

## Application Form

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### Board and Commission Application

#### Which Boards would you like to apply for?

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Planning Commission: On Agenda

All advisory board and commission members will be expected to support the [priorities and work plan](#) set forth by the Town Council.

Question applies to Planning Commission

**The application deadline for Planning Commission is 5:00p.m., March 7, 2025.**

The Planning Commission serves in an advisory capacity to the Town Council by making recommendations on land use applications, amendments to [Title 10 - Unified Development Code](#) of the Erie Municipal Code, the Town's Comprehensive Plan, and other issues related to planning and land use.

As the Town's planning and land use advisory board, the Planning Commission should rely on the American Planning Association's (APA) Policy Guides for land use matters, as well as the Town Council's [Work Plan and Community Priorities](#). Familiarity with the following documents and efforts will help inform and align Planning Commission with Council and community priorities as well as APA best practices:

- [2025 Budget and Capital Improvements Plan \(CIP\)](#)
- [2024 Work Plan and Community Priorities](#)
- [Housing Needs Assessment and Strategy](#)
- [Town of Erie Comprehensive Plan](#)
- [Town of Erie Transportation and Mobility Plan](#)
- [Town of Erie Sustainability Plan](#)
- [APA Equity in Zoning Policy Guide](#)
- [APA Housing Policy Guide](#)
- [Planning Commissioner Resources \(Dept. of Local Affairs\)](#)

The most recent Town of Erie [2023 Community Survey](#) indicates that responsibly managing Town growth is a high priority, including addressing issues with affordability, natural resource protections, and safety. The Planning Commission serves an important role in guiding change and development and the Town Council appreciates the time and effort of this Commission and their service to the Town.

#### Board and Commission Meeting Days and Times

- Airport Economic Development Advisory Board meets on the Third Thursday of each month at 6:30 p.m.
- Board of Adjustment meets on an as needed basis.
- Historic Preservation Advisory Board meets on the Fourth Monday of each month at 6:30 p.m.
- Open Space Trails Advisory Board meets on the Second Monday of each month at 6:30 p.m.
- Planning Commission meets on the First and Third Wednesday of each month at 6:30 p.m.
- Sustainability Advisory Board meets on the First Wednesday of each month at 6:30 p.m.
- Tree Advisory Board meets on the Second Wednesday of each month at 6:30 p.m.

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## Profile

Andrew

First Name

C

Middle  
Initial

Sawusch

Last Name

[REDACTED]

Email Address

[REDACTED]

Home Address

Suite or Apt

Erie

City

CO

State

80516

Postal Code

[REDACTED]

Primary Phone

Alternate Phone

CaliberMind

Employer

Head of Customer  
Operations and Onboarding

Job Title

### Are you an Erie resident?

Yes  No

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### Have you ever been employed by the Town of Erie?

Yes  No

### If so, please explain your employment with the Town of Erie.

Technically "employed by the Town" while serving as a publicly elected official - Town Council Member (April 2022 - January 2025)

### Do you work for or own a company that does business with the Town of Erie? If so, please explain.

No

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## Interests & Experiences

### Why are you interested in serving on a board or commission and what specific talents or expertise do you bring if appointed?

Erie is currently at an important point in our Town's history. Sitting approximately halfway to our full build-out populating of approximately 80,000 residents, the decisions made during the next few years will impact what the Town will look like for years to come - affecting both current and future residents. As a former Planning Commissioner and Council Member, I remain committed to the Town - and am willing to assist in the best possible ways which will benefit all community members, continuing to help see Erie become (and remain) a thriving and south-after place to live and work. I am an analytical individual who deploys well-thought-out strategies to achieve a vision. I enjoy researching topics to gather as much information about a topic as possible, and am both willing and unafraid to ask questions in order to not only better understand a topic, but also to make the best decisions possible.

Andrew C Sawusch

**Have you served on another board/commission in an advisory capacity? If so, please describe the board and what made serving in that capacity a good experience? What were the major concerns or issues?**

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Yes, I have previously served on advisory boards/commissions on-behalf of the Town as a former Planning Commissioner (May 2020 - April 2022), Comprehensive Plan Amendment Steering Committee Member (October 2020 - April 2022), countless regional boards and commissions (April 2022 - January 2025). In all of these instances, the major concerns or issues were all related to the growth and future of the Town - the decisions made would ultimately shape the future of the Town. What made serving in these capacities a great experience was being able to volunteer my time on-behalf of the residents, in order to address a myriad of topics/issues towards making the community better.

**Please describe a situation where you were working with a small group and disagreed with the direction of the project, what did you do? What was the result?**

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While serving previously for the Town, this happened frequently due to the many decisions that were needed to be made. Disagreement and opposing views are very healthy - they develop dialogue and lead to discussion of topics. They help to bring about alternative and differing views, which in most cases lead to better outcomes than what was initially brought forward. Ultimately, the other individuals and myself were making the decision that we collectively thought were best. Whether or not I agreed with the decision didn't matter - supporting the collective decision made by the group was most important.

**If you were appointed, what goals would you like to see accomplished on this board or commission?**

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Over the past 2 years, applications related to development activity within the Town have significantly slowed. There have been occasions where the Commission hasn't met for weeks on end - sometimes cancelling multiple meetings in a row - simply because there wasn't anything for them to do. Having previously served both on the Planning Commission and Town Council, I know that this body plays a vital role in shaping the future of our community. While the Commission's quasi-judicial and legislative roles still remain the paramount focuses for the body, I believe that there are additional ways that the Commission might be able to support the Town Council's efforts during these periods of "downtime", assisting the Council in a way so that they might be able to better govern and make decisions for the Town's residents.

**Are you aware of the time commitment, and do you have the personal time to devote to this board or commission?**

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Yes, I am aware of the time commitment. Yes, I do have the personal time to devote to this commission.

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## **Questions**

Question applies to Planning Commission

**What do you think are the most important planning and land use issues facing Erie? What insights could you bring to the Commission's deliberations and recommendations?**

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The most important issue facing Erie by far is our growth - both the growth that has happened, and the growth that will continue to happen. Over the past 10 years, Erie has grown faster than estimated, which has in turn led to many challenges that the Town has had to (or will have to) overcome. I believe that the long-range planning side of things should be a primary focus for the Town, as all of the Town's services and activities are impacted by our growth - and the best way to minimize any potential negative impacts is by planning for what is to come. As a former Planning Commissioner and Council Member, I have the knowledge and expertise that would lend well to continuing to address the Town's growth.

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**Demographics (optional)**

The following questions are optional. This information helps track our recruitment and diversity efforts.

**Ethnicity**

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Caucasian/Non-Hispanic

**Gender**

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Male

**Sexual Orientation**

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Straight/Heterosexual

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Date of Birth

**Highest Grade or Degree Completed and Major**

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B.S. Business Administration, Dual Concentrations - Marketing and HR Management

**Trade School or Licenses/Certifications? If so, please list.**

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**Resume and Additional Documents**

[Sawusch-Andrew\\_Resume\\_20250305.pdf](#)

Upload a Resume

Question applies to Planning Commission

**Please Agree with the Following Statement**

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**By signing this application, if appointed to the Planning Commission I agree to remain supportive of the Board of Trustees' goals and priorities throughout my appointed term and the policy guides established by the American Planning Association.**

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I Agree

Andrew C Sawusch

**Please Agree with the Following Statement**

---

**I certify that the facts and statements contained in this Board and Commission Application is true and correct. I further understand that false statements shall be sufficient cause for rejection of this application. I further certify that I have not been convicted of a felony under the laws of the State of Colorado or in another jurisdiction. I understand that falsification, omission or misrepresentation will result in a rejection of this application. Any falsification, omission or misrepresentation is evidence of perjury in the second degree. If I become a Board or Commission member with the Town, this form is valid for the period of my term with the Town and the crime records may be updated periodically at the discretion of the Town. I understand that this application is considered a public record and subject to the Colorado Open Records Act.**

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I Agree

# Andrew Sawusch

| Address: Erie, CO 80516 |

## **Experienced Marketing, Sales, Customer Operations and Strategy Leader**

Senior customer success, marketing and sales leader with expertise in developing business, customer, revenue operations, automation systems and data analytics, project management and strategic planning, demand generation funnel improvement, lead generation pipeline reliability, revenue generation performance growth.

