

City of Santa Fe, New Mexico

memo

DATE: July 23, 2015

TO: City Council

FROM: Mayor Javier M. Gonzalez 

RE: Appointments

I would like to make the following appointments:

Community Hospital and Health Care Study Group

Kathy Armijo Etre, PhD (CHRISTUS St. Vincent Vice President of Community Health) (Resume attached)
Diane Spencer (District 1199 NM Hospital Workers Union Representative) (Resume attached)
Judith K. Williams, Ph.D. (Santa Fe County Commission Representative) (Resume attached)
Carolyn Roberts, MSN, RN (Santa Fe County Commission Representative) (Resume attached)
Patricia A. Boies (Santa Fe County Director of Community Services Representative)

Veterans' Advisory Board

Sigrid Hannah Mabel (Veteran) – term ending 5/2017 (Resume attached)

Board of Adjustment

Patricia M. Hawkins – Reappointment – term ending 9/2017

Kathy Armijo Etre, PhD

64 Calle Sin Sonte
Santa Fe, NM 87507

505.660.4554
karmijoetre@msn.com

PROFILE

Organizational systems professional specializing in health, behavioral health, chronic disease management, social services and early childhood. Skilled and experienced in population health planning, organizational development, facilitation, strategic planning, public engagement and dialogue.

EXPERIENCE

VICE PRESIDENT, MISSION, SPIRITUALITY & COMMUNITY HEALTH, CHRISTUS ST. VINCENT REGIONAL MEDICAL 2010 - CURRENT

Responsible for mission integration organization-wide. Oversee Spiritual Care, Ethics, Palliative Care, and Community Health. Established a comprehensive Community Benefit Program. Conducted Community Health Needs Assessment in collaboration with the community and local partners. Aligned implementation strategies with CHRISTUS St. Vincent Strategic Management System (SMS).

Developed and implemented a strategic approach to improving population health for high-risk populations. Involved community partners including service providers, City, County and State Government, consumers, families and other stakeholders in jointly declaring data-based population indicators of well-being, identifying strategies (including no-cost/low-cost), and developing action plans. Within the hospital, facilitated organizational alignment to reduce fragmentation and improve coordination of patient care using data-based performance measures determined by interdisciplinary, cross-department teams. Population groups addressed include early childhood, school-age children and adolescents, adult behavioral health, chronic diseases, women's health, domestic violence, and geriatrics. Specific initiatives include home visitation for newborns and their families, reduction of emergency room admissions for adult and adolescent high utilizers, chronic disease community health model, and hospital-based domestic violence program.

PRINCIPAL, AE CONSULTING

2002 - 2010

Consultant to State Government, Public Schools, Non-Profit Organizations, Foundations, and Health Care Facilities. Co-facilitated comprehensive early childhood, statewide strategic plan. Designed and facilitated the New Mexico Early Childhood Early Learning Plan, Albuquerque Public Schools Early Childhood Collaborative Strategic Plan, Kellogg Foundation Leadership for Ready Schools Plan. Conducted studies on community behavioral health needs and statewide behavioral health Local Collaboratives.

SITE MANAGER, COMMUNITY DEVELOPMENT INSTITUTE

2000 - 2002

Operations oversight for Federal HHS/ACF Head Start programs during interim period between local grantee's loss of federal grant (due to mismanagement) through replacement of the grantee. In addition to management of the programs, community engagement conducted to build support for the program and assist with transition to replacement grantee. Responsible for all aspects of program including direct supervision of Program Directors, maintaining child and family health, developmental and social services to assure continuity of services. Sites included Lubbock, Texas, Newburgh, New York, Portland, Oregon, Culpepper, Virginia, and Charleston, West Virginia.

OPERATIONS DEVELOPMENT DIRECTOR, PRESBYTERIAN MEDICAL SERVICES

1996 - 2000

Conducted Joint Commission for the Accreditation of Health Care Organization (JCAHO) accreditation initiative for a statewide health care network including 26 primary health care clinics, 7 mental health centers, 3 home health agencies and one long-term care facility. Administered the regional behavioral health service network program for Medicaid and State funded behavioral health services throughout Northern New Mexico. Managed an \$8 million Head Start and Early Headstart Program consisting of a comprehensive array of state and federally funded child and family services to low-income families.

