

| Employment Experience |

Middlebury College Environmental Studies Program

Middlebury, VT

Visiting Scholar July 2018-present

Fall 2018 co-taught a Rockefeller Family Foundation funded course “The Perennial Turn.” Responsibilities included: designing the community-engaged learning experiences matching 13 external organizations with students in this course focused on experimenting with new ways of thinking about practices in agriculture and food systems, education and learning, faith, and, the creative arts. Currently designing and preparing to teach the Spring Semester 2019 course called “Approaching Sustainability from the Roots” under the Professor of the Practice program, and will also be teaching The Perennial Turn again in Fall 2019.

Adjunct Faculty, 2003-2007; Adjunct Faculty & Coordinator for Experiential Learning, August 2017-May 2018

Taught the fall semester of the “Environmental Studies Community Engaged-Practicum (ES401)” in 2017 and two semesters of ES401 in the academic year 2006-2007. Designed and taught three Winter Terms of the course “Social Marketing and Environmental Affairs.” Serve as an Independent Study Advisor for multiple students continuing work on projects developed within the framework of both courses. Coordinated all community-engaged projects for the academic year 2017-2018 for all ES401 sections. All courses utilized Experiential/Civic Learning pedagogy with external partners to integrate theoretical academic work with real world problem solving. The senior seminar brings together ES majors from the hard sciences, social sciences, as well as the arts and humanities. Partners have included: Vermont Family Forests, Addison County Solid Waste District, Vermont Agency of Natural Resources – Climate and Air Agency, Vermont Biodiesel Association, Addison County Transit Resources, Vermont Fresh Network, Addison County Solid Waste Management District, Weybridge Energy Committee, wind and solar energy experts as well as local elementary schools.

Significant outcomes:

- The non-profit *Idle-Free Vermont* was established as a direct result of the 2004 winter term course. Students designed and implemented a community-based social marketing program at the Weybridge Elementary School to establish an “Idle-free zone” at the school, which captured local media attention and inspired a local resident to found *Idle-Free Vermont*.
- In 2007, the Vermont State legislature approved stricter rules and regulations for outdoor wood boilers because of student work to support the Air Pollution Control Division in the VT Agency of Natural Resources.
- Students designed, built and installed food waste recycling stations in the local High School to comply with the Vermont’s Universal Recycling Law (fall 2017).
- Nourishing Change Conference: A Conversation. December 2018.

Middlebury College Center for Careers and Internships

Interim Associate Director, Social Impact Career Advisor, Center for Careers and Internships, 2016-2017

Advised Middlebury College students and alumni on careers in the Environment, Energy, International Development, Education, Non-Profits and Food Systems. Developed alumni networks and designed events to foster a culture of creativity and innovation as students consider career path opportunities. Managed special project to establish Vermont-based internship program. Advised approximately 20 students a week in one-on-one sessions cultivating a unique method to help students identify their mission-driven based aspirations and understand their “why”.

Transportation for Vermonters Coalition (T4VT)

Montpelier, VT

Co-Founder and Program Partner, January 2016-August 2018

Collaborated pro bono to establish this statewide coalition. Worked with partners from the Vermont Energy Investment Corporation (VEIC) and Vermont Natural Resources Council (VNRC) to develop a conceptual strategy and stakeholder process. T4VT provides community engagement, research, advocacy and policy direction to support the coordination of statewide policies that develop transportation options to steward the social, environment and economic health of Vermont.

Addison County Transit Resources (ACTR)

Middlebury, VT

Community Relations Manager, 2007-2014

Established and managed a three-person Community Relations Department at nationally recognized, non-profit, community transportation agency. Reported to Executive Director serving as lead manager of five-person senior management team responding to rapid growth in the demand for multi-modal transportation services. Oversaw establishment of brand, communications programs, fundraising (development), social media, customer service efforts, transportation planning as well as local, regional and statewide policies for the agency. As an “intreprenuer” designed strategic behavior change programs to

reduce dependence on fossil fuels to support the statewide comprehensive energy program goal of 90% renewables by 2050. Areas of responsibility also included: publication production (annual reports, bus schedule brochures, newsletters, posters, etc.), transit route planning, risk communications, media relations, Board of Directors support and reporting, grant writing, partnership development, website, market research and all strategic communications.

Significant outcomes:

- Produced nationally recognized graphic standards for print and electronic rural transit system maps and schedules.
- Co-managed sustainable design, construction and capital campaign (\$750,000) for the Community Transportation Center.
- Worked with Google Transit as first local transit partner in the State of Vermont.
- Formed and chaired the Vermont Public Transportation Association's Outreach and Community Relations Committee.
- Annually secured local funds (~20% of total agency budget) from municipalities, businesses, major donors and foundations.
- Provided transportation demand management opportunities for local businesses and partners with funding from the High Meadows Fund and the Vermont Agency of Transportation.
- Established a social media strategy and presence.
- Hired and trained counterpart at sister agency, Stagecoach Transportation Services, Inc. in Central Vermont.
- Designed and implemented Management Team's information strategies during a staff/driver union petitioning process.
- Partnered with two Middlebury College Environmental Studies Seminars to cultivate community-based learning and social entrepreneurial approaches to solving mobility management challenges at various scales.

Puget Sound Clean Air Agency

Seattle, WA

Public Affairs Specialist, 1997 to 1999

Designed, managed and implemented community engagement, outreach and education, public involvement, and strategic marketing communication programs for this public agency charged with protecting air quality in the Puget Sound Region. Projects included evaluating the effectiveness of existing public communication tools through surveys and focused interviews; conceptualizing and producing first bi-annual report; and developing and implementing media relations strategies to respond to high profile air pollution sources not in compliance with local regulations.

Significant Outcomes:

- Received three Public Relations Society of America (PRSA) Awards for two behavior change programs: "Smog Alert" and "Get Mower for Less".
- Selected to participate on inter-departmental team to evaluate agency-wide work programs and internal communications.
- Initiated and produced groundbreaking collaboration between 17 organizations to evaluate regional solid waste policies and create a market transformation program to address a noxious odor "fine" that would have shut down the commercial composting facility for the entire region.
- Managed programs, interns, consultants and work teams.
- Managed a PM^{2.5} Stakeholder Process to assess local health and economic impacts of pending federal regulations.

Pacific Rim Resources, Inc. (PRR)

Seattle, WA

Associate, 1993-1997

Developed and implemented strategic outreach, public involvement and market transformation projects for governmental and non-governmental clients. Experienced in the following issue areas: Smart Growth, land use and growth management, water quality and conservation, recycling and waste reduction, air quality, transportation and natural resource management.

Significant Outcomes:

- Designed and implemented community outreach programs to support municipalities responding to Washington State Growth Management Act requirements. Worked on Comprehensive Plans for City of Seattle, King County, Snohomish County and other communities in Western Washington. The core of the Comprehensive Planning process was to define short and long term land use patterns by designating growth boundaries between rural and urban land use while adhering to NEPA and SEPA requirements.
- Managed the public involvement processes and budgets for the following projects: King County Airport Master Plan; Washington State Coastal Corridor Project (Highway 101); City of Renton LINK Transportation Study; City of Seattle Composting Program; and King County Commission for Marketing Recyclable Products.
- Created direct marketing materials, recruited participants and handled media relations and advertising for award-winning market transformation promotion of recycled products in King County, "Get in the Loop – Buy Recycled".
- Negotiated \$100,000 advertising buys multiple summers for the City of Seattle's Water Conservation program.

Greenwich News**Greenwich, CT****Arts Editor, 1990-1992**

Responsible for eight to 12-page section of bi-weekly community newspaper with circulation of 50,000. Curated content, wrote and edited lead stories, managed cooking and gardening columnists as well as freelancers, as well as designed layout and selected photos. Reported to Editor-in-Chief, a 25-year New York Times foreign correspondent, who served as mentor for more than 15 years.

| Consulting Work |**C|B|C: Collaborations Ahead - Vision Unlimited, LLC****Weybridge, VT****Founder and Principal of Communications and Public Affairs Firm: 1998-2007; 2014-present**

Provide strategic community engagement, public affairs and marketing communications consulting. Serve variety of clients from private, public, non-profit and education sectors.

New Perennial Project, The Land Institute**August 2018-present****Vermont**

Consultant: Support the establishment of a Champlain Valley hub for The Land Institute's New Perennial Project by developing a network of allies in education, agriculture, the arts and faith-based communities.

Green Mountain Transit, Comprehensive Service Analysis Jan-Dec 2017**Burlington, VT**

Sub-Consultant: Member of the Nelson\Nygaard Consulting Associates team to analyze the urban and rural public transit routes and systems for the state's largest public transportation provider. Support strategic community engagement efforts including: development of a public involvement plan; stakeholder management including conducting key stakeholder interviews; and, content development for project marketing materials.

New England Grassroots Fund Harvest Grant Recipient August 2016-November 2017 Weybridge, VT

Consultant: Working with the Weybridge Energy Committee to provide the leadership to develop a network of town energy committees and stakeholders to address regional transportation challenges. Collaborating with the Addison County Regional Planning Commission (ACRPC) and Addison County Transportation Resources (ACTR) to design regional Transportation Summit to foster multi-jurisdictional approaches to local planning to increase transportation choices and amenities.

Vermont Energy Investment Corp. (VEIC) January 2016-May 2016**Burlington, VT**

Sub-Consultant: Provided research on current (post Map-21) federal, state and local funding policies to support Martha's Vineyard Transit Authority Alternative Fuels Study.

Efficiency Vermont 2015-2016**Burlington, VT**

Sub-consultant: Conducted outreach and education for the Community Energy and Efficiency Development Fund (CEED) program to establish energy efficiency projects in K-12 schools and municipalities.

Addison County Transit Resources 2014-2016**Middlebury, VT**

Consultant: Served as special project manager. Work included: managing the organization's Strategic Planning Process; over-seeing the design and installation of a solar PV system on the new Community Transportation Center; managing the bus system efficiency study; and serving as Regional Program Manager of the statewide Go Vermont program in Addison and Rutland Counties. Established a local coalition, the Addison County Transportation Partners, to collaborate on solving recruitment and retention issues faced by major employers in the region.

Housing Vermont 2006-2007**Burlington, VT**

Consultant: Provided public relations services including developing media relations strategies; organizing press events; assembling press kits, and writing press releases to raise awareness of affordable housing projects in Vermont.

Vermont Land Trust (VLT) : Conservation Message Collaboration 2006-2007 Montpelier, VT

Consultant: Designed process to help multiple conservation organizations identify the intersection of their work to develop a unified public "conservation" message. Work included one-on-one focused interviews with each organization to establish common goals and visions as well as designing and facilitating a set of four meetings. The effort was led by VLT and The

Nature Conservancy of Vermont and included Vermont Natural Resources Council, Smart Growth Vermont, Vermont Housing and Conservation Board, Catamount Trail Association, Green Mountain Club and the Lake Champlain Land Trust.

The Intervale Center 2004-2007 Burlington, VT

Consultant: Provided on-call strategic community relations and marketing services through the Intervale's Success on Farms program. Work included: assisting a small farmstead CSA (community supported agriculture) in Addison County to expand its market share; and supporting a maple sugarworks farm seeking national exposure. Efforts resulted in a placement in a national magazine for the sugarworks and a revised and improved set of collateral materials for the CSA.

Middlebury College, Franklin Center for Environmental Affairs 1998-2007 Middlebury, VT

Consultant: Provided on call public affairs services. Project work included producing white papers to provide basis, rationale and benchmarks for the College's environmental best practices. Outcomes of this work included: the Board of Trustees creating policy to establish procurement guidelines for Construction and Demolition best practices; the implementation of a centralized purchasing policy on buying recycled and recyclable products including 100% recycled copy paper campus-wide; and, a wellness program for custodial staff that included a transition plan to use toxin-free and environmentally friendly cleaning products.

Vermont Fresh Network 2005 Montpelier, VT

Consultant: Developed and conducted a Vermont Community Foundation funded social marketing seminar called "Telling Your Story" for members of Vermont Fresh Network (VFN). VFN connects Vermont farmers, chefs and consumers to support Vermont's sustainable agricultural base. The seminars emphasized strategic use of traditional marketing tools to promote the relationship between buying local food and sustainability.

State of Vermont, Agency of Natural Resources, Air Quality and Climate Division 1998-2006 Montpelier, VT

Consultant: Served as public involvement and outreach manager on contract to assist the Air Division Director with communications, marketing, strategic planning and public affairs efforts for eight years. Served as co-chair of the Communications Work Group for the Acid Rain Partnership established by the Conference of the New England Governors and Eastern Canadian Premiers (NEG-ECP). Authored the Strategic Communications Plan on Acid Rain; designed and implemented an 11-state/province attitude and awareness survey on Acid Rain and Mercury; produced multiple publications presented to Governors and Premiers at their annual conferences. Other project work included participation on an Expert Committee with the New England States Coordinated Air Use Management (NESCAUM) charged with developing health messages for new real time health-based particulate matter standards (PM_{2.5}) as well as developing marketing tools for the state's Low and Zero Emission Vehicle program.

| Education |

Annenberg School for Communications, University of Pennsylvania

Masters of Arts, Communications, 1990

Significant Outcomes:

- Master's thesis: "Top-down, bottom-up coalition building to achieve Federal Wild and Scenic Designation for river segments in Oregon, New Hampshire, Massachusetts and Connecticut"
- Tuition Scholarship: 1988-89 and 1989-90; TV Critic Award 1989

University of Massachusetts, Amherst

Bachelor of Arts, Communications, *Cum Laude*, 1986

Significant Accomplishments:

- Overseas study at City of London Polytechnic, London, England, Spring 1985
- Graduate level classes focusing on Media, Family and Society

| Boards, Committees, Appointments and Community Service |

Middlebury Natural Foods Coop

Board Member

Chair, Communications Committee; Serve on Expansion and Mission Statement Ad Hoc Committees

Middlebury, VT

2015 to present

Idle-Free Vermont

Board Member

Founding Advisory Committee Member

Bristol, VT

2014 to 2017

2006 to 2017

Weybridge Energy Committee

Founding Committee Member

Founding member of award-winning town committee recognized by Efficiency Vermont in Home Energy Challenge.

Weybridge, VT

2012 to 2018

Weybridge Planning Commission

Commissioner

Lead editor during process to update the Town Plan; participated in zoning update community outreach.

Weybridge, VT

2009 to 2014

Vermont Governor's Climate Change Commission

Work Group Member

Appointed to the "Cross Cutting Issues" Technical Work Group.

Montpelier, VT

2006-2007