

**TOWN OF WATERBURY VERMONT**  
Application Form for Town Commissions, Boards, and Committees

*Please submit your application to one of the below:*

**In person or by mail:** Board Search, Town of Waterbury, 28 N. Main St. Waterbury, VT 05676 or by  
**email to:** karen@waterburyvt.com

**Please supply the following information:**

1) Review the scheduled meeting day/time of the Commission, Board, or Committee along with the length of the term of the position. Will you be able to regularly make the meetings?  Y  N Will you be able to serve for the term of the position?  Y  N

2) Please introduce yourself to the Selectboard by providing a one page cover letter detailing your background, experience, and interest in the board/commission/committee you are applying for. A 1-2 page resume is optional.

**Name of Applicant:** Elizabeth Brown

**Date:** 3/14/25

**Phone Number:** [REDACTED]

**Email Address:** [REDACTED]

**Name of Commission/ Board/ Committee and term (if known):**

Harwood Unified Union School District - 1 year

**How many years have you served on this Committee?** 1 \_\_\_\_\_ Years

**If you serve on another Commission/Board/ Committee, please indicate which one(s):**

**If you were referred or recommended for this position by someone, please share that reference's name and contact information.**

**Waterbury Resident:**  Y  N (circle one)

Please note, applicants are asked to attend the selectboard meeting at which volunteers will be nominated to their respective positions. If you cannot attend, please email [Karen@waterburyvt.com](mailto:karen@waterburyvt.com) in advance of the meeting to provide additional background information.

*All policies that apply to the town's Select Board also apply to all boards, commissions, and committees. Policies may be found at [www.waterburyvt.com/ordinances](http://www.waterburyvt.com/ordinances).*

*For hard copies or accessibility accommodations please contact: Karen Petrovic; [karen@waterburyvt.com](mailto:karen@waterburyvt.com)*

2360 Perry Hill Rd  
Waterbury VT 05676

March 25, 2025

To: Board Chair, Ashley Woods; Superintendent Mike Lechliter; and Waterbury Select Board

Dear Ashley, Mike and Select Board Members,

Due to changes in professional circumstances, I have capacity to continue representing the town of Waterbury on the Harwood Unified Union School Board and ask to be appointed to one of the two vacant Waterbury school board seats.

I believe I have proven to be a valuable contributor to the school board with my involvement on the Equity Committee and drafting Harwood's first Equity policy, as well as participating in Finance Committee meetings as our board had to evaluate very hard decisions in presenting a balanced and feasible budget to our communities. I would like to continue partnering on finance as we still have challenges to resolve regardless of state-wide plans.

My two children, currently in grades 6 and 10, have spent their academic years in the Harwood District. They actively participate in our performing arts and sports programs as well as being engaged academic learners. As a parent and long-time community member, I can appreciate just how much our schools are central and critical to the vibrancy our communities. My experience, as a parent, working with our special educators has allowed me to develop a first-hand appreciation for learning styles and disabilities, and the challenges and needs in delivering tiered support services.

The 25 years I have spent professionally in banking and financial services in corporate development, strategic planning, and business management provides a necessary skill set to our school board. Most recently I spent 7 years working at TIAA which provided me great insight into the financial needs and challenges of those in the education sector. My extensive experience leading teams in building multi-year strategic plans, working with stakeholders on budgeting, evaluating and overseeing large capital programs and projects, analyzing changing regulatory requirements and creating actionable plans, developing clear communications for various audiences, and engaging with a variety of stakeholders in gaining input and building consensus will be important as we navigate the upcoming changes we face with an evolving state education plan.

Additionally, my involvement in state-level politics this past year allowed me to have a broad view of challenges and needs across the state and in our local community as I had extensive opportunity to engage with constituents.

While the state-wide plan is still in flux with the legislature, our district must be prepared and should be proactively thinking about how to implement changes that are evident. Change will require thinking through implementation timelines, extensive communications, and critical evaluation of choices. Change will be hard, and transparency and collaboration will be required. My experience in strategic planning and large-scale transformation will be important in the coming year and years as the state must agree to fundamental changes in how we are delivering and funding our education.

I will repeat a quote from my letter last year from Patrick Reed of Mount Abraham: "We have a choice – do less with less or find new and different ways to provide the outcomes we all desire with less." Our challenges require finding new ways. I am a firm believer that it takes different backgrounds, experiences, and ways of thinking to find these creative solutions, and am committed to fostering productive dialogue.

I appreciate your consideration in appointing me to another year of service. I look forward to continuing to represent the constituents of our District and to serve our community as we continue to face challenging times and change together.

Sincerely,

Elizabeth Brown

# Elizabeth J. Brown

2360 Perry Hill Rd, Waterbury, VT 05676

802 279 8328

Elizabeth has spent twenty-five years in financial services supporting top level executives to grow and optimize their organizations with the ability to plan, execute and deliver measurable results. She is a master in crafting and implementing high-impact strategies with an ability to see "how it all comes together" and break it down. She has been effective in launching new business lines, channels, and products, identifying and implementing partnerships and acquisitions, and creating and implementing overall strategies and execution plans to deliver results for both large and small organizations.

Her passion is working with stand-out leaders looking to disrupt to get laser focused on what matters. As a systems thinker, she loves to see the patterns and the opportunities when you take a distinctive view and see the commonalities and connections that create differentiation. Great ideas come from going beyond the obvious, and creating a compelling vision and business case that the whole team can get behind.

## Professional Experience

### INDEPENDENT CONSULTANT

Waterbury, VT  
2024-current

Supporting founders and CEO's to refine and deliver solutions to challenging problems by finding the common denominators that fulfill the mission of the organization AND deliver on key metrics and financial expectations of investors and stakeholders to further organizational goals in a way that is true and authentic.

- Analysis and Research: markets, competitors, client segments and needs, product extension, pricing, integrations and technology platforms, product features / functionality
- Model Creation: financial proformas for product / segment / markets
- Presentation Creation: board, fund raising, regulators
- Partnership and Acquisition: evaluating potential acquisition options, supporting due diligence
- Strategic Planning: working with team annually or biannually to evaluate roadmap, work to update projections
- Organizational Design: talent needs, culture, incentive alignment
- Chief of Staff: communications, advisory, staff management,

### TIAA BANK

Jacksonville, FL  
2020 - 2023  
2018 - 2020

#### SENIOR VICE PRESIDENT, HEAD OF STRATEGY

#### SENIOR VICE PRESIDENT, CONSUMER STRATEGY DIRECTOR

Responsible for the formulation, communication, and oversight of the Bank's strategy aligned to the parent company (TIAA). Drove consulting engagements for business line, product, and experience strategies within the Bank. Communicated strategic progress and performance to leadership, Bank and TIAA Boards and regulators. Participated in assessment of M&A and divestment assessments and initiatives.

- Formalized the Bank's annual strategic planning process per OCC best practices, including facilitating learning and collaboration sessions with Bank leadership and the Board, culminating in crafting the Bank's 5-year strategy inclusive of execution plan, financial plan, and risk assessment.
- Successfully led transition activities when EverBank was acquired and integrated into TIAA including overseeing associated customer and associate impacts, \$100M+ in integration activities, and developing a new bank strategy aligned to the parent.
- Developed home lending, consumer deposit, commercial deposit services, and various segment strategies to drive growth and strengthen operating models. Led research, analysis and synthesis of market, industry, consumer and competitor findings and trends. Provided actionable recommendations by identifying and scoping opportunities, designing solutions, quantifying impacts, and defining actionable roadmaps.
- Performed assessment of commercial business lines for growth opportunities based on capital allocations to improve Bank performance. Developed comprehensive strategies to position, scale, and optimize commercial real estate and vendor equipment businesses to triple annual volumes.
- Upon pivot of parent's strategy, prepared the Bank for sale. Lead transition efforts to new owners and management.
- Invited to participate in TIAA'S Advanced Leadership Program limited to 25 high performers and TIAA's Executive Coaching Program.

**EVERBANK**  
**SENIOR VICE PRESIDENT, STRATEGY DEVELOPMENT DIRECTOR**  
**VICE PRESIDENT, STRATEGIC PLANNING & BUSINESS MANAGER**

Jacksonville, FL  
2014 - 2018  
2007 - 2013

Partnered with leadership in creation of business line, product, and service strategies for enhancements to core businesses, and assessment of new business and product lines aligned to enterprise goals, capabilities, market environment and emerging opportunities.

- Supported the President of the Direct Bank, growing business from \$5B in deposits to over \$13B in 7 years, overseeing a \$50MM budget.
- Guided and implementing strategic and growth initiatives including the establishment of a premier client program, business foreign exchange and wealth management businesses.
- Established client analytics team providing business intelligence, modeling, and other insights to support business line, product, and channel managers. Implemented Bank's first instance of business intelligence tools and partnered on the creation of centralized data warehouse.
- Established the Bank's Client Experience team responsible for Voice of the Customer client survey and feedback management, and proactive client impact mapping.
- Led vendor selection process for a variety of platforms, including client communication management, analytics, CRM, and core systems.
- Oversaw cross-functional teams for effective program implementation of strategic initiatives, including business line extensions, strategic partnerships, business optimization, and implementation of critical systems and platforms.

**ASSISTANT VICE PRESIDENT, CORPORATE DEVELOPMENT ASSOCIATE**

2005 - 2006

Supported the EVP of Corporate Development in evaluating, managing, and prioritizing both external business development opportunities and internal strategic initiatives. Responsibilities included financial modeling, opportunity analysis, and coordination of teams necessary for integration of acquisitions

- Successful acquisition of components of NetBank, Bank of Florida, and ALG Commercial Lending

**PROGRAM MANAGER**

2002 - 2005

Developed, launched, and managed a national banking and mortgage program for independent financial advisers through broker-dealer and RIA partnerships. Responsible for all aspects of program including P&L, marketing, project management, coordination with client servicing partners, and regulatory management.

- Grew program to \$2 Billion (25%) of bank deposits, 20% of mortgage originations, with 220 participating independent broker dealer and RIA firms

**MARKETING MANAGER**

2000 - 2002

Developed and managed all marketing mediums for investment product lines, including unique foreign currency products that grew from \$100MM to \$2B of EverBank's deposit business. Established affiliate relationship programs with businesses and organizations.

### **Education**

**UNIVERSITY OF VERMONT**  
**BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION**

Burlington, VT  
May 2000

Magna Cum Laude  
Recipient of the Edwin Greif Award for Promise and Excellence in Marketing  
Finance and Marketing double concentration

### **Community Leadership**

**HELEN DAY ART CENTER (THE CURRENT)**  
**BOARD CHAIR & TREASURER**

Stowe, VT  
2011 - 2014

Simplified financial and accounting systems, lead monthly board meetings, created transparent financial reports, and lead annual planning and strategy planning sessions. Implemented new budgeting process to reflect a variety of revenue streams and created contingency plans to assure a balanced budget.

**HARWOOD UNIFIED UNION SCHOOL BOARD**  
**BOARD MEMBER**

Waterbury, VT  
2024

**CANDIDATE FOR VERMONT HOUSE OF REPRESENTATIVES**

Waterbury, VT  
2024