

**Application Form**

**Profile**

Rob \_\_\_\_\_ Baughman \_\_\_\_\_  
First Name Middle Initial Last Name

Home Address \_\_\_\_\_ Suite or Apt \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Postal Code \_\_\_\_\_

Email Address \_\_\_\_\_

Molina Healthcare of Nevada \_\_\_\_\_ CEO \_\_\_\_\_  
Employer Job Title

Primary Phone \_\_\_\_\_ Alternate Phone \_\_\_\_\_

**How long have you lived in your area of Washoe County? \***

1-5 years

Question applies to multiple boards

**Are you registered to vote in Washoe County?**

Yes  No

**What district do you live in? \***

District 1 - Commissioner Hill

Find your Commissioner District [HERE](#).

**Interests & Experiences**

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

Washoe County Planning Commission: Submitted

**Please tell us about yourself**

**Why are you interested in being part of this board, commission, or academy?**

Now that I have lived here and settled in, would really like to get involved in the community and give back. Saw this opportunity and it seems like an excellent chance to do just that and get connected with similar like-minded individuals looking to make a difference.

Question applies to multiple boards

**How do you feel you are qualified to serve on this board? Include any past experience, as well as serving on other board/commissions.**

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As the CEO of a successful business in the state of Nevada, with a background in finance and operations, I bring to the table a unique business acumen that focuses on results and sustainability. This experience and expertise could prove valuable as we encounter a volatile time for federal and state funding.

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**Do you currently serve on any boards/committees or volunteer?**

Yes  No

**If yes, please list the boards/committees or volunteer programs.**

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[Rob\\_Baughman\\_Resume\\_-\\_202503.pdf](#)

Upload a Resume

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Please attach a letter of recommendation.

**Please Agree with the Following Statement**

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**I certify that, to the best of my knowledge, the information I have provided in this application is true and correct. If the information provided is false or incomplete, it shall be sufficient cause for disqualification or removal.**

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I Agree

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## **Demographic Information**

**The purpose of collecting demographic information is to gain a comprehensive insight into the applicant pool. It is important to note that none of the demographic questions will affect the selection process for a position, ensuring that everyone has an equal opportunity to be considered.**

**What is your age range? \***

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**What gender do you identify as? \***

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**Which race/ethnicity best describes you? \***

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**What is your highest level of school completed? If enrolled, highest degree received? \***

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**What is your employment status? \***

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**What is your total household income? \***

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**Current or Past Washoe County Leadership Academy (WCLA) participant?**

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### **Nepotism**

**Are you a current employee of or related to anyone employed by Washoe County by blood or marriage?**

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Yes  No

**If yes, list the names and relationship of all persons you are related to. If you are an employee, list "Washoe County Employee" below:**

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**Please note that after submitting your application, it becomes part of the public record and is available for public viewing. Personal information is redacted.**

# ROBERT J. BAUGHMAN III

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## HEALTH PLAN EXECUTIVE | CHIEF EXECUTIVE OFFICER | CHIEF OPERATING OFFICER CORPORATE DEVELOPMENT | ORGANIZATION TRANSFORMATION & TURNAROUND | P&L LEADERSHIP

- **Leadership Effectiveness | Team Development.** Deployed strong team coaching and one-on-one development to improve performance and energize engagement at Molina Healthcare of Nevada and Centene. Took health plan from last among 22 Molina plans in Employee Engagement score to #1. Instilled meaningful accountability with novel Performance Metrics/Priorities Challenge program to prioritize opportunities, cement core tenets, and build a team of subject matter experts. Improved the new hire failure factor by one-third during first year of the program. Led cultural change that improved partnerships between Health Plans and Shared Services organizations.
- **Strategic Vision | Corporate Development.** Leveraged financial acumen, operations and development background, and understanding of the interconnectedness of health plan systems to drive robust vision and growth road maps at Centene and WellPoint. Developed and drove strategy leading to successful expansion of Centene footprint into Oregon. Overcame business challenges at acquired organizations, including development and execution of new operational and education process framework to achieve success.
- **Turnarounds & Integrations.** Drove a culture of excellence and accountability at Molina Healthcare of Nevada to stabilize operations and go from worst to first in HSAG contract compliance audits among NV MCOs. Led five systems integrations in less than three years to merge acquired organizations onto the Centene platform, including Centene's first Medicare Advantage platform build-out. Ensured leaders' baseline understanding of underlying success drivers through transparent, frequent communications and strategic action planning. Drove remediation of Centene Western Region plan deficiencies, eliminated regulatory sanctions, and reduced claims interest expense to outpace the rest of the organization's performance during 2021.
- **Operational Excellence.** Spearheaded initiatives to improve legacy processes through root cause, near-miss analysis, enterprise data management, automated tools, and meaningful reporting. Recognized for leading well ahead of the field, envisioning, and enabling optimal data maintenance, payment systems, and provider networks. Reduced out-of-network approvals in Arizona and improved prior authorization turnaround time and efficiency for Centene's Western Region, for best-in-class performance.

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## PROFESSIONAL EXPERIENCE

**MOLINA HEALTHCARE, INC.**, Long Beach, CA

**2022 – current**

*Publicly traded company (NYSE: MOH) and a FORTUNE 500 company, provides managed healthcare services under the Medicaid and Medicare programs and through the state insurance marketplaces with 5.7M members, located across 21 states. Revenue \$34B with 18,000 employees.*

**Chief Executive Office / Plan President, Molina Healthcare of Nevada**, Las Vegas / Reno, NV (2022 – current)

CEO of 92K member health plan serving Medicaid, Medicare, and Marketplace lines of business with \$300M revenue and 100 employees.

- Drove stabilization effort to achieve operational excellence, demonstrated by a first place finish among all contracted Medicaid MCOs in the Health Services Advisory Group contract compliance audit, after previously finishing last prior to my arrival.
- Exceeded financial plan results in first three years of operations, coming in at over 900% and 300% of plan in 2023 and 2024 respectively.
- Surpassed incumbent in quality results in the first year of health plan operation, leading to an improved member assignment placement, and improved performance again in second year.
- Spearheaded cultural change at health plan through transparency and accountability, taking the health plan from being last in Molina employee engagement in August of '22, to finishing first among all health plans in April '24.

- Led the successful reprocurement of our contract with the State of Nevada to continue serving Medicaid recipients in Urban Clark and Urban Washoe through 2030.

**CENTENE CORPORATION, St. Louis, MO****2013 – 2022**

*Publicly traded company (NYSE: CNC; Fortune #24; S&P 100) and multiline managed care enterprise serving as a major intermediary for both government-sponsored and privately insured health programs focused on uninsured, underinsured, and low-income individuals. Revenue \$111B with 71,000 employees.*

**Chief Operations Officer, Centene, Western Region, Tempe, AZ (2020 – 2022)**

Chief Operations Officer of seven state, 3,500-employee region, delivering \$10B revenue. Responsible for operational performance enabling delivery on overall P&L. Reported to the Regional CEO and provided matrixed leadership to Health Plan Chief Operating Officers leading more than 800 employees.

- Spearheaded remediation of operational impediments to improved performance across the region in acquired and legacy businesses. Generated exceptional performance with 100% business reprocurement rate (10 of 10) and achieved all 2021 financial targets, a Centene first for any region.
- Established monthly regional operational metrics review with senior leadership of each plan. Improved provider data accuracy by 75% and drove reduced claims payment turnaround times, resulting in zero paid regulatory sanctions and reduction of claim payment interest expense by more than \$3M.
- Led enterprise health plan operations leader forum, shared best practices, and drove consistency to strengthen the health plan relationship and with shared services and improve their combined effectiveness.
- Streamlined processes that healed market abrasion and network risk. Remediated legacy provider payment issues and generated double-digit increase in provider satisfaction.

**Chief Operating Officer, Arizona Complete Health, Centene, Tempe, AZ (2018 – 2020)****Senior Vice President, Operations, Arizona Complete Health, Centene, Tempe, AZ (2017 – 2018)**

Executive market leader of system integration for all lines of business and directed consolidation of three entities. Led core operations, medical management, and contracting for 1,000 employee, 300K member health plan serving Medicaid, Medicare, and Commercial lines of business with \$3.1B revenue. Set strategic direction for process efficiency, metric utilization, monitoring, delivery optimization, and built foundation for future growth. Reported to the Arizona Health Plan CEO and led 300+ employees.

- Grew organization from \$1.5B 2016 revenue to \$3.1B in 2020 and led the plan away from operating losses, tripling margin performance in the same period.
- Stabilized provider rates, set key contracting milestones, and renegotiated hospital agreements, resulting in \$100M contract savings in year one.
- Overhauled medical management team, including replacement of senior leadership and restructuring. Significantly increased productivity and efficiency, including reduction of out-of-network approvals.
- Increased Marketplace product membership from 60K to 100K and reversed \$50M operating margin losses, generating \$180M gain.

**Vice President, Operations & Integration, Trillium Community Health Plan, Centene, Eugene, OR (2015 – 2017)**

Led Call Center, Claims, Enrollment, Eligibility, IT, and Marketing, as well as being Medicaid Program Leader for a health plan, with \$1.2B revenue, and 225 employees. Spearheaded transition of entire Trillium organization onto Centene platforms. Responsible for integration of 100K-member acquired health plan systems, process, and people, and led 100+ employees.

- Integrated Medicare platforms including launch of Centene's first Medicare Advantage Program.
- Developed strong relationships with state Medicaid regulator to drive successful integration of Centene's capabilities in Oregon.

**Senior Director, Corporate Development, Centene, St. Louis, MO (2013 – 2015)**

Led numerous acquisitions, facilitated transaction sourcing, due diligence, valuation, and negotiations, notably for the \$120M acquisition of Trillium Community Health Plan that brought Centene to Oregon, unlocking a \$3B potential market opportunity across all lines of business. Managed relationships with acquisition targets, presented transaction due diligence findings and recommendations to Centene's Board of Directors and senior leadership team. Coached and

developed numerous emerging leaders and team members in project management, planning, and developing skills in newly acquired organizations.

**WELLPOINT** (became **ANTHEM** in 2014), Indianapolis, IN **2006 – 2012**

*Among the largest publicly traded healthcare insurers in the US, offering a comprehensive selection of products including HMOs, PPOs, POS plans, self-insured employer programs, and other specialty plans.*

**Director** (2009 – 2012), **Manager**, (2008 – 2009), **Senior Analyst** (2006 – 2008), **Corporate Development**

Developed transactional rationale, valuation, and recommendations to executive team and Board of Directors on prospective transactions across all lines of business. Led multiple transactions including acquisitions, divestitures, and endorsement model transactions for transfer of health plan membership. Guided senior executives from across the enterprise (finance, legal, HR, and others) in review of transaction opportunities and execution.

**ELI LILLY & CO.**, Indianapolis, IN

**2002 – 2006**

**Financial Analyst, Diabetes Care Business Unit** (2004 – 2006); **Associate Financial Analyst** (2002 – 2004)

**GOLDMAN, SACHS & CO.**, Intern, **Investment Banking Division**, Chicago, IL

**2001**

## EDUCATION

**DePauw University**, Greencastle, IN

2002

Bachelor of Arts, Economics

- Robert C. McDermond Management Fellow, Management and Entrepreneurial Honors Program
- Ruth Clark and Philip Holton Memorial Scholarship

**Application Form**

**Profile**

**Brian** \_\_\_\_\_ **E** \_\_\_\_\_ **Erbis** \_\_\_\_\_  
First Name Middle Initial Last Name

Home Address \_\_\_\_\_ Suite or Apt \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Postal Code \_\_\_\_\_

Email Address \_\_\_\_\_

**Self-Employed** \_\_\_\_\_ **Private Investigator** \_\_\_\_\_  
Employer Job Title

**Business: (646) 801-2115** \_\_\_\_\_  
Primary Phone Alternate Phone

**How long have you lived in your area of Washoe County? \***

6-10 years

Question applies to multiple boards

**Are you registered to vote in Washoe County?**

Yes  No

**What district do you live in? \***

District 2 - Commissioner Clark

Find your Commissioner District [HERE](#).

**Interests & Experiences**

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

Washoe County Planning Commission: Submitted

Question applies to multiple boards

Please verify that you reside within the Citizen Advisory Board (CAB) district for which you are applying [here](#).

**Please tell us about yourself**

**Why are you interested in being part of this board, commission, or academy?**

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After a 24-year career in public service, I still have a desire to serve. I am a multifaceted individual with an advanced degree and a certified fraud examiner and a licensed private investigator (PILB 4253). While I may seemingly lack the requisite experience for certain positions, it is important to stick with the concept of inclusion. Laypersons may offer keen insight based upon a worldview that is not bound by esotericism and can, as such, "think outside the box." Although I do not reside in District 4, I am willing to serve the people of that area.

**How do you feel you are qualified to serve on this board? Include any past experience, as well as serving on other board/commissions.**

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I am a retired police detective with a specialty in investigating financial crimes. I am a certified fraud examiner, hold a master's degree in criminal justice with various advanced graduate certificates. I am also analyze organizations, public and private, for efficiency by identifying dysfunction and make feasible recommendations.

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**Do you currently serve on any boards/committees or volunteer?**

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Yes  No

**If yes, please list the boards/committees or volunteer programs.**

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Washoe County Debt Management Commission

[CV\\_Professional\\_FINALIZED\\_BE\\_ao\\_April\\_2025.pdf](#)

Upload a Resume

[Andolyn\\_Johnson\\_Reference\\_Letter.pdf](#)

Please attach a letter of recommendation.

**Please Agree with the Following Statement**

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**I certify that, to the best of my knowledge, the information I have provided in this application is true and correct. If the information provided is false or incomplete, it shall be sufficient cause for disqualification or removal.**

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I Agree

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**Demographic Information**

**The purpose of collecting demographic information is to gain a comprehensive insight into the applicant pool. It is important to note that none of the demographic questions will affect the selection process for a position, ensuring that everyone has an equal opportunity to be considered.**

Brian E Erbis

**What is your age range? \***

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**What gender do you identify as? \***

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**Which race/ethnicity best describes you? \***

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**What is your highest level of school completed? If enrolled, highest degree received? \***

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**What is your employment status? \***

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**What is your total household income? \***

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**Current or Past Washoe County Leadership Academy (WCLA) participant?**

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## **Nepotism**

**Are you a current employee of or related to anyone employed by Washoe County by blood or marriage?**

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Yes  No

**If yes, list the names and relationship of all persons you are related to. If you are an employee, list "Washoe County Employee" below:**

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Question applies to multiple boards

**Please Agree with the Following Statement**

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**I understand the role and responsibilities of membership on this board or commission and am willing to serve. If appointed, I will attend required meetings and training and will adhere to pertinent bylaws. I understand that some appointments require a Financial Disclosure Form to be submitted to the Nevada State Ethics Commission. I certify that, to the best of my knowledge, the information I have provided in this application is true and correct. If the information provided is false or incomplete, it shall be sufficient cause for disqualification or removal. If appointed to a Citizen Advisory Board (CAB), I agree to attend a CAB new member orientation session and open meeting law training within six months of my appointment. I understand that failure to comply with this requirement will result in automatic removal from the Citizen Advisory Board.**

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I Agree

**Please note that after submitting your application, it becomes part of the public record and is available for public viewing. Personal information is redacted.**

## Brian Erbis

### Credentials

Certified Fraud Examiner- conferred by the Association of Certified Fraud Examiners (ACFE) in February 2023.

Private Investigator and Qualifying Agent- personal and corporate license granted in September 2023 by the Nevada Private Investigator Licensing Board (NV PILB#4253). Personal license placed in abeyance to act as corporate member and qualifying agent of business.

Notary Public- Commissioned in Nevada exp. 6/25/2028.

### Education

C.U.N.Y. John Jay College of Criminal Justice

- B.S. in Criminal Justice, January 2020
- M.A. Criminal Justice, Terrorism Studies specialization, With Distinction, June 2023, GPA 4.0
- M.P.A. Inspection and Oversight, Inspector General, Expected December 2025
- Advanced Certificate in Terrorism Studies, January 2024
- Advanced Certificate in Transnational Crime Studies, June 2024
- Certificate in Investigative Psychology, May 2024

Nassau Community College

- A.S., Criminal Justice, May 1993

NYPD Professional Courses:

- Criminal Investigator Course
- Homicide Investigators Course
- Special Victims Investigators Course
- Auto Crime Investigator
- Dignitary Protection
- Flying While Armed
- Plainclothes Certification

## **Self-Employment**

### **Brian Erbis Consulting LLC – Owner and Qualifying Agent**

Private investigation firm (Nevada Private Investigator Licensing Board #4253) offering certified fraud examination, mystery shopping of corporate entities, and general private investigation on a case by case basis. Other services include public and private interest consulting specializing in organizational efficiency recommendations through lobbying of various entities.

## **Law Enforcement Employment**

### **New York City Police Department - *Detective, Retired***

Served a quarter of century with the NYPD in several capacities. As part of the Special Frauds Squad in the Financial Crimes Task Force, investigated complex fraud cases involving economic elder abuse, check and credit/debit card fraud schemes, money laundering, embezzlement, asset misappropriation and tax cases. Assisted in wiretap takedowns and conducted several interstate extraditions. Worked with the IRS Task Force. Financial Crimes Enforcement Network authorized user. Worked in the 10<sup>th</sup> and Midtown North Precinct Detective Squads in Manhattan investigating robbery, burglary, grand larceny complaints along with suspicious and non-suspicious deaths, homicides and making arrests when circumstances warrant. Received training in auto crimes, counterterrorism dignitary protection, criminal investigations with emphasis on homicides and sex crimes, plainclothes operations and various financial crimes seminars through private sector partners. Testified in numerous grand jury proceedings, several criminal trials, and at multiple administrative and civil hearings.

As a police officer in the 10<sup>th</sup> Precinct, served as patrol officer, traffic safety officer, youth officer, and plainclothes anti-crime officer.

## **Awards and Honors**

Police Officer of the Month - February 2002

Police Officer of the Month - August 2003

Police Officer of the Year - 2007

NYPD Meritorious medal

Multiple Excellent Police Duty medals

## **Studies**

Conducted a graduate research study of the operations and integrity of the Sparks, Nevada Police Department. Published. <http://dx.doi.org/10.13140/RG.2.2.14054.19525>

Conducted a graduate research study of the operations of Reno City governance. Published. <http://dx.doi.org/10.13140/RG.2.2.20283.53283>

## **Work Products**

Published a sample fraud examination report. <https://doi.org/10.13140/RG.2.2.11042.44488>

### **Additional Experience**

Expertise stemming from several years of experience in executive, dignitary, and property protection.

### **Administrative Skills**

Working knowledge of ArcGis Pro, Microsoft Word, PowerPoint, Excel, Adobe Acrobat and QuickBooks.

### **Professional Organizations**

Certified Fraud Examiner (CFE) credentialed member of the Association of Certified Fraud Examiners (ACFE).

President of Northern Nevada Chapter #252 of the Association of Certified Fraud Examiners.

### **Public Service**

At-Large Public Member, Washoe County Debt Management Commission Jan 2025-present

### **Academic References**

Dr. Maria (Maki) Haberfeld  
John Jay College of Criminal Justice  
[MHaberfeld@jjay.cuny.edu](mailto:MHaberfeld@jjay.cuny.edu)

Professor Michael Walker  
John Jay College of Criminal Justice  
[MWalker@jjay.cuny.edu](mailto:MWalker@jjay.cuny.edu) [MWalker@pccc.edu](mailto:MWalker@pccc.edu)

Dr. Craig Dudley  
John Jay College of Criminal Justice  
[CDudley@jjay.cuny.edu](mailto:CDudley@jjay.cuny.edu)

Dr. Ibrahim Bechrouri  
John Jay College of Criminal Justice  
[Ibrahim.Bechrouri@gmail.com](mailto:Ibrahim.Bechrouri@gmail.com)

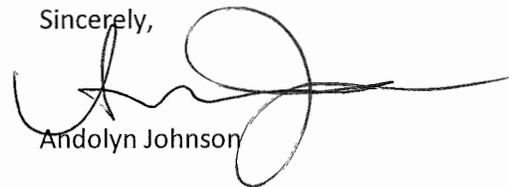
July 13, 2023

Re: Letter of Reference for Brian Erbis - Washoe Leadership Academy

To Whom It May Concern:

I am writing to recommend Brian Erbis for a placement in the Washoe Leadership Academy. I have known Brian for four years in a person capacity as his wife is a co-worker of mine at the U.S. Attorney's Office in Reno. Since retiring from his law enforcement position and moving to Reno, Brian has wanted to return to a career to public service and has gone back to school to achieve those goals. He is dedicated to making this area a better and even more enjoyable place to live. I highly recommend his admission to the program.

Sincerely,

A handwritten signature in black ink, appearing to read 'Andolyn Johnson', with a long horizontal flourish extending to the right.

Andolyn Johnson

**Application Form**

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**Profile**

Jose \_\_\_\_\_ B \_\_\_\_\_ Gomez \_\_\_\_\_  
First Name Middle Initial Last Name

Home Address \_\_\_\_\_ Suite or Apt \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Postal Code \_\_\_\_\_

Email Address \_\_\_\_\_

Molina Healthcare of Nevada \_\_\_\_\_ Senior Specialist, Growth & Community Engagement \_\_\_\_\_  
Employer Job Title

Primary Phone \_\_\_\_\_ Alternate Phone \_\_\_\_\_

**How long have you lived in your area of Washoe County? \***

1-5 years

Question applies to multiple boards

**Are you registered to vote in Washoe County?**

Yes  No

**What district do you live in? \***

District 4 - Commissioner Andriola

Find your Commissioner District [HERE](#).

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**Interests & Experiences**

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

Washoe County Planning Commission: Submitted

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**Please tell us about yourself**

**Why are you interested in being part of this board, commission, or academy?**

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I am passionate about community engagement and ensuring that strategic growth aligns with the needs of Washoe County residents. My career has been dedicated to fostering community relationships, strengthening outreach efforts, and driving initiatives that create meaningful impact—whether through my role at Molina Healthcare, my leadership in community events, or my work with organizations like NAMI Northern Nevada and the Washoe County School District Family Resource Center. With experience in strategic planning, data-driven decision-making, and program development, I understand the importance of balancing sustainable growth with community well-being. I have cultivated key partnerships and engaged in retention initiatives that have expanded access to resources, improved participation, and strengthened community connectivity. Serving on the Planning Commission would allow me to contribute these skills to shaping policies and decisions that enhance the quality of life in Washoe County. Ultimately, I want to be part of a commission that ensures thoughtful, inclusive, and forward-thinking planning for our region’s future. My experience in grassroots engagement and high-level strategy gives me a unique perspective to contribute to the commission’s work in a people-focused and results-driven way.

Question applies to multiple boards

**How do you feel you are qualified to serve on this board? Include any past experience, as well as serving on other board/commissions.**

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I am well-qualified to serve on the Washoe County Planning Commission because of my extensive experience in community engagement, strategic planning, and policy-driven decision-making. Through my leadership at Molina Healthcare of Nevada, I have successfully managed large-scale initiatives that connect residents with essential resources, foster partnerships, and promote community-driven growth. My ability to analyze data, assess community needs, and develop programs that drive measurable impact aligns well with the commission’s responsibilities in guiding the region’s development. Additionally, my experience on boards such as NAMI Northern Nevada and the Washoe County School District Family Resource Center has given me firsthand knowledge of how policy decisions directly affect residents’ quality of life. Beyond my professional expertise, I deeply understand Washoe County’s diverse communities. My background in program management, relationship-building, and advocacy equips me to contribute thoughtful, equity-focused insights to planning decisions. I am confident that my ability to collaborate, engage stakeholders, and balance growth with community well-being makes me a strong candidate to serve on this board.

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**Do you currently serve on any boards/committees or volunteer?**

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Yes  No

**If yes, please list the boards/committees or volunteer programs.**

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Family Health Festival Committee - Committee Member NAMI Northern Nevada - Board Member Prevention Committee - Join Together Northern Nevada - Committee Member Domestic Violence Awareness Committee - Committee Member Washoe County School District - Family Resource Centers - Board Member International Women's Day Committee - Committee Member

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Please attach a letter of recommendation.

### **Please Agree with the Following Statement**

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# Jose Belisario Gomez

## OBJECTIVE

An energetic and results-orientated leader committed to community empowerment through civic engagement, volunteer work, and professional impact.

## PROFESSIONAL EXPERIENCE

### **Molina Healthcare of Nevada**

Senior Specialist, Growth & Community Engagement

December 2021 - Present

- Devise and implement strategic plans to meet Molina's enrollment growth objectives, enhancing the connection between business strategy, stakeholder engagement, and community needs.
- Manage ongoing development and performance metrics, ensuring team alignment with overarching growth and engagement objectives.
- Cultivate pivotal relationships with community organizations, strengthening business outcomes and community connectivity.
- Developed and spearheaded signature events, optimizing Molina's community reputation and stakeholder relationships.
- Collaborated with internal departments to develop plans and programs for improving service, retention, and growth.
- Developed and executed comprehensive communications and community engagement campaigns, aligning with stakeholder objectives.

### **University of Nevada, Reno**

Program Manager

June 2021 - December 2021

- Conducting research, initiating, and managing life-skills education programming in Washoe County.
- The responsibilities include liaising with the county, city, and non-profit organizations, identifying critical needs, forming collaboration teams, determining where and how to support existing or new programming, writing grants with groups to support the work, and managing program implementation.
- Conducts needs assessments in the community, develops and implements appropriate educational programming, and documents program outcomes and impacts.
- Serving as the university's liaison with county agencies
- Manages assigned programs, including but not limited to grant writing and management, funding analysis, and program budget monitoring.
- Assuming professionalism when communicating with all internal and external audiences, ensuring proactive communication.
- Commitment to effectively collaborate with diverse cultural and community interests and build and maintain strong working relationships.
- Manage multiple projects simultaneously in a fast-paced, ambiguous environment while delivering high-quality work on time and with attention to detail.
- Using practical project and program management skills and methodologies; leads cross-functional special project teams on special studies and challenging projects/programs; offers suggestions on regional standards, rules, or policies.
- Coordination of groups of linked projects guarantees that the goals and objectives of a given program are realized through personal performance, a delegation of work to other team members, or employee supervision.
- Serves as a subject matter expert for the allocated program.

- Chairs or leads city council, commissions, and committee(s); attends city council, commission, or other community gatherings.
- Represents the city at regional board or task force meetings.
- Prepares staff reports for the City Council and makes presentations at City Council and community meetings.
- Ascertains that the present program complies with all applicable state and federal standards and takes appropriate action to fulfill deadlines.

### **Boys & Girls Clubs of San Francisco**

Clubhouse Director (San Francisco Community School)

July 2019 – August 2021

- Manage a “model” after-school program providing quality programming that enhances student learning and academic achievement.
- Supervise ten staff members and 120 youth daily, from kindergarten through eighth grade.
- Accountable for a \$300,000 budget and grant guidelines determined by 21st Century, ASES, DCYF, and SFUSD. Responsible for grant writing and facility management.
- Act as a liaison with teachers, administration, and parents to provide confidential counseling for at-risk and homeless youth.
- Provide sports education for a K-8 school to improve the health and well-being of low-income children through safe, meaningful play.
- Responsible for recruitment, hiring, and training. Other administrative duties include volunteer paperwork, attendance, timecards, snack reimbursement, contract MOUs, etc.
- Summer Program Lead ensures high-quality summer programming tailored to the district's strategic goals.
- Collaborate with school and district staff to ensure that programming is aligned with the missions of the school, the district, and BGCSF.
- Determine ongoing needs/interests of students, parents, and school staff and review and revise program offerings to meet emerging needs/interests.
- Build strong relationships with parents by leading parent orientations, connecting daily at pick-up time, making phone calls regarding student attendance, attitude, and participation; encouraging participation in BGCSF and school celebrations, and organizing workshops, family nights, and other events that increase parents' connection to and involvement in their child's school and education.
- Select, train, and manage a team of staff members, including evaluating and assessing their needs for ongoing professional development.
- Delegate work appropriately to the Program Manager, Program Staff, and Teen Volunteers.
- Manage staff schedules, ensuring adequate coverage.
- Create a positive work atmosphere. Fostering teamwork and a constructive exchange of ideas
- Ensure all staff adhere to BGCSF and school behavior, discipline, and safety policies.
- Set high expectations for staff and students.
- Manage site expenses, ensuring quality program implementation within budgetary limits.
- Establish and maintain strong relationships with partner organizations.
- Lead tours for potential and current funders.
- Planned and led sponsored and unsponsored events, ensuring community outreach.
- Maintain relationships with community leaders and local businesses.
- Collaborate with Community-Based Organizations to increase visibility within the community and broaden our capacity to serve youth who need us most.

### **Think Together (Thomas R. Pollicita Middle School/Franklin D. Roosevelt K-8 School)**

Interim Quality Assurance Coach/Site Supervisor

August 2016 – July 2019

- Led a team of Site Supervisors to ensure high-quality expanded learning programs were implemented in one school district (Jefferson Elementary School District) for middle school and elementary school sites.

- Energetic and results-orientated leader committed to community empowerment through civic engagement, volunteer work, and professional impact.
- Collaborated with school administration and district partners to ensure district and organizational policies and procedures were implemented with fidelity.
- Responsible for the cultivation and development of a THINK Together identified “model site” where program quality, safety, and delivery are determined to be exemplary.
- Responsible for recruiting, retaining, and supervising over 110 elementary school students and 60 middle school students.
- Establish and develop recruitment and retention strategies that increase student attendance and exceed grant objectives.
- Supervise eight employees, providing professional development, individualized work plans, and coaching.
- Responsible for all aspects of employment: recruitment, interviewing, training, coaching, and appraising performance for staff and volunteers.
- Responsible for the design and implementation of after-school and summer programming; providing schedules and lesson plans for daily activities (homework assistance, academic enrichment, physical education, and character development)
- Collaborate with the Fund Development department to coordinate site visits for community leaders, school administrators, and funders.
- Model professionalism and leadership for the Program Leader, provide staff development training and follow-up coaching and support to ensure the development of their skills and leadership.
- Create and maintain partnerships with Jefferson Elementary School District, stakeholders, and community groups to provide support services to the students within the community.
- Oversee all administrative duties: data management, student files, event logistics, and site budget management.
- Implement and support a culture of continuous quality improvement by analyzing data provided through evaluation and assessment and developing strategic plans in collaboration with internal and external partners.
- Manage special program grants and budgets such as Kaiser Permanente, Cisco, and Western Digital



## EDUCATION

### **Grand Canyon University**

MS, Clinical Mental Health Counseling emphasis in Marriage Family & Therapy  
*March 2021 - Present*

### **University of California, Santa Cruz**

BA, Psychology  
 Minor in Latin American and Latino Studies  
*September 2010 - June 2012*

### **College of San Mateo**

AA, Psychology  
 AA, Liberal Studies  
*August 2007 - May 2010*



## FOREIGN LANGUAGES

**Spanish** ●●●●●

**Application Form**

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**Profile**

Joni \_\_\_\_\_ Hammond \_\_\_\_\_  
First Name Middle Initial Last Name

Home Address \_\_\_\_\_ Suite or Apt \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Postal Code \_\_\_\_\_

Email Address \_\_\_\_\_

Employer \_\_\_\_\_ Job Title \_\_\_\_\_

Primary Phone \_\_\_\_\_ Alternate Phone \_\_\_\_\_

**How long have you lived in your area of Washoe County? \***

6-10 years

Question applies to multiple boards

**Are you registered to vote in Washoe County?**

Yes  No

**What district do you live in? \***

District 4 - Commissioner Andriola

Find your Commissioner District [HERE](#).

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**Interests & Experiences**

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

Washoe County Planning Commission: Submitted

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**Please tell us about yourself**

**Why are you interested in being part of this board, commission, or academy?**

I want to serve on the Board of Adjustment because I care about thoughtful, fair development in our community. With my government service background, I understand the importance of balancing rules with reason. I am a fast learner and a good team member. I am reliable and honest.

**How do you feel you are qualified to serve on this board? Include any past experience, as well as serving on other board/commissions.**

---

My past work experience included learning, understanding and applying rules and regulations and working with the State of Oregon Environmental Quality Commission (EQC). I met with the EQC at least quarterly, made presentations to the EQC and answered numerous questions on many topics. All of this included interacting with the public and various municipalities and industries.

---

**Do you currently serve on any boards/committees or volunteer?**

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Yes  No

**If yes, please list the boards/committees or volunteer programs.**

---

I am presently on 2 HOA boards. One HOA board as the president, the other as vice president. Each meet quarterly and the community is welcomed to ask questions and participate in all meetings.

[IMG\\_0007.pdf](#)

Upload a Resume

[Boardofadjustmentrecommendation.pdf](#)

Please attach a letter of recommendation.

**Please Agree with the Following Statement**

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**I certify that, to the best of my knowledge, the information I have provided in this application is true and correct. If the information provided is false or incomplete, it shall be sufficient cause for disqualification or removal.**

---

I Agree

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**Demographic Information**

**The purpose of collecting demographic information is to gain a comprehensive insight into the applicant pool. It is important to note that none of the demographic questions will affect the selection process for a position, ensuring that everyone has an equal opportunity to be considered.**

**What is your age range? \***

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**What gender do you identify as? \***

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**Which race/ethnicity best describes you? \***

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**What is your highest level of school completed? If enrolled, highest degree received? \***

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**What is your employment status? \***

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**What is your total household income? \***

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**Current or Past Washoe County Leadership Academy (WCLA) participant?**

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## **Nepotism**

**Are you a current employee of or related to anyone employed by Washoe County by blood or marriage?**

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Yes  No

**If yes, list the names and relationship of all persons you are related to. If you are an employee, list "Washoe County Employee" below:**

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**Please note that after submitting your application, it becomes part of the public record and is available for public viewing. Personal information is redacted.**

*Joni Hammond*

**Summary:** I have over 35 years of managing programs and people, regulating, and working with federal, state, and local agencies. My experience includes all levels of government while providing superior customer service to individuals up to and including fortune 5 companies. I am honest, reliable, a quick learner and work well individually or in a team.

**Professional Experience:**

**State of OR, Dept. Of Environmental Quality (DEQ), Portland OR** Dec 2007- Dec 2016

Deputy Director

- Decides on highest level of issues confronting the agency. Confers with Director, Governor's Office and other executive leadership team members in determining best course of action for Agency, the environment, and Oregon's citizens. Effect of decisions may be broad-reaching and precedent setting. Has the authority to act and make decisions on behalf of the Director.
- Lead and direct the administration of implementing and enforcing laws regulating air, water, and land pollution; administer authorities delegated by U.S. Environmental Protection Agency (EPA) including the Clean Air, Clean Water and Resource Conservation and Recovery Acts; administer state statutes including air, water, waste, and environmental cleanup; ensure the integration of Environmental Justice across Agency program; serve on behalf of the Director as an attendee of the Governor's cabinet; and assist on behalf of the Director in efforts to coordinate Natural Resource Agencies.
- Support the Director, Environmental Quality Commission (EQC), and overall effectiveness of the Agency by providing leadership and guidance to DEQ employees statewide, fostering organizational health and representing the Agency to constituent groups, stakeholders, elected officials, and others.

**State of Oregon, Dept. Of Environmental Quality, Pendleton, OR** Oct 1999-Dec 2007

Eastern Region Administrator

- Responsible for implementation of WQ, AQ, land quality programs including compliance inspections of permitted facilities; enforcement of permits and requirements; issuance of air, water, and solid waste permits; investigations or complaints; issuance of septic permits; response to spills or other incidence with environmental impacts and direct contact and liaison with other governmental entities, industries and public.
- Direct environmental activities of all the regional staff and managers for the 9 counties of eastern region. Plan, assign, and approve work of regional managers and administrative staff in multiple offices throughout the region.
- Develop legislative and operating budgets and represent DEQ before legislators, Governor's office, local government and stakeholders.
- Member of DEQ executive leadership team. Serve as backup to director, deputy director and other administrators as needed.
- Extensive travel regional and statewide.

**State of Oregon, Dept. Of Environmental Quality, Pendleton, OR** July 1993-Oct 1999

Water Quality Manager

- Develop and manage region wide (6 counties) WQ program and policies
- Develop and implement region wide performance measures
- Manage 20-25 staff. Plan, assign and approves work. Interview and hire staff.
- Develop and implement region wide WQ budget
- Develop WQ rules and policies to fully implement the WQ program.
- Coordinate with other federal (EPA), state (Oregon and Washington), and local agencies (city, county).

**State of Oregon, Dept. Of Environmental Quality, Pendleton, OR** Dec 1984-July 1993

Environmental Specialist 2 and 3

- Write and negotiate water quality permits—both federal NPDES permits and state WPCF permits
- Permitting includes municipal and industrial permits.
- Conducting and documenting WQ inspections, both municipal and industrial.
- Attend multiple county, city meetings to explain the WQ permitting process.
- WQ expert when WQ spills occur.
- Work with planning (zoning) specialists, hydrogeologists, engineers, soil scientists in reviewing technical reports and applications.
- Conduct soil inspections for individual and commercial septic systems.

**Yamhill County Zoning and Planning, McMinnville, OR** Dec 1977-Dec 1984

Environmental Specialist

- Develop and implement county environmental health program policies.
- Written and verbal communication dealing with a wide range of audiences. I explained rules, regulations, and policies to county commissioners, consultants and the public.
- Resolve complex and difficult technical problems utilizing federal, state, and county laws and rules.
- Work with County and state land use (zoning) laws and rules.
- Apply county, state, and federal rules and policies as they relate to solid waste disposal, water quality, on-site sewage disposal, and public health.
- Assist in the development and implementation of the environmental health department budget.

**Education:** University of Oregon, Eugene, OR-B.S. School and Community Health 1976

University of Oregon, Eugene, OR-Teaching Certificate 1976

**References:**

Don Barclay	Nina DeConcini	Suzanne Hoaglund
392 Red Rock Road	4850 Centerwood St.	9350 Double R Blvd. #3316
Port Deposit, MD 21904	Lake Oswego, OR 97035	Reno, NV 89521
541-626-9277	503-624-1711	775-722-9751
don.barclay@yahoo.com	heningerj@comcast.net	suereno@hotmail.com

Washoe County Commission

1001 E Ninth Street

Reno, NV 89512

April 11, 2025

Dear Commissioners:

I am pleased to recommend Joni Hammond for a Washoe County board of adjustment position. I worked with Joni for over 20 years at the State of Oregon's Department of Environmental Quality (DEQ). I have been consistently impressed with her dedication, professionalism, and strong work ethic. Joni is trustworthy, reliable, has a good sense of humor and sets the highest standards for excellence in public service.

Joni has worked at all levels of state government, from staff positions to 10 years serving as the agency's deputy director—overseeing all operations at DEQ, encompassing a wide range of activities associated with regulating air, water and land in OR. For example, she oversaw complex regulations and permitting of the now closed Umatilla Chemical Agent Disposal Facility in eastern Oregon, as well as assisting landowners on how to obtain a septic permit. These examples highlight Joni's breadth of exceptional customer service skills. She is comfortable working with an individual or a large, complicated business.

Many of Joni's duties included working with other federal, state, and local agencies and governments, including planning offices and tribal nations. This included development of environmental permits that ensured the permittee had complied with all planning/land use regulations. Joni is also well versed in all aspect of public processes, including appropriate outreach for inclusive public engagement.

Joni has a positive attitude and genuine ability to connect with others, at all levels. Her leadership and problem-solving abilities consistently contribute to success in all her endeavors. She would be an outstanding asset to the Washoe County board of adjustment.

If you have any questions or would like to further discuss Joni's qualifications for this distinguished opportunity, please contact me at [heninger@comcast.net](mailto:heninger@comcast.net) or 503/828-7818.

Sincerely,



Nina DeConcini

**Application Form**

**Profile**

Karisma \_\_\_\_\_ R \_\_\_\_\_ Sparks \_\_\_\_\_  
First Name Middle Initial Last Name

Home Address \_\_\_\_\_ Suite or Apt \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Postal Code \_\_\_\_\_

Email Address \_\_\_\_\_

Employer \_\_\_\_\_ Job Title \_\_\_\_\_

Primary Phone \_\_\_\_\_ Alternate Phone \_\_\_\_\_

**How long have you lived in your area of Washoe County? \***

1-5 years

Question applies to multiple boards

**Are you registered to vote in Washoe County?**

Yes  No

**What district do you live in? \***

District 4 - Commissioner Andriola

Find your Commissioner District [HERE](#).

**Interests & Experiences**

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

Washoe County Planning Commission: Submitted

Question applies to multiple boards

Please verify that you reside within the Citizen Advisory Board (CAB) district for which you are applying [here](#).

**Please tell us about yourself**

**Why are you interested in being part of this board, commission, or academy?**

I believe I have a lot to offer the community. I want the best for our community

Question applies to multiple boards

**How do you feel you are qualified to serve on this board? Include any past experience, as well as serving on other board/commissions.**

---

I have no past experience. But again I know this i want the best for our community and know that we need a different opinion of things that would better help our community

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**Do you currently serve on any boards/committees or volunteer?**

Yes  No

**If yes, please list the boards/committees or volunteer programs.**

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Upload a Resume

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Please attach a letter of recommendation.

**Please Agree with the Following Statement**

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**I certify that, to the best of my knowledge, the information I have provided in this application is true and correct. If the information provided is false or incomplete, it shall be sufficient cause for disqualification or removal.**

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I Agree

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## **Demographic Information**

**The purpose of collecting demographic information is to gain a comprehensive insight into the applicant pool. It is important to note that none of the demographic questions will affect the selection process for a position, ensuring that everyone has an equal opportunity to be considered.**

**What is your age range? \***

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**What gender do you identify as? \***

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**Which race/ethnicity best describes you? \***

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**What is your highest level of school completed? If enrolled, highest degree received? \***

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**What is your employment status? \***

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**What is your total household income? \***

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**Current or Past Washoe County Leadership Academy (WCLA) participant?**

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### **Nepotism**

**Are you a current employee of or related to anyone employed by Washoe County by blood or marriage?**

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Yes  No

**If yes, list the names and relationship of all persons you are related to. If you are an employee, list "Washoe County Employee" below:**

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Question applies to multiple boards

**Please Agree with the Following Statement**

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**I understand the role and responsibilities of membership on this board or commission and am willing to serve. If appointed, I will attend required meetings and training and will adhere to pertinent bylaws. I understand that some appointments require a Financial Disclosure Form to be submitted to the Nevada State Ethics Commission. I certify that, to the best of my knowledge, the information I have provided in this application is true and correct. If the information provided is false or incomplete, it shall be sufficient cause for disqualification or removal. If appointed to a Citizen Advisory Board (CAB), I agree to attend a CAB new member orientation session and open meeting law training within six months of my appointment. I understand that failure to comply with this requirement will result in automatic removal from the Citizen Advisory Board.**

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I Agree

**Please note that after submitting your application, it becomes part of the public record and is available for public viewing. Personal information is redacted.**

**Application Form**

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**Profile**

Caitlin \_\_\_\_\_ A \_\_\_\_\_ Vong \_\_\_\_\_  
First Name Middle Initial Last Name

Home Address \_\_\_\_\_ Suite or Apt \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Postal Code \_\_\_\_\_

Email Address \_\_\_\_\_

N/A \_\_\_\_\_ Stay at home mom \_\_\_\_\_  
Employer Job Title

Primary Phone \_\_\_\_\_ Alternate Phone \_\_\_\_\_

**How long have you lived in your area of Washoe County? \***

30+ years

Question applies to multiple boards

**Are you registered to vote in Washoe County?**

Yes  No

**What district do you live in? \***

District 4 - Commissioner Andriola

Find your Commissioner District [HERE](#).

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**Interests & Experiences**

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

Washoe County Planning Commission: Submitted

---

**Please tell us about yourself**

**Why are you interested in being part of this board, commission, or academy?**

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A few years ago, I attended a Planning Commission meeting for the City of Sparks. They were discussing a zoning issue that deeply impacted my neighborhood in Spanish Springs. I spoke before the planning commission about the issue, and followed the measure through several City Council meetings until a decision was made. This was my first introduction into local government, but it quickly became clear that I wanted to know more about how things worked in my community. I also wanted to be more involved. I was born and raised in Sparks and moved to Spanish Springs around 4 years ago. I've seen monumental changes happen in my community over the past few decades. As I've started raising my own family here, I've become even more invested in the direction of my hometown. I'm a homeowner and a mother of two. I plan to raise my children here in Spanish Springs and want to help shape this community to preserve the quality of life that I had growing up here. I'm currently a stay-at-home mom, so I have flexibility with my schedule. I'm also looking for a bit of a challenge and think this would be an excellent opportunity. I know that change and growth is inevitable in any community, and I believe it requires thoughtful decision making and care. I think I could bring this to the table and help guide my community in a positive direction for the future.

**How do you feel you are qualified to serve on this board? Include any past experience, as well as serving on other board/commissions.**

---

I'm a former newscast producer at KOLO 8 News, and I hold a degree in Journalism from the University of Nevada, Reno. I stay up to date on the challenges facing our community and follow everything from news articles, to what's happening in the Nevada Legislature. I frequently attend Citizen Advisory Board Meetings in Spanish Springs and speak with neighbors about their concerns for our area. I have a vested interest in the Spanish Springs community. I think I would be a strong addition to the Planning Commission and bring a fresh and positive perspective.

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**Do you currently serve on any boards/committees or volunteer?**

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Yes  No

**If yes, please list the boards/committees or volunteer programs.**

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[Caitlin\\_Vong\\_Resume.pdf](#)

Upload a Resume

[Letter\\_of\\_Recommendation.pdf](#)

Please attach a letter of recommendation.

**Please Agree with the Following Statement**

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**I certify that, to the best of my knowledge, the information I have provided in this application is true and correct. If the information provided is false or incomplete, it shall be sufficient cause for disqualification or removal.**

---

I Agree

---

**Demographic Information**

**The purpose of collecting demographic information is to gain a comprehensive insight into the applicant pool. It is important to note that none of the demographic questions will affect the selection process for a position, ensuring that everyone has an equal opportunity to be considered.**

**What is your age range? \***

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**What gender do you identify as? \***

---

**Which race/ethnicity best describes you? \***

---

**What is your highest level of school completed? If enrolled, highest degree received? \***

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**What is your employment status? \***

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**What is your total household income? \***

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**Current or Past Washoe County Leadership Academy (WCLA) participant?**

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---

**Nepotism**

**Are you a current employee of or related to anyone employed by Washoe County by blood or marriage?**

---

Yes  No

**If yes, list the names and relationship of all persons you are related to. If you are an employee, list "Washoe County Employee" below:**

---

**Please note that after submitting your application, it becomes part of the public record and is available for public viewing. Personal information is redacted.**

# CAITLIN A. VONG

## Customer Service & Media Relations



Dynamic and customer-centric professional with extensive experience as a Customer Service Representative and a background in Public and Media Relations. Possesses a passion for delivering exceptional customer experiences, excelling in building rapport and resolving inquiries efficiently. Skilled in handling diverse customer needs and resolving issues promptly to ensure satisfaction and loyalty. Adept at communicating effectively with various stakeholders, including customers, media outlets, and the public.

### KEY EXPERTISE

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Customer Service	Media & Communication	Team Leader & Training
Strategic Marketing Campaigns	Change Management	Innovative Problem-Solving
Cross-Team Collaboration	Writing, Editing & Organizing	Technologically Proficient

### PROFESSIONAL EXPERIENCE

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**Satisfaction Representative | *Custom Ink*** Jan 2015 – Dec 2023

- Collaborated with customers to resolve problems post-order
- Handled escalated customer complaints over the phone and via email
- Coached new teammates, led crew meetings and cross team collaboration, helped manage team restructure and training
- Planned team events and giveaways

**Newscast Producer | *KOLO 8 News*** Nov 2010 – Jan 2015

- Produced Live Newscasts for KOLO 8 News, writing, editing, and organizing live shots while covering live events and breaking news.
- Ran daily promotions, networking through KOLO on the website and through Facebook and twitter, consistently meeting daily deadlines and time constraints.
- Facilitated strategic marketing campaigns
- Wrote news stories for the KOLO 8 website ([www.kolotv.com](http://www.kolotv.com))

**Internship | *KNPB*** Jan 2010 – May 2010

- Acted as the Assistant to Producer and News Director, researching and planning events and news stories, conducting interviews, and shooting and editing video and promotional pieces.
- Assisted in PBS pledge drives, running studio cameras, and operating teleprompter.

**Website Producer & Internship | *KOLO 8 News*** Mar 2009 – Nov 2010

- Managed web content, wrote news stories, uploaded photos and video, and assisted newscast producer.
- Answered phones, made calls to local law enforcement agencies and researched stories.

### EDUCATION & COURSES

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**Bachelor of Arts, Journalism, Minor in Digital Media | University of Nevada | 2010**

Microsoft 365 Essentials Course | University of Nevada

Newscast Producing School at the Broadcast Image Group | Larry M Rickel

# Caitlin Vong Letter of Recommendation

Washoe County Planning Commission  
1001 E. Ninth Street, Building A  
Reno, NV 89512

April 14, 2025

To Whom it May Concern,

I am writing to strongly recommend my friend and former colleague, Caitlin, for the position at the Washoe County Planning Commission. Having worked closely with Caitlin for years, I can confidently attest to her exceptional skills, unwavering dedication, and genuine passion for community planning and development.

Caitlin is not only a skilled planner but also a collaborative team player who can engage effectively with diverse stakeholders. Her excellent communication skills and empathetic nature allow her to navigate challenging situations with grace and professionalism. She has demonstrated an unwavering commitment to fostering community engagement and sustainable development practices, aligning perfectly with the values and mission of the Washoe County Planning Commission.

In summary, Caitlin is a dedicated and skilled professional who would bring a wealth of knowledge and a proactive spirit to your team. I am confident that she will make valuable contributions to your commission and help advance its goals. Please feel free to contact me should you require any further information.

Thank you for considering this recommendation. I wholeheartedly support Caitlin's candidacy and am eager to see her excel in this role.

Sincerely,

Sarah Ritter