Expert in deriving data-driven insights to address business and customer needs, systems and technology, aligning projects with operational and strategic goals, while fostering a positive and collaborative team environment for overall success.

## PROFESSIONAL EXPERIENCE

### **CaliberMind – Louisville, CO (4 years, 3 month)**

#### **Head of Customer Operations and Onboarding Senior Manager, Customer Operations**

Jan 2021 – March 2022

March 2022 – Current

- **Customer Operations Management:** Department lead and main point-of-contact for day-to-day customer operations, providing direct oversight for 89% of total account portfolio – consisting of SMB, Enterprise, Fortune 500 companies
- **Process and Workflow Strategy:** Redeveloped complete breadth of operational activities, including redesign of customer onboarding process – resulting in 94% of clients completing the program with timeline and predetermined objectives met
- **Technology Administration and Improvements:** Provided oversight and management to over 20 internal tech stack systems, reconfiguring and redeploying these systems in order to increase usability and organization time-savings
- **Data Analysis and Business Analytics:** Developed reporting and analytical functionality for both internal and customer needs, including identifying key performance metrics, extraction, transformation, and mapping of underlying data
- **Cross-Departmental Project Management:** Management of cross-functional organizational initiatives between sales, marketing, customer success, product, and engineering departments, providing technical and strategic requirements

### **The Photo Touch – Loveland, CO (11 years, 1 month)**

#### **Director of Operations, Director of Marketing and Sales (concurrently)**

July 2011 – May 2019

- **Organizational Direction and Formation:** Formed 5 brands within the umbrella of family brands, developed business-wide vision, goals, and strategies, identified strategic business opportunities to generate +200% growth YOY 3 years straight
- **Operational Oversight:** Improved team effectiveness by implementing new best practice methods, managed alignment between budgets, projects, partners, and vendors, resulting in an overall reduction of company-wide expenses by 33%
- **Cross-Functional Leadership:** Ensured alignment of operational priorities by providing leadership to all department heads, redeveloped operational procedures for multiple departments, including shipping department which saw cost reductions of 38% and an improved success rate to 99.9% in just 8 months
- **Automation Systems and Technical Development:** Implemented MarTech stack, including CRM, CMS, PMS, ERP, and custom systems, fused with ecommerce, POS, logistics, and SaaS systems for improved operational workflow and efficiency
- **Product Management:** Oversaw the maturation of product ideas and development of product lines, including go-to-market strategies, managing the complete product lifecycle for a portfolio containing 300+ digital and physical products

#### **Director of Marketing and Sales**

June 2010 – July 2011

- **Departmental Leadership:** Lead for all marketing and sales department functions, goals and strategies, creative direction, vendor and agency oversight, strategic partnership development, providing leadership to 5 teammates
- **Data Analytics and Performance Reporting:** Generated analytical and data-derived strategies to improve activities, built dashboards and data visualization reports, defined KPIs and measurements of success to monitor, improved processes of database management, reporting, tracking to increase marketing spend ROI to 7:1 from 4:1
- **Demand Generation and Growth Management:** Provided overarching strategies for lead and demand generation, pipeline development, outlined growth objectives and growth hacking initiatives to generate triple-digit YOY revenue growth
- **Sales and Customer Service Enablement:** Evaluated the customer lifecycle and sales funnel, developed sales enablement initiatives, support mechanisms, and training materials for partners and sales team, increasing and then maintaining customer satisfaction level from 88.5% to 99.1% within a period of 10 months
- **Brand Management and Strategy:** Executed customer acquisition and conversion strategies from needs and value assessments, determining market placement, penetration, targeting, and value proposition, creating multi and cross-channel campaigns to increase web traffic 127% and ad CTR 89%

<b>Marketing and Sales Associate</b>	June 2009 – May 2010
<b>Administrative Assistant, Intern</b>	May 2008 – May 2009
<b>Windows Live Messenger, On-Campus Ambassador – Boulder, CO</b>	Jan 2007 – May 2007
<b>Abercrombie and Fitch, Impact Team Member – Northbrook, IL</b>	July 2004 – Oct 2004
<b>Hinsdale Lake Terrace Apartments, Asst. to the Sr. Accountant – Hinsdale, IL</b>	June 2004 – Aug 2004
<b>Woodfield Gardens Apartments, Asst. to the Prop. Mgr. – Rolling Meadows, IL</b>	Dec 2003 – June 2004

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## ADDITIONAL ACTIVITIES

<b>Town of Erie, Town Council Council Member</b>	April 2022 – January 2025
• Publicly elected official (formerly Town of Erie Board of Trustees)	
<b>Town of Erie, Comprehensive Plan Amendment Steering Committee</b>	October 2020 – April 2022
• Committee member for the 2021 Town of Erie Comprehensive Plan Update, to lead the overhaul of the Town's master plan	
<b>Town of Erie, Planning and Zoning Commission Planning Commissioner</b>	May 2020 – April 2022
• Quasi-judicial governmental body, holds public hearings, reviews land use applications, UDC & Town master plan updates	

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## EDUCATION

<b>University of Colorado at Boulder, Leeds School of Business – Boulder, CO</b>	May 2009
Bachelor of Science in Business Administration, Dual Concentrations: Marketing, Management - HR	

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## CERTIFICATIONS

**Google** Google Analytics Individual Qualification • Advanced Google Analytics • Google Analytics for Power Users • Data Studio  
**HubSpot** Inbound • Inbound Marketing • Inbound Sales • Sales Enablement

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## AREAS OF EXPERTISE

### Marketing & Sales

Operations & Strategy Development • Marketing Automation • MarTech Stack • Data Analytics • Campaign / Program Effectiveness  
Lead / Demand Generation • Customer Acquisition / Retention • Campaign / Brand Strategy • Inbound / Outbound Programs  
Sales Enablement • Customer Success / Support • Content Development / Creation • Internal / External Communications  
Omni / Cross / Multi-Channel • Social Media Marketing • Email Marketing • Branding • Graphics • Creative • SEO / SEM • UX / UI

### Operations

Operational Workflow / Analysis • Project Management / Alignment • Time / Performance Management • People / Talent Management  
Business Leadership • Fiscal / Budget Management • Systems / Technology Integration • Information / Data Analysis

### Product Management

Road-mapping • Lifecycle Planning • Launch Strategy • Go-to-Market Strategy • Product Development • Product Growth  
Product Maturation • Iteration Prioritization • Backlog Prioritization • Data-Driven Decision Making

### Data Science & Analytics

SQL Querying • Data Processing • Data Transformation and Manipulation • Data Cleansing and Hygiene  
Python • Data Mapping • Visualization and Reporting • Data Integrity

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## SOFT SKILLS

Techy-Savviness • Problem Solving • Creativity • Critical Thinking • Strategic Thinking • Curiosity • Analytical • Proactive  
Objective • Multitasking • Time Management • Organization • Planning • Tenacity • Work Ethic • Decision Making  
Verbal / Written Communication • Extroversion • Public Speaking • Presenting • Negotiation • Persuasion  
Oversight / Delegation • Team Leadership • Teamwork • Coaching • Mentoring • Teaching • Training • Motivation  
Adaptability • Flexibility • Social Perceptiveness • Conflict Management • Data Entry & Processing

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## PROFICIENCIES

### Web Applications & Software

Adobe Creative Suite • Adobe Acrobat • Adobe Dreamweaver • Adobe Illustrator • Adobe Photoshop • Apollo • Appcues • Asana • Bitbucket  
Catalyst • CaliberMind • Confluence • Constant Contact • Corel Draw • ChiliPiper • Drift • Drupal • FiveTran • Google AdWords • Google Analytics  
Google BigQuery • Google DataStudio • Google G-Suite (Docs, Forms, Sheets, Slides) • Heap • HelpDocs • HootSuite • HubSpot  
JIRA • Joomla! • Magento • Mailchimp • Marketo • MetaRouter • Microsoft Dynamics • Microsoft Office (Word, Excel, PowerPoint, Outlook)  
Notion • Outreach • Pardot • Quip • Salesforce • Shopify • Sisense • Slack • Tetra • WooCommerce • WordPress • Zapier • Zoho • Zoom

## Application Form

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- Tree Advisory Board meets on the Second Wednesday of each month at 6:30 p.m.



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## Profile

Sarah

First Name

M

Middle  
Initial

Kornely

Last Name

[REDACTED]

Email Address

[REDACTED]

Home Address

Suite or Apt

Erie

City

CO

State

80516

Postal Code

[REDACTED]

Primary Phone

Alternate Phone

Leading Edge Extended  
Learning

Employer

Talent Specialist

Job Title

### Are you an Erie resident?

Yes  No

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### Have you ever been employed by the Town of Erie?

Yes  No

If so, please explain your employment with the Town of Erie.

Do you work for or own a company that does business with the Town of Erie?  
If so, please explain.

Not yet

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## Interests & Experiences

Why are you interested in serving on a board or commission and what specific talents or expertise do you bring if appointed?

I went to college for Environmental Policy and Planning with an emphasis on planning. I started a family and though I obtained my bachelor's I never used it for planning in a professional capacity, other than an internship I did with OnBroadway Inc in Green Bay WI, I was part of a team of college students that help them update their master plan for the Westside of Green Bay, WI's downtown district. I am avidly interested in Erie, as I am raising my family here and plan to be a forever communtiy member.

**Have you served on another board/commission in an advisory capacity? If so, please describe the board and what made serving in that capacity a good experience? What were the major concerns or issues?**

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I was one of the commissioners for Home Rule here in Erie. The whole experience was amazing. The staff was kind, patient and responsive, helped us with any questions we had and made sure all the experts we needed to consult with were available.

**Please describe a situation where you were working with a small group and disagreed with the direction of the project, what did you do? What was the result?**

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Well, with Home Rule, there were disagreements, so we would just put it to a commission vote after hearing everyone's opinion on the matter. One of those votes was increasing Town Council Member pay. We could not come to an agreement and ultimately decided to put the matter to Erie for a vote. Erie residents adopted the pay increase. I think we did a stand up job. We kept it light and remembered we all want the best for Erie. The result, we drafted a Home Rule Charter that the community adopted.

**If you were appointed, what goals would you like to see accomplished on this board or commission?**

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As Erie continues to expand, especially toward I-25, it is crucial to ensure that land use decisions balance residential and commercial growth with infrastructure capacity, transportation planning, and environmental sustainability. One key objective would be strengthening community engagement in the planning process. Thoughtful growth should be guided by public input, and I would advocate for clear, accessible communication between residents, developers, and town leadership to ensure transparency in decision-making. My background in community outreach and master planning has given me experience in facilitating public discussions and integrating community feedback into planning efforts.

**Are you aware of the time commitment, and do you have the personal time to devote to this board or commission?**

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Absolutely.

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**Questions**

**What do you think are the most important planning and land use issues facing Erie? What insights could you bring to the Commission’s deliberations and recommendations?**

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One of the most pressing planning and land use issues facing Erie is managing rapid growth while maintaining the town’s character, infrastructure, and environmental resources. As Erie continues to expand, ensuring that new development aligns with long-term infrastructure planning, open space preservation, and responsible water management will be critical. Thoughtful zoning, strategic transportation planning, and balancing residential and commercial growth will be essential to sustaining Erie’s quality of life. Additionally, fiscal responsibility in land use decisions is vital to ensure that growth does not outpace the town’s ability to provide essential services. Development should be guided by a clear vision that supports both economic vitality and community well-being, ensuring that investments in roads, schools, and utilities keep pace with new housing and business developments. As Erie expands westward toward I-25, careful consideration must be given to transportation corridors, commercial development, and how this growth integrates with existing neighborhoods. I am particularly interested in advising on how best to plan for this expansion in a way that balances accessibility, infrastructure capacity, and maintaining Erie’s small-town feel while embracing future opportunities. My experience in environmental policy and planning, land use analysis, and community engagement positions me to contribute valuable insights to the Planning Commission. As an intern with On Broadway Inc. in Green Bay, Wisconsin, I worked directly on updating a community’s master plan, conducting demographic research, land use mapping, and leading public engagement efforts. This experience gave me firsthand knowledge of how to integrate public input into planning decisions and balance growth with infrastructure and environmental considerations. Additionally, my experience as an elected Charter Commissioner in Erie demonstrated my ability to navigate complex policy matters, collaborate with stakeholders, and advocate for thoughtful, community-driven decision-making. I understand the importance of transparent public engagement and ensuring that planning policies reflect the needs and priorities of Erie residents. With my background in GIS, land use planning, and community outreach, I can provide data-driven insights and strategic recommendations that support responsible growth while preserving Erie’s unique character and natural resources.

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**Demographics (optional)**

The following questions are optional. This information helps track our recruitment and diversity efforts.

**Ethnicity**

---

Caucasian/Non-Hispanic

**Gender**

---

Female

**Sexual Orientation**

---

Straight/Heterosexual

11/14/1985

---

Date of Birth

**Highest Grade or Degree Completed and Major**

---

Bachelor

**Trade School or Licenses/Certifications? If so, please list.**

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## Resume and Additional Documents

[PlanningCom.Erie3.7.25.pdf](#)

Upload a Resume

Question applies to Planning Commission

### Please Agree with the Following Statement

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**By signing this application, if appointed to the Planning Commission I agree to remain supportive of the Board of Trustees' goals and priorities throughout my appointed term and the policy guides established by the American Planning Association.**

---

I Agree

### Please Agree with the Following Statement

---

**I certify that the facts and statements contained in this Board and Commission Application is true and correct. I further understand that false statements shall be sufficient cause for rejection of this application. I further certify that I have not been convicted of a felony under the laws of the State of Colorado or in another jurisdiction. I understand that falsification, omission or misrepresentation will result in a rejection of this application. Any falsification, omission or misrepresentation is evidence of perjury in the second degree. If I become a Board or Commission member with the Town, this form is valid for the period of my term with the Town and the crime records may be updated periodically at the discretion of the Town. I understand that this application is considered a public record and subject to the Colorado Open Records Act.**

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I Agree

March 7th, 2025

Dear Town Council Members,

I am writing to express my interest in serving on the Town of Erie's Planning Commission. As a dedicated community member since 2019, I have been actively engaged in shaping our town's future, most recently as an elected Charter Commissioner. Through that experience, I collaborated with the other charter commissioners, town officials, residents, and legal experts to draft and pass Erie's Home Rule Charter, demonstrating my ability to navigate complex policy matters in a nonpartisan and results-driven manner.

My background in environmental policy and planning, with an emphasis on land use, further aligns with the Planning Commission's mission. During my time with On Broadway Inc. in Green Bay, Wisconsin, I played a key role in updating the community's master plan—conducting demographic research, mapping land use, and leading community outreach efforts, including surveys and public meetings. These experiences have deepened my understanding of responsible growth, infrastructure planning, and community engagement.

Erie is at a critical juncture in managing land use, population growth, and transportation infrastructure. I am passionate about ensuring that our town grows efficiently while maintaining its unique character and quality of life. My ability to foster collaboration, analyze planning challenges, and engage the community would make me a valuable asset to the Planning Commission.

I would welcome the opportunity to contribute my skills and experience to this important work. Thank you for your time and consideration. I look forward to the possibility of serving our community in this capacity.

Only My Best,

Sarah Kornely



Erie, Colorado 80516

March 7th, 2025

Sarah Kornely



## **SUMMARY**

Dynamic professional with a strong background in talent acquisition and community planning. Expertise in workforce strategy, recruitment operations, and compliance management. Additionally, extensive experience in land use planning, community engagement, and policy development. Passionate about responsible growth, infrastructure, and strategic development.

## **EXPERIENCE**

### **Leading Edge Before and After School, Talent Acquisition Specialist**

*Jul 2023 - Present*

- Built and currently manage the entire recruiting department, establishing processes and procedures from scratch.
- Lead nationwide recruitment efforts for teachers and educational staff.
- Manage and oversee seasonal team, including Talent Sourcer and Onboarding Specialist.
- Developed innovative forecasting tools for Area Directors to map staff development and anticipate future hiring needs.
- Execute nationwide background checks with comprehensive knowledge of state-specific requirements.
- Design and conduct orientation programs for new hires.
- Consistently receive outstanding feedback for creating positive interviewing and onboarding experiences.
- Utilize Workforce Hub ATS to streamline recruitment processes.

### **Family Tree Private Care, Recruiting Coordinator**

*Aug 2022 - Jul 2023*

- Managed full-cycle recruitment process from job posting to onboarding for healthcare professionals.
- Designed and implemented targeted recruitment campaigns in collaboration with Area Managers.
- Created and launched an innovative training program for new care providers, including progress tracking and feedback systems.
- Coordinated job fairs and community outreach initiatives to expand the talent pipeline.

### **Family Tree Private Care, Care Provider**

*Apr 2020 - Aug 2022*

- Demonstrated exceptional performance, leading to internal promotion to Recruiting Coordinator.

March 7th, 2025

- Provided direct patient care services, gaining valuable insight into healthcare delivery requirements.
- Developed a deep understanding of caregiver qualifications and characteristics needed for success.

**On Broadway Inc.**, Planning Intern

*Fall 2012 - Spring 2014*

- Assisted in updating the community's master plan for the Broadway District in Green Bay, WI.
- Conducted demographic research and analyzed land use patterns to support strategic development.
- Led community outreach efforts, including public meetings, stakeholder engagement, and surveys.
- Collaborated with city officials and planning professionals to integrate public input into planning decisions.
- Gained hands-on experience in urban redevelopment, zoning considerations, and infrastructure planning.
- Worked with Geographic Information Systems (GIS) to analyze spatial data for planning initiatives.

**Town of Erie Home Rule Charter Commission**, Elected Commissioner

*Nov 2022 - Nov 2023*

- Elected to serve on Erie's inaugural Home Rule Charter Commission.
- Worked collaboratively with fellow commissioners, town officials, legal experts, and residents to draft Erie's first Home Rule Charter.
- Facilitated public engagement sessions to educate and involve the community in the home rule transition.
- Gained valuable experience in municipal governance, policy development, and community-driven decision-making.

**EDUCATION**

University of Wisconsin - Green Bay

*Bachelor of Science • Planning*

**SKILLS**

- Land Use & Community Planning
- Geographic Information Systems (GIS)
- Public Engagement & Outreach
- Policy Development & Implementation
- Strategic Workforce Planning
- Multi-State Compliance Management
- Full-Cycle Recruiting

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#### Board and Commission Meeting Days and Times

- Airport Economic Development Advisory Board meets on the Third Thursday of each month at 6:30 p.m.
- Board of Adjustment meets on an as needed basis.
- Historic Preservation Advisory Board meets on the Fourth Monday of each month at 6:30 p.m.
- Open Space Trails Advisory Board meets on the Second Monday of each month at 6:30 p.m.
- Planning Commission meets on the First and Third Wednesday of each month at 6:30 p.m.
- Sustainability Advisory Board meets on the First Wednesday of each month at 6:30 p.m.
- Tree Advisory Board meets on the Second Wednesday of each month at 6:30 p.m.



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## Profile

Christine

First Name

L

Middle  
Initial

Hackett Eisenberg

Last Name

christine.chicago@gmail.com

Email Address

[REDACTED]

Home Address

Suite or Apt

Erie

City

CO

State

80516

Postal Code

[REDACTED]

Primary Phone

Alternate Phone

retired

Employer

Job Title

### Are you an Erie resident?

Yes  No

---

### Have you ever been employed by the Town of Erie?

Yes  No

If so, please explain your employment with the Town of Erie.

Do you work for or own a company that does business with the Town of Erie?  
If so, please explain.

no

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## Interests & Experiences

Why are you interested in serving on a board or commission and what specific talents or expertise do you bring if appointed?

As an engaged resident with relevant education, skills, and experience, I would like to give back to the community I have grown to love. I really appreciate the quality of land use planning efforts that have thoughtfully made Erie a great place to live, dine, shop, work and play. I am equally skilled with seeing the big picture while also having an eye for detail. RELEVANT EDUCATION, SKILLS, AND EXPERIENCE: My 30 years of experience in commercial architectural / engineering / construction (A/E/C) industry and MBA course work in Urban Development give me the skills to understand highest and best use planning principles, as well as construction documents and the review and approval processes for development. I have consulted the Town's UDC in order to perform my duties as Chairperson of the Flatiron Meadows Master Association's (HOA) Architectural Review Committee (ARC,) and I understand that updates are warranted to support the new Elevate Erie Comprehensive Plan. I have participated in multiple Elevate Erie surveys and touchpoints and believe the Comprehensive Plan is the most consequential tool in guiding the growth and development

Christine L Hackett Eisenberg

of Erie. **UNDERSTANDING OF THE ROLE:** I believe the Planning Commission is an extremely important advisory board as it is the first stop for community engagement before a land use issue comes before the Town Council. It is incumbent upon the Planning Commission to fully evaluate the impacts to and opportunities for existing residents that land use developments bring to the Town. While the Town Staff carries the responsibility for accepting and reviewing development proposals using data analysis and legal compliance, it is the Planning Commission's responsibility to take into account residents' interests and concerns in order to fully inform the elected leaders on the Town Council, who bear the ultimate responsibility for the Town's actions and direction. I have testified before the Planning Commission regarding the first draft of the Transportation and Mobility Plan and have attended or reviewed the video and minutes of many Planning Commission meetings in order to understand the scope and breadth of issues that come before the Planning Commission. **APPROACH TO FACILITATE DECISION-MAKING:** I offer my talent for evaluating complex information in relative terms in order to understand and communicate big picture issues. I use research to benchmark data for comparative analysis. I look for unintended consequences, and I look for examples of applied principles to see how they have panned out. During my 30-year A/E/C career, I participated in numerous in-house design critiques in order to explore issues before concepts were brought to clients. I utilized lessons learned on projects and processes in my proposal writing and presentation preparation. My approach is done with an eye to present information that is meaningful, comparative, and demonstrable in order to facilitate decision-making. **PERTINENT LIVED EXPERIENCE:** I also offer my experience living and working in multiple areas around the country. Prior to my move to Erie, I lived in a fast-growing Northern Virginia suburb of Washington, DC. I personally experienced the change in residential land use development from large single-family home HOA communities to mixed-use 3-4 story residential buildings adjacent to commercial uses along major road corridors. We called it creating a "there there" because of the mini-village feel in which one could walk from home to shops, restaurants, grocery stores and fitness facilities in a very pedestrian-friendly way. All of them created community-gathering areas with plazas, turf and play areas and featured outdoor dining. Some had entertainment destinations like movie theaters. Thus, Erie's Town Center planning concept is very familiar to me and I understand that some tweaking in the PD is forthcoming. I welcome bringing my personal experience to bear on that effort as well as the other designated mixed-use land uses. **ENGAGED RESIDENT:** In addition to engaging in Elevate Erie opportunities and attendance at Town Council and Planning Commission meetings, I have benchmarked population densities in nearby communities, performed a comparative review of the Town's 2023 and 2021 Community Surveys, and participated in the Town's TMP and PROST surveys. Clearly, our roads, bus routes, pedestrian paths and bikeways, as well as our recreation, parks, open space, and trails resources contribute greatly to the quality of life for residents. I would heavily weigh the impacts to these resources when evaluating land use developments. I have not yet participated in surveys relating to Erie's airport, trees or historic preservation, but these are also important resources to be thoughtfully considered when evaluating developments before the Planning Commission. Equally important, given the demographic make-up of our community, I would keep impacts to our schools' capacities, parks and recreation facilities at the forefront of consideration of new residential developments. In regard to new residential developments, I am particularly interested in the twin issues of creating mixed-use communities and more affordable housing in Erie. There is a wide divide between the million+ dollar homes in some HOA communities and the naturally occurring affordable housing units, mostly found in Old Town Erie. I believe the Planning Commission provides a valuable vehicle for community input on this topic and I would welcome providing that opportunity for residents.