DIVISION DIRECTOR, NM DEPARTMENT OF CHILDREN, YOUTH & FAMILIES

1994 - 1996

Governor appointed position responsible for management of \$92 million budget, supervision and oversight of 182 staff, and oversight of state and federal funded child care, food and nutrition, community based contract agencies adolescent mental health Medicaid programs. Restructured statewide child care delivery system through revision and promulgation of regulations, fee structures and policy development.

BUREAU CHIEF, NM DEPARTMENTS OF HEALTH & HUMAN SERVICES

1984 - 1994

Facilitated the design of a behavioral health managed care system integrating Medicaid and state general fund public expenditures (\$55 million) for psychiatric services. Developed, implemented and managed a \$10 million Medicaid Mental Health program consisting of an array of services previously unavailable to New Mexicans.

Administered Community Programs Bureau including health, behavioral health, and social service contracts for 75 programs statewide. Implemented Unit Rate Reimbursement System. Served as the Medicaid Waiver Administrator responsible for the administration of \$28 million Medicaid Waiver Programs serving disabled and elderly, persons with developmental disabilities, medically fragile children and persons with AIDS.

EDUCATION

PhD, Human and Organizational Systems, 2009. Fielding Graduate University, Santa Barbara, CA

Master of Arts, 2008. Fielding Graduate University, Santa Barbara, CA

Master of Social Work, 1982. Boston College, Chestnut Hill, MA

Bachelor of Social Work, 1980. New Mexico State University, Las Cruces, NM

CERTIFICATES AND LICENSURE

Results Based Accountability Affiliated Consultant, Trainer, Coach

Dialogue, Deliberation and Public Engagement Certification

Evaluation and Organizational Development Certification

PUBLICATIONS

Change in a Complex Macro Organizational System: A Study of Non-Linear Dynamics in the Public Sector, Doctorate Dissertation

PRESENTATIONS

Catholic Health Association 2012 Community Benefit Pre-Conference Session. Presentation: Beyond Random Acts of Kindness – Community Health Strategies to Improve Population and Patient Health

COMMUNITY & PROFESSIONAL INVOLVEMENT

St. Vincent Hospital Board of Trustees. 2000 - 2009

Robert Wood Johnson Foundation, Advancing Recovery National Advisory Council. 2005 - 2007

United World College, Bartos Institute for the Constructive Engagement of Conflict, Adult Volunteer. 2000 - 2001

United Way of Santa Fe County Board of Directors. 2001 - 2005

Santa Fe School for the Arts, Board of Directors, Chair. 2000 - 2004

St. Michaels High School Foundation Board. 1986 - 1990

HONORS AND AWARDS

CHRISTUS Health Touchstone Award

Institute of Social Innovation Scholar, Fielding Graduate University

Outstanding Leadership Award, NM Mental Health Provider Association

Diane Spencer
P.O. Box 193, 6 Mesa Baja Road
Rowe, New Mexico 87562
home - 505-757-8956
cell - 505-231-2543

OBJECTIVE

To obtain a position as a Registered Nurse in a clinical hospital setting.
To work in the capacity of a Legal Nurse Consultant.

BACKGROUND

1996 Associate Degree in Nursing, Northern New Mexico Community College

WORK EXPERIENCE

February 1997 -

Registered Nurse, Christus/St. Vincent Regional
Medical Center, 455 St. Michael's Drive, Santa Fe,
New Mexico 87501

Proficient in the care of pre- and post-operative patients with abdominal, urological, orthopedic and neurological diagnoses. Care for numerous patients with complex medical conditions.

Very knowledgeable in wound care. Trained as a "superuser" for the Wound V.A.C. system.

Composed an EKG guide for the medical/surgical nurse, "EKG at a Glance," which was approved by the CCU/ICU Nurse Educator and is now included in the resource book for the medical/surgical unit.

Formulated a head-to-toe patient assessment tool for new RN graduates. Taught an interactive class focusing on assessment findings and interventions.

Precepted 13+ nursing graduates through the hospital's three month new grad preceptorship program. Serve as a resource person for nursing colleagues.

2012 active participant in the following committees:
Clinical Ladder Housewide Committee, 2100 Clinical Ladder Committee and CSVPMC Staffing Council.

February 2011 to May 2014	<u>Adjunct Instructor</u> , Santa Fe Community College, 6401 Richards Avenue, Santa Fe, NM 87508
	Instruct nursing assistants in order to become state certified. Coursework includes Introduction into the Health Care System, Safety, Basic Patient/Resident Care, Death and Dying and Anatomy and Physiology. Lab work includes hands on experience in transfers, feeding, bed making and personal care.
June 2010 to Present	<u>Legal Nurse Consultant</u> , Albuquerque/Santa Fe, NM
	Serve as Legal Nurse Consultant for NM law firm on four cases. Participated in deposition on one case.
September – December 2009	<u>Adjunct Clinical Instructor for Student Nurses</u> , Santa Fe Community College, 6401 Richards Avenue Santa Fe, NM 87508
	<p style="text-align: center;">Taught 16 student nurses during the fall semester. Focus of clinical experience: assessment, safe medication administration, critical thinking, plan of care and documentation of patient care.</p>
May 1996 – February 1997	<u>Registered Nurse/Licensed Practical Nurse</u> , Casa Real and Horizon Health Care Centers, 1650 Galisteo, Santa Fe, NM 87501.
1995 to May 1996	<u>Licensed Practical Nurse</u> , The Good Life, 1102 Camino Carlos Rey, Santa Fe, NM 87505.
1994 – 1995	<u>Caregiver</u> , The Good Life, 1102 Camino Carlos Rey, Santa Fe, NM 87505.
1991 – 1994	<u>Secretary</u> , The Gerald Peters Gallery, 439 Camino del Monte Sol, Santa Fe, NM 87501.
1983 – 1991	<u>Senior Medical Secretary</u> , Good Shepherd Rehabilitation Hospital, 5 th and St. John Streets, Allentown, PA 18103.

EDUCATION

- 1996 Associate Degree in Nursing, Northern New Mexico Community College, Espanola, NM
- 1995 L.P.N. license obtained in July 1995 from New Mexico Board of Nursing.

VOLUNTEER WORK

Expert Witness, Safe Staffing Coalition, New Mexico Legislative Sessions, 2013 and 2014. Board Member, Always Amanda Scholarship Foundation, December 2011 to present. Flu shot clinic for Santa Fe community residents – 2010 and 2007. Blood pressure monitoring for seniors at the Senior Center in Pecos, New Mexico, 2000. Licensed foster parent from August 1999 to March 2000. Home safety/equipment assessments for Open Hands for three months in 2000. Volunteer companion to an elderly woman through Open Hands from 1991 until her death in 1996. Big Sister through Big Brothers/Big Sisters, Allentown, PA, and Santa Fe, NM, 1983-1991. Girl Scout Leader and Assistant Leader from 1977 to 1984.

RECOGNITIONS

New Mexico Nursing Excellence 2010 Nominee - Med/Surg
March of Dimes Nurse of the Year Award 2003 Nominee - Med/Surg

REFERENCES

Available upon request.

JUDITH K. WILLIAMS, Ph.D.

JUDITH K. WILLIAMS, Ph.D.
13 Ute Circle
Santa Fe, New Mexico 87505 (505) 989-9486

Career Summary

Achievements in health policy, evaluation and program design and development. Expertise in health services research and evaluation, underserved populations, program design, policy analysis and quality improvement. Extensive public and private sector background. Well-developed proposal and project management skills.

Education

PH.D., SOCIAL WELFARE POLICY - Heller School, Brandeis University, Waltham, Massachusetts
B.A., POLITICAL SCIENCE - Middlebury College, Middlebury, Vermont

Professional Experience

WILLIAMS STERN & ASSOCIATES 1993-2013
Miami, Florida and Santa Fe, New Mexico

President

National, state and local research, program evaluation, policy analysis and program design in health and social services. The company specializes in evaluation, survey research, analysis of administrative data, performance improvement and assisting organizations in identifying and solving problems. Projects have included:

- Consulting for various nonprofit organizations, including the Children's Services Council of Palm Beach County, Healthy Families Florida and other organizations.
- Multi-year evaluation of the Healthy Families Florida program.
- Development of the Five-Year Plan for Indigent Health Care in Miami-Dade County.
- Needs assessment, evaluation, client survey, data analysis and planning for Miami-Dade County's federally funded Ryan White program for HIV/AIDS care and services. Title I planning council support. Work included preparing of epidemiology reports, developing models for estimating unmet needs for services among special populations and analyzing HIV/AIDS cost and utilization data. Prepared major portions of the county's annual proposals to the federal government for \$25 million in service funds.
- Founding of Community-Jail Linkage Program to create service access in Miami.
- Design and development of system-wide quality management program for HIV/AIDS care. Activities include quality assessment of medical and support services, development and measurement of outcomes, provider training.
- Evaluation of HIV/AIDS prevention programs.
- Development of models of current and future Medicaid eligibility and receipt for TANF recipients returning to work.
- Evaluation of the Florida Alzheimer's Disease Initiative.

VITAS HEALTHCARE CORPORATION 1992 - 1993
Miami, Florida

Vice President for Quality Improvement

JUDITH K. WILLIAMS, Ph.D.

Responsible for design and implementation of quality improvement program for the nation's largest provider of hospice care. Developed a hospice quality improvement program and implementation plan and created a quality measurement system. Designed and implemented quality studies and outcome measures. Managed the department staff and operating budget.

MIAMI JEWISH HOME AND HOSPITAL FOR THE AGED
Miami, Florida

1988 - 1992

Director of Policy and Planning

Responsible for strategic planning and new program development, as well as design and conduct of health services research projects focused on community-based long term health services for the largest geriatric care organization in the Southeast. Designed and directed the development of a comprehensive, \$40 million program, *The Pathways Project*, for Alzheimer's victims and caregivers. Conducted demographic and market analyses and surveys to promote expansion of organization. Prepared grant proposals, securing \$7 million in federal and \$800,000 in state grants. Performed research and wrote a major national analysis of case management.

Abt ASSOCIATES, INC.
Cambridge, Massachusetts

1983 - 1988

Senior Health Analyst

Designed and directed health services research and evaluation projects for a social science research and consulting firm. Designed and managed the National Medicare Home Health Agency Prospective Payment demonstration, designed to operate in 120 agencies in 10 states. Designed, implemented and managed the Medicare home health quality project, redesigning Medicare's quality assurance process. Directed sub-acute care and hospital case-studies for a national evaluation of Medicare's hospital prospective payment system. Provided private sector research and consultation, including long-term insurance product design and analysis of health sectors. Conducted planning and analysis in health care financing in developing countries, developing multi-year financing plans and analysis of health care systems.

THE HELLER SCHOOL, BRANDEIS UNIVERSITY
Waltham, Massachusetts

1979 - 1983

Research Associate

Conducted foundation-supported research on the costs of ambulatory care. Designed and conducted study of resource use of patients with differing social and health problems in teaching hospitals and ambulatory health clinics. Produced articles on various national health issues and co-edited a book on ambulatory health care costs. Served as teaching assistant in national health policy.

DEPARTMENT OF HEALTH AND HUMAN SERVICES
Washington, D.C.

1969 - 1979

Career Progression

-Senior Analyst and Program Manager, Health Care Financing Administration 1977 - 1979
-Policy Analyst, Office of Assistant Secretary, Planning and Evaluation 1973 - 1977
-Executive Assistant to Director, Office of Nursing Home Affairs 1971 - 1973
-Program Analyst, Medicaid Program 1969 - 1971

HEALTH CARE FINANCING ADMINISTRATION

JUDITH K. WILLIAMS, Ph.D.

Policy Analyst/Branch Chief

Served as the agency's primary long-term care policy analyst. Responsible for furthering the home health policy agenda. Developed a new long-term care demonstrations and evaluation division. Prepared a major report to Congress on Medicare and Medicaid home health services which led to new home care amendments. Designed, developed and implemented innovative projects with states, providers and other agencies, evaluating projects' progress and results. Coordinated and chaired proposal review process.

OFFICE OF THE ASSISTANT SECRETARY FOR PLANNING AND EVALUATION

Policy Analyst

Developed innovative analytic approach to programs and policies for the aged and disabled. Wrote papers that served as blueprints for state and local demonstrations. Designed and conducted studies for Secretary's Task Force on Disability and Long Term Care, working with universities and government programs. Wrote groundbreaking paper on community care of the elderly.

OFFICE OF ASSISTANT SECRETARY OF HEALTH

Executive Assistant to the Director, Office of Nursing Home Affairs

Coordinated regulatory and policy initiatives for Presidential program to improve nursing home care. Prepared reports, briefings and testimony for Congress and the public. Served as liaison with congressional and provider groups, the press and consumer groups.

CENTER FOR MANPOWER POLICY STUDIES

1968 - 1969

The George Washington University
Washington, D.C.
Research Assistant

Conducted research for and prepared drafts for a book on the federal poverty program.

OFFICE OF ECONOMIC OPPORTUNITY

1967 - 1968

Atlanta, Georgia
Community Action Program Field Representative

Assisted with community development projects in low-income areas of Florida.

PEACE CORPS

1964 - 1966

Rio de Janeiro, Brazil
Volunteer

Served as a public health and community development worker in urban slums.

CURRENT COMMUNITY ACTIVITIES

Chair, Santa Fe County Health Policy and Planning Commission
Member, Santa Fe County Corrections Advisory Committee
Immediate Past President, current member and program chair, League of Women Voters of Santa Fe County
Member and Program Chair, Board of Directors, League of Women Voters of New Mexico
Member, REACH Community Leadership Team, La Familia Medical Center

Carolyn Roberts, MSN, RN
3692 State Highway 14
Santa Fe, NM 87508-8063
505-471-2169

EDUCATION

Master of Science in Nursing: May, 1991. The University of New Mexico, Albuquerque, NM.
Clinical specialty: Family nurse practitioner.
Bachelor of Science in Nursing: May, 1987. The College of Santa Fe, Santa Fe, NM.
Diploma in Nursing: Sept., 1968, Presbyterian St. Luke's Hospital School of Nursing, Chicago, IL.
Additional course work at Iowa Wesleyan College: 1965-66, 1971-72, Mount Pleasant, Iowa.

EMPLOYMENT

5/2013- present: Continuing Education Coordinator for NMNA Accredited Approver Unit.
5/01—5/2013: Executive Director of New Mexico Nurses Association and NM Nurses Foundation.
11/08 – 01/2010: Nurse Practitioner for Evercare-NM, Albuquerque, NM.
6/95 - 5/2002: Clinical Director and FNP for The College of Santa Fe Health Services, Santa Fe, NM.
8/91 – 8/97: Clinical Director and FNP for St. John's College- Santa Fe, Santa Fe, NM.
5/95 – 8/00: Locum Tenens nurse practitioner for Robert A. McCormick, MD. Santa Fe, NM.
1993 – 1996: Locum Tenens nurse practitioner for Pecos Valley Medical Center, Pecos, NM.
5/94 – 8/95: Locum Tenens nurse practitioner for Santa Fe Family Health Center, Santa Fe, NM.
5/91 – 6/94: Family nurse practitioner, Rodeo Family Medicine, Santa Fe, NM.
6/88- 10/90: Staff nurse in Maternal/ Child Department, St. Vincent Hospital, Santa Fe, NM.
10/81 – 6/88: Visiting Nurse Service: 5 years a team leader, 18 mo. the Quality Assurance person, and 1 year the "opening nurse."
9/75 – 1/82: Pediatric office nurse, Lawrence Shandler, MD. Santa Fe, NM.
6/73 – 1/76: Staff nurse St. Vincent Hospital in OR, NBN, and Med. surg. Santa Fe, NM.
2/73 – 5/73: Staff nurse, CCU, Henry County Memorial Hospital, Mt. Pleasant, IA.
5/72- 8/72: Clinical Director, Planned Parenthood, Burlington, IA.
11/69- 3/72: Head Nurse, Mental Health Institute, Mount Pleasant, IA.
3/69 – 10/69: Staff nurse, ICU and Relief supervisor, Deborah Hospital, Browns Mills, NJ.
12/68 – 2/69: Staff nurse, Presbyterian-St. Luke's Hospital, Chicago, IL.

PROFESSIONAL ACTIVITIES

2009- Keynote speaker to the Korean Nurses Association "Development of Korean Advanced Nurse Practitioners' System through Cases in the United States," 12/17/2009, Seoul, Korea.
2003- 2013: New Mexico Center for Nursing Excellence board of directors, and serving on the Nursing Excellence Awards committee, the Research Committee, and the Education Committee.
2006-2008 New Mexico Organization of Nurse Executives Board of Directors

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2007: HM17 Nurse recruitment and retention taskforce

2006: NM Higher Education Department Task Force on Nursing Education

2005: NM Dept. of Health, Health Workforce Roundtable

2005: SJM37 Task force on Patient Safety and Nurse Staffing

2004- 2011 Board of Nursing's Advanced Practice, and Nursing Practice- Advisory Committees

2004-2007, 2010-2012: Santa Fe Community College Nursing Education Advisory Committee member

2003-2004: Governor's Comprehensive Statewide Health Plan Task Force

2003: Governor's Task Force on Health Care Reform

2002: New Mexico Board of Nursing, Nursing Practice Act Sunset Review Task Force. NM Board of Nursing Multistate Licensure Compact Task Force.

1994 – 2001: Faculty Clinical Associate in the College of Nursing, University of NM, Albuquerque, NM.

1994: Award for Excellence by the American Academy of Nursing Practitioners.

1993-94: Member, Financial Access Task Force of the New Mexico Health Policy Commission.

1986- present: NM Nurses Association: Member; Treasurer 2000- 5/01; Secretary 1991-95; Board member 1988-1991; Co-Chair of Government Relations committee 1990-92; Chair of GR Committee 1992-1999. NMNA District 2 member 1986-present; Board member 1993-present, President 1999-2008.

1986 to 1996: Nurses Political Action Committee Treasurer, Registered lobbyist 1993- 1997 for NPAC.

2001-2012: Registered lobbyist for NMNA.

1990-2004: NM Nurse Practitioner Council: Member, Chair of legislative committee 1995-97.

1988 to 2002: Sigma Theta Tau, International Honor Society of Nursing, 1988 to 2002.

1994 to 2003: American College of Nurse Practitioners founding charter member.

1968 to present: Rush-Presbyterian St. Luke's Alumni Association.

LICENSES

Registered nurse R12461, New Mexico, expires 2/28/2015.

Certified by the American Nurses Credentialing Center, 1991-96, recertified 1996-2001, 2001- 2006, and 2006-2011 as a Family Nurse Practitioner.

NM Controlled Substance Registration number, expired March, 2011.

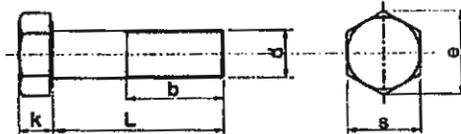
U.S. Drug Enforcement Administration Controlled Substances Registration number expired March, 2012.

PUBLICATIONS

"Preventing Violence through Primary Care Intervention," Nurse Practitioner, Aug., 1992, with Janet Quillen, Dr. P.H.

"Preventing Violence," Society of Pediatric Nurses News, Aug. 1994 (Abstract of above.)

"Hallmarks of 33 years in Nursing," New Mexico Nurse, Fall, 2001.



sigrid hannah mabel

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sigridmabel@gmail.com

Guiding Principle

I believe in pooling people, ideas, and resources to achieve the unlikely.

Experience

United States Army

Assisted in the logistical drawdown of forces in Iraq. As Container Control Officer, I worked with subsidiary units as well as Army Transportation elements, Naval shipping support, and Coast Guard customs agents to choreograph strategic movement of equipment out of country, either for re-allocation to forces in Afghanistan or return to home station.

In my role as Facilities Manager for 427-bed LSA, including transient lodging, I worked with contracted entities for repairs and maintenance, fire safety, battle damage assessment, and scheduled inspections. I assigned, managed and moved over 900 soldiers during my term and housed several top-level VIP visitors, including individuals on discreet state missions.

Fort Collins Force

Created the organizational culture for fundraising through youth development. As youth coordinator, I created outreach programs, recruiting initiatives, and built mentorship capacity for the semi-professional soccer team in Fort Collins, CO. These relationships with community members developed the next generation of women soccer players, and afforded young girls the opportunity to play at the collegiate level.

Education

Institute of American Indian Arts/Santa Fe University of Art and Design/Santa Fe Community College

Bachelor of Fine Arts student, entering studio-intensives. Work selected for *Harvest* and *Materialize!* shows, and acted as preparator for both exhibitions. Installed the *Snow Poems* community art project at 40 locations in Santa Fe; *Re:Mike* event designer; student representative at *Littlelobe: Art as Social Action* workshop, SGA senator for Art and Design Department, board member of President's Smoking Task Force, student representative at faculty Gay-Straight Alliance, Dean's List, President's List, Phi Theta Kappa, Society of Leadership, Golden Key Society.

Skills

As a deployed service member, I demonstrate the ability to do cross-level and inter-service coordination in extreme environments under severe duress. A background in maintenance equips me with special respect and insight for using procedural discipline and communication to achieve the best possible outcomes. In my capacity as coach, youth mentor, community educator, and student body representative, I convey purposeful leadership for alliance building. More recent pursuits in the arts render a systematic approach to good design and function with an aesthetic sensibility, and formal education provides office tool mastery and consideration for protocols.