

## BOARDS & COMMISSIONS

### CANDIDATES MEMORANDUM-Metro Water Recovery - Board of Directors.

To	Denver City Council
From	Mayor's Office of Boards & Commissions
Date	06/05/2026

#### BOARD PURPOSE

Metro Water Recovery provides wastewater transmission and treatment services to 65 local governments, including the City and County of Denver. There are 40 members on the board, 10 of which are from the City and County of Denver. The Board of Directors is responsible for setting the direction and strategy, as well as approving budgets and contracting for Metro Water Recovery.

#### APPOINTMENT CANDIDATE PROFILES

**Term Dates:** 06/30/2026 through 6/30/2028 or until successor is duly appointed.



**Travis Bogan**  
 Director of Special Projects  
 and Initiatives Division,  
 DOTI  
 He/him  
 Caucasian/Male

**Bio:**

Travis is a civil/environmental engineer and Director of the Special Projects and Initiatives Division with the City and County of Denver's Department of Transportation and Infrastructure (DOTI). This construction division leads teams delivering regionally significant infrastructure projects; recent/current work includes the Colorado Convention Center Expansion, 16<sup>th</sup> St Reconstruction, Colfax BRT, the Waterway Resiliency Program; this Division also supports Vibrant Bond, Sata Fe Yards NWSL Stadium, and Burnham Yard redevelopment efforts. With a broad background in planning, analysis, design, and construction of vertical and horizontal infrastructure for Metro Water Recovery and other Front Range municipalities, Travis has a record of effectively

partnering in delivering long-term and consensus-based solutions.

**Statement of Support:**

I believe Travis is an invaluable and exceptionally qualified to continue serving as a Director on the Metro Water Recovery Board. His professional experience strongly aligns with Denver's goals for a vibrant, affordable, climate-resilient, and healthy city. In DOTI's Special Projects and Initiatives Division, he successfully leads multidisciplinary teams in delivering complex, high-risk infrastructure projects that directly support these priorities.

Travis also brings significant firsthand knowledge of Metro Water Recovery. His unique perspective, unrivaled enthusiasm, and desire for innovation make him a perfect candidate. –Jennifer Williams, Metro Water Recovery Liaison and Board Director

**Candidate Answers to Additional Screener Questions:**

*Describe a previous experience that demonstrates how you would approach your role.*

While leading DOTI's Special Projects and Initiatives Division, I am supporting the delivery of more than \$1B in transformational public infrastructure projects and programs by guiding major efforts such as the Colorado Convention Center Expansion, the 16th Street Mall Reconstruction, the Colfax BRT, and the Waterway Resiliency Program from initiation through close out in close coordination with internal and external partners. In this capacity, I serve as a delivery subject-matter expert, helping shape DOTI's collaborative delivery policies, mentoring project teams, and promoting consistent, efficient practices across high-risk projects and programs. Earlier, I led regional water and wastewater planning efforts, including a 20-year, district wide facility plan for Metro Water Recovery (2018 Facility Plan). These experiences directly align with the City's priorities by advancing resilient infrastructure, strengthening regional partnerships, and delivering coordinated, community-serving outcomes—an approach I continue to bring to my role on the Metro Water Recovery Board.

*Describe what goals or actions of this Mayoral administration align with your personal priorities for the City.*

Mayor Johnston's Citywide Goals (Vibrant, Affordable, Safe, All In Mile High, Climate Resilient, and Child

Friendly Denver) align closely with my professional and personal priorities for the City. In DOTI's Special Projects and Initiatives Division, I successfully help build and guide multi-disciplinary teams delivering high-risk infrastructure projects and programs. Earlier in my career I served as a consulting engineering project manager for Metro Water Recovery on a wide range of projects, including leading development of their 20-year Districtwide Facility Plan (2018); this gave me deep knowledge of Metro Water Recovery's collection system, treatment plants, biosolids land application facilities, and regulatory drivers. As Director on the MWD Board representing Denver I can leverage this knowledge and my commitment to our community to encourage focus and approval of work that align with our climate resilience, public health, and affordability goals.

**Reappointment?** Yes

**Term Number:** 2

**For New Appointments:**

Filling an Open Seat? n/a

Replacing an Expiring Seat: n/a

**Appointment Process for Seat:** Mayoral Appointment, Council Confirmation

**Term Dates:** 06/30/2026 through 6/30/2028 or until successor is duly appointed or until a successor is duly appointed



**Mary J. Gearhart**  
Retired  
She/her  
White/Female

**Bio:**

Ms. Gearhart is a Denver native, and resides in southeast Denver.

Mary Gearhart was a licensed civil engineer (BS from CU), in the water resource, environmental and civil engineering field for more than 40 years.

She retired from the City of Denver in 2025 as a Principal Project Manager, assisting with the management of the City's water, wastewater, stormwater and solid waste functions to provide high quality service to the City's citizens. Prior to that, Ms. Gearhart was a senior vice president for Brown and Caldwell, a nationwide engineering consulting firm. She has expertise in planning, regulatory compliance, design, construction management, and alternative delivery of projects.

**Statement of Support:**

Mary Gearhart brings a rare combination of deep technical expertise, institutional knowledge, and practical leadership that makes her an exceptionally strong representative for the

Female

City and County of Denver on the Metro Water Recovery Board of Directors. Having spent her career working directly on the systems Denver depends on—water, wastewater, stormwater, and solid waste—she understands the operational, financial, and regulatory pressures that shape service delivery for Denver residents. This firsthand experience allows her to evaluate Metro’s programs through a clear lens of how decisions impact Denver’s ratepayers, infrastructure needs, and long-term resilience.

Mary’s ability to anticipate challenges, advocate for cost-effective solutions, and prioritize public benefit makes her an invaluable asset to Denver’s representation on the Board. –Jennifer Williams, Metro Water Recovery Liaison and Board Director

**Candidate Answers to Additional Screener Questions:**

*Describe a previous experience that demonstrates how you would approach your role.*

Ms. Gearhart has managed dozens of engineering and construction projects, including several at the Metro Water Recovery facility. In that role, she managed large teams of professional designers and constructors. The primary function of the project manager is to control the scope, schedule, budget and quality of the work delivered. Ms. Gearhart brings that experience to the MWR board along with risk analysis. Those skills allow her to understand the value of the work MWR does each and every day for the citizens of Denver.

*Describe what goals or actions of this Mayoral administration align with your personal priorities for the City.*

The City of Denver has long been credited with long-term planning and execution of generational scale projects to secure the future. This administration has identified vibrancy as a goal, along with affordable housing and reducing homelessness. The backbone of these programs is a clean city and providing services that every home can access. This is particularly true of wastewater collection and treatment, which are invisible but essential services. Maintaining the affordability of homes in Denver through careful management of treatment happens when the City takes its role in the process seriously. Ms. Gearhart has an abundance of experience and skill that she will use to continue making decisions on behalf of the Mayor’s office and Denver’s citizens to enhance the City.

**Reappointment?** Yes

**Term Number:** 2

**For New Appointments:**

Filling an Open Seat? n/a

Replacing an Expiring Seat: n/a

**Appointment Process for Seat:** Mayoral Appointment, Council Confirmation

**Term Dates:** 06/30/2026 through 6/30/2028 or until successor is duly appointed or until a successor is duly appointed



**Bio:**

As President of Eco Integrations LLC, Janet provides full-service consulting services to help clients integrate sustainability and environmental performance into their core business needs. Janet supports aviation, water, wastewater, legal and regulatory applications with expertise in the major environmental statutes, operational constraints, and energy, climate, and resiliency initiatives. Prior to founding Eco Integrations, Janet worked for 28 years in the public sector, serving for 17 years at Denver International Airport (DEN), including as the Airport Environmental Director, and 11 years with the State of Colorado managing the state's Clean Water Act permitting program. Janet is a registered professional engineer (PE), and a credentialed envision sustainability professional (ENV SP). Janet has served in a variety of leadership roles in local government, airports and water communities, and currently represents the City and County of Denver as an Officer on the Board of Directors for Metro Water Recovery.

**Janet Kieler**

President, Eco Integrations  
LLC

She/Her

White/Female

**Statement of Support:**

Janet brings an exceptional and unmatched environmental perspective to the Metro Water Recovery Board—one that no other member, including the 30 non-Denver representatives, possesses. Her depth and breadth of experience in the public environment sector give her a rare breadth of technical, regulatory, and operational expertise.

Janet's deep environmental insight and proven leadership make her an invaluable asset to the Board's decision-making and strategic direction. –Jennifer Williams, Metro Water Recovery Liaison and Board Director

**Candidate Answers to Additional Screener Questions:**

*Describe a previous experience that demonstrates how you would approach your role.*

As Metro Director, I decided on a difficult no vote for consideration of new special connector request: Todd Creek Village Metropolitan District and asked for more time to consider potential future water quality consequences. The action would authorize wastewater services for 21,024 homes, 87% of which were currently undeveloped. The water supply for Todd Creek Village is alluvial South Platte River water, which is impacted by pollutants including salinity, nutrients, and PFAS. If Todd Creek Village were to eliminate reverse osmosis as a water treatment technology, the pollutants in the source water would pass through to Metro's wastewater plant. This could cause disproportionate effects on existing communities. In this circumstance I had to weigh the interests of the City and County of Denver, who I represent, and those of all the members of Metro Water Recovery, as a member of the full board.

*Describe what goals or actions of this Mayoral administration align with your personal priorities for the City.*

A Climate Resilient Denver. Proactive response to the effects of climate change results in a more resilient and equitable city. Through my work at DEN, I led an enterprise level climate risk and vulnerability assessment, and development of a climate adaptation plan. I have direct experience assessing regional climate threats, understanding vulnerabilities of assets and operations, and enhancing adaptation actions. Climate adaptation work brings people together. People recognize that the climate has changed and that in Denver there are more frequent occurrences of extreme heat and extreme precipitation events. Our lack of readiness for these events creates social inequities, based on who has access to cooling, safe spaces, and resilient homes. Climate resilience is critically important for utilities including Metro Water Recovery. The focus on

climate resilience in this administration helps to elevate the issue and quicken our progress towards a climate resilient Denver.

**Reappointment?** Yes

**Term Number:** 5

**For New Appointments:**

Filling an Open Seat? n/a

Replacing an Expiring Seat: n/a

**Appointment Process for Seat:** Mayoral Appointment, Council Confirmation

**Term Dates:** 06/30/2026 through 6/30/2028 or until successor is duly appointed or until a successor is duly appointed



**Bio:**

I'm a CPA and I currently work as the Director of Accounting for the Department of Transportation and Infrastructure for the City and County of Denver. I have more than two decades of financial management experience, including oversight of complex infrastructure programs, enterprise fund management, and long-term capital planning. Since 2017, I have served on the Metro Water Recovery Board, where I provide financial and operational oversight to support sustainable utility operations. My work with the City's Wastewater Enterprise Fund—including rate studies, capital financing, and strategic planning—aligns closely with Metro's mission and long-term priorities. I am committed to responsible stewardship of public resources, transparent decision-making, and the continued reliability of the region's water and wastewater systems.

**Peter Spanberger**

Accounting Director, CCD -

DOTI

He/him

White/Male

**Statement of Support**

Please consider the reappointment of Peter Spanberger to the Metro Water Recovery Board to continue supporting the organization's essential role in regional water and wastewater services. Since joining the Board in 2017, Peter has applied his CPA background and extensive experience with Denver's Wastewater Enterprise Fund to strengthen long-term planning, rate stability, and fiscal oversight. His work on rate studies, capital financing, and strategic infrastructure planning gives a comprehensive understanding of the financial and operational challenges facing the utility. Continued service would allow Peter to support Metro through upcoming capital program demands, regulatory requirements, and growth across the region. Peter is deeply committed to responsible governance, transparency, and ensuring that Denver's residents and businesses continue to benefit from a reliable, sustainable, and well-managed system. –Jennifer Williams, Metro Water Recovery Liaison and Board Director

**Candidate Answers to Additional Screener Questions:**

*Describe a previous experience that demonstrates how you would approach your role.*

A key experience that informs how I approach my role on the Metro Water Recovery Board is my work overseeing the City's Wastewater Enterprise Fund. This includes leading rate studies, developing long-term financial models, supporting capital project financing, and collaborating with engineering and operations teams to ensure resources align with service needs. These responsibilities require balancing affordability, regulatory compliance, capital investment, and financial sustainability—issues that parallel Metro's strategic priorities. The analytical, collaborative, and forward-looking approach I apply in this work mirrors the mindset I bring to Board service. I focus on understanding technical and financial details, asking thoughtful questions, and supporting decisions that balance near-term operational needs with long-term system reliability. This experience strengthens my ability to contribute meaningfully to Metro's governance and planning.

*Describe what goals or actions of this Mayoral administration align with your personal priorities for the City.*

My priorities—fiscal responsibility, transparent governance, sustainable infrastructure investment, and reliable service delivery—align with the administration's focus on strengthening core city systems and ensuring long-term resilience. The City's emphasis on improving operational efficiency, supporting critical infrastructure, and advancing climate-conscious planning reflects the same principles I apply in both my professional work and my service on the Metro Water Recovery Board. My experience with the Wastewater Enterprise Fund, long-term financial planning, and capital program oversight supports the administration's goals of maintaining affordability while investing responsibly in

essential services. I am committed to contributing to regional efforts that ensure Denver’s water and wastewater systems remain dependable, environmentally responsible, and well positioned to meet future growth and regulatory requirements.

**Reappointment?** Yes  
**For New Appointments:**  
 Filling an Open Seat? n/a  
 Replacing an Expiring Seat: n/a

**Term Number:** 4

**Appointment Process for Seat:** Mayoral Appointment, Council Confirmation

**Term Dates:** 06/30/2026 through 6/30/2028 or until successor is duly appointed or until a successor is duly appointed



**Bio:**  
 Mary Beth Susman is a former Denver City Councilwoman and served two terms as President of the Council. She spear-headed the city’s recreational marijuana ordinances; helped develop the 2040 City Comprehensive Plan and the Green Roofs ordinances; developed Denver’s short term rental ordinances; led the creation of the Denver Transportation and Infrastructure department and developed several legislative innovations related to e-bikes, e-scooters, and ride-share technologies.

**Mary Beth Susman**  
 Ph.D.  
 Owner, MB Susman LLC  
 She/her  
 Caucasian/Female

She served on various council committees, including chairing the Land Use committee for 6 years. She also served on the board of Urban Drainage and Flood Control District, Transportation Solutions Board of Directors, Metro County Commissioners, National League of Cities, Colorado Municipal League, the Denver Planning Board, and presently sits on the Metro Water Recovery Board.

She received her Ph.D. from the University of Denver and spent her earlier career in higher education, retiring as Vice-President of the Colorado Community College System. She was the founding President and CEO of three state-wide online colleges in Colorado, Kentucky and Louisiana, which now serve over 300,000 enrollments. She is a Smithsonian Laureate for her seminal work in online education and her archives were placed in the Smithsonian American History collection in 2001.

**Statement of Support:**

Mary Beth Susman offers Denver a uniquely powerful and strategic voice on the Metro Water Recovery Board. Her extensive experience in city governance—shaped by years on the Denver City Council, including two terms as Council President—gives her a deep understanding of how regional water decisions directly influence Denver’s growth, resilience, and quality of life. She is one of two former Denver City Council presidents to represent Denver on the current Board of Directors.

Not only is Mary Beth a strong representative based on her extensive, diverse resume, she brings a kindness, thoughtfulness, and unique perspective that makes the entire Board stronger. – Jennifer Williams, Metro Water Recovery Liaison and Board Director

**Candidate Answers to Additional Screener Questions:**

*Describe a previous experience that demonstrates how you would approach your role.*

I am keenly interested in our water resources having served on the Urban Drainage and Flood Control board prior to joining Metro Water Recovery. Have volunteered to sit on contractor selection committees and was recently asked to be part of Metro’s Executive Council. I was also recently asked to serve on the 2026 Nominating Committee for next year’s officers. I participate in as many extracurricular events, celebrations of employees, and tours as I can.

*Describe what goals or actions of this Mayoral administration align with your personal priorities for the City.*

Along with supporting our natural resources, particularly water, I have been a long time advocate of affordable housing. I successfully initiated the Denver City Council’s ordinance allowing Short Term Rentals, and strongly advocated for more multiple-family housing in my district specifically and the city throughout.

Reappointment? Yes

Term Number: 4

**For New Appointments:**

Filling an Open Seat? n/a

Replacing an Expiring Seat: n/a

**Appointment Process for Seat:** Mayoral Appointment, Council Confirmation**Term Dates:** 06/30/2026 through 6/30/2028 or until successor is duly appointed or until a successor is duly appointed**Bio:**

Jennifer L. Williams, PE is a leader in wastewater infrastructure, program management, and strategic planning for the City and County of Denver. She has a passion for wastewater, which began almost two decades ago as a Junior Engineer. She is a skilled environmental engineer, with experience managing complex wastewater, sanitary sewer, and river corridor programming. As a Director on the Metro Water Recovery Board of Directors, Jennifer has strengthened regional wastewater governance by chairing the Operations Committee, contributing to strategic planning, and expanding leadership responsibilities on the Executive Committee. Her work in Denver includes guiding programmatic strategy for major infrastructure investments, championing cost-recovery policy development, and directing strategy for DOTI's Office of Bridge. Jennifer is an expert on the wastewater enterprise fund, championing good governance, fiscal responsibility, and prioritizing innovation and resource recovery. Her leadership consistently advances resilient infrastructure, collaborative solutions, and long-term community benefits. One of her

**Jennifer L. Williams, PE**Citywide Infrastructure  
Principal Program Manager  
DOTI, City and County of  
Denver

She/Her

White/Female

personal goals is to serve as Chair of the Metro Water Recovery Board on behalf of the City and County of Denver.

**Statement of Support:**

I am pleased to offer my full support for the nomination of Jennifer Williams, PE to continue as a Denver representative on the Metro Water Recovery Board. Jennifer has worked at Denver's Department of Transportation and Infrastructure (DOTI) since 2014 and currently serves as Principal Project Manager for our Infrastructure Team. Jennifer has consistently demonstrated strong leadership and professionalism and is consistently trusted to lead challenging initiatives by DOTI leadership. She has a strong background in wastewater management and has a unique ability to explain complex technical material to non-technical audiences, including city leadership and elected officials. She also maintains a broad perspective on infrastructure as a system that I feel uniquely qualifies her to serve on a regional board of directors. As stated above, I feel that Jennifer is an excellent candidate to continue in her role as a board member and offer my full support for her candidacy. – Nick Williams, DOTI Deputy Manager, Internal and External Affairs

**Candidate Answers to Additional Screener Questions:**

*Describe a previous experience that demonstrates how you would approach your role.*

With my background in wastewater, I am often brought into emerging issues to coordinate between leadership at DOTI and Metro Water Recovery. In recent years, I have worked on priority toxic air contaminants (PTACs), heat recovery, and salinity. I approach each of these issues objectively, evaluating impacts at both the Denver level and across the region. Because I am well-versed in the Wastewater Enterprise Fund and Denver's wholesale arrangement with Metro Water Recovery, I understand how these decisions influence ratepayers and long-term financial stability. A recent example was identifying salinity concerns that could affect future development in northeast Denver. By understanding Denver's broader sanitary system, I recognized a potential issue that would have led to costly infrastructure needs. Metro Water Recovery, Denver, and regional partners are now jointly evaluating salinity and its effects. My approach emphasizes stewardship and fiscal responsibility, focusing on how wastewater decisions shape ratepayer impacts and long-term system resiliency.

*Describe what goals or actions of this Mayoral administration align with your personal priorities for the City.*

Mayor Johnston's 2026 goals of creating a Vibrant, Affordable, and Climate Resilient Denver closely align with my priorities as

a Metro Water Recovery Board Member. In both my City role and my service on the Board, I have supported initiatives that strengthen Denver’s environmental resilience while advancing responsible infrastructure planning. This includes contributing to heat recovery efforts at National Western, helping guide emerging heat recovery initiatives, and assisting Metro Water Recovery in selecting a consultant to advance integrated planning. The integrated planning approach is critical to maintaining affordability for residents by evaluating environmental and regulatory drivers in a comprehensive, long-range manner. I remain committed to championing strategies that prioritize energy-efficient, climate-forward solutions rather than approaches—such as mechanical cooling—that unnecessarily increase costs, waste energy, and generate air pollution. My focus is on ensuring that decisions support long-term system resiliency, fiscal responsibility, and alignment with the City’s broader climate and affordability objectives.

**Reappointment?** Yes  
**For New Appointments:**  
 Filling an Open Seat? n/a  
 Replacing an Expiring Seat: n/a

**Term Number:** 3

**Appointment Process for Seat:** Mayoral Appointment, Council Confirmation

**Term Dates:** 06/30/2026 through 6/30/2028 or until successor is duly appointed or until a successor is duly appointed



**Ronald K. Younger**  
 Retired  
 He/Him  
 Black/Male

**Bio:**  
 City and County of Denver, Commission on Community Relations Consultant 1968-1971  
  
 City and County of Denver, Department of Public Works 1977-2008  
  
 Investigator  
 Administrative Assistant 2  
 Affirmative Action Office  
 Human Resources Administrator  
 Trinidad State Jr. College  
 University of Colorado Denver Center  
 University of Denver Leadership Training  
  
 Life Member NAACP

Life Member Blacks in Government  
Life Member Urban League  
Past Chair Deferred Compensation Committee, City and  
County of Denver  
Denver Employees Combined Campaign  
Chairman Cole Neighborhood Planning Council  
Metro Water Recovery Board of Directors, 2001 to present

**Statement of Support:**

Mr. Younger is the most tenured member of the Metro Water Recovery Board of Directors representing the City and County of Denver. He understands the evolution of the priorities of both the City and Metro Water Recovery over the past 20 years and is always willing to share with more junior members of the Board. Additionally, Mr. Younger has over 30 years of experience in the public sector at Denver, giving him a unique perspective on how to support changes in administration.

Ron also loves Denver, and is a dedicated member of the community, which is extremely evident. I have personally appreciated getting to know Ron the last few years, and I hope that he continues to be able to represent Denver as a Board Director. – Jennifer Williams, Metro Water Recovery Liaison and Board Director

**Candidate Answers to Additional Screener Questions:**

*Describe a previous experience that demonstrates how you would approach your role.*

My experience in management and supervision, good at conceptualizing, researching, planning, organizing, and evaluating, along with excellent people skills.

I have been Metro Water Recovery Board Secretary and have served on the following committees: Transition Planning, Manager Search, General Council, Finance, and Ethics.

*Describe what goals or actions of this Mayoral administration align with your personal priorities for the City.*

My goal is to continue to provide an efficient Metropolitan consolidated sewage treatment system in compliance with Federal and State guidelines. Looking at new ways and programs for water quality, reuse energy, treatment quality, compost, and industrial waste, the cost of treatment along with future funding.

**Reappointment? Yes**  
**For New Appointments:**  
Filling an Open Seat? n/a  
Replacing an Expiring Seat: n/a

**Term Number: 13**

**Appointment Process for Seat:** Mayoral Appointment, Council Confirmation



Term Dates: **New term: 6/30/2026 through 6/30/2028**



**Julie Anderson**  
Chief of Staff, Denver Water  
She/Her/Hers  
White

**Bio:**

Julie is the Chief of Staff for Denver Water where she directs and resolves day-to-day operational and organizational issues. She oversees development of long-term organizational policy and strategy and works closely with the executive team on implementation of key strategic initiatives. She also oversees Public Affairs, Human Resources, Learning and Organizational Development and Continuous Improvement.

Over the course of her tenure at Denver Water, Julie has shifted the enterprise mindset towards higher performance, reduced operating costs, enhanced employee accountability and engagement, improved customer satisfaction ratings, and linked strategic

Female

planning with the execution of organizational goals, objectives and metrics.

Previously, Julie served in corporate leadership roles for Molson-Coors and OppenheimerFunds.

Julie is a Colorado native with a Bachelor of Science Degree in Business Administration from the University of Colorado. She also serves on the Board's for the Association of Metropolitan Water Agencies and The Greenway Foundation.

**Statement of Support:**

Julie brings an ability to translate organizational strategy into practical, effective action—an essential skill for a utility with Metro Water Recovery's complexity. Her experience at Denver Water shows a consistent focus on building strong internal systems, elevating performance, and aligning long-term planning with day-to-day operations. This combination of strategic insight and operational awareness allows her to assess issues with clarity and balance.

As Tom Roode (Denver Water) is moving out of the City and County of Denver footprint, Julie will fill a valuable role in connecting regional water to regional wastewater.  
--Jennifer Williams, Metro Water Recovery Liaison and Board Director

**Candidate Answers to Additional Screener Questions:  
Describe a previous experience that demonstrates how you would approach your role.**

In my role at Denver Water, I work closely with our CEO and executive team to develop strategy and ensure effective execution across the organization.

A key experience that reflects my approach was leading an enterprise-wide effort to better align strategy with execution. I helped implement a framework connecting

strategic priorities to measurable goals, operational metrics, and individual accountability, while strengthening transparency and cross-functional collaboration.

This resulted in reduced operating costs, improved employee engagement, and higher customer satisfaction, while maintaining reliable service delivery.

With experience across public utilities and private sector organizations, I offer a balanced, results-oriented perspective. I am committed to supporting resilient, efficient, and equitable wastewater services that align with broader city priorities and serve our shared customers effectively.

**Describe what goals or actions of this Mayoral administration align with your personal priorities for the City.**

My priorities strongly align with the administration's focus on affordability, infrastructure resilience, and sustainability. As both drinking water and wastewater systems face aging assets and rising costs, I support coordinated, data-driven investments that maximize efficiency while minimizing rate impacts for customers.

I am particularly aligned with efforts to advance long-term infrastructure planning, climate adaptation, and water conservation. Integrating strategies across drinking water and wastewater systems can reduce duplication, improve service reliability, and better serve our shared customers.

I also support the City's emphasis on equitable access to essential services. Ensuring that water and wastewater services remain affordable, especially for vulnerable communities, is critical. By fostering collaboration between utilities and aligning with broader City goals, we can deliver resilient, sustainable, and cost-effective solutions that benefit all residents.

Reappointment? No

Term Number: 1

**For New Appointments:**

Filling an Open Seat? Yes

Replacing an Expiring Seat: n/a

**Appointment Process for Seat:** Mayoral Appointment, Council Confirmation