**Have you served on another board/commission in an advisory capacity? If so, please describe the board and what made serving in that capacity a good experience? What were the major concerns or issues?**

---

Most recently, I have served in an adjunct Board position as Chairperson of the Architectural Review Committee (ARC) for the 820-home Flatiron Meadows Master Association (HOA) here in Erie. At the time of my joining in April 2023, the development was completing the final 3 phases of homebuilding and the Town had launched the Turf Replacement Rebate program. In addition, the CO State legislature passed S.B. 23-178 requiring HOA's to allow vegetable gardens in front and side yards, as well as artificial turf in rear yards, and to provide at least 3 pre-approved, downloadable, water-wise (xeriscape) garden designs for front yards. All these issues and more required an update to the HOA's Design Guidelines. As part of that work effort, I sought direction via telephone conversations with the legislative offices that led the CO bill's development, and a meeting with Dylan King, Sustainability and Water Conservation Specialist for the Town. I coordinated with an adjacent HOA with similar plot plan dimensions, and I directed the development of multiple "mix-and-match" xeriscape garden templates. I also sought out the newer paint color schemes that the same Flatiron Meadows home builders were using in their new developments located elsewhere on the Front Range in order to provide a relevant sample palette of acceptable paint colors for homeowners in Flatiron Meadows. It was very rewarding to issue updated Design Guidelines that not only complied with municipal code and state law, but also provided a script for evaluating future likely improvements sought by homeowners. During the course of the Design Review Request (DRR) work in a committee of 3 to 5 members, depending upon the timing, I have good experience working to achieve a consensus on voting decisions. As a result, during the 1st year, we achieved a 93% Approval rate on 175 DRRs. In the 2nd year, we achieved a 91% Approval rate on 128 DRRs. In the first year, we were able to guide homeowners to turn 50% of the Denials into Approvals, and in the second year, we were able to guide 30% of the Denials into Approvals.

**Please describe a situation where you were working with a small group and disagreed with the direction of the project, what did you do? What was the result?**

---

While responsibility for updates to the HOA's Design Guidelines is solely vested with the Architectural Review Committee (ARC), it was important to me as the Chairperson to engage the Board and the community in the review and edit process. One of the evaluators disagreed with multiple updates, including my proposed use of 3 principles to perform the review and approvals of homeowners' Design Review Requests. I proposed a stated mission to Provide a Path to Approval using Principles of 1) Compliance: with municipal code, state law, and Design Guidelines, 2) Context: taking into consideration each plot's configuration, views, and adjacencies, and 3) Added Value: helping to maintain or increase the community's overall property values. However, this evaluator wanted every review and decision on a particular Design Guideline to be based upon the same one rule of evaluation. On this point and other dissenting points, I found the best path forward was to use visual aids to document the pros and cons, present research and benchmarking data, and allow for the full expression of the differing points of view. My approach is to persistently get to the WHY of a particular position. I encouraged civil discussion to elicit the emotions behind differing positions so that the group could understand the motivations behind a particular argument. I make the effort to solicit more information and creatively contribute to a mutually-satisfactory solution. I'm pleased to say that a strong majority consensus was reached in all cases.

**If you were appointed, what goals would you like to see accomplished on this board or commission?**

---

I have reviewed Planning Commission hearings that have taken place over the past 12-18 months. I learned that the breadth in scope that Planning Commission reviews entail is firmly based in the Town staff's due diligence on matters ranging from access, traffic, geology of oil & gas operations, hazardous waste, water, stormwater and sewer, compliance with UDC and PD requirements, and ordinances to "softer" qualitative issues like Architectural Design Standards, scenic features, visual relief and views, and impacts to the natural environment, wildlife, and historic cultural resources. From my experience with the

A/E/C industry, I appreciate that the “devil is in the details” and I have a strong bent towards digging into the details to fully form my comprehension. And while the scope of responsibility is very technical, I see an opportunity in the “promoting” of the topics that come before the Planning Commission to the public. The Planning Commission offers the first opportunity for the residents to understand what is happening to their Town, and it is important to demonstrate how changes are fully considered for existing residents’ benefit.

**CONTRIBUTION TO THE COMP PLAN VISION & CORE VALUES:** With Sustainability, Livability and Connectivity at the forefront of the Vision and Values for the Comprehensive Plan, I would like to see each proposed development before the Planning Commission demonstrate their contribution to these points.

**PROS AND CONS OF INTENDED AND UNINTENDED CONSEQUENCES:** I think it would be helpful for residents to hear the airing of the Pros and Cons of new developments, especially in regard to impacts to traffic, parks, recreation, open space & trails, health & safety services, schools, employment and existing resident neighborhoods. I would like to contribute to “critiques” that explore the opportunities and consequences of developments, both intended and possibly unintended. As an example, the Covid Pandemic has materially affected the demand assumptions behind commercial and mixed-use investments, as demonstrated by vacancies in some neighboring communities’ properties. Proposed new mixed-use and commercial projects should demonstrate demand and financial viability. It would be helpful for impacted residents to understand the specific beneficial impacts to creating retail and commercial projects can bring to THEM, and how negative impacts are mitigated.

**FINANCIAL TRANSPARENCY:** Crucially, I would like to see transparency on grant contributions and taxpayer-borne costs associated with new development vs. the return in tax dollars or in-kind benefits such as parks, open space, trails, and other resident amenities. During the Elevate Erie planning effort, land use fiscal analyses were prepared on a macro level for the various land use scenarios of development. I suggest it may be helpful to existing residents to see the financial impacts and contributions that each new development brings. It is not an uncommon feeling on the part of newer residents to “shut the door” on further growth in order to preserve the qualities that brought those residents to Erie in the first place. I believe that presentations before the Planning Commission provide an opportunity to generate support from existing residents who might otherwise perceive only negative impacts. Given the predominance of residential developments that come before the Planning Commission, I suggest it may be helpful to incorporate the many important financial implications for the Town that were generated in the Housing Needs Assessment Study. Specifying connections to this Study as well as the Sustainability Plan, and other CO Dept. of Local Affairs (DOLA), and economic and fiscal analyses provides an educated level of transparency for residents.

**CONTRIBUTION TO THE DESIRED CHARACTER OF ERIE:** I appreciate that the Planning Commission reviews Architectural design as a matter of course on proposed development. As a volunteer resident body, it is important that the Planning Commission bears some responsibility for preserving and enhancing the existing residents’ desired character of Erie as the Town grows and infills. I would like to participate in the discussion on how Architectural Design Standards might evolve for the high volume of coming new construction in light of surveys indicating residents’ strong value for the “small Town feel” of Erie, and the importance of preserving and enhancing Erie’s 150 years of history. Already the Planning Commission addresses the Access and Traffic Impacts, Architectural Design, Significant Scenic Features, Visual Relief and Interest, Natural Environment and Wildlife Impacts, and Historic Cultural Resource Impacts of proposed new developments. I would like to contribute to emphasizing and communicating the positive qualities for existing residents who may fear for negative quality of life impacts.

**INTERCONNECTIONS WITH NEIGHBORING JURISDICTIONS:** Equally important to the focus on the Town of Erie itself, is the recognition that Erie contributes to a fabric of communities within Weld and Boulder Counties. Erie is not an isolated municipality. Both Weld and Boulder Counties and neighboring cities have Comprehensive Plans and land use initiatives similar to the Town of Erie. I believe it is advantageous for the Planning Commission to review new land use developments within the context of our adjacencies and interconnections with these communities.

**Are you aware of the time commitment, and do you have the personal time to devote to this board or commission?**

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Yes, I am completing the training of my replacement on the Architectural Review Committee for my HOA. This will free up a minimum of 10 to 20 hours per week that I have been devoting to this volunteer effort. Also, I am retired, so I can devote my time to this important Planning Commission work effort. I am committed to doing the preparation and review work needed to make a meaningful contribution to the Commission.

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**Questions**

Question applies to Planning Commission

**What do you think are the most important planning and land use issues facing Erie? What insights could you bring to the Commission's deliberations and recommendations?**

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I see the most important PLANNING issue as managing growth that balances projected development revenues against the associated projected expenses needed to maintain and enhance the quality of life for both existing and new residents and taxpayers of all kinds. I see the most important LAND USE issue as embracing the fundamental change from primarily single-family housing developments to: a) residential developments that embrace a variety of lower cost housing types, subsidized housing, and housing that is mixed with other types of uses and b) a higher percentage of new commercial and employment use developments. The two issues are intertwined and require a concerted effort to retain the historical and beloved character of Erie while at the same time nearly doubling the population and its associated demands on public resources while also embracing modern shifts in priorities for transportation, mobility, livability, and sustainability. I see the Planning Commission as an important communication bridge between the work of the Town staff, the interests of the residents, and the vision of the Town Council. As the first opportunity for public engagement in the development process, the work of the Planning Commission can help to quell fears about changes in the quality of life that existing residents have come to enjoy by demonstrating how new development aligns with the best interests of those existing residents, while also accommodating the needs of new residents, businesses and employers. The Town staff has done extensive due diligence on multiple topics that contribute to an informed approach to the growth as modeled in the Elevate Erie Comprehensive Plan. This due diligence includes the Housing Needs Assessment and Affordable Housing Strategy, the Economic Market Analysis, Land Use Analysis, the Water & Wastewater investments, and forthcoming details of the Transportation & Mobility Plan (TMP,) and the Parks, Recreation, Open Space and Trails (PROST) Strategic Plan. I see opportunities within the public hearings of the Planning Commission to educate and win-over residents on the merits of well-researched, comparative and benchmarked analyses that link specific developments to the larger goals. I personally find it very helpful to view information in a comparative way to something that is already known and concrete. As the Comprehensive Plan concepts are brought into reality via actual projects, the Planning Commission can work with Town Staff to prepare materials that communicate how change and growth aligns with the vision of the Town Council and is fiscally responsible.

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**Demographics (optional)**

The following questions are optional. This information helps track our recruitment and diversity efforts.

**Ethnicity**

None Selected

**Gender**

None Selected

**Sexual Orientation**

None Selected

Date of Birth

**Highest Grade or Degree Completed and Major**

**Trade School or Licenses/Certifications? If so, please list.**

---

**Resume and Additional Documents**

[Christine Hackett Eisenberg Resume\\_1\\_.pdf](#)

Upload a Resume

Question applies to Planning Commission

**Please Agree with the Following Statement**

**By signing this application, if appointed to the Planning Commission I agree to remain supportive of the Board of Trustees’ goals and priorities throughout my appointed term and the policy guides established by the American Planning Association.**

I Agree

**Please Agree with the Following Statement**

**I certify that the facts and statements contained in this Board and Commission Application is true and correct. I further understand that false statements shall be sufficient cause for rejection of this application. I further certify that I have not been convicted of a felony under the laws of the State of Colorado or in another jurisdiction. I understand that falsification, omission or misrepresentation will result in a rejection of this application. Any falsification, omission or misrepresentation is evidence of perjury in the second degree. If I become a Board or Commission member with the Town, this form is valid for the period of my term with the Town and the crime records may be updated periodically at the discretion of the Town. I understand that this application is considered a public record and subject to the Colorado Open Records Act.**

I Agree

## Christine L. (Hackett) Eisenberg, LEED AP

[REDACTED] Erie, CO 80516  
[REDACTED]

### Career Summary

30+ years of team-based, business development experience in facilities planning, design and construction industry, with primary responsibilities in business development, strategic business planning, and communications. Particular strengths include:

- Detailed business planning, including strategic targeting of new clients and projects;
- Initiating new business relationships, qualifying needs and competitive position;
- Developing and implementing successful client/project pursuit strategies;
- Writing effective proposals and marketing materials;
- Developing winning presentations and coaching teams;
- Creating and implementing supporting communications and PR plans.

This has resulted in a continuous and exemplary sales track record in which sales performance has exceeded goals and expectations, with projects ranging in size up to \$950 million in construction value.

### Employment History

#### **WDP & Associates (formerly Whitlock Dalrymple Poston & Associates)**

2012–2015, 2016–2018

#### **Corporate Director of Business Development & Marketing, followed by part-time consulting**

- Responsible for developing and implementing business development and marketing plans targeted to result in 10% to 20% annual growth in business revenue for a small consulting engineering business with five offices in Virginia, New York, and S. Carolina
- Marketing strategy includes website upgrade, CRM database & new tagline and logo

#### **Gilbane Building Company, Mid-Atlantic Region**

2006–2012

#### **Senior Business Development Manager**

- Responsible for Healthcare, Higher Education and Life Sciences business development for Construction Management Services for the Northern Virginia and Richmond District Offices, resulting in new business valued at \$1.5 Billion in construction value, and representing over \$30 Million in fee (profit)
- Strategic partnerships required for US Army Corps of Engineers and University of Virginia sales, resulting in 50/50 joint ventures and a 75/25 majority/minority business association
- Co-leader, Health Care Task Force for Mid-Atlantic Region
- Member of Healthcare, Higher Education, and High Performance Buildings Centers of Excellence, defining marketing initiatives and operational differentiators, and sponsor representation at regional and national industry conferences

#### **Skanska USA Building Inc., Atlanta, GA; Rockville, MD**

2002–2006

#### **Vice President, Healthcare Center of Excellence**

- Responsible for securing \$1 Billion in healthcare facilities construction, representing over \$30 Million in fee (profit), in partnership with Skanska Account Managers and operations and marketing support teams from various offices across the country

**Ellerbe Becket, Inc. (now AECOM,)** Washington, DC 1992–1995; 1999–2002

**Vice President, Business Development Leader, Eastern Region Health Care Services**

- Responsible for working in partnership with Project Leaders and support teams to secure annual net service revenues of \$7–\$10 Million for Planning, Design, and Construction services

**HLM Design,** Bethesda, MD 1995–1999

**Director of Health Care and High-Tech/R&D Marketing**

**Burt Hill Kosar Rittelmann Associates, (now Stantec,)** Washington, DC 1989–1992

**Marketing Manager, Washington, DC, Office**

**Sverdrup Corporation, (now Jacobs,)** Capital Group Office, Arlington, VA 1988–1989

**Business Development Representative, Capital Group Office**

**MMP International,** Washington, DC 1986–1988

**Marketing Coordinator, Washington, DC, Office**

**US House of Representatives,** Washington, DC 1983–1985

- Office Manager and Administrative Assistant for Phil Crane (R-IL, District 8)

**TX House of Representatives,** Austin, TX 1983

- Part-time Administrative Assistant for David Hudson (D-TX, District 6)

**Professional Organizations (partial list)**

**Virginia Society of the American Institute of Architects, Allied Member** 2011–2015

**Professional Women in Construction, Washington, DC Chapter, Board Member** 2010–2011

**Lean Construction Institute, National Capital Region Chapter, Core Team Member** 2009–2011

**Volunteer Work**

**Flatiron Meadows Master Association (HOA),** Erie, CO 2023–Present

**Chairperson, Architectural Review Committee (ARC)**

Responsible for leading the Architectural Review Committee to maintain and increase the 820-home community's overall property values over time. Established the mission of the ARC to provide a Path to Approval for homeowners seeking Design Reviews. Requests are reviewed based upon Principles of Compliance, Context, and Added Value. Design Guidelines updates include Xeriscape Design Templates and compliance with the Town of Erie's municipal code, Turf Replacement Rebate and Tree Programs.

**Education**

**The George Washington University,** Washington, DC 1989–1991

Completed Masters of Business Administration course work for Urban Development Program, also courses in Real Estate Appraisals, Financing Real Estate, and Historic Resources

**The University of Texas at Austin,** Texas 1980–1983

Bachelors of Business Administration, Marketing and International Business



## Application Form

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### Board and Commission Application

#### Which Boards would you like to apply for?

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Planning Commission: On Agenda

All advisory board and commission members will be expected to support the [priorities and work plan](#) set forth by the Town Council.

Question applies to Planning Commission

**The application deadline for Planning Commission is 5:00p.m., March 7, 2025.**

The Planning Commission serves in an advisory capacity to the Town Council by making recommendations on land use applications, amendments to [Title 10 - Unified Development Code](#) of the Erie Municipal Code, the Town's Comprehensive Plan, and other issues related to planning and land use.

As the Town's planning and land use advisory board, the Planning Commission should rely on the American Planning Association's (APA) Policy Guides for land use matters, as well as the Town Council's [Work Plan and Community Priorities](#). Familiarity with the following documents and efforts will help inform and align Planning Commission with Council and community priorities as well as APA best practices:

- [2025 Budget and Capital Improvements Plan \(CIP\)](#)
- [2024 Work Plan and Community Priorities](#)
- [Housing Needs Assessment and Strategy](#)
- [Town of Erie Comprehensive Plan](#)
- [Town of Erie Transportation and Mobility Plan](#)
- [Town of Erie Sustainability Plan](#)
- [APA Equity in Zoning Policy Guide](#)
- [APA Housing Policy Guide](#)
- [Planning Commissioner Resources \(Dept. of Local Affairs\)](#)

The most recent Town of Erie [2023 Community Survey](#) indicates that responsibly managing Town growth is a high priority, including addressing issues with affordability, natural resource protections, and safety. The Planning Commission serves an important role in guiding change and development and the Town Council appreciates the time and effort of this Commission and their service to the Town.

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- Airport Economic Development Advisory Board meets on the Third Thursday of each month at 6:30 p.m.
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- Tree Advisory Board meets on the Second Wednesday of each month at 6:30 p.m.

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## Profile

Matt

First Name

Sundeen

Last Name

Middle  
Initial

matt.sundeen@comcast.net

Email Address

[REDACTED]  
Home Address

Suite or Apt

Erie

City

CO

State

80516

Postal Code

[REDACTED]  
Primary Phone

Colorado Department of  
Health Care Policy and  
Financing

Employer

[REDACTED]  
Alternate Phone

Program Management  
Section Manager - ACC  
Division

Job Title

### Are you an Erie resident?

Yes  No

---

### Have you ever been employed by the Town of Erie?

Yes  No

If so, please explain your employment with the Town of Erie.

Do you work for or own a company that does business with the Town of Erie?  
If so, please explain.

No

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## Interests & Experiences

Why are you interested in serving on a board or commission and what specific talents or expertise do you bring if appointed?

My family and I have lived in Erie for 14 years. We love this community and I want to help ensure the success of our town in the future. I am a seasoned public policy professional with 30 years experience in local and state government. I understand the role and purpose of the planning commission and think my skills and experiences can contribute to the success of the planning commission.

**Have you served on another board/commission in an advisory capacity? If so, please describe the board and what made serving in that capacity a good experience? What were the major concerns or issues?**

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Yes, I served for two years on the planning commission in Lafayette, Colorado. On the planning commission, we reviewed development plans and voted on recommendations made to City Council. I loved the experience and valued the relationships developed with other planning commissioners, City staff and Council members. I had no bad experiences at all and only regret that I had to leave the Planning Commission when I moved to Erie.

**Please describe a situation where you were working with a small group and disagreed with the direction of the project, what did you do? What was the result?**

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Generally, as a public policy professional, I often collaborate with individuals who have strong opinions. So I'm regularly challenged to work respectfully and collaboratively with colleagues to find common ground. As an example, in my current role at the Department of Health Care Policy and Financing (HCPF) I'm part of a team planning very a substantial procurement in 2025. As part of the procurement process we must draw a statewide map of regions for bidding by potential contractors. We have a lot varied opinions about the map as well as the data we should use and factors we should consider to define regional boundaries. In my role, I've facilitated and participated in numerous meetings about the project, listened to other colleagues suggestions and compromised when appropriate. I've also supported my own ideas with data and engaged numerous internal and external stakeholders to get different opinions. Although we have not yet completed the project, our team came together to develop a map we could all support and defend as well as an agreed upon project plan for further stakeholder engagement.

**If you were appointed, what goals would you like to see accomplished on this board or commission?**

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I can think of several goals. 1) Develop a culture of respectfulness and shared sense of purpose to help move forward work in a collaborative manner. 2) Support the Town Council by providing well reasoned advice about development projects. 3) Help to manage the growth of Erie in a manner that allows sustainable development that preserves the parts of our community that we most enjoy.

**Are you aware of the time commitment, and do you have the personal time to devote to this board or commission?**

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Yes, I am aware of the time commitment and am willing to participate.

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**Questions**

Question applies to Planning Commission

**What do you think are the most important planning and land use issues facing Erie? What insights could you bring to the Commission's deliberations and recommendations?**

Our most critical planning and land use issue is to manage the rapid growth of our community without losing the components of our community that we value the most. Our town has exploded over the last decade with both commercial and residential growth. So far, we've done a good job investing in parks and open space while creating an environment for businesses to succeed. We must continue to anticipate and plan for the needs of our community. As a 14 year Erie resident and a seasoned public policy professional including experience as a planning commissioner, I am passionate about doing the work necessary for our community to succeed. I am experienced at thoughtfully considering proposals and working with colleagues to arrive at decisions and recommendations that are right for the community.

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**Demographics (optional)**

The following questions are optional. This information helps track our recruitment and diversity efforts.

**Ethnicity**

Caucasian/Non-Hispanic

**Gender**

Male

**Sexual Orientation**

None Selected

---

Date of Birth

**Highest Grade or Degree Completed and Major**

Juris Doctor

**Trade School or Licenses/Certifications? If so, please list.**

Licensed Attorney Admitted to Colorado Bar

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**Resume and Additional Documents**

[Matt Sundeen Resume Erie 2023.pdf](#)

Upload a Resume

Question applies to Planning Commission

**Please Agree with the Following Statement**

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**By signing this application, if appointed to the Planning Commission I agree to remain supportive of the Board of Trustees' goals and priorities throughout my appointed term and the policy guides established by the American Planning Association.**

---

I Agree

**Please Agree with the Following Statement**

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**I certify that the facts and statements contained in this Board and Commission Application is true and correct. I further understand that false statements shall be sufficient cause for rejection of this application. I further certify that I have not been convicted of a felony under the laws of the State of Colorado or in another jurisdiction. I understand that falsification, omission or misrepresentation will result in a rejection of this application. Any falsification, omission or misrepresentation is evidence of perjury in the second degree. If I become a Board or Commission member with the Town, this form is valid for the period of my term with the Town and the crime records may be updated periodically at the discretion of the Town. I understand that this application is considered a public record and subject to the Colorado Open Records Act.**

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I Agree



**SUMMARY**

Seasoned public policy professional dedicated to improving outcomes for low income and historically disempowered communities. Extensive local and state government experience.

**AREAS OF EXPERTISE**

- ✓ **Philanthropy:** Substantial experience developing new funding concepts and managing grant portfolios as both a foundation and government funder. Also, significant experience as a fundraiser for nonprofit organizations.
- ✓ **Public policy:** Nearly 30 years of experience in state and local public policy. Well-versed in issues related to housing, social determinants of health, Medicaid, education, aging, behavioral health and youth services.
- ✓ **Organization Management:** Proven leadership in nonprofit and government organizations including strategic planning, staff management, communicating vision, budget preparation and project management.
- ✓ **Stakeholder Relationships:** Strong interpersonal skills and ability to build consensus among diverse groups of community partners. Many established relationships with community stakeholders throughout Colorado.
- ✓ **Communication and Public Speaking:** Excellent communication skills with significant experience presenting in legislative and media environments and in public forums.

**PROFESSIONAL EXPERIENCE**

**ACC Program Management Section Manager** **2020—Current**  
**Colorado Department of Health Care Policy and Financing**

Senior manager responsible for developing ACC policy and managing Medicaid contracts with 7 Regional Accountable Entities (RAEs) and two Managed Care Organizations (MCOs).

- Second level manager for a 12-person program management team leading ACC program implementation.
- Develop policy guidance to develop and implement the ACC program.
- Facilitate internal and external stakeholder meetings.
- Develop qualitative and quantitative metrics to measure RAE and MCO performance.
- Develop programs to reduce disparities and improve outcomes for Medicaid members.

Key Achievements

- Developed successful strategies to reduce disparities in vaccine rates for BIPOC Medicaid Members
- Implemented expansion of state behavioral health benefits

**Community Programs Manager** **2016—2019**  
**City of Boulder Housing and Human Services Department**

Senior manager responsible for supervising the Housing and Human Services funding team and developing the City's five-year human services strategic plan. This position was eliminated in 2019 after a Department merger.

- Developed strategy for utilizing the City's Health Equity and Human Services Funds to support programs to address food insecurity, affordable housing, physical activity, nutrition, mental health, childcare and child and adult health.
- Supervised staff and contractors. Provided direction and leadership to the community funding team.
- Made strategic recommendations to the City Manager and City Council about goals, objectives and funding initiatives.
- Served as a subject matter expert (SME) for six different issue areas including health, aging, inclusion and youth services.
- Developed investment processes for three competitive funds and managed two funding advisory groups.
- Managed multiple program initiatives and provided oversight over budget, performance and program alignment.
- Developed quantitative and qualitative metrics to measure grantee and department performance.

Key Achievements:

- Planned and facilitated over 45 community engagement activities.
- Established and managed the Health Equity Fund which has distributed over \$10M obtained through the City's sugar-sweetened beverage tax to address health disparities and improve Boulder's health equity.
- Managed a citywide task force to address methamphetamine use.
- Developed the City's five-year strategic plan for human services and established implementation strategy.

**Executive Director****2013—2016****Colorado Providers Association (COPA)**

Solely responsible for all operations and strategic planning for this nonprofit association for behavioral health providers.

- Advocated for member interests in legislative settings, rulemakings and in public forums.
- Developed and implemented organization's strategic goals and objectives, legislative strategy and communications plans. Supervised contract lobby team.
- Prepared and managed the organization's annual budget.
- Created website and managed social media presence.
- Planned, convened and facilitated Executive Committee and membership meetings involving multiple stakeholders.

**Key Achievements:**

- Drove funding for service providers by increasing membership and creating new revenue streams.
- Led a coalition that successfully passed 2015 Proposition BB, allowing the state to retain excess marijuana sales tax revenues to fund substance abuse and addiction services.
- Developed and implemented two new professional certification programs.
- Planned and held three statewide annual meetings for behavioral health care professionals.

**Senior Program Officer for Health Policy****2009—2013****The Colorado Trust**

Senior Program Officer for private health foundation dedicated to achieving health equity for all Coloradans. This position was eliminated in 2013 after a re-organization.

- Managed a grant portfolio of investments in health advocacy.
- Analyzed policy issues and tracked state and federal legislation affecting health care and coverage in Colorado.
- Briefed the Board of Trustees and staff regarding legislative developments and key policy opportunities.
- Held regular meetings with grantee partners to advance strategic initiatives.
- Developed quantitative and qualitative metrics to measure progress.

**Key Achievements:**

- Created and managed a rapid response fund to increase advocacy capital for Colorado nonprofit organizations.
- Spearheaded and managed a portfolio of grants and grant strategies related to health care and coverage.

**Senior Policy Analyst and General Counsel/Director of Policy and Research****2008—2009****The Bell Policy Center/Center for Policy Entrepreneurship**

Hired by the Center for Policy Entrepreneurship, a nonprofit organization funded by Jared Polis, to manage policy and research efforts. After Polis was elected into Congress, this organization was closed, and a one-year contract position was funded with The Bell Policy Center, a nonpartisan, state policy research center.

- Researched and analyzed legislation related to payday lending reform and in-state tuition for undocumented immigrants.
- Tracked and analyzed relevant federal and state bills.
- Represented the organization in collaborative advocacy efforts with various state nonprofit organizations.

**Program Principal****1994—2008****National Conference of State Legislatures (NCSL)**

NCSL is a bipartisan organization that supports the nation's 7,000 state legislators by providing research, technical assistance, and opportunities for dialogue on significant issues.

- Supported over 7,000 state legislators and 30,000 legislative staff across all US states, territories, and the District of Columbia by managing a portfolio of grant-funded projects and analyzing state legislation.
- Testified before legislative committees.
- Provided technical assistance and subject matter expertise.

**Key Achievements:**

- Solicited and raised over \$2M in funding to support NCSL programs.
- Managed a national working group that formed recommendations to address distracted driving.
- Wrote six book-length reports providing recommendations on multiple issues to states.
- Won the 2007 Writing Award from the NCSL's publication department.

**FORMAL EDUCATION**

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**Juris Doctor (JD)**—University of Denver, Sturm College of Law

**Bachelor of Arts: International Relations**—Michigan State University, James Madison College

**CREDENTIALS AND APPOINTMENTS**

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**Kentucky Colonel**, 2007—Present

**Colorado Bar Association**, 1994—Present

**VOLUNTEER AND LEADERSHIP POSITIONS**

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**Amnesty International**

Volunteer, Urgent Action Office—Nederland, CO

Intern, Amnesty International USA Headquarters – New York, NY

President—Michigan State University Chapter

**City of Lafayette, CO**

Planning Commissioner, 2009—2010

Homework Center Tutor, 2008- 2010



# Public Records Exemptions

Enclosed please find a copy of the response documents for your public records request. The following information is provided to explain the process employed to review and produce the response documents.

Reason	Description	Pages
		2, 6, 9, 13, 14, 17, 23, 26, 30