination>

Blog: The Basics of Fintech:

<https://www.stlouisfed.org/on-the-economy/2019/february/basics-fintech>

Blog – Fintech: Understanding AI Use in Financial Services:

<https://www.stlouisfed.org/on-the-economy/2019/april/fintech-understanding-ai-financial-services>

Blog: Fintech – How Technology is Changing Consumer and Small Business Lending:

<https://www.stlouisfed.org/on-the-economy/2019/may/fintech-technology-changing-consumer-small-business-lending>

Blog: Fintech – How Digital Wallets Work:

<https://www.stlouisfed.org/on-the-economy/2019/june/fintech-digital-wallets-work>

Blog – Beyond Bitcoin: Distributed Ledger Technology:

<https://www.stlouisfed.org/on-the-economy/2019/july/beyond-bitcoin-look-distributed-ledger-technology>

Blog – Fintech Interest in ILC Charters Spurs Questions:

<https://www.stlouisfed.org/on-the-economy/2017/october/fintech-interest-industrial-loan-company-charters-spurring-new-shadow-banking-system>

Blog – The ABCs of CAMELS:

<https://www.stlouisfed.org/on-the-economy/2018/july/abcs-camels>

Blog – CAMELS Ratings – Capital Adequacy:

<https://www.stlouisfed.org/on-the-economy/2018/august/camels-ratings-capital-adequacy>

Blog: CAMELS Ratings – Asset Quality:

<https://www.stlouisfed.org/on-the-economy/2018/september/camels-ratings-asset-quality>

Blog: CAMELS Ratings – Management:

<https://www.stlouisfed.org/on-the-economy/2018/october/camels-ratings-management>

Blog – CAMELS Ratings - Earnings:

<https://www.stlouisfed.org/on-the-economy/2018/november/camels-ratings-earnings>

Blog: CAMELS Ratings – Liquidity:

<https://www.stlouisfed.org/on-the-economy/2018/december/camels-ratings-liquidity>

Blog – CAMELS Ratings – Sensitivity to Market Risk:

<https://www.stlouisfed.org/on-the-economy/2019/january/camels-ratings-sensitivity-market-risk>

Blog - Banking on “Bank On”:

<https://www.stlouisfed.org/on-the-economy/2019/march/banking-bank-on>

Blog – CECL: Accounting Changes Coming for Banks:

<https://www.stlouisfed.org/on-the-economy/2019/august/cecl-model-accounting-changes-coming-banks>

Blog – CECL: How Banks Can Prepare and Manage Change:

<https://www.stlouisfed.org/on-the-economy/2019/september/cecl-how-banks-can-manage-change-prepare>

Blog - Community Bank Deposits: Where Have They Gone:

<https://www.stlouisfed.org/on-the-economy/2019/october/community-bank-deposits-where-gone>

Blog - Adapting Bank Regulation to Address Regulatory Burden:

<https://www.stlouisfed.org/on-the-economy/2017/august/tailoring-banking-regulation-address-regulatory-burden>

Blog – Are Bank Holding Companies Still Beneficial:

<https://www.stlouisfed.org/on-the-economy/2017/december/bank-holding-company-structure-beneficial>

Blog – Who Funds the Cost of Bank Supervision:

<https://www.stlouisfed.org/on-the-economy/2017/june/who-funds-cost-bank-supervision>

Blog – Why does the Fed Supervise Small Banks:

<https://www.stlouisfed.org/on-the-economy/2017/july/why-federal-reserve-supervise-small-banks>

Blog – Supervision and the Central Bank – An Integrated Mission:

<https://www.stlouisfed.org/on-the-economy/2017/march/bank-supervision-central-bank-integrated-mission>

Blog - Did the Dodd-Frank Act Make the Financial System Safer:

<https://www.stlouisfed.org/on-the-economy/2017/february/dodd-frank-act-financial-system-safer>

Blog – Why Didn't Bank Regulators Prevent the Financial Crisis:

<https://www.stlouisfed.org/on-the-economy/2017/may/why-didnt-bank-regulators-prevent-financial-crisis>

Blog - Why are There So Many Bank Regulators:

<https://www.stlouisfed.org/on-the-economy/2017/april/why-many-bank-regulators>

Blog – Why are Banks Regulated:

<https://www.stlouisfed.org/on-the-economy/2017/january/why-federal-reserve-regulate-banks>

Blog – Why America's Dual Banking System Matters:

<https://www.stlouisfed.org/on-the-economy/2017/september/americas-dual-banking-system-matters>

Blog – Clarity for Banks Serving the Hemp Industry:

<https://www.stlouisfed.org/on-the-economy/2020/february/clarity-banks-serving-hemp-industry>

Blog - What is the Bank Secrecy Act and Why Does it Exist:

<https://www.stlouisfed.org/on-the-economy/2018/april/what-bank-secrecy-act-why-exist>

Blog- Why are Bank Shuttering Branches:

<https://www.stlouisfed.org/on-the-economy/2018/february/why-banks-shuttering-branches>

Blog – Congress Passes New Banking Legislation to Reduce Regulatory Burden:

<https://www.stlouisfed.org/on-the-economy/2018/june/congress-passes-new-banking-legislation-reduce-regulatory-burden>

Blog – Can Anyone Own a Commercial Bank:

<https://www.stlouisfed.org/on-the-economy/2018/may/can-anyone-own-commercial-bank>

# VOLUNTEER APPLICATION

Joseph Glomboski

12/4/2025 8:58 AM

Application: **SAB - Senior Advisory Board**

## Applicant Information

Birthdate: [REDACTED] Gender: Male Education Level: Trade/Vocational School

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Senior Advisory Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Senior Advisory Board meets: 2nd Wednesday of each month at 11:30 a.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	10
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	2
Current Occupation:	Retired
Current Employer:	None
Prior work experience (please include dates):	Eastman Kodak Company manufacturing from 1978 to 2014 Pedersen Toyota (part time parts driver) 2016 to 2020
Volunteer experience (please include dates):	FC Senior Advisory Board: Spring of 2024 to present Larimer County office on aging advisory council: 2019 to 2025 (term limit max). Larimer county food bank: 2020 to present. Homeward Alliance: 2018 to present FC Homeless Coalition: 2018 to 2021 (branch of FCCAN that dissolved in 2021) HOA Board Director for The Landings: 2020 to present.
Have you applied for this board before? If yes, please explain.	Yes. I am currently coming to the end of a 2 year term. I would like to apply for a 4

year term.to 2030.

Are you currently serving on a City board or Commission? If so, which one?

Yes;  
Senior Advisory Board Term ends this coming spring.

Why do you want to become a member of this particular board or commission?

To continue with the work we are doing and to be involved with forming new opportunities.

I know that keeping board members onboard and active once they are appointed can be a challenge. I think my record and history are clear in showing that I don't quit on the responsibility's that I am appointed to. I show up and contribute!

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes;  
Yes. I have been a member on a 2 year term ending this spring. Before that I attended as a guest while serving with the Larimer County group.

Specify any activities which might create a serious conflict of interest if you are appointed:

None.

What ideas do you have regarding how the Senior Advisory Board might reach out to underserved older populations including older residents who do not have access to the internet or who have access but do not wish to communicate online?

In person site visits to senior living sites and senior specific recreation facilities. Also to continue working closely with other groups that work to achieve similar goals. I am currently the appointed liaison between the FC Senior Advisory Board and the Larimer County office on aging advisory council. I also often attend Loveland Senior Advisory Board meetings as a guest and I know the members of that board.

Think about various neighborhood livability challenges that can face older adult residents in Fort Collins (for example - issues concerning: health and wellness, affordable housing, mobility and access to transportation as well as age, cultural, workplace or other discrimination).

All of the challenges listed in this question are real and important. I would say I have observed over the years that letting people know that we exist and are here to help is critical because people often don't know what help and benefits are available to them. I like to think that one of my specialties is in the area of getting the word out. I do this in person by attending community meetings, talks and forums. A few examples would city council person and county commissioner talks. Senior center VOA community meals. State legislators town halls and listening sessions. Also candidate forums and events. I attend many of these such events and I have good lines of communication with city, county, and state elected officials. All are well aware of my priority toward senior issues.

Which older adult challenges are highest priority for you and how might you engage with the Senior Advisory Board to address them in the interest of helping City Council ensure that Fort Collins continues to be a great place to grow up as well as grow old?

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

None

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

None

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Currently serving.

# VOLUNTEER APPLICATION

john windler

1/5/2026 12:32 PM

Application: **SAB - Senior Advisory Board**

### Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Senior Advisory Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Senior Advisory Board meets: 2nd Wednesday of each month at 11:30 a.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	12
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	2
Current Occupation:	Retired
Current Employer:	Retired
Prior work experience (please include dates):	See Attached Resume.
Volunteer experience (please include dates):	Board Treasurer: Children's Speech and Reading Center. 2009-2017.
Have you applied for this board before? If yes, please explain.	No
Are you currently serving on a City board or Commission? If so, which one?	No
Why do you want to become a member of this particular board or commission?	To encourage networking among various groups dealing with senior issues in order to form coordinated solutions to problems.
Have you had any exposure to the board or commission you are applying for? If yes, please explain:	Yes; Recent discussions with Board Member, Myles Crane.
Specify any activities which might create a serious conflict of interest if you are appointed:	None

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What ideas do you have regarding how the Senior Advisory Board might reach out to underserved older populations including older residents who do not have access to the internet or who have access but do not wish to communicate online?	Consider posting flier in local stores frequented by seniors to invite seniors and family local to attend a Monthly SAB meeting.
Think about various neighborhood livability challenges that can face older adult residents in Fort Collins (for example - issues concerning: health and wellness, affordable housing, mobility and access to transportation as well as age, cultural, workplace or other discrimination). Which older adult challenges are highest priority for you and how might you engage with the Senior Advisory Board to address them in the interest of helping City Council ensure that Fort Collins continues to be a great place to grow up as well as grow old?	Explore senior mobility and transportation issues related to the enjoyment of City recreational opportunities and use of City offices.
Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.	no
Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.	no
Are you willing to complete the required training if appointed?	YES
How did you learn of a vacancy on this board or commission?	Other (please specify); Discussion with current SAB member.

JOHN E. WINDLER, MBA



OBJECTIVE: Seeking a nonprofit or government board position with meaningful community impact.

#### Highlights of Qualifications

**Extensive experience in operational analysis and organizational decision making.  
Wealth of experience in financial accounting, cost analysis and governance for non-profit corporations and governmental organizations.  
Ability to coordinate decisions among diversified organizations.**

#### PROFESSIONAL EXPERIENCE

##### Analytic Ability:

- Conducted operational and cost analysis studies leading to Air Force bomber acquisition programs.
- Conducted financial statement audits and program audits to determine compliance with accounting standards and grant provisions.

##### Leadership and Interpersonal:

- Led numerous audit teams conducting financial statement and performance audits.
- Developed, advocated and administered \$22 million annual operating budget to meet diverse goals
- Trained and supervised office personnel responsible for processing accounting transactions, managing cash collections and paying obligations.

##### Communication skills:

- Presented audit findings and recommendations to management staff, boards and elected officials.
- Prepared and presented university accounting course lectures and led classroom discussions.

##### Accounting Analysis Experience:

- Conducted numerous financial audits of non-profit, for-profit and governmental organizations.

#### EDUCATION/CERTIFICATION

MBA, University of Nebraska-Lincoln.  
Retired Nebraska Certified Public Accountant.  
Lieutenant Colonel USAF, Retired.

#### EMPLOYMENT HISTORY

2009-2017: Board Treasurer, Children's Speech and Reading Center, Ft. Collins, CO.  
1999-2007: Accounting Lecturer, University of Nebraska at Omaha, NE.  
2002-2007: In-charge auditor, Quick & McFarlin CPAs (part-time), Omaha, NE.  
1998-1999: Controller, Joslyn Art Museum, Omaha, NE.  
1996-1998: Audit Supervisor, Hayes & Associates, CPAs, Omaha, NE.  
1993-1995: Auditor, Auditor of Public Accounts, Lincoln, NE.  
1982-1992: Chief, Electronic Combat Requirements Division, HQ. SAC, USAF

# VOLUNTEER APPLICATION

Lourdes Alvarez

12/17/2025 3:49 PM

Application: **TB - Transportation Board**

### Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: PhD  
Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Transportation Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Transportation Board meets: 3rd Wednesday of each month at 6 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	15
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	6
Current Occupation:	Retired
Current Employer:	None
Prior work experience (please include dates):	*Academic Administration (University Provost, College Dean) at two institutions (2012-- 2022); *Teaching Faculty (Assistant and Associate Professor of Modern Languages) at two institutions (1993-2011) Please see attached CV for details.
Volunteer experience (please include dates):	*YMCA of the Rockies. Volunteer, Guest Services. Jan-Feb 2025; Volunteer, Nordic Center. December 2025-February 2026. *I have served on numerous non-profit boards. See CV for details.
Have you applied for this board before? If yes, please explain.	Yes. I was appointed in 2024 for a two-year term.
Are you currently serving on a City board or Commission? If so, which one?	Yes; Transportation Board

Why do you want to become a member of this particular board or commission?

Having served on the Transportation Board since early 2024, I have gained a better understanding of how different city agencies and departments work together on issues impacting transportation, mobility, and community vibrancy. I hope to continue serving on the Transportation Board and working with my colleagues on the Board and city staff on these issues, focusing especially on Vision Zero and promoting transit and active modes of transportation.

Specify any activities which might create a serious conflict of interest if you are appointed:

None

Please describe your interest regarding transportation and transportation related issues.

Having lived in many different cities in the US and abroad, I have seen firsthand how transportation planning and options affect the experience of daily life, and can serve to include or exclude. Safe modes of transportation are key for older adults, disabled people, youngsters, and those without private cars. I have a longstanding interest in these issues, read widely in the field of transportation planning, and have belonged to bicycle activist groups in California, Washington, DC, Philadelphia, and New Haven, CT.

How do you think the City can improve the way people move around in Fort Collins?

In 2024, Fort Collins had 14 traffic fatalities and an increased number of crashes compared to the previous year. Making our roadways safer for all users needs to be a top priority. Focusing attention especially on problem intersections and stretches of road with a high incidence of collisions. Working to fill in some of the gaps in our bicycling/walking infrastructure plan will help people move more freely and safely. Promoting alternatives to automobile for transportation.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Word of mouth

# Lourdes María Alvarez

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## Academic and Administrative Positions

2019-2022 | Our Lady of the Lake University. San Antonio, TX. University Provost and Vice-President of Academic Affairs.

2012-2018 | University of New Haven. West Haven, CT. Dean, College of Arts and Sciences.

2001-2011 | Catholic University of America. Washington, DC. Associate Professor of Spanish [promoted from Assistant Professor, 2006] | Chair of the Department of Modern Languages and Literatures (2010-2011) | Director, Medieval and Byzantine Studies Program (2008-10) | Coordinator, Spanish Section (2007-2011).

2000-2001 | Fulbright Senior Research Fellow. Rabat, Morocco.

1993-2000 | Bard College, Annandale-on-Hudson, NY. Assistant Professor of Spanish, Director of Spanish section | Director, Interdisciplinary Program in Latin American and Iberian Studies (1995-2000).

## Education

Ph.D. Spanish | 1994 | Yale University

M.A. Spanish | 1989 | San Francisco State University

B. A. Neurobiology | 1983 | University of California at Berkeley

## Academic Consulting

Dartmouth College (Sept 2008-present)

Faculty Recruitment. Dartmouth College's partnership with the American University of Kuwait (AUK) calls for external evaluation and review of candidates for all faculty positions at AUK.

General Education Redesign. External review and consultation on planned overhaul of general education requirements (April-June 2019).

## Fellowships, Grants and Awards

2009	American Institute for Maghreb Studies Grant (Fes, Morocco)
2006	Provost's Award for Research and Scholarship (CUA)
2004-2005	CUA Grant-in-Aid for Research at the British Library and Cambridge University
2003-2004	CUA Grant-in-Aid for Manuscript Research in the Staatsbibliothek zu Berlin
2000-2001	Fulbright Senior Research Fellowship for Morocco (Rabat)
2000	CASA III fellow (Center for Arabic Studies Abroad) at the American University in Cairo, Egypt
1990-1994	Richard M. Franke Fellowship, Yale University

## Selected Publications

“Tunis” IN *Europe: A Literary History 1348-1418*. Ed. David J Wallace. Oxford: Oxford University Press, 2016 (II: 170-182).

A Sea of Stories: Writings and Reflections in Honor of María Rosa Menocal. Eds. Lourdes María Alvarez and Ryan Szpiech. Critical Cluster in *La Corónica: A Journal of Medieval Hispanic Languages and Cultures*. 43:1 (2014) 93-255.

*Abū al-Hasan al-Shushtarī: Songs of Love and Devotion*. Preface by Michael Sells. Classics of Western Spirituality Series, Paulist Press, 2009.

"Prophecies of Apocalypse in 16<sup>th</sup>-century Morisco Writings and the Wondrous Tale of Tamim al-Dari." *Medieval Encounters: Jewish, Christian and Muslim Culture in Confluence and Dialogue* 13:3 (2007), 566-601.

“The Mystical Language of Daily Life: Vernacular Sufi Poetry and the Songs of Abū al-Ḥasan al-Shushtarī.” *Exemplaria* 17:1(2005): 1-32.

“That Still-flickering Light: Reading and Teaching the Women Poets of al-Andalus.” *La Corónica*, 32:1 (2003)79-87

“Beastly Colloquies: On Plagiarism and Pluralism in Two Medieval Disputations Between Animals and Men” *Comparative Literature Studies* 39.3 (2002): 179-200.

“Anselm Turmeda: The Visionary Humanism of a Muslim Convert and Catalan Prophet” IN *The Foreigner in the Middle Ages*. Ed. Albrecht Classen, New York: Routledge, 2002 (172-191).

“Petrus Alfonsi” IN *Cambridge History of Arabic Literature: Al-Andalus*. Eds. María Rosa Menocal and Raymond Scheindlin. Cambridge: Cambridge University Press, 2000 (282-291).

Articles and entries in *Encyclopedia of Arabic Literature*. Eds. Julie Meisami and Paul Starkey. London: Routledge, 1998.

## Non-profit and Community Board Service

- Transportation Board, City of Fort Collins (2024-present)
- United Way of Greater New Haven (2017-2019)

- New Haven Symphony Orchestra (2012-2019)  
Strategic Planning Committee (2018-), Diversity and Inclusion Committee (2017-2019);  
search committee for music director (2016-2018), HR committee (2014-2016)
- International Festival of Arts and Ideas, New Haven, CT. (2012-2017)
- Canal Dock Boathouse, Inc., New Haven, CT. (2016-2017)
- Engineering and Science University Magnet School Business Advisory Board, West Haven,  
CT. (2015-2017)

## Public Speaking and Media

- “Skills for Changemakers: Communication and Media,” (Moderator) Careers, Life, and Yale  
Event, New Haven, CT (November 2018).
- “One Feisty Latina on Claiming Our Power for Good.” University of Connecticut Law  
School Diversity Week, Hartford, CT (March 2018).
- Hispanic Heritage Month Celebration; Law Offices of Shipman and Goodwin, Hartford, CT  
(October 2017).
- Graduation speaker: Engineering and Science University Magnet School High School  
graduation (June 2016). Excerpt appeared in the local paper:  
<https://www.registercitizen.com/opinion/article/Forum-A-UNH-dean-offers-highschoolgrads-some-11980676.php>.
- “Increasing Higher Educational Attainment for Foster Care Children.” Department of  
Children and Families, Bridgeport, CT (October 2016).
- “Celebrating Latino Leaders: Leading from Where You Are” (Panelist) Progreso Latino  
Fund of the Community Foundation for Greater New Haven (September 2015).
- Scholar interview and consultant for Cities of Light: The Rise and Fall of Islamic Spain  
(First broadcast on PBS August 2007).
- Featured guest on MLA radio series What’s the Word? “Muslim, Christian, Jewish  
Coexistence in Medieval Spain” (first aired fall 2005).

## Languages

Spanish and English: Native bilingual (U.S. born).

Arabic: Classical and Modern Standard, advanced proficiency; good Moroccan colloquial; basic  
knowledge of Egyptian and Levantine colloquials.

French: Advanced proficiency.

Catalan, Italian and Portuguese: Reading knowledge.

# VOLUNTEER APPLICATION

David Baker

1/8/2026 9:01 PM

Application: **TB - Transportation Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Transportation Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Transportation Board meets: 3rd Wednesday of each month at 6 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	5-6
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	5
Current Occupation:	EV Controls Engineering Manager
Current Employer:	GILLIG
Prior work experience (please include dates):	see attached resume
Volunteer experience (please include dates):	Transportation Board: 2024 - 2025
Have you applied for this board before? If yes, please explain.	Yes
Are you currently serving on a City board or Commission? If so, which one?	Yes; Transportation Board
Why do you want to become a member of this particular board or commission?	I have been enjoying my time on T-board, and I feel like I bring a helpful skillset and insight to the board.
Specify any activities which might create a serious conflict of interest if you are appointed:	The only thing I can think of is that I work for a company that Transfort has purchased buses from in the past. I doubt it would come up, but if the potential purchase of buses came up as part of the T-board, I would recuse myself from the

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discussion.

Please describe your interest regarding transportation and transportation related issues.

I have dedicated my career to the electrification of transportation. But, as a resident, my main form of transportation is bicycle. I am very interested and passionate about transportation in many forms.

How do you think the City can improve the way people move around in Fort Collins?

While I think Fort Collins has a lot of very positive things about it's transportation infrastructure and culture, I think there are many improvements the city can make. Two of my biggest interested are continuing to support Transfort in its goal of ridership recovery to 2019 levels (and beyond!), as well as supporting the plans around downtown parking transformations, as downtown parking is one of the biggest painpoints facing the city.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
I am current on T-board.

# David A. Baker

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## EDUCATION

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Colorado State University, GPA: 4.0, M.S. - Mechanical Engineering 08/2017

State University of New York at Geneseo, GPA: 3.73, B.S. - Applied Physics 05/2015

## RELEVANT EXPERIENCE AND SKILLS

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**GILLIG - Powertrain Controls Engineering Manager** 02/24 - present

- Lead team of 8 Controls Engineers developing EV powertrain controls
- Introduce functional architecture development approach within engineering organization
- Establish priority of engineering focus in alignment with greater company objectives
- Develop and execute technology roadmap; implement modern processes and tools

**Lightning eMotors - R&D Engineering Manager** 11/20 - 02/24

- Hire, lead, and manage interdisciplinary teams of Mech, Elec, and Controls engineers
- Lead a team of 5-7 R&D engineers in a dynamic, fast-paced environment
- Establish scope, define tasks, and provide direction for multiple concurrent programs
- Mentor and guide team members to meet deliverables on aggressive timelines
- Develop new technical processes in a fast-growing company

**Lightning eMotors - Senior Research & Development Engineer** 07/19 - 11/20

- Conceptualize, design, and test new systems and products for application in Lightning eMotors products given only high-level objectives
- Develop and integrate controls for new components and systems onto vehicle controller
- Complete component selection; create and execute DVP&Rs for new technologies
- Commission, test, and troubleshoot new products both in lab and on vehicle

**AVL Powertrain Engineering - Hybrid Calibration Project Engineer** 01/18 - 07/19

- Develop, execute, validate, and document hybrid calibration test procedures
- Serve as single point-of-contact with customer
- Commission hybrid powertrains and instrumentation in dynamometer test cells

**Colorado State University - Graduate Research & Graduate Teaching Assistant** 08/15 - 08/17

- Study impact of prediction error on FE benefit via NN based speed prediction
- Engineering Design Practicum (Senior Design), Dynamics of Machines
- Provide technical direction in electrification controls development, powertrain integration to 35+ undergrad students as Engineering Manager in EcoCAR 3

## Software Skills

MATLAB/Simulink, Vector CAN tools, MotoHawk/MotoTune, Raptor, LabVIEW, Microsoft Office, GIT

## Publications & Patents

- "V2V Communication Based Real-World Velocity Predictions for Improved HEV Fuel Economy," SAE Technical Paper
- "Investigation of Vehicle Speed Prediction from Neural Network Fit of Real World Driving Data for Improved Engine On/Off Control of the EcoCAR3 Hybrid Camaro," SAE Technical Paper
- "Prediction Error Applied to Hybrid Electric Vehicle Optimal Fuel Economy." IEEE Transactions on Control Systems Tech
- Baker, David. 2019. Systems and methods for prediction windows for optimal powertrain control. U.S. Patent US11794757B2

# VOLUNTEER APPLICATION

Meghan Boydston

1/9/2026 8:48 AM

Application: **TB - Transportation Board**

## Applicant Information

Birthdate: [REDACTED] Gender: Female Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Transportation Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. 1) Active Modes, 2) Transportation

I acknowledge I am available when the Transportation Board meets: 3rd Wednesday of each month at 6 p.m. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 5

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 1

Current Occupation: Community Planner

Current Employer: United States Department of Transportation Volpe Center

Prior work experience (please include dates):  
VOLPE NATIONAL TRANSPORTATION SYSTEMS CENTER 2023 - present  
Fee-for-service federal resource advancing transportation innovation for the public good  
Community Planner  
Contributed program and project management, strategic planning, research, graphic design, process improvement, and more to projects and programs for clients such as the Federal Transit Administration, Federal Highway Administration and National Park Service. Select accomplishments include:  
" Engage in business development and maintaining strong client

development and maintaining strong client relationships by leading a major client portfolio with the Federal Transit Administration. A key accomplishment of this effort was securing \$4 million in funding for Volpe through a broad interagency agreement. Other portfolio tasks include planning an annual strategic planning event and program management, drafting agreements and contracts, budget management, and hiring and mentoring junior team members.

" Lead the execution and delivery of projects, ensuring adherence to technical standards, timelines, and budgetary constraints, including transportation feasibility studies, complete streets design planning, case study reports, research reports, peer exchange events, grant review processes, and process improvement efforts. In this role, I am required to oversee project management activities, ensuring high-quality deliverables and compliance with industry best practices and have exceeded the expectations of clients on projects I have led. As project manager, I delegate tasks and support staff in workload management and utilization.

" Led an interdisciplinary team of colleagues in the development of a preliminary transportation plan with the objective of minimizing wildlife-vehicle conflicts, including studying existing conditions, conducting stakeholder engagement, and developing preliminary recommendations for a national highway that runs through a National Park.

HDR 2018 - 2023  
Global design firm, specializing in engineering, architecture, environmental and construction services  
Project Manager (2023)  
Transportation Planner (2018-2022)  
Supported marketing and client development efforts in addition to leading and supporting transportation planning projects, using the following skills: data and geospatial analysis, visualization, design, and project management. Select accomplishments:

" Represented HDR at the American Planning Association conference in Colorado by giving a technical presentation on the "COVID-19 Protocols for Bus Operators" manual for which I was the project manager.

" Supported business development efforts, such as securing a municipal alleyway master plan project with a municipality, a cross-discipline collaboration between urban design and transportation planning sectors, by leading

client development and collaborating with colleagues to respond to a request for proposals and interview with the municipality.

" Led a vertical elements study to understand the safety and cost impacts of temporary traffic calming and safety elements on the roadway, including field research/data collection, lifecycle cost analysis, and comparative analysis. Collaborated with stakeholders to identify, design, and develop pilot streetscape improvements to transform a corridor in an art district into a pedestrian-friendly street, including planning a pop-up demonstration using temporary materials to convey the concept to the public and collect feedback, leading to city approval and funding of the improvements.

" Supported a neighborhood transportation improvement project which included designing active transportation networks and concept-level intersection designs, presenting at public meetings, collecting and interpreting feedback, and creating a new transportation action plan which includes designs for projects such as bulb-outs, pedestrian crossings, traffic circles, and other traffic calming projects.

" Contributed research and writing to a statewide emerging mobility impact study to evaluate impacts of emerging mobility providers, such as transportation network companies and home delivery services, on the transportation network.

" Provided project coordination, research, and graphic design to a statewide commuter rail service development plan and pre-planning for the national environmental policy act (NEPA) compliance process.

" Coordinated a rural bus route planning process for four new routes including developing criteria, such as a social equity score, to prioritize potential routes, facilitating community engagement through presentations to 10 statewide stakeholder groups, and developing service plans.

#### ATHMAR PARK ACTIVE LIVING COALITION 2017 - 2018

Non-profit promoting walking, biking and transit use

Program Manager

" Independently managed a grant-funded planning process, including the development of a neighborhood Active Living Plan, through community engagement (15 meetings, 30 community events, and 3 built environment assessments), data collection, analysis, and visioning which resulted in being

awarded additional grant funding.

COLORADO STATE PUBLIC  
DEFENDER'S OFFICE

State office providing legal services to  
indigent clients 2014 - 2016

Investigator

" Planned, organized, and  
conducted criminal investigations by  
reviewing discovery, identifying and  
interviewing witnesses, photographing  
crime scenes, uncovering and viewing  
evidence, and preparing reports, and  
providing testimony of findings for  
approximately 50 cases at a time.

UNITED STATES DEPARTMENT OF  
LABOR 2012 - 2013

Federal office of labor management  
standards

Investigator

" Planned and conducted  
criminal and civil investigations by  
performing audits, identifying and  
interviewing witnesses, reviewing union  
constitutions, and consolidating and  
analyzing evidence.

UNITED STATES PEACE CORPS  
2009 - 2011

Federal program providing social and  
economic development abroad through  
technical assistance

Girl's Education and Empowerment  
Extension Agent in Togo, West Africa

" Led a number of United  
States Agency for International  
Development-funded community  
development projects, including a citywide  
trash collection program and the  
installation of hand washing stations in 5  
schools affecting health outcomes for  
2,500 primary school students in  
Sotouboua, Togo.

Volunteer experience (please include dates):

Have you applied for this board before? If yes, please explain.

no

Are you currently serving on a City board or Commission? If so, which  
one?

No

Why do you want to become a member of this particular board or  
commission?

I am a transportation planner and  
community member with 2 young children.  
We walk, bike, use transit, and drive in Fort  
Collins. I am interested in engaging with  
city council on best practices for Complete  
Streets design, safe streets and designing  
for active modes. I have worked in many  
communities so can share best practices  
implemented in other communities. While  
Fort Collins is on the cutting edge of  
transportation planning in many ways, my  
experience and local knowledge will be an  
asset to the board as it considers new  
projects and proposals.

Specify any activities which might create a serious conflict of interest if

none



you are appointed:

Please describe your interest regarding transportation and transportation related issues.

I went to graduate school for urban and regional planning and as a planner have specialized in transportation. I believe that everyone has the right to travel around the city without a car, and do so safely. Mobility can relieve poverty and promote opportunity for our most vulnerable community members. Active modes can also improve our air quality and promote public health.

How do you think the City can improve the way people move around in Fort Collins?

Fort Collins needs more protected bike lanes and to reconsider if bike lanes belong on high speed arterial roads. The city can reconsider speed limits. Increased partnerships with Transfort can increase first and last mile connections. Partnerships with shared scooter and e-bike companies can increase access. Transportation demand management programs to incentivize carpooling and other alternatives can reduce the number of single occupancy vehicles. Old Town should implement parking fees to incentivize travel to Old Town through modes other than vehicles.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain. no

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain. no

Are you willing to complete the required training if appointed? YES

How did you learn of a vacancy on this board or commission? Other (please specify); social media

# Meghan Boydston, AICP

transportation planning • complete streets design • project delivery

## profile

- 0 American Institute of Certified Planners-certified transportation planner and consultant with 16 years of experience and a graduate degree in urban and regional planning
- 0 Broad technical expertise in providing multimodal transportation solutions for communities across the US and Canada

## experience

VOLPE NATIONAL TRANSPORTATION SYSTEMS CENTER 2023 – present  
*Fee-for-service federal resource advancing transportation innovation for the public good*  
**Community Planner**

Contributed program and project management, strategic planning, research, graphic design, process improvement, and more to projects and programs for clients such as the Federal Transit Administration, Federal Highway Administration and National Park Service. Select accomplishments include:

- Engage in business development and maintaining strong client relationships by leading a major client portfolio with the Federal Transit Administration. A key accomplishment of this effort was securing \$4 million in funding for Volpe through a broad interagency agreement. Other portfolio tasks include planning an annual strategic planning event and program management, drafting agreements and contracts, budget management, and hiring and mentoring junior team members.
- Lead the execution and delivery of projects, ensuring adherence to technical standards, timelines, and budgetary constraints, including transportation feasibility studies, complete streets design planning, case study reports, research reports, peer exchange events, grant review processes, and process improvement efforts. In this role, I am required to oversee project management activities, ensuring high-quality deliverables and compliance with industry best practices and have exceeded the expectations of clients on projects I have led. As project manager, I delegate tasks and support staff in workload management and utilization.
- Led an interdisciplinary team of colleagues in the development of a preliminary transportation plan with the objective of minimizing wildlife-vehicle conflicts, including studying existing conditions, conducting stakeholder engagement, and developing preliminary recommendations for a national highway that runs through a National Park.

HDR 2018 – 2023  
*Global design firm, specializing in engineering, architecture, environmental and construction services*  
**Project Manager (2023)**  
**Transportation Planner (2018-2022)**

Supported marketing and client development efforts in addition to leading and supporting transportation planning projects, using the following skills: data and geospatial analysis, visualization, design, and project management. Select accomplishments:

- Represented HDR at the American Planning Association conference in Colorado by giving a technical presentation on the “COVID-19 Protocols for Bus Operators” manual for which I was the project manager.
- Supported business development efforts, such as securing a municipal alleyway master plan project with a municipality, a cross-discipline collaboration between urban design and transportation planning sectors, by leading client development and collaborating with colleagues to respond to a request for proposals and interview with the municipality.
- Led a vertical elements study to understand the safety and cost impacts of temporary traffic calming and safety elements on the roadway, including field research/data collection, lifecycle cost analysis, and comparative analysis.

HDR continued:

- Collaborated with stakeholders to identify, design, and develop pilot streetscape improvements to transform a corridor in an art district into a pedestrian-friendly street, including planning a pop-up demonstration using temporary materials to convey the concept to the public and collect feedback, leading to city approval and funding of the improvements.
- Supported a neighborhood transportation improvement project which included designing active transportation networks and concept-level intersection designs, presenting at public meetings, collecting and interpreting feedback, and creating a new transportation action plan which includes designs for projects such as bulb-outs, pedestrian crossings, traffic circles, and other traffic calming projects.
- Contributed research and writing to a statewide emerging mobility impact study to evaluate impacts of emerging mobility providers, such as transportation network companies and home delivery services, on the transportation network.
- Provided project coordination, research, and graphic design to a statewide commuter rail service development plan and pre-planning for the national environmental policy act (NEPA) compliance process.
- Coordinated a rural bus route planning process for four new routes including developing criteria, such as a social equity score, to prioritize potential routes, facilitating community engagement through presentations to 10 statewide stakeholder groups, and developing service plans.

ATHMAR PARK ACTIVE LIVING COALITION

2017 – 2018

*Non-profit promoting walking, biking and transit use*

### **Program Manager**

- Independently managed a grant-funded planning process, including the development of a neighborhood Active Living Plan, through community engagement (15 meetings, 30 community events, and 3 built environment assessments), data collection, analysis, and visioning which resulted in being awarded additional grant funding.

COLORADO STATE PUBLIC DEFENDER'S OFFICE

2014 – 2016

*State office providing legal services to indigent clients*

### **Investigator**

- Planned, organized, and conducted criminal investigations by reviewing discovery, identifying and interviewing witnesses, photographing crime scenes, uncovering and viewing evidence, and preparing reports, and providing testimony of findings for approximately 50 cases at a time.

UNITED STATES DEPARTMENT OF LABOR

2012 – 2013

*Federal office of labor management standards*

### **Investigator**

- Planned and conducted criminal and civil investigations by performing audits, identifying and interviewing witnesses, reviewing union constitutions, and consolidating and analyzing evidence.

UNITED STATES PEACE CORPS

2009 – 2011

*Federal program providing social and economic development abroad through technical assistance*

### **Girl's Education and Empowerment Extension Agent in Togo, West Africa**

- Led a number of United States Agency for International Development-funded community development projects, including a citywide trash collection program and the installation of hand washing stations in 5 schools affecting health outcomes for 2,500 primary school students in Sotouboua, Togo.

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## education and certifications

Master of Urban and Regional Planning  
University of Colorado, Denver, Colorado (2018)

Bachelor of Arts, Political Science; Minor in Art History  
Colorado College, Colorado Springs, Colorado (2008)

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## honors and awards

United States Department of Transportation Volpe Center Special Achievement Award, 2025  
HDR Pathfinders Award, Excellence in Productivity and Performance, 2020  
Denver Regional Council of Governments (DRCOG) Metro Vision Award, 2018  
Women's Transportation Seminar (WTS), Leadership Legacy Scholarship Recipient, 2016-2017  
Pathways Togo Nonprofit Board of Directors Vice President, 2016-2021  
United States Department of Labor Secretary's Exceptional Achievement Professional, 2014

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## certifications

American Institute of Certified Planners (AICP) Certification, American Planning Association (2020 – present)

- AICP certification requires planners to demonstrate a combination of appropriate education, relevant professional experience, and successfully pass a comprehensive examination. As an AICP-certified planner, I maintain and improve technical standard in transportation planning through certification maintenance requirements.

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## skills

- |   |  |                              |
|---|--|------------------------------|
| ■ Esri ArcGIS – ArcMap, ArcGIS Pro (advanced)       | ■ Microsoft Word, Excel, PowerPoint, Access (advanced) | ■ AutoCAD (intermediate)     |
| ■ Adobe InDesign, Illustrator, Photoshop (advanced) | ■ Trimble SketchUp (intermediate)                      | ■ Languages: French, English |

# VOLUNTEER APPLICATION

Tricia Canonico

1/8/2026 11:28 AM

Application: **TB - Transportation Board**

### Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Masters degree  
Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Transportation Board

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	1) Planning and Zoning Commission 2) Transportation Board 3) Natural Resources Advisory Board
I acknowledge I am available when the Transportation Board meets: 3rd Wednesday of each month at 6 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	30
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	3
Current Occupation:	Not currently employed
Current Employer:	N/A
Prior work experience (please include dates):	Fort Collins City Council: District 3 - 2021-2026 Cocoa Daisy (Subscription based retail & destination event business): Founder/ Owner - 2006-2010 Teaching & research assistant: University of Denver: 1994-1999 Project Manager: Total System Services: 1993-1994
Volunteer experience (please include dates):	Board of Directors of the Colorado Transportation Investment Office: 2026 - Front Range Passenger Rail District Board: 2024- present Blue Rising: 2025 - present Larimer County Behavioral Health Policy Council: 2025 - present Women of Distinction Steering Committee: 2025 - present

2025 - present  
YMSL: 2025 - present  
Feed the NoCo Frontline: 2020  
The Family Center: Board of Directors (2018-2021), Secretary (2020-2021)  
Moms Demand Action: Co-lead, 2018-2021  
Zach Elementary Book Fair: 2018 - 2021, Chair (2021)  
PSD volunteer: 2010 - present

Have you applied for this board before? If yes, please explain.

No

Are you currently serving on a City board or Commission? If so, which one?

No

Why do you want to become a member of this particular board or commission?

I am deeply committed to ensuring Fort Collins residents have the best and safest options for getting around our city, while also reducing carbon emissions and supporting our climate goals. During my time on City Council, much of my work focused on transportation policy. I served on the North Front Range Metropolitan Planning Organization (MPO) and on the Front Range Passenger Rail District Board, roles that provided regional perspective on funding, safety, multimodal connections, and long-term transportation planning.

Through my work on Council, I became even more passionate about advancing a multimodal system that makes it easy for people to walk, bike, roll, take transit, and drive safely.

Transportation policy sits at the intersection of safety, equity, climate action, and quality of life. My experience on Council and with regional transportation boards has reinforced my belief that how we move through our community shapes how we live in it. I am passionate about helping Fort Collins continue to lead with a transportation system that is safe, connected, low-carbon, and accessible for everyone.

Specify any activities which might create a serious conflict of interest if you are appointed:

I currently serve on the Colorado Transportation Investment Office Board and the Front Range Passenger Rail District Board. Potentially there could be a conflict there however, I believe my service on those boards would help be an asset to my service on the Transportation Board.

Please describe your interest regarding transportation and transportation related issues.

I currently serve on the Colorado Transportation Investment Office Board and the Front Range Passenger Rail District Board. While there is the potential for overlap or perceived conflict, I believe these roles would be a significant asset to my service on the Transportation Board. They provide valuable insight into statewide and regional transportation

planning, funding, and project delivery, which can help inform local decision-making. I am committed to transparency and recusal where appropriate, and I see these positions as complementary to the work of the Transportation Board rather than in conflict with it.

How do you think the City can improve the way people move around in Fort Collins?

The City can improve mobility in Fort Collins by continuing to prioritize a multimodal transportation system that makes it safe and practical for people to get around without relying solely on cars. For me, that starts with designing Complete Streets—streets that are safe and comfortable for all users. That means protected bike lanes, safer intersections, traffic-calming in neighborhoods, and closing key gaps in the trail and sidewalk network.

In addition, when feasible within budget, we should continue to strengthen Transfort service—more frequent routes, better east–west connectivity, and improved reliability—so transit becomes a realistic option for more residents.

Together, safer multimodal streets and stronger transit options reduce congestion, cut emissions, and make it easier for people to reach their daily needs. Most importantly, they make our city safer and more connected.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain. No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain. No

Are you willing to complete the required training if appointed? YES

How did you learn of a vacancy on this board or commission? Other (please specify); Through my work on City Council

# TRICIA CANONICO

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## CHANGEMAKER | ELECTED OFFICIAL | FUNDRAISER | ENTREPRENEUR

Driving Change at the Intersection of Public Service, Purpose, and Innovation

Accomplished policymaker and entrepreneur with a proven record of launching and leading high-performing ventures. Skilled at identifying opportunities, leading strategic initiatives, and building partnerships that deliver impactful results. Recognized for uniting stakeholders and building networks that drive meaningful outcomes.

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## PROFESSIONAL EXPERIENCE

### FORT COLLINS CITY COUNCIL

#### Mayor of Fort Collins Candidate | 2026, City Council Member | 2021- Present

Led a high-impact, community-driven mayoral campaign, outraising all six opponents combined and earning endorsements from Congressman Joe Neguse and 30+ elected officials across Colorado. Championed city livability and environmental protection through a grassroots movement powered by small donors—competing successfully against a PAC-backed opponent.

- Committee Member: EPA Local Government Advisory Committee
- Board of Directors: CC4CA, Vice President (2025) Chair of the Legislative Committee (2024)
- Board of Directors: Front Range Passenger Rail District
- Chair: Legislative Review, Election Code and Futures Committees; and Ethics Review Board
- Representative: Colorado Municipal League Policy Committee
- Representative: Northern Front Range Metropolitan Planning Council

### COCOA DAISY, RETAIL AND DESTINATION EVENTS

#### Founder/Owner | 2006 – 2010

Conceived, built and grew Cocoa Daisy, a profitable subscription company generating over \$300K in annual revenue.

- Diversified into international destination events business, culminating in a Mykonos, Greece conference
  - Achieved successful sale of the company, which continues to thrive today
- 

## NON-PROFIT EXPERIENCE

### FEED THE NOCO FRONTLINE

#### Founder/Organizer | 2020

Launched and led a community campaign supporting frontline healthcare workers and local restaurants during the COVID-19 pandemic. Recruited and managed a volunteer team, raised over \$40,000, supported 50 restaurants, and delivered 3,192 meals to 11 healthcare facilities within six weeks.

### THE FAMILY CENTER

#### Secretary of the Board of Directors | 2020, Marketing & Development Board | 2018-2020

Developed and organized fundraising plan and events to support the education of young children and garner community support for the immigrant community.

# TRICIA CANONICO

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## MOM'S DEMAND ACTION

### Fort Collins Chapter Co-Lead | 2018-2021

Organized and ran meetings and events for this grassroots organization.

*Numerous other volunteer and fundraising positions. Information available upon request.*

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## AWARDS

BizWest Women of Distinction | Government Category Honoree – 2025 | Volunteer of the Year Nominee – 2024, 2022 & 2020

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## EDUCATION

University of Denver - Master of Arts, International Studies | Fully funded after first year

Xavier University - Bachelor of Arts, Int'l Relations, Business | Cum laude

Paris-Sorbonne University - Cours de Civilisation | Awarded Fredin Memorial Scholarship, including full tuition and expenses

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## MEDIA COVERAGE

### FORT COLLINS CITY COUNCIL OP-EDS

<https://www.coloradopolitics.com/2025/10/24/colorado-must-set-bold-clean-heat-targets-opinion/>

<https://www.coloradopolitics.com/2024/03/01/hope-for-the-future-of-recycling-in-this-state-opinion-722ff712-d75a-11e4-b99b-2f0a44d64a2b/>

### FEED THE NOCO FRONTLINE

<https://www.greeleytribune.com/2020/04/08/northern-colorado-group-feeding-the-frontline-providing-local-restaurants-a-boost/>

<https://denver.cbslocal.com/video/4528400-feed-the-noco-front-line-gets-lots-of-support/>

<https://kdvr.com/news/coronavirus/northern-colorado-volunteer-group-helping-overwhelmed-hospital-workers/>

### LOVE FOR LIZZY

<https://people.com/celebrity/colorado-mom-teams-up-with-u2-and-edward-norton-to-help-teen-with-cancer/>

# VOLUNTEER APPLICATION

**Sam Houghteling**

1/6/2026 9:47 PM

Application: **TB - Transportation Board**

## Applicant Information

Birthdate: [REDACTED] Gender: Male Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Transportation Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	Transportation, Planing and Zoning, Affordable Housing
I acknowledge I am available when the Transportation Board meets: 3rd Wednesday of each month at 6 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	5
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	2
Current Occupation:	Public Administrator and Graduate Student
Current Employer:	Colorado State University
Prior work experience (please include dates):	I have public administration and policy leadership experience with Colorado State University, the State of Colorado, the City of Fort Collins, and other organizations.
Volunteer experience (please include dates):	I have served on non-profit, civic advisory, and professional boards over the last 10 years, including with Larimer County, the City of Fort Collins, the American Society for Public Administration, and more.
Have you applied for this board before? If yes, please explain.	No.
Are you currently serving on a City board or Commission? If so, which one?	No
Why do you want to become a member of this particular board or commission?	Very interested in the specific topic.
Specify any activities which might create a serious conflict of interest if	None that I know of.



you are appointed:

Please describe your interest regarding transportation and transportation related issues.

I am very interested in how the city maintains and blends an integrated transportation network (public transit, bikes, pedestrians, automobiles) while intentionally adding connectivity, access, and reliability. I am very excited about a future Fort Collins Amtrak station, and want to ensure that we are building intentionally around it, with current needs and future growth in mind.

How do you think the City can improve the way people move around in Fort Collins?

I'd love to hear what the folks on the board and current City staff think of this question. I'm sure there are many active ideas and proposals about to improve things. People in the City like do a lot of things close to home (like shop for groceries, go to the park, go for a bike ride, etc.) and our city infrastructure should facilitate that.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Notified by friends/colleagues so I contacted the Clerks Office.

# Samuel Lawrence Houghteling

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A seasoned and passionate non-profit, university, and government administrator. I have strong experience in program/project management, community outreach, collaboration and partnership development, community development, program implementation, public relations, and strategic planning. I value public service in an engaged community and supportive yet challenging organization.

## Professional Experience

### **PROGRAM MANAGER AND DIRECTOR | CSU STRAAYER CENTER FOR PUBLIC SERVICE | 2017 – PRESENT**

- The Straayer Center for Public Service Leadership at Colorado State University, in the Political Science Department and College of Liberal Arts, provides internships and professional development opportunities for undergraduate and graduate students; serves as a conduit for administrative and elected officials at the local, state and federal levels; and offers experiential learning programs in servant leadership and civic engagement. The Director oversees a Program Coordinator, Communications Coordinator, Democracy Fellows, Graduate Teaching Assistants, and Undergraduate Research Assistants.
- Internships & Servant Leadership: Signature programs include the Colorado Legislative Internship Program, CSU in Washington D.C. program, Civic Leadership Capstone, and Democracy Fellows program.
- Civic Engagement & Events: Since 2018, the Straayer Center has hosted over 140 events with over 3,500 participants. Recurring events include candidate debates, ballot forums, civics and voting 101 workshops, election debrief forums, and coffee with... [city manager, mayor, county commissioner, etc.].
- Democracy at CSU: Since 2021, the Straayer Center has played a key role in the coordination and leadership of multiple Democracy and Civic Engagement themed initiatives and events at CSU. This includes the annual Democracy Summit led by the College of Liberal Arts; student voting and voter engagement efforts with SLICE, Student Affairs, the Lory Student Center, and more; partnering on high profile events with the University President's Office and Center for Public Deliberation (CPD); as an OVRP Democracy Small Grant Program reviewer and program advisor from 2024-2025; and more.
- Special Projects: Crowdfunding campaign raised \$40,910 for student scholarships, 2017; co-PI on Peace Dividend, American Press Institute (API), & Sloan Foundation for over \$550,000 in grant funding; UNIFY America College Bowl campus liaison, 2021-2025; CLA CSU Strategic Planning Task Force(s), 2020-2021.

### **INSTRUCTOR | CU-DENVER CERTIFIED PUBLIC MANAGEMENT PROGRAM | 2014 – PRESENT**

- Course administrator and co-lecturer of the 'Fostering and Managing Organizational Innovation' Workshop in the Colorado Certified Public Management program at the University of Colorado – Denver.

### **PROGRAM ANALYST AND COORDINATOR | THE CITY OF FORT COLLINS, CO | 2013 – 2017**

- Governmental Affairs & Executive Support: Prepared budget offers. Supported City Manager and executive leadership in budget deliberations. Supported Mayor and City Council by preparing memos, responding to Council and Citizen requests, and staffing elected officials at meetings.
- Project Management: Led national town gown integration efforts with NLC. Managed 'Innovation Community' assessment and framework efforts with regional partners. Supported multi- department integration and organizational culture program development (FC Innovates).
- Policy Development & Legislative Monitoring: Developed and implemented Economic Health grant program and policies for regional industries, sector partnerships, and entrepreneurial support. Assisted with legislative advocacy and monitoring in the City Manager's Office.
- Strategic Partnerships and Coalition Development: Served as city liaison to CSU and various external stakeholders. Led strategic planning efforts as a board member for the Northern Colorado Food Cluster,

Downtown Fort Collins Creative District, Colorado Water Innovation Cluster, and more. Co-wrote a successful \$237,000 USDA grant to conduct local food system market assessments in Colorado.

- Public Relations: Prepared press releases, corresponded with members of the community and local press, and proposed new service area approach to social media outreach and engagement.

#### **DIRECTOR | KINGSMONT KIDS & CAMP KINGSMONT | 2010 - 2013**

- Kingsmont was a non-profit organization that operated a summer camp aimed at addressing childhood obesity. Responsibilities included overseeing a staff of 40+ and budget of \$500,000+, restructuring core business operations, developing partnerships with regional Hospitals and State Agencies, overseeing our social media outreach, and implementing staff training and development.

#### **RESEARCH ASSISTANT | ROBERT J. DOLE INSTITUTE OF POLITICS | 2012 - 2013**

- Assisted Director Bill Lacy by conducting research and preparing questions for speakers/panels.

#### **PROGRAM ASSISTANT | UNIVERSITY OF KANSAS PUBLIC MANAGEMENT CENTER | 2012**

- USAID exchange program. Drafted budget, operational structure, and evaluation process/metrics.

#### **RESEARCH INTERN | THE CITY OF LAWRENCE, KS | 2011**

- Conducted research and a cost benefit analysis on an energy conversion project. Coordinated with City and community stakeholders. Results presented to City Manager, approved 2012.

#### **PROGRAM INTERN | THE APOLLO ALLIANCE | 2010**

- Conducted research on alternative energy, transportation legislation, and comparative case studies on municipal sustainability initiatives. Published an article on solar energy and green job growth.

#### **LEGAL ASSISTANT | HARRIS, CUTLER, CASH, AND HOUGHTLING LLP | 2009**

- Conducted docket review & legal research, oversaw social media outreach and communications.

#### **BUSINESS INTERN | THE BROOKLYN CYCLONES BASEBALL TEAM | 2008**

- Assisted in the daily business and game-day operations for the 'A' affiliate of the NY Mets.

#### **FIELD ASSISTANT | SCUDDER PARKER FOR GOVERNOR OF VERMONT | 2006**

- Full-time campaign aide. Helped organize statewide events and trained volunteers.

#### **WORK-STUDY INTERN | U.S. HOUSE OF REPRESENTATIVES DISTRICT OFFICE | 2005**

- Assisted with local media coverage, community and citizen outreach, and constituent casework.

## **Education & Scholarship**

#### **PHD CANDIDATE | COLORADO STATE UNIVERSITY | DEPT. OF POLITICAL SCIENCE | 2018 - PRESENT**

- Subfields: American Politics, Public Administration, Public Policy, Environmental Politics and Policy  
*PhD Coursework Complete 2022 | PhD Oral and Written Comprehensive Exams Passed 2025*  
*Dissertation in progress on civic ecosystems & networks, democratic systems & bridging institutions.*

#### **MPA | UNIVERSITY OF KANSAS | EDWIN O. STENE MASTER OF PUBLIC ADMINISTRATION | 2012**

- Awards/Activities: *Harder-Harkins Scholar, School of Public Affairs and Administration; Pi Alpha*

*Alpha, National Public Administration Honor Society; Basketball Coach, S. Lawrence Middle School*

**BA | BROOKLYN COLLEGE – CITY UNIVERSITY OF NY | DEPT. OF POLITICAL SCIENCE | 2010**

- Awards/Activities: *Robert J. Loy Scholarship, Brooklyn College Scholars Program; Golden Key Honour Society; Sustainable Action Committee, co-founder; Brooklyn Archive: Dershowitz Collection*

**COURSEWORK | UNIVERSITY OF VERMONT | DEPT. OF GEOGRAPHY & GEOSCIENCES | 2005**

- Awards/Activities: *Student Government, Senator; Freshman Leadership Program; Phi Gamma Delta*

## **Academic Projects, Presentations, and Publications**

- *College of Liberal Arts Democracy Initiative*; project co-chair / steering committee; 2022 – present
- *CSU Democracy Project Documentary*; creative advisor and project lead; 2024-2025
- *Fort Collins Civic Assembly*; community ambassador for City and American Public Trust; 2024-2025
- *CSU Thematic Year of Democracy and Civic Engagement*; project co-lead; 2023-2024
- “Do Local Governments Compete or Collaborate for Resiliency?” by Houghteling & Scott, *Cities*; 2023
- “Engaging with Policy & Decision Makers”, workshop for *Salazar Center - American Conservation*; 2023
- “Local News and Civic Ecosystems”, workshop convener & moderator, with DJP/API Grant; 2022
- *CSU Deliberative Journalism Project (DJP)*; co-PI and steering committee; 2021-2023
- *SLOAN Foundation Environment & Energy Grant*: co-PI on data analysis & workshop; 2021-2023
- “What’s New in Public Administration?”, presentation at *CCCMA Annual Conference*; 2020
- “CSU Grads on the Political Frontlines”, journalism and leadership panel moderator; 2020
- “Wildfires in Colorado: A Review”; cross-institutional workshop convener and host; 2020
- “Collaborative Governance and Water Management”; presentation at *ASPA Annual Conference*; 2020
- *CSU Academy for Civic Engagement Scholars*; project support & policy mentor; 2019-2021
- “The Ecology of Games in State/Local Grant Programs”; presentation at *ASPA Annual Conference*; 2019
- *CSU Urban Sustainability Research Network (USRN)*; member and PI advisor; 2018-2020
- *Colorado Science & Engineering Policy Fellowship*; CSU project and legislative liaison; 2017-2019
- “Pracademic Approaches to Partnerships & Training”; presentation at *ASPA Annual Conference*; 2018
- “Capacity & Networks in Local Resiliency”; presentation at *American West Planning Workshop*; 2018
- “The City as a Platform: *Stimulating Municipal Innovation in Fort Collins*” ICMA article; 2016
- “Advancing Food Systems Issues in Colorado” report for the CO Food Systems Advisory Council; 2015
- “Blythe Solar Signifies Bright Future Energy Future for California” Apollo Alliance article; 2010

## **Conferences, Workshops, and Associations**

- Colorado Municipal League; institutional partner & conference speaker; 2017 – present
- CSU Civic & Engaged Centers Collaborative; founding member and steering committee; 2018 – present
- “Change Management and Disruptive Tech/AI”; *Onward Energy Executive Retreat*; facilitator; 2025
- Midwest Political Science Association annual conference; *Chicago, IL*; 2024
- Colorado Climate and Democracy Initiative (CDI) Hub Summit; panelist and university partner; 2023
- CSU Student Center Leadership Team Retreat: “Democracy & Land Grant Legacy”; facilitator; 2023
- “Exploring Democratic Reforms”; *Colorado Cooperation Annual Conference* presentation; 2023
- CSU RAMS JD – Annual Dinner & Alumni Network; moderator and steering committee; 2018-2022
- CCCMA Diversity, Equity, Inclusion task force advisory committee member; 2021-2022

- Northern Colorado Science & Policy Workshop; co-host with City, County, SOGES; 2021
- CCCMA Colorado City & County Management Association; member and coordinator; 2013-2020
- CCCMA Emerging Managers Summer Camp *at Colorado State University*; co-host; 2019
- “Veterans in Local Government Management Dinner”; co-host with ICMA, CCCMA; 2019
- Northern Colorado City Managers and Mayors Forum *at CSU*; co-host with CCCMA and CML; 2018
- Economic Development Council of Colorado; *Vail, CO*; 2016
- Shaping the Future, *ICMA International Conference: Seattle, WA*. CCCMA Scholarship; 2015
- International City/County Management Association (ICMA) Member; 2012-2018
- Transforming Local Government, *Alliance for Innovation Conference, Denver, CO*; 2014
- Advancing Healthy, Equitable Food Systems: New Partners for Smart Growth, *Denver, CO*; 2014
- Net Zero Cities, *Fort Collins, CO*; 2013
- Collaborative Economic Development & the Research Triangle Partnership, *Durham, NC*; 2013
- Building Communities, *ICMA International Conference, Phoenix, AZ*; 2012
- Property Assessed Clean Energy Financing, *Pace Law School, White Plains, NY*; 2010

## Community and Volunteer Leadership

- Larimer County Community Corrections Advisory Board; board member and vice-chair; 2020-2022
- American Society for Public Administration (ASPA); interim president, *Colorado chapter*; 2017-2021
- City of Fort Collins Parks and Recreation Advisory Board; board member & city liaison; 2017-2021
- City of Fort Collins Our Climate Future Program; community ambassador; 2019-2021
- Larimer County Democratic Party; second vice-chair; 2019-2021
- Fort Collins NOW! Municipal Sales Tax Initiative; co-chair, Citizen Campaign Committee; 2019
- Fort Collins Startup Week; steering committee and presenter; 2014-2019
- Represent US Fort Collins Chapter; leadership committee; 2016-2019
- Compass Community Collaborative School; board of directors; 2016-2017
- Downtown Fort Collins Creative District; steering committee; 2015-2017
- Northern Colorado Local Food Industry Cluster; policy chair 2013, board president 2015; 2013-2016
- SpokesBUZZ, Fort Collins, Local Music Incubator; city liaison and board of directors; 2013-2015

## Certificates and Awards

- BIZWEST Northern Colorado and Boulder Valley 40-Under-40; 2025
- ELGL Top 100 Local Government Influencers in America Award; 2024
- Colorado Governor’s Fellowship Program; participant; *CIVICO Leadership Academy*; 2020-2021
- CSU Career Center *Distinguished Staff Member of the Year Award* Nominee; 2020
- Edwin O. Stene Award for Managerial Excellence, University of Kansas; 2020
- Colorado State University Supervisor Development Program *Certificate*; 2019
- IEDC Small Business and Entrepreneurial Support Training *Certificate*, Denver, CO; 2016
- Pi Alpha Alpha, National Public Administration Honor Society; 2013
- Harder-Harkins Scholar, University of Kansas School of Public Affairs; 2012
- Grantseeker Training Institute *Certificate*, The Foundation Center, New York, NY; 2010
- Golden Key International Honour Society, Brooklyn College Chapter; 2010
- Robert J. Loy Memorial Scholarship, Brooklyn College Honors Program; 2009

# VOLUNTEER APPLICATION

Jordan Radin

12/2/2025 10:42 AM

Application: **WC - Water Commission**

### Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

### Volunteer Groups Applied For

Water Commission

### Job Description

I have read the job description

### Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If you have applied to or plan to apply to more than one board/ commission please list in order of interest your choices for volunteering. Enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Water Commission meets: Regular Meetings - Third Thursday of each month. Work sessions - 1st Thursday every other month (even-numbered months) from 5:30-7:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a commission member?	6
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	6
Current Occupation:	Sustainability and Environmental Compliance
Current Employer:	Koch Minerals & Trading
Prior work experience (please include dates):	See resume
Volunteer experience (please include dates):	Water Commission, 2022-present
Have you applied for this commission before? If yes, please explain.	Yes, current Commissioner
Are you currently serving on a City board or Commission? If so, which one?	No; NA
What is your experience (technical/legal/research/regulatory/volunteer/ political, etc) in matters related to water as it pertains to our region, other regions, municipal water utilities, water resources?	See resume
What priorities do you feel the water commission should highlight in advising/directing city staff and council?	Major capital projects such as Halligan Reservoir, water conservation initiatives, water utility impacts on affordable housing and cost of living.

Please describe your motivation/passion to be on the water commission and what (expertise/viewpoints/background/differing perspective) you may bring to the table.

My motivation to join the City of Fort Collins Water Commission is rooted in my commitment to ensuring sustainable water services for my community. I am passionate about applying my extensive experience in water, wastewater, and stormwater management to benefit the city. I bring a robust blend of practical engineering and regulatory expertise:

\*Comprehensive Compliance Experience: My background includes designing and implementing environmental, health, and safety programs, specifically managing multi-media compliance for air, stormwater, groundwater, solid waste, and hazardous waste. This involved implementing policies related to NPDES discharge and construction permitting, hazardous waste characterization, and spill prevention/reporting compliance.

\*Regulatory and Advisory Background: I have direct experience providing environmental consulting services and advising clients on a range of water issues. I also previously managed a research center, communicating new technologies to industry and educating communities about hazardous substances.

\*Engineering and Project Management Skills: As a Registered Professional Engineer in Colorado, I have a strong technical foundation and hands-on experience managing environmental remediation and compliance projects, such as soil and groundwater remediation.

My expertise provides a valuable perspective on regulatory compliance, water quality, and supply management to help the Commission ensure a secure water future for Fort Collins.

Specify any activities which might create a serious conflict of interest if you are appointed:

None

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Current Commissioner

# VOLUNTEER APPLICATION

Heidi Schram

1/9/2026 8:30 AM

Application: **WC - Water Commission**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

## Volunteer Groups Applied For

Water Commission

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If you have applied to or plan to apply to more than one board/ commission please list in order of interest your choices for volunteering. Enter N/A if you have not applied to more than one board/commission.	Transportation, Water
I acknowledge I am available when the Water Commission meets: Regular Meetings - Third Thursday of each month. Work sessions - 1st Thursday every other month (even-numbered months) from 5:30-7:30 p.m.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a commission member?	5-8
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	3
Current Occupation:	Civil Engineer
Current Employer:	Jacobs
Prior work experience (please include dates):	Worked as a Civil Engineer and Project Manager for the past 25 years in transportation and infrastructure projects with an emphasis in storm water and utility design.
Volunteer experience (please include dates):	HOA Board Member - 2024-Present WTS Colorado Chapter President - 2017-2018 (served on the board for 10 years.)
Have you applied for this commission before? If yes, please explain.	No
Are you currently serving on a City board or Commission? If so, which one?	No

What is your experience (technical/legal/research/regulatory/volunteer/political, etc) in matters related to water as it pertains to our region, other regions, municipal water utilities, water resources?

My work experience is heavily rooted in hydrology and hydraulics design for storm water, ponds, sanitary and water lines.

What priorities do you feel the water commission should highlight in advising/directing city staff and council?

The future of water sources for the Fort Collins area is of high importance as the weather patterns change and our region is seeing less moisture.

Please describe your motivation/passion to be on the water commission and what (expertise/viewpoints/background/differing perspective) you may bring to the table.

Fort Collins is a great place to live and being able to support its growth and creating a future for the next generation to thrive in is important to me. My background in water resources design provides a strong technical resource to the commission as it deliberates and researches issues.

Specify any activities which might create a serious conflict of interest if you are appointed:

N/A

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Facebook post

# Heidi Schram

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## Summary

Dynamic Program and Project Management Leader with 25+ years of experience delivering large-scale infrastructure and redevelopment projects. Proven expertise in program delivery, stakeholder engagement, and risk management. Skilled in leading cross-functional teams, optimizing resources, and driving projects to completion on time and within budget.

## Core Competencies

- Program & Project Delivery
- Budget & Schedule Management
- Stakeholder Engagement
- Risk Mitigation
- Contract Negotiation & Administration
- Team Leadership & Mentorship

## Professional Experience

### Deputy Program Manager, National Western Center Redevelopment

*Jacobs – Denver, CO | Nov 2023 – Present*

- Part of a blended City/Consultant Program Management team for National Western Center campus redevelopment and construction program led by the City and County of Denver. The campus redevelopment is expanding from 110-acres to 250-acres and creating a year-round urban hub for food, agriculture, and education.
- Assist Program Manager in overseeing \$765M campus redevelopment, managing scope, schedule, and budget across horizontal and vertical projects.
- Coordinate with city agencies, consultants, and contractors to ensure alignment and timely decision-making.
- Provide leadership to project managers, guiding risk management and resource allocation.
- Administer major design and construction contracts, including change management and compliance tracking.
- Facilitate issue resolution across multi-disciplinary teams to maintain project momentum.

## **Horizontal Portfolio Manager & Enabling Works Project Manager, National Western Center Redevelopment**

*Jacobs – Denver, CO | Dec 2018 – Nov 2023*

- Directed a \$250M Horizontal Integrated Construction Contract and a \$25M Design Contract for campus infrastructure projects.
- Led multi-discipline team delivering roads, bridges, and campus utility networks including 14,000 LF railroad consolidation, underground replacement of two 72-inch above ground wastewater transmission pipes, installation of ambient loop piping for district energy heat recovery system, and pad ready conditions for the vertical buildings.
- Collaborated with regulatory agencies and vertical portfolio teams to ensure seamless integration of services.

## **Group Manager, Transportation Drainage**

*Jacobs – Denver, CO | Jan 2017 – Mar 2019*

- Managed engineering staff across regional offices, overseeing workloads and project assignments.
- Facilitated hiring, training, and personal development to build a skilled and motivated team.
- Supported business development through proposal preparation and client engagement.
- Provided technical guidance and mentorship to project managers and engineers.

## **Project Manager, Roadway and Drainage Team Leader, Transportation**

*Jacobs – Denver, CO | Jan 2008 – Dec 2016*

- Managed and delivered projects for a variety of municipal clients.
- Reviewed project risks and devised proactive strategies to avoid potential roadblocks.
- Reviewed design plans, specifications and reports for quality assurance.
- Mentored project staff on design best practices.
- Supported business development initiatives through proposal contributions and client presentations.

## **Project Engineer, Transportation**

*Jacobs – Denver, CO | June 2006 – Dec 2008*

*PBS&J – Denver, CO | Oct 2004 – May 2005*

*HNTB – Austin, TX | June 2000 – Sept 2004*

- Developed design plans, specifications and reports for transportation related projects with an emphasis on drainage, hydraulics and utilities design for transportation related projects.
- Coordinated with project teams and clients on scope, risks and design challenges.
- Reviewed design plans, specifications and reports for quality assurance.
- Prepared quantity take-offs and cost estimates.

## **Education**

Bachelor of Science in Civil and Environmental Engineering, South Dakota School of Mines and Technology – Graduated May 2000

## **Certifications**

- Professional Engineer (CO, TX)
- Certified Floodplain Manager (CFM)

## **Professional Affiliations**

- Women's Transportation Seminar (WTS) – Colorado Chapter, Past President
- American Society of Civil Engineers (ASCE)
- Association of State Floodplain Managers (ASFPM)
- Colorado Association of Stormwater and Floodplain Managers (CASFM)

# VOLUNTEER APPLICATION

Courtney Peterson

1/8/2026 1:10 PM

Application: **WGEAB - Women and Gender Equity Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Masters degree

Address: [REDACTED] Phone: [REDACTED] <<

## Availability

	S	M	T	W	T	F	S
Morning	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Afternoon	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Evening	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

## Volunteer Groups Applied For

Women and Gender Equity Advisory Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. N/A

I acknowledge I am available when the Women and Gender Equity Advisory Board meets. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 6-8

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 5

Current Occupation: Director of Marketing and Operations. I stepped back from a wonderful decade+ career in fundraising and grant writing to spend a few years focusing on two priorities: raising my two young children and working part time to grow our family business.

Current Employer: National Inspection Services. My spouse acquired this firm three years ago when his boss (the founder) was ready to retire and desired see a valued employee own and operate the business rather than be acquired by the "big guys". National

Inspection Services is a boutique commercial and environmental due diligence firm that was founded in Fort Collins and has remained locally owned for 50 years. My spouse leads on the technical side, and I lead on the non-technical side (marketing, operations, money, strategic projects and planning).

Prior work experience (please include dates):

- National Inspection Services (Fort Collins, CO). Marketing & Operations. Jan 2023 – Present. Part-time employee.
- Denver Zoo Conservation Alliance (Denver, CO). Foundation Partnerships and Grants Manager. April 2017 – March 2024. Full-time employee.
- American University School of International Service (Washington, DC). Assistant Director for Research Support. March 2016 – April 2017. Full-time employee.
- George Washington University Elliott School of International Affairs (Washington, DC). Program Manager for Sponsored Research and Research/Program Assistant. Feb 2013 – March 2016. Full-time employee while pursuing a graduate degree.
- New Rules for Global Finance (Washington, DC). Research Assistant, Economic Governance. Sept 2012 – Dec 2012. Internship while pursuing a graduate degree.
- Environmental and Toxic Tort law firm (Media, PA). Paralegal. Sept 2011 – Aug 2012. Full-time employee.
- Corporate Immigration law firm (Philadelphia, PA). Assistant Paralegal. July 2009 – Sept 2011. Full-time employee.

Volunteer experience (please include dates):

- Organize annual neighborhood irrigation canal cleanup. Spring 2025 event drew 26 people and pulled ~60 lbs of trash from the Pleasant Valley and Lake Canal in West Fort Collins.
- Volunteer for Fort Collins Cat Rescue. 2018 & 2019.
- Trails Volunteer for Potomac Appalachian Trail Club. 2015 & 2016.
- Spanish Interpreter and Translator for Villanova Law School Immigration Advocates. Jan-May 2008.
- Consistent blood donor.

Have you applied for this board before? If yes, please explain.

No.

Are you currently serving on a City board or Commission? If so, which one?

No.

Why do you want to become a member of this particular board or commission?

I'm seeking opportunities to volunteer in public service as a salve for seeing Trump elected twice, the erosion of women's and LGBTQIA+ rights at the national level, and

watching our democracy descend into authoritarianism. In response, I am motivated to engage locally and build authentic connections to make Fort Collins – my home for the past nine years – a more welcoming, safe, peaceful, and resilient place to live.

I am drawn towards this board through my role as a mother and particularly as a mother to two young boys (which I expand upon in the following section). Suffice it to say that raising good young men within a patriarchal society feels like a daunting task. I can show them all the love and affection in the world, but I also want them to feel (a more feminine?) gentleness and see care for others across their broader community. So, I faced the question of how can I make a bigger difference not just for them, but for other young children growing up in today's challenging, complex world where individualistic, power-hungry, and yes even violent patriarchal norms are stickier than ever?

For the first time in my life, I'm not holding a full-time job with a lengthy commute. Giving back through public service feels like the right thing to do, and volunteering at the local level feels like the most appropriate and effective use of my time.

None that I am aware of.

Specify any activities which might create a serious conflict of interest if you are appointed:

Please describe your interest regarding gender equity and gender equity related issues.

My interest in gender equity and related issues stems from my own postpartum journey when – facing my own life-altering maternal health challenges and seeking answers – I read one book: *Invisible Women: Data Bias in a World Designed for Men*. It reignited my feminist roots, took off the rose-colored glasses, opened a whole new world...however you want to say it...it changed me and I'm never going back. I found a strange sort of comfort in knowing that I wasn't crazy for feeling unseen and unheard and lacking any clear answers for how to manage my new health condition that would never go away. I was simply operating in a system set up for men and for male bodies. In this system, women – despite being half of the population – are the other, the exception to the male norm, and society doesn't know what to do with us.

As you can see, I am particularly passionate about discrepancies in women's healthcare, but my interests are broader than that. It is the concept of the "default male" that author Caroline Criado Perez so keenly illustrates in her book that particularly motivates my wish to help advance gender equity. Because women (whether biological or through identity) and

our unique bodies, identities, emotional needs, social structures, and economic involvement are simply...invisible in the public realm. If our specific needs are noticed at all, it's treated like an aberration from the norm, an inconvenience, an option. I care to help advance gender equity because I'm done with that, and I need to know that I did what I could to change how society views women, so that my boys come of age in a more equitable society.

I realize some of the areas that inspire the most passion for me may currently be beyond the scope of the board's current priorities and that's okay. Friends and co-workers would describe me as practical and results-oriented, and I acknowledge that it makes sense to start where there is the greatest need and greatest opportunity in a given community.

How do you think the City can improve gender equity in Fort Collins?

From attending a recent advisory board meeting, it sounds like this board and the city are doing strong work. I applaud your commitment to transitioning to gender-neutral bathrooms across city properties as well as your engagement in ending domestic violence.

As far as how we can make further improvement, I am torn between advocating for moonshots (high difficulty, high impact work) or focusing on more digestible priorities. Either way, I support practical, budget-friendly, data-based solutions. Perhaps this advisory board already has a tried and true method. I am open to hearing that and working as part of a team to get the job done. Regardless of approach, I believe it is better to advance 1-3 top priorities than to spread efforts too thinly.

My top moonshots for the City to advance gender equity include:

1) Women's Health Equity: utilizing any and all of the City's levers of power to advance this locally. For example: engage with local hospital leadership to retain gender-affirming care for transgender youth; pass legislation that requires all postpartum mothers be given a referral for pelvic floor physical therapy immediately following the birth of a child; empower the health of women in midlife by making city departments and other workplaces more menopause friendly; improve women's heart health outcomes; improve outcomes for women living with obesity; partner with CSU women's health researchers to advance their work and attract and retain

additional qualified health researchers.

2) Equity in Early Childhood and Public School Learning: Raising a generation of children who are anti-patriarchal is a topic I am less familiar with but am personally passionate about as I raise 2 boys. Yes, this is a politically charged area. Yet there may be concrete ways to achieve small wins like – for example – connecting educators with resources, peer-groups, or trainings that help educators avoid teaching “brilliance bias” to just boys and employ easy strategies to counter the ubiquitous use of the “default male” in classroom materials.

As far as more digestible priorities go, I know this group would look to our city and non-profit partners for their data on biggest community needs – that must be the basis for establishing clear priorities and working effectively.

I know the City has ample opportunities to improve gender equity. Here are just a few ideas:

- Are bathrooms in new city facilities truly designed equitably or do men’s and women’s spaces share equal square footage, when we know that women require more space (due to traveling encumbered with children or elderly and having a monthly menstrual cycle that requires a bit more time in the stall.)
- Does the Emergency Preparedness department’s disaster planning include special considerations for women and gender equity?
- Is the city benefits package supportive of women and gender equity? If not, where are the biggest omissions (and the easiest wins in a tight budget environment)? Do health benefits cover weight loss drugs? (In the US, 43% of large companies now cover GLP-1 drugs in their health insurance plans, up from 28% the year before, according to health researcher KFF.) Are breastfeeding/pumping rooms desired by and accessible to staff?
- Do other city departments/ services unintentionally prioritize the male body? For example, are parks designed to be welcoming to young girls and transgender youth? (Europe has done great research here.) Do female police agents have access to body armor built for a women’s typically shorter, curvier stature? Do male police agents in particular get regular access to micro aggressions or other equity-based

training? Do female city staff who do physical labor have access to equipment and gear that fits their body and doesn't pose a safety hazard? (Worker's Comp claims could be telling; an assessment might be in order if one isn't done annually.) Do female staff who work in primarily male departments feel adequately supported by their male colleagues?

- Is city snow clearing sexist? Does it prioritize roads and vehicular safety over bike routes and bus stops? (Again, great European case studies here where women tend to utilize public transit more than men, though that may not be the case for our city.)
- Do key civil society partners have the resources they need, such as Crossroads Safehouse as it undergoes an expansion of services?
- Should the city name Invisible Women: Data Bias in a World Designed for Men the book of the year? Probably...

The advisory board's work can't be easy in this new restrictive budgetary era. When governments rein in spending, it tends to be women who largely pay the price through their unpaid labor – whether as caregivers or low-wage workers. Making it ever more important for this board to remain motivated, focused, and vocal.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain. No.

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain. No.

Are you willing to complete the required training if appointed? YES

How did you learn of a vacancy on this board or commission? Website

# COURTNEY H. PETERSON

## SUMMARY OF QUALIFICATIONS

Dynamic and results-oriented leader with over 10 years of experience driving institutional growth through strategic fundraising and operational excellence. Proven track record securing over \$22M in funding, including pioneering first-time major grants and managing 6-figure donor portfolios.

A versatile "integrator" skilled at aligning cross-functional teams under a unified strategy. Adept at navigating complex stakeholder environments to deliver robust operational frameworks, high-ROI collateral, and sustainable revenue growth.

## EMPLOYMENT

National Inspection Services

Fort Collins, CO

**Director of Marketing and Operations (part-time)**

**Jan 2023 – Present**

National Inspection Services is a full-service environmental consulting and commercial property inspections business that has served Northern Colorado and clients nationwide for 50 years. As a strategic leader responsible for the synergy between brand growth and organizational efficiency, I serve as the primary strategic partner to the President, transforming high-level vision into scalable operational reality.

- Design and implement the firm's operational infrastructure, moving beyond manual processes to sophisticated, automated systems while ensuring the brand remains a dominant force in the industry.
- Oversee the development of high-value marketing assets (resumes, qualifications, and testimonies), ensuring they are strategically leveraged to win high-impact proposals.
- Lead relationships with external creative and marketing agencies, ensuring all outsourced work meets rigorous quality standards and delivers a high ROI.
- Lead the research and outreach efforts for "optimal client discovery." Design the funnel that identifies, targets, and secures high-value accounts.
- Design and lead annual and quarterly business planning meetings, translating long-term goals into actionable KPIs and roadmaps.
- Establish SOPs for administrative functions to ensure executive efficiency and peak business performance.

As a senior leader on the Development team, specialized in the end-to-end lifecycle of institutional philanthropy. Adept at navigating complex grant landscapes and securing 7-figure awards by aligning organizational priorities with partner objectives. Managed a portfolio of 100+ prospects, generating over half million in revenue annually. A collaborative leader skilled in identifying and capturing funding opportunities.

- **Strategic Philanthropy:** Orchestrated growth and stewardship for a diverse portfolio of foundation, government, and corporate partners, directly contributing to the success of a **\$70M Comprehensive & Capital campaign**.
- **Federal Funding Pioneer:** Secured the zoo's **first-ever federal grant** from the Institute of Museum and Library Services (IMLS); subsequently authored and won three additional 6-figure IMLS awards, establishing a new sustainable revenue stream.
- **High-Value Stewardship:** Managed a portfolio of multiple six-figure donors and successfully reactivated long-lapsed institutional partners through data-driven outreach and relationship-building.
- **Complex Project Management:** Led multi-stakeholder grant implementations involving intricate coordination between federal, state, and municipal agencies to ensure compliance and project success.
- **Cross-Functional Subject Matter Expertise:** Served as the primary Development Department liaison for Education, Field Conservation, Veterinary Medicine, and Guest Engagement, translating complex technical programs into compelling funding narratives.
- **Operational Excellence & Process Improvement:** Applied **Six Sigma** and **DOWNTIME** methodologies to pilot process improvements, utilizing a "fail-fast" approach to streamline departmental workflows and maximize resource efficiency.
- **Strategic Planning:** Appointed to two executive-level committees to implement the Strategic Plan across the organization, including to architect the **3M Framework (Mission, Money, Merit) for nonprofit sustainability** and drive initiatives focused on revenue maximization by fostering an internal "**Culture of Philanthropy**".
- **Animal Welfare Advocacy:** Served as a strategic member of the **Animal Welfare Committee (2017–2020)**, providing a diverse outside perspective to challenges facing animal care experts.
- **Talent Acquisition:** Selected as a recurring panelist for cross-departmental interviews, ensuring non-biased and high-bar hiring across the zoo.
- Key Certifications and Technical Training:
  - **Fundraising:** Plus Delta (Frontline Fundraising)
  - **Operations:** Six Sigma Green Belt (Process Improvement), DOWNTIME (Waste Identification)
  - **Strategy:** The Four Disciplines of Execution (4DX), 3M Sustainability Framework

American Univ., School of International Service

Washington, DC

**Assistant Director, Research**

**Mar 2016 – April 2017**

Directed the faculty and doctoral research functions of a top ten school of international affairs. Connected scholars with relevant external funding to build a culture of research excellence. Supported over \$7 million in proposals in 7 months.

- Supported 50+ scholars to develop competitive proposals to foundation and federal sponsors, understand proposal guidelines, and meet sponsor requirements.
- Consulted with faculty on their funding priorities, then identified and qualified potential funds for fit with priorities.
- Authored, co-authored and edited proposal content and supporting documentation.
- Prepared detailed budgets in collaboration with faculty, program and finance staff.
- Established and tracked metrics for research growth to inform strategic planning decisions.
- Developed tools (websites, guides, policies) to help scholars understand and navigate the sponsored research process.

George Washington Univ., School of International Affairs

Washington, DC

**Manager, Sponsored Research**

**Oct 2014 – Mar 2016**

Managed the faculty research function within the Office of the Dean to achieve funding growth targets. Supported over \$20 million in federal and foundation proposals, resulting in \$16 million in awards.

- Assisted 70+ faculty and nine research institutes with proposal development, including coordination with principal investigators, sub-recipients and international partners.
- Researched and developed strategies to approach foundation and federal funders.
- Developed and disseminated research resources, including policy guidance and a sample proposal repository.
- Designed and developed two research webpages, including content creation and installation of data analytics.

**Grants Coordinator and Research Assistant**

**Feb 2013 – Sept 2014**

Coordinated, prepared and submitted six Dept. of Education Title VI proposals worth over \$5M, leading to \$2.4M in awards. Conducted research on global water security and water governance.

New Rules for Global Finance (non-profit)

Washington, DC

**Graduate Research Internship, Economic Governance**

**Fall Semester 2012**

Conducted qualitative analyses and wrote reports on global financial institutions, systemic financial issues, and sustainable economic development practices.

Swartz Campbell LLC

Media, PA

**Paralegal, Environment and Toxic Tort**

**Sept 2011 – June 2012**

Supported environmental hazard cases for chemical and manufacturing clients. Researched product and work site records for potential liability.

Fragomen, Del Rey, Bernsen & Loewy LLP

Philadelphia, PA

**Assistant Paralegal, Corporate Immigration**

**July 2009 – Sept 2011**

Processed non-immigrant employment applications and risk assessments for a Fortune 100 client.

## EDUCATION

**M.A. Global Energy and Environmental Policy, 2014**

The George Washington University, Elliott School of International Affairs – Washington, DC  
Field Study: Primate Conservation and Ecology (Madre de Dios, Peru)

**B.A. Political Science; Spanish Language & Literature, 2009.** Business Minor.

Villanova University – Villanova, PA with study abroad in Spain, Germany, and Turkey.

## VOLUNTEERING

- Occasional pro-bono grants consultant, *2013-Present*
- Volunteer, Fort Collins Cat Rescue, *2018 & 2019*
- Trail Work Volunteer, *2015 & 2016*
- Spanish Interpreter and Translator, Villanova Law School Immigration Advocates, *2008*

# VOLUNTEER APPLICATION

Kaysey Ramstead

1/6/2026 5:05 PM

Application: **WGEAB - Women and Gender Equity Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Bachelors degree

Address: [REDACTED] Phone: [REDACTED] <<

## Availability

	S	M	T	W	T	F	S
Morning	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Afternoon	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Evening	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

## Volunteer Groups Applied For

Women and Gender Equity Advisory Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. N/A

I acknowledge I am available when the Women and Gender Equity Advisory Board meets. YES

How many hours per month are you willing to put in (including research, work, and meeting time) as a board member? 20

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&layerTheme=Council%20Districts> 4

Current Occupation: Substitute Advocate

Current Employer: Crossroads Safehouse

Prior work experience (please include dates): Shot Girl and Bartender  
Electric Cowboy, July 2011 – 2015

Thrived in a high-energy environment, delivering exceptional service and driving sales through engaging customer interactions. Developed a strong understanding of the beverage industry and honed skills in multitasking, customer service, and upselling.

Server and Bartender  
Rockrest Lodge, 2015 – 2020

Provided top-notch service in a fast-paced lodge setting, balancing multiple tables and bar patrons with ease. Built lasting customer relationships, significantly contributing to repeat business. Demonstrated expertise in mixology, team collaboration, and customer satisfaction.

Live Streaming Account Manager  
NGNG Enterprises, 2020 – 2021

Successfully managed live streaming accounts, optimizing engagement and audience growth.

Receptionist  
Franklin D. Azar & Associates, Sep 2022 – Sep 2024

Leverage exceptional customer service skills to create a positive client experience.

Director of Operations/Virtual Assistant  
Virtually Yours Agency, 2023 – Present

Executed and managed email marketing campaigns, oversaw social media engagement and content, and performed various administrative duties.

Substitute Advocate  
Crossroads Safehouse/ July 2025- Present

Delivered trauma-informed advocacy, crisis response, and support services in a domestic violence shelter.

N/A

Yes I applied last year. :)

No

I want to join the Fort Collins Gender and Equity Board because I'm committed to advancing equity through community-informed action. My experience as a domestic violence safehouse advocate has shown me how local policy and access to resources directly impact safety and dignity for marginalized communities. With a background in Communication Studies, I bring strong listening, collaboration, and advocacy skills, and I'm motivated to support inclusive policies that reflect the needs of Fort Collins residents.

N/A

Volunteer experience (please include dates):

Have you applied for this board before? If yes, please explain.

Are you currently serving on a City board or Commission? If so, which one?

Why do you want to become a member of this particular board or commission?

Specify any activities which might create a serious conflict of interest if you are appointed:

Please describe your interest regarding gender equity and gender equity related issues.

I've seen first hand how important it is to support people of all genders especially in spaces where they have been denied access to resources. I think that we have made progress but there is a lot more work to do to create a more equitable future.

How do you think the City can improve gender equity in Fort Collins?

Fort Collins can improve gender equity by continuing to center the voices of those most impacted by inequity. Affordable housing, and childcare would directly support gender equity, as would investing in education, workforce equity, and pay transparency. Strengthening partnerships between the City and local advocacy organizations can help ensure inclusive decision-making and create systems that promote safety, opportunity, and dignity for all genders.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain.

No

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain.

No

Are you willing to complete the required training if appointed?

YES

How did you learn of a vacancy on this board or commission?

Other (please specify);  
Public city council meeting

# VOLUNTEER APPLICATION

Jacqueline Vickery

1/7/2026 1:46 PM

Application: **WGEAB - Women and Gender Equity Advisory Board**

## Applicant Information

Birthday: [REDACTED]      Gender: Female      Education Level: PhD  
 Address: [REDACTED]      Phone: [REDACTED] <<

## Availability

	S	M	T	W	T	F	S
Morning	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Afternoon	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evening	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Volunteer Groups Applied For

Women and Gender Equity Advisory Board

## Job Description

I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	Arts & Culture; Women and Gender Equity
I acknowledge I am available when the Women and Gender Equity Advisory Board meets.	YES
How many hours per month are you willing to put in (including research, work, and meeting time) as a board member?	6-8
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts">https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=FCMaps&amp;layerTheme=Council%20Districts</a>	1
Current Occupation:	Co-Founder of a youth media nonprofit & Consultant
Current Employer:	Free to Grow UP (nonprofit) & Jacqueline Vickery Consulting, LLC
Prior work experience (please include dates):	Associate Professor of Media Arts at the University of North Texas (2012-2024) Director of Youth Media Lab at the University of North Texas (2016-2023) Lead Instructor at the University of Texas at Austin (2008-2012)
Volunteer experience (please include dates):	CASA of Larimer County, CO (2025-current)

Meals on Wheels, (delivery volunteer)  
Dallas, TX (2020-2021)  
Cumberland Children's Home, (media programs and mentorship), Denton, TX (2016-2020)  
Dallas Public Library (film festival judge), Dallas, TX (2015)  
Latinitas (teen media program), Austin, TX (2007-2009)  
CinemaKids, (kids media camp), Austin, TX (2006-2008)

Have you applied for this board before? If yes, please explain.

No

Are you currently serving on a City board or Commission? If so, which one?

no

Why do you want to become a member of this particular board or commission?

I'm a queer feminist deeply invested in working to create a more equitable society where all people are included and supported to be themselves. When I was a professor at the University of North Texas, I served as the Communications Director for the Gender Equity Network at the university. I enjoyed the opportunity to evaluate programs and policies and make recommendations about how the university could intentionally create more inclusive spaces by addressing the gendered challenges women and non-binary faculty faced. I also enjoyed getting to mentor other women and supporting them as they navigated institutional barriers.

I also used to teach courses on gender, race, and media. I love teaching and helping people understand how their own gendered identities and subject positions are shaped by environments and vice versa. I would welcome an opportunity to bring my experiences, expertise, and passions in a way that can make Fort Collins an even more inclusive city for people of all genders and identities.

Specify any activities which might create a serious conflict of interest if you are appointed:

None that I'm aware of

Please describe your interest regarding gender equity and gender equity related issues.

I'm a feminist scholar who has dedicated much of my career to researching the relationships between patriarchy, power, and lived experiences. Like most women, I've experienced institutional barriers and spaces that feel unsafe or unwelcoming, both unintentionally and intentionally. I would like to educate people about ways to be more inclusive of all genders, especially in this anti-trans political climate that propagates many falsehoods and misunderstandings. I would also like an opportunity to shape policies and practices in Fort Collins to make sure everyone is validated, included, and supported.

How do you think the City can improve gender equity in Fort Collins?

I'm new to Fort Collins (moved here this summer) and still learning. I was

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impressed with the number of women candidates in the recent local elections and encouraged to see so many women in positions of power here. I would like to see more gender neutral bathrooms in businesses and around town. Otherwise, I'm still in a learning and gathering stage of understanding where and how Fort Collins can be more inclusive, equitable, and safe. As noted, in my previous roles, I've conducted many program evaluations and research, which can highlight areas that need improvement, not just through numbers, but also by collecting data about people's lived experiences within different fields and sectors. I would love to learn more about current and future initiatives and areas where equity can be improved.

Have you ever been the subject of a code of conduct or ethics complaint? If yes, please explain. no

Have you ever been found in violation of the code of conduct or ethics rule? If yes, please explain. no

Are you willing to complete the required training if appointed? YES

How did you learn of a vacancy on this board or commission? Social Media

# Dr. Jacqueline Ryan Vickery

*Community Engagement & Coalition Coordinator | Youth & Equity-Focused Program Leader*

Community engagement leader with 15+ years of experience convening cross-sector partners, facilitating inclusive planning, and supporting youth- and family-serving programs. Skilled in outreach strategy, relationship-building, meeting facilitation, and turning community feedback into shared priorities, deliverables, and measurable outcomes. Experienced producing clear written and visual communications (flyers, newsletters, presentations), supporting grant reporting and accountability, and collaborating with diverse stakeholders across schools, nonprofits, libraries, and public institutions.

## PROFESSIONAL EXPERIENCE

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### **Co-Founder, *Free to Grow UP***

2025 – Present | Remote

- Co-founded a youth-led nonprofit focused on strengthening youth connection, agency, and well-being through school- and community-based partnerships.
- Lead partnership development with schools, libraries, nonprofits, and community organizations to align shared goals, roles, and expectations.
- Coordinate collaborative program planning and support partners in adapting programming to local community needs.
- Design and oversee program evaluation using shared measurement tools, logic models, qualitative feedback, and outcome tracking to support learning and accountability.
- Develop partner-facing tools and documentation to support reporting, reflection, and continuous improvement.
- Facilitate meetings, planning sessions, and workshops with youth leaders and adult partners to ensure inclusive decision-making and community voice.
- Translate evaluation findings and community feedback into clear summaries and recommendations for partners, funders, and stakeholders.

### **Media Literacy & Youth Programming Consultant,**

2024 – Present | Northern Colorado

*Jacqueline Vickery, LLC*

- Support youth-serving nonprofits, libraries, and community partners with coalition-style coordination, outreach planning, and program improvement.
- Design and facilitate community workshops and partner convenings; develop agendas, materials, follow-up notes, and shared action steps.
- Translate community input and program data into concise recommendations, presentations, and stakeholder-facing summaries.

### **Associate Professor of Youth & Media | Affiliated Faculty of Gender**

2012 – 2024 | Denton, TX

**Studies, *Department of Media Arts, University of North Texas***

- Built and sustained partnerships with nonprofits, schools, libraries, and families to support youth-centered programming and community-based learning.
- Designed and delivered workshops and presentations for diverse audiences, translating research into practical strategies for educators and community partners.
- Led applied research and evaluation projects focused on youth engagement, equity, and program effectiveness; communicated findings through clear reports and presentations.
- Facilitated collaborative, discussion-based learning environments and guided teams through planning, documentation, and deliverables.
- As Graduate Director, designed onboarding and orientation processes; facilitated group sessions that built community norms and shared expectations.
- As Communication Director for Gender Equity Network, coordinated workshops and events serving 500+ participants; strengthened participation through clear messaging and accessible materials.

**Founding Director, Program Development & Education,**

2016 – 2023 | Denton, TX

*Youth Media Lab*

- Coordinated multi-partner youth programming with libraries, schools, and community organizations; strengthened collaboration through consistent communication and shared planning.
- Planned and facilitated youth workshops, community showcases, and public-facing events; managed logistics, schedules, materials, and stakeholder engagement.
- Developed outreach materials and communications to recruit participants and elevate youth voice (program info, promotional copy, presentations).
- Produced *Stories from Cumberland*, a podcast amplifying youth in foster care that informed community partner training and engagement practices.
- Used participant feedback and partner input to continuously improve programming and demonstrate community impact.

**Founder & Director, Mediating Change Conference**

2016 – 2018 | Denton, TX

- Planned and delivered a national convening with cross-sector stakeholders; facilitated sessions and managed event logistics end-to-end.
- Raised and managed \$50,000 through grants and sponsorships; coordinated budgets, vendor relationships, and deliverables.
- Developed promotional and participant-facing communications, including outreach materials and programming schedules.

**Communications Director, Gender Equity Faculty Network,**

2016 – 2023 | Denton, TX

*University of North Texas*

- Collaborated with university leadership to develop and implement equity-focused policies, including inclusive hiring practices and institutional support systems for underrepresented faculty.
- Facilitated workshops and advocacy initiatives for 500+ faculty and staff, advancing leadership development, mentorship, and systemic change across a Hispanic-Serving Institution.

**Associate Researcher, Connected Learning Alliance,**

2010 – 2014 | Austin, TX

*MacArthur Foundation-Funded Multimillion-Dollar Initiative*

- Conducted multi-year qualitative research in after-school programs serving Black and Latino youth, examining equity in digital access, learning environments, and youth engagement.
- Co-authored *The Digital Edge* (NYU Press) and *Worried About the Wrong Things* (MIT Press), translating research into actionable frameworks for inclusive, trauma-informed, and community-based youth programming.
- Collaborated with educators, families, and community leaders to co-design culturally responsive learning strategies and support systems for underserved students.

**FEATURED INITIATIVES & IMPACT**

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**Community Programming, Youth Engagement, & Public Outreach**

- Designed and led grant-supported youth media and community storytelling initiatives in partnership with libraries and youth-serving organizations.
- Produced youth-led media and public showcases that strengthened community connection, youth leadership, and family engagement.

**Evaluation and Learning**

- Built practical evaluation tools (logic models, outcome measures, qualitative feedback methods) to support program improvement and partner reporting.
- Synthesized youth and community feedback into actionable improvements and stakeholder-ready summaries.

## Equity, Cultural Responsiveness, & Access

Advanced culturally responsive program design across diverse communities, centering community voice, youth agency, and inclusive engagement practices.

## COMMUNITY ENGAGEMENT & VOLUNTEER EXPERIENCE

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<b>Court Appointed Special Advocate (CASA) of Larimer County,</b> <i>Volunteer</i>	2025 – Present
Serve as a court-appointed advocate for children in foster care, centering youth voice, safety, and well-being.	
<b>Meals on Wheels, Delivery Volunteer</b>	2020 – 2022
Provided weekly meal deliveries and wellness check-ins for seniors and individuals with limited mobility.	
<b>Cumberland Youth and Family Services, Youth Program Volunteer</b>	2016 – 2020
Supported after-school activities and mentorship programs for youth in foster care and group home settings.	
<b>Latinitas, Youth Mentor</b>	2008 – 2011
Mentored middle school and high school girls through media, technology, and leadership programming.	
<b>Peabody Award Screening Committee,</b> <i>Judge, Children's/Youth Programming Committee</i>	2018 – 2022
Reviewed and evaluated youth-focused media for national recognition of excellence in storytelling.	
<b>Console-ing Passions Feminist Media Studies Conference,</b> <i>Executive Board Member</i>	2023 – 2026
Supported conference programming and communications focused on gender, media, and justice.	

## EDUCATION

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<b>Graduate Certificate in Youth Development Program Management &amp; Evaluation,</b> <i>University of Missouri</i> <i>Department of Human Development and Family Science</i>	2025
<b>Ph.D. in Media Studies,</b> <i>University of Texas at Austin, Moody College of Communication, Department of Radio, TV, &amp; Film</i> Minor in Youth Studies	2012
<b>M.A. in Media Studies,</b> <i>University of Texas at Austin, Moody College of Communication, Department of Radio, TV, &amp; Film</i> Minor in Information Studies	2008
<b>B.A. in Communication,</b> <i>University of Oklahoma, Norman</i> Minor in Psychology; Study Abroad in Antwerp, Belgium	2006