



**Date:** April 2, 2025  
**To:** Alan Webber, Mayor  
**Via:** Regina Wheeler, Public Works Department Director  
**From:** Sean Moody, Capital Projects Manager

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**ITEM AND ISSUE:**

Appointment of nine new members to the capital improvements advisory committee.

**BACKGROUND AND SUMMARY:**

The committee consists of a total of nine (9) members. The mayor and each city councilor appoint one member. Members are not required to be city residents.<sup>1</sup> Not less than forty percent of the membership of the committee must be representative of the real estate, development or building industries (the "Industry"). No members shall be employees or officials of a municipality or county or other governmental entity.<sup>2</sup>

The following nine applicants have expressed interest in serving on the committee:

Dennis Brandon	AICP-certified planner; healthcare consultant; financial analyst
Miles Conway	Former CIAC member. Exec Officer - SFAHBA
Oralynn Guerrerortiz	Former CIAC member. Civil engineer
Mark Mitchell	Business development consultant
Jennifer Salimbene	Planning consultant
Bob Schaevitz	Planning & development including impact fee analysis
Deb Self	Corporate and art law. Gallery owner
Russell Stowers	Healthcare
Daniel Strongwater	Design & environment

Applicants' transmittals and professional résumés, and a map showing where applicants reside or own property locally, are attached. *Councilors' nominations are not restricted by this list.*

Each of the candidates meets the eligibility requirements of an individual member. However, the committee will only meet statutory requirements if not less than forty percent of the membership is representative of the Industry. Of the nine applicants listed above,

- i) Four of the applicants may be considered representative of the Industry:
 

Miles Conway	Jennifer Salimbene
Daniel Strongwater	Oralynn Guerrerortiz

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<sup>1</sup> Section 6, Resolution 2003-86.  
<sup>2</sup> Paragraph B. of Section 5-8-37 NMSA 1978



ii) Four applicants may be considered *not* to be representative of the Industry:

Dennis Brandon  
Mark Mitchell

Deb Self  
Russell Stowers

iii) One applicant, Bob Schaevitz, may be considered in either category, since a portion of his career has been spent in the development industry, yet he is now retired from the profession.

A committee composed of the nine applicants listed above would meet the statutory threshold.

**ACTION REQUESTED:**

Staff requests that the governing body select nine candidates for appointment by the mayor to the capital improvements advisory committee.

**ATTACHMENTS:**

List of applicants

Map of applicants' local residences or properties

Applicant Name	Industry <sup>1</sup>	Education	Notes
Dennis Brandon	No	MS - Ohio State University	AICP-certified planner; healthcare consultant; financial analyst
Miles Conway	Yes	Colorado Mountain College	Former CIAC member. Exec Officer - SFAHBA
Oralynn Guerrerortiz	Yes	MS - Arizona State University	Former CIAC member. Civil engineer
Mark Mitchell	No	BFA - Rhode Island School of Design	Business development consultant
Jennifer Salimbene	Yes	BA - Sam Houston State University	Planning consultant
Bob Schaevitz	(Former)	MA - University of Pennsylvania	Planning & development including impact fee analysis
Deb Self	No	LL.M. - UC Berkeley M.A.- Classics - St. John's	Corporate and art law. Gallery owner
Russell Stowers	No	MHA - University of New Mexico	Healthcare
Daniel Strongwater	Yes	BS - Cornell	Design & environment

<sup>1</sup> Indicates whether the candidate is representative of the real estate, development or building industries. Not less than forty percent of the membership of the advisory committee must be representative of those industries.

-----Original Message-----

From: Dennis Brandon [REDACTED]  
Sent: Friday, February 21, 2025 7:30 AM  
To: QUINTANA, ERIKA F. <efquintana@santafenm.gov>  
Subject: Interest in Capital Improvements Advisory Committee

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Greetings,

Having read your notice seeking volunteers to provide input for city capital improvements, I am forwarding my resume for consideration. Since visiting New Mexico in 1989, my wife and I frequently spent time here, buying our home in 2017 and moving here full time in 2022.

Our love for Santa Fe is reflected in supporting a number of local organizations. We believe the spirit of place here reflects the harmony that is embedded in our unique culture and the beauty and wonder that Northern New Mexico embodies.

My interest in this committee stems from a belief that capital improvements should go beyond fixing and upgrading the physical environment. Choices made on how to allocate scarce financial resources also contribute to social justice and environmental sustainability.

I have served on a number of community boards and committee, an outgrowth of my training and profession as a city planner and urban designer. As a principal for NBBJ a global design firm, I lead teams responsible for multi-million dollar construction projects.

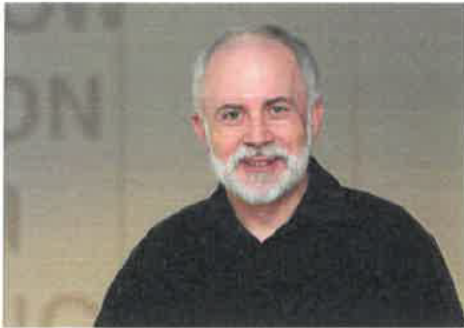
If a possible candidate for this committee, I would like to learn more about the duties required and look forward to hearing from you.

Dennis A. Brandon AICP

[REDACTED]  
[REDACTED]  
[REDACTED]

Resume attached

Dennis A. Brandon, AICP  
Founder Brandon New Horizons, LLC



Dennis has over 30 years of experience in practice leadership, strategic urban, healthcare and higher education consulting. Trained as a city and regional planner, his strengths include proven ability to rapidly assess an organization's issues and coach leadership on how to achieve a successful new strategic direction. He has built an extensive track record of resolving complex land, urban and campus issues interacting with planners, practitioners and subject matter experts. Dennis is a sought after strategic thinker, marketing strategist, and land, campus and facility planner.

At NBBJ he was instrumental in launching and sharing the leadership in the global consulting practice which generated projects with annual multi-million dollar fees and resulted in many downstream design opportunities. The scope of NBBJ's consulting encompassed campus master planning, site and facility master plans, strategic asset assessments, facility programming, medical and scientific equipment programming and workplace transformation.

#### Certifications

- American Institute of Certified Planners (AICP)
- Certified Healthcare Consultant (CHC)
- Financial Analyst, United States Army Reserve

#### Teaching and Speaking Engagements

- Co-Coordinator for Knowlton School and MORPC Insight Academy 2050
- Guest Lecturer and Instructor, The Knowlton School, The Ohio State University
- Critique Presenter, McGill University, Montreal, Quebec
- Presenter, Public Private Partnership Models, National Health Service, London
- Global Healthcare Trends and Models for P3, Turkish Ministry of Health, Ankara and Istanