# Maeve Nevins-Lavtar, ASLA

Chugiak, AK | 970-901-8320 | MaeveNevinsLavtar@gmail.com | LinkedIn.com/in/maevenevinslavtar

July 1, 2021 Ms. Alekka Fullerton, Borough Clerk P.O. Box 1209, Haines, AK 99827

Dear Ms. Alekka Fullerton, Mayor Douglas Olerud and members of the Haines Borough Assembly:

As I inquire about potential employment as the Haines Borough Manager, I'm reflecting on the honor it has been to humbly serve Alaska for over 9 years as a leader of municipal planning, design and project management. My career in public service began when I was just 19 years old, working as a construction laborer in the rural mountain community of Crested Butte, CO. In the twenty years since then, I have been fortunate to live and work on historical Dena'ina Indigenous Lands within Anchorage. Reflecting on the remarkable places my teams have constructed and the trusted relationships that have developed, I believe these experiences would be mutually beneficial to the Borough's plans for growth and improvement.

My approach to each capital improvement project as a labor of love and a life-enhancing solution has been well rewarded. Imagine the joy of watching community members with various abilities and of all ages interact peacefully with the new inclusive ADA accessible <u>outdoor music equipment</u> at Chugach Foothills Park. When the recent 7.1 - magnitude earthquake of 2018 destroyed the Eagle River Town Square Plaza, I knew that summer event vendors would miss out on much needed revenue without use of the plaza. As project manager, I quickly navigated the grant approval for a FEMA Disaster Recovery Grant, expediting funding into reconstructing the park plaza just in time for the annual summer Bear Paw Festival.

My evolution as a public servant professional has taught me many lessons, and at my core is the lesson that active listening yields remarkable community dedication. Your 2025 Haines Borough Comprehensive Plan Action Summary is a blueprint for success. It offers the potential to invigorate Haines' economy, creatively reinvent public spaces as a means of energizing the old while reflecting the new, thus building a better community for all to enjoy now and for generations to come.

With my proven experience of implementing over **50 public municipal projects** and **\$30M in capital improvements**, I can help your community **realize their vision** to provide Haines residents and visitors with opportunities to enrich quality of life. Together we truly can transform Haines beyond the ordinary and imagine the extraordinary. Diverse funding is currently available for your department's needs and a partnership with me will equate to identifying, securing and utilizing such funds for **quick turn-around of priorities** resulting in happy neighbors and return visitors.

With a limited Borough staff, I'm equipped to do as much of the work as I can to efficiently bring a project from inception through completion. This approach has resulted in mastering practical necessities such as...

- **Expediting permits** efficiently negotiating procurement and permitting processes, developing creative **cost-saving budget strategies**, and effectively managing consultants and projects.
- Transparent project planning, management and collaborative communication resulting in the implementation of over 50 municipal projects in 9 years.

While cultivated relationships with stakeholders, elected officials, and business professionals are important, my innovative and collaborative public outreach approach has increased inclusion with over 60% more civic engagement involved in Anchorage's park and recreation initiatives. As a recognized leader in ADA Inclusive Design, I compassionately listen to my community, and can bring these skills to you by...

- Performing "inclusive/barrier free" ADA improvements to new and existing public facilities.
- Empowering families and local business to unite for community-driven development.
- Dissolving inter-agency silos, fostering a work force intrinsically motived to collaborate and activate.

Thank you for taking time to read my letter, I am incredibly exited for the opportunity to be considered for this position.

With Gratitude,

Maeve Nevins-Lavtar



# EMPLOYMENT APPLICATION HAINES BOROUGH, ALASKA

P.O. BOX 1209, HAINES, AK 99827

We consider applicants for all positions without regard to race, color, religion, creed, gender, national origin, age, disability, marital or veteran status, or any other legally protected status. Please do not send photographs of applicant with application. Once submitted to the Borough, applications become public record and are subject to public review. Conditions of employment are stated at the end of this application. Please read it carefully *before* signing.

(PLEASE PRINT OR TYPE)

| Position Applied For   |                          | Date of Application   |                   |       |       |
|--|--------------------------|-----------------------|-------------------|-------|-------|
| Last Name  | First Name               |                       | Middle Name       |       |       |
| Mailing Address  | City                     |                       | State             | Zip C | Code  |
| Telephone Number   | Other Telephone          |                       | E-mail            |       |       |
| If you are under 18 years of age, can yo   | ou provide require       | d proof of your eligi | bility to work?   | □ Yes | □No   |
| Best time to contact you at home is:   | : <mark>.am/</mark> pn   | 1                     |                   |       |       |
| Are you currently employed?  |                          |                       |                   | □ Yes | □ No  |
| May we contact you at work? ☐ Y  | es $\square$ No If so,   | Phone #               | Best time:        | _:am. | /pm   |
| May we contact your present employer   | r? 907-343-444           | 7                     |                   | □ Yes | □ No  |
| Have you ever been employed by the H If yes, give dates  |                          |                       |                   | □ Yes | □No   |
| Are you legally eligible for employmen  Proof of identity and eligibility will be require  |                          | tes?                  |                   | □ Yes | □No   |
| Can you travel if the job requires it?   |                          |                       |                   | □ Yes | □No   |
| Date you can be available to start worl  | <b>K</b> /               |                       |                   |       |       |
| Check all times you are available to we Full Time Part Time Mornings Afternoon   | me Shift Work            | Temporary Weekends    | Flexible Schedule |       |       |
| In the last ten years, have you been conv<br>Conviction will not necessarily disqualify an app<br>elapsed since the conviction and the seriousness | olicant from employment. |                       |                   |       |       |
| If yes, explain  |                          |                       |                   |       |       |
| Have you ever been discharged from   | m employment or          | asked to resign?      |                   | □ Ye  | s 🗆 N |

|                           |  | EDUC                 | ATION               |                |                    |                             |
|---------------------------|--|----------------------|---------------------|----------------|--------------------|-----------------------------|
| School                    | Name and Address<br>of School          |                      | Course of Study     |                | Years<br>Completed | Diploma/ Degree<br>Received |
| High School               |  |                      |                     |                |                    |                             |
| Undergraduate<br>College  |  |                      |                     |                |                    |                             |
| Graduate/<br>Professional |  |                      |                     |                |                    |                             |
| Other (Specify)           |  |                      |                     |                |                    |                             |
| (specify)                 | ,                                      | WORK EX              | PERIENCE            |                |                    | l                           |
|                           | nost recent job, and include any job   |                      |                     |                |                    |                             |
| Employer                  | at could indicate race, color, religio |                      | mal origin, disabil | lities or othe | Work Perfor        |                             |
| Address                   |  | From                 | То                  |                |                    |                             |
| Telephone Numbe           | r(s)                                   |                      |                     |                |                    |                             |
| Job Title                 |  | Hourly R<br>Starting | ate/Salary<br>Final |                |                    |                             |
| Supervisor                |  | Starting             | Tillai              |                |                    |                             |
| May We Contact S          | Supervisor?   Yes                      | No                   | Reason for Leavin   | ng             |                    |                             |
| Employer                  |  | Dates E              | mployed             |                | Work Perfor        | med                         |
| Address                   |  | From                 | То                  |                |                    |                             |
| Telephone Numbe           | r(s)                                   |                      |                     |                |                    |                             |
| Job Title                 |  | Hourly R<br>Starting | ate/Salary<br>Final |                |                    |                             |
| Supervisor                |  | z un ting            | 111111              |                |                    |                             |
| May We Contact S          | Supervisor?                            | No                   | Reason for Leavin   | ng             |                    |                             |
| Employer                  |  | Dates E              | mployed             |                | Work Perfor        | rmed                        |
| Address                   |  | From                 | То                  |                |                    |                             |
| Telephone Numbe           | r(s)                                   |                      |                     |                |                    |                             |
| Job Title                 |  | Hourly R<br>Starting | ate/Salary<br>Final |                |                    |                             |
| Supervisor                |  | -                    |                     |                |                    |                             |
| May We Contact S          | Supervisor?                            | No                   | Reason for Leavin   | ng             |                    |                             |
| Employer                  |  | Dates E              | mployed             |                | Work Perfor        | med                         |
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| Job Title                 |  | Hourly R<br>Starting | ate/Salary<br>Final |                |                    |                             |
| Supervisor                |  |                      |                     |                |                    |                             |
| May We Contact S          | Supervisor?   Yes                      | No                   | Reason for Leavin   | ng             |                    |                             |
| Comments: In              | nclude explanation of any gap          | os in employi        | nent.               |                |                    |                             |
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| Haines Borough EMPLOYMENT APPLICATION Page   |                          |  |                  |                            |  |
|--|--------------------------|--|------------------|----------------------------|--|
| Describe any specialized training, apprenticeship, skills and extra-curricular activities.   |                          |  |                  |                            |  |
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| List professional, trade, business or civ  | ric activities you con   | sider relevant to y                      | our ability      | to perform the job.        |  |
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| Other Qualifications: Summarize special  | ob-related skills and qu | alifications acquired f                  | rom employm      | ent or other experience.   |  |
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| Specialized Skills – Circle all that apply to  | you                      |  |                  |                            |  |
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| PC   | <b>SOFTWARE</b>          |  | <u>MACHI</u>     | NERY/EQUIPMENT             |  |
| MAC  | MS Word                  |  | (please          | specify)                   |  |
| Databases  | MS Excel                 |  |                  |                            |  |
| Spreadsheets   | MS Publisher             |  |                  |                            |  |
| Word Processing  | MS Access                |  |                  |                            |  |
| Desktop Publishing   | Filemaker Pro            |  |                  |                            |  |
| Website Content Mgmt   | Adobe Acrobat Pro        |  |                  |                            |  |
| Accounting   | ArcGIS                   |  |                  |                            |  |
| Other (please specify)   | Other (please specify)   |  |                  |                            |  |
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| State any additional information you fe  |                          |  |                  |                            |  |
| determining if you meet the required n   | inimum qualificatio      | ns. (Attach additional                   | sheet, if necess | ary.)                      |  |
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| <b>Note: DO NOT ANSWER THIS QUESTIO</b>  | ON UNLESS YOU HA         | VE BEEN INFORM                           | ED ABOUT         | THE REQUIREMENTS           |  |
| AND ESSENTIAL FUNCTIONS OF THE   | JOB FOR WHICH YO         | OU ARE APPLYING                          | <b>T</b> .       |                            |  |
| Are you capable of performing with or w  | ithout a reasonable ac   | commodation the e                        | ssential func    | tions of the job for which |  |
| Are you capable of performing, with or without a reasonable accommodation, the essential functions of the job for which you have applied? A summary of the essential functions involved in the job or occupation has been given. |                          |  |                  |                            |  |
| you have approar 11 sommany or one esse  |                          | -  | apatron nas c    | your Brion.                |  |
|  | YES                      | NO                                       |                  |                            |  |
| Personal/Professional References   | Do not include           | Do not include family members or past su |                  | pervisors listed above     |  |
| Name   | Phone No.                | Address                                  |                  | Occupation                 |  |
| 1.   |                          |  |                  | •                          |  |
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# NOTIFICATION AND AGREEMENT Please Read Carefully Before Signing

I CERTIFY THAT ALL MY RESPONSES ARE TRUE, ACCURATE AND COMPLETE. I UNDERSTAND THAT THE FALSIFICATION, MISREPRESENTATION OR OMISSION OF ANY FACT ON THIS APPLICATION (OR ANY OTHER STATEMENT OR DOCUMENT) WILL BE CAUSE FOR DENIAL OF EMPLOYMENT OR IMMEDIATE TERMINATION OF EMPLOYMENT, REGARDLESS OF WHEN OR HOW DISCOVERED.

Questions regarding this statement should be directed to any employment interviewer before signing. Receipt of the application does not imply that the applicant will be employed.

By my signature below, I consent to the Borough's conferring with any and all of my former employers concerning my performance and reviewing publicly available documents and databases relevant to my application. I understand that the Borough will treat all such information as it would any personnel record, and I release the Borough and its management from all liability related to any action to which I have consented herein.

If hired, I agree to abide by all of the Borough's rules and regulations. I understand that the Borough shall have the maximum discretion permitted by law to administer, interpret, modify, discontinue, enhance or otherwise change all policies, procedures, benefits and other terms or conditions of employment.

I hereby affirm that the information given in this Application is true and correct to the best of my knowledge. I have not knowingly withheld any fact or circumstance that would, if disclosed, affect my application unfavorably.

I authorize the investigation of all statements and information contained in this application. I release from all liability anyone supplying such information and I also release the employer from all liability that might result from making an investigation.

I understand that any misrepresentation, deception, or false statement made in this Employment Application may result in my not being considered for employment, and if not discovered by the Borough until after my becoming employed, is grounds for, and may result in, my immediate termination.

I acknowledge that I have read and understand the above statements and hereby grant permission to confirm the information I have supplied on this application.

| APPLICANT SIGNATURE _ | MAEVE NING LAVIAR | DATE |
|-----------------------|-------------------|------|
|                       |                   |      |

### **OPTIONAL INFORMATION**

age, race, religion, color, sex, sexual orientation, national origin, marital status, expunged juvenile records, or pregnancy, and to afford equal opportunities to disabled veterans, veterans of the Vietnam era, and individuals with a disability, and any other characteristic protected by federal, state or local law.

The following information is being gathered for compliance with civil rights laws. **You may choose not to complete this section.** If you choose to, your answers will be used *ONLY* for record-keeping and employee data reporting purposes if you are hired. This voluntary information will not be used in the hiring process.

| Gender | r: 🗆 Male            | Race: | ☐ Alaskan Native or American Indian         |
|--------|----------------------|-------|---|
|        | ☐ Female             |       | ☐ Asian                                     |
|        |                      |       | ☐ Black or African American                 |
| Age:   | ☐ Under 40 years old |       | ☐ Hispanic or Latino                        |
|        | ☐ Age 40 or older    |       | ☐ Native Hawaiian or other Pacific Islander |
|        |                      |       | ☐ White, not of Hispanic origin             |

## Maeve Nevins-Lavtar, ASLA

Chugiak, AK | 970-901-8320 | MaeveNevinsLavtar@gmail.com | LinkedIn.com/in/maevenevinslavtar

#### LEADERSHIP AND PROJECT MANAGEMENT SUMMARY

- Efficient Project Manager with 9+ years of public service experience delivering over \$30M and 50 capital improvement park projects.
- Effective Team Leader of multi-disciplinary consultants, in-house staff and volunteers 2 to 100 people, executing Anchorage's nationally recognized "Inclusive Play Initiative" and "Trails Initiative", resulting in implementation of 13 "inclusive" playgrounds and over 60 miles of trail construction.
- As the Board of Directors Planning Chair, spearheading the <u>Anchorage Ski Club's 2021 Strategic Plan</u> including writing the *Diversity, Equity and Inclusion* section and an *Indigenous Land Acknowledgement*, achieved unprecedented 2 month rapid approval by the Chugach State Park.
- Exceptional Strategic Budgeting Skills demonstrated by tripling funding for Folker Park, Alaska's First
  Public "Intergenerational Health and Healing Park", winner of the 2020 Alaska Public Health
  Association Community Service Award for Health, by leveraging municipal park bond and volunteer
  efforts to secure local and national grants.

For interactive project list and Google Map click HERE.

#### **EXPERTISE**

- Transparent Project Management
- Asset Planning, Design & Development
- ADA "Inclusive" Designer
- Multi-disciplinary Team Leader
- Strategic Budget Management
- Grants Acquisition
- Land Use Planning
- Multifaceted Permit Approvals
- Contract Negotiation
- Complex Problem Solving
- Cross-Agency Collaborations
- Partnership Building Expert
- Active Listener in Public Involvement/Outreach
- Department Media Spokesperson
- Published Writer/Public Speaker

#### PROFESSIONAL EXPERIENCE

SENIOR PARK PLANNER/LANDSCAPE ARCHITECT II | Municipality of Anchorage (MOA), AK 6/2012 to Present

Provide project management, landscape architectural design and planning for the development of complex capital improvement projects for the Municipality of Anchorage, Alaska, Park and Recreation Department. Manage and administer inter-disciplinary teams that creatively achieve project execution in a typical development cycle of one year from idea conception through construction.

- Build and maintain cooperative working inter-agency and external stakeholder relationships.
- Implementation of Municipality of Anchorage 1% For Art Program in conjunction with the Anchorage Indigenous Placemaking Design Advisory Committee.
- Successfully created and currently lead nationally recognized risk management best practices and inspection process of over 30 miles of singletrack mountain bike trails within Anchorage Bowl.
- Spearheaded creative public outreach and grant application process including streamlined communications materials for effective public outreach and grant applications.
- Department spokesperson for park planning team and field interviews across multiple media outlets.

 Promoted to position due to recognized excellent performance with complex project management and aptitude in emergency situations, along with outstanding ability to work collaboratively with internal departments and external agencies achieving rapid results.

As Park **Planner/Landscape Architect I** with MOA, lead project manager on the premier <u>Tony Knowles</u> <u>Coastal Trail</u> rehabilitation, developed standard trail design guidelines and innovated best management techniques for complex coastal and creek bank erosion stabilization. Awarded *Top Urban Sites* by the American Planning Association in 2013. (Promoted to Senior Park Planner/Landscape II in 8/2015).

- Trail Pedestrian Bridge and Dock Replacements Project Manager on 13 bridge 2 dock repair and/or replacements, budgets ranging from \$100K to \$1.2M each. Creatively formulated unique construction schedule of working during early winter season to realize construction savings of 15% and reduced impacts to tourism and trail users. Lead emergency response project team on multiple structural failures, efficiently navigating FEMA funding and NEPA permitting process. (\$2.5M)
- Multi-year Greenbelt Trail Rehabilitation Sr. Project Manager on all Park's department managed technical trail renovations, bank restorations, asphalt repaving, drainage repairs, underpass & bridge repairs and wayfinding of the Tony Knowles Coastal Trail (11 miles), Lanie Fleisher Chester Creek Trail (4.5 miles), Fish Creek Trail (3 miles) and the Campbell Creek Trail (7.5 miles). Strategic fiscal planning resulted in utilization of residual project funds to develop "shovel-ready" annual turn-key project execution. (\$13M)
- Singletrack Mountain Bike Trails and Bike Park Project Manager on over 30 miles of new or improved singletrack mountain bike trails, developed the Risk Policy and inspection procedures for mountain bike trail projects within Anchorage Bowl. (\$1.5M). Reduced project costs by leveraging non-profits and volunteers for construction and maintenance. Lead development of a 1.5-mile urban beginner "flow trail" that successfully resulted in safety improvements through activation of a greenbelt corridor previously impacted by homeless camps. Currently managing the first two "bike parks" developments in Anchorage Bowl (\$1.9M).
- South Anchorage Sports Park Improvement Project Project Manager, lead designer, planner on a multi-faceted 65-acre community-use park makeover, including the City's most rented inclusive playground, two dog parks, new utilities and LED lights, ADA parking lot, soft-surface connector trails, remote control vehicle track and bike park. \$3.8M budget to date. Leveraged contractor relations to secure additional \$800K in donated materials for the new bike park.
- Russian Jack Springs Skatepark Project Manager of Anchorage's first concrete skatepark, utilized municipal street department for excavation to realize \$65K in project savings. (\$285M)
- Kincaid Park Inclusive Playground Designed and project manager of Anchorage's first inclusive "nature" themed climbing playground. Utilized in-house maintenance staff resulted in \$15K project savings. (\$375k).
- Locomotive 556 Historical Monument Project Manager: Hazardous abatement of historical train locomotive. Forged community relations to acquire donations from Alaska Railroad reclaimed steel for landscaping and artistic amenities totaling \$45K in project savings (\$275K).
- Eagle River/Chugiak Dog Park Study and Peter's Creek Park South Dog Park —Planning, Project
  Manager and designer of preferred site plan for the community's first enclosed dog park, received
  public consensus approval in record time despite political controversy. (\$350k).

PARK CARETAKER | Municipality of Anchorage (MOA), Chugiak, AK

1/2018 to Present

• Facility management and caretaker of the Beach Lake Lodge & Park Facility, Chugiak, AK.

#### **BUSINESS DEVELOPMENT AND LANDSCAPE DESIGN |** Loris and Associates, Louisville, CO 5/2010 to 5/2012

- Landscape architectural design and development of public sector trails and pedestrian trail bridges/underpass.
- Business Development: Executed proposals generated \$1.2M in wins (during national recession).

#### **DIRECTOR OF GUEST EXPERIENCES** | Eleven Experiences, Crested Butte, CO

9/2009 to 5/2010

 Conceived environmental management policy, including a first-of-its kind, backcountry snowcat ski operation carbon-offset program.

#### **DISTRICT CONSERVATION TECHNICIAN** | Gunnison Conservation District, Gunnison, CO 4/2009 to 10/2009

 Streamlined reclamation permit inspection process utilizing public outreach and ArcGIS mapping, resulted in 40% increased distribution of federal land grant funds to private landowners.

#### LANDSCAPE DESIGNER & PROJECT MANAGER | Stan Clauson Associates Ltd., Aspen, CO 8/2008 to 12/2008

• The Aspen Institute – Spearheaded the *Sustainable Design Master Plan* landscape concept including collaboration with acclaimed international land artist, Andy Goldsworthy.

#### LANDSCAPE DESIGNER | Hart Howerton Ltd., Frisco, CO

3/2006 to 6/2008

Landscape architecture design and planning for ski resorts and mountain communities.

#### LANDSCAPE DESIGNER | The SE Group Inc., Burlington, VT

8/2005 to 1/2006

• Landscape architecture design for ski resorts and mountain communities.

#### **EDUCATION, CERTIFICATES & COMMUNITY INVOLVEMENT**

Bachelor of Science in Landscape Architecture | Colorado State University 2005 Studied: Business, Outdoor Recreation | Western State Colorado University 1995-01 Leadership Anchorage | Alaska Humanities Forum (Graduate LA19 Class) 2016

#### **CERTIFICATIONS**

Crime Prevention Through Environmental Design (CPTED)

Professional Mountain Bike Instructor Level 1; American Institute for Avalanche Research (AIARE) Levels I & II

#### **MEMBERSHIPS**

Anchorage Ski Club Board of Directors - Arctic Valley Ski Area (Created the 2021 Strategic Plan)

Alaska Chapter of American Society of Landscape Architects (AK-ASLA) - Executive Board Secretary

VFW Post One, Auxiliary Member, Denver, CO

Alaska Outdoor Alliance

International Mountain Bike Association (IMBA); Professional Mountain Bike Instructors Association (PMBIA)

#### **VOLUNTEER EXPERIENCE**

<u>Tragedy Assistance Program for Survivors (TAPS) International Delegate</u> – Director of Design for a Women's and Youth Empowerment Center and Recreation Facility in Erbil, Iraq (2017 - current)

<u>Eagle River, Alaska Chamber of Commerce</u> – Designed the "Blue Star Memorial Garden" (2019)

Gold Star Peak Alaska - Mountain Naming Project –Volunteered as a Gold Star Sister to SFC Liam J. Nevins by designing the Summit Memorial concept plans used for USGS Federal name process approval (2017-2018)

Anchorage Veterans Parade Committee – Board of Directors (2016 to 2017)

Mountain Bike and Steep Skiing Coach –Youth & Women's Programs (2001 – Current)

Singletrack Advocates, Chugach Mountain Bike Riders and Alaska Trails – Volunteer (2012 – current)

#### **PUBLIC SPEAKING & PUBLICATIONS**

Inclusive Play Videos, Anchorage Park Foundation; several of my inclusive playground designs were highlighted in videos and I was interviewed on Sept. 2020 (Leah and Anna Boltz Video minute 2:05)

Arctic Entries, Anchorage, AK - Gold Star Peak, Alaska – Mountains That Heal 7-minute speech, Sept. 2019

Alaska Trails Conference, Anchorage, AK - Annual Presenter since 2014 – 2021 Panel: Funding Options for Trails (minute 12:19); 2020 Healing Trails (scroll to "Thurs. 2pm" video)

Alaska Public Radio Outdoor Explorers – Urban Singletrack Interview 2019 (Segment 2: minute 15:15)

Denver Parks Department, Denver, CO – Presentation on Inclusive Design in Parks Dec. 2019

Confluence Summit, Talkeetna, AK - Intergenerational Park Design Sept. 2019

AlGA Design Week 2018, Anchorage, AK – Women Leaders in Design Alaska; and Ski Graphic Design PechaKucha Anchorage, AK – 20x20 Speech on Grief, Design and Gold Star Peak May 24, 2018

Alaska Trails – Trail Tales, Anchorage, AK – Healing Grief on Gold Star Peak, May 12, 2018.

#### **PUBLICATIONS**

BikeLife Anchorage Magazine Annual Contributor (since 2015)
Public Works Journal (2011)
Outdoor Rooms Magazine, a Better Homes and Gardens Special Edition (2010)
FIVE Magazine, Taos, NM, monthly publications (2009)
Boom Magazine, (2009).

Project portfolio and references available upon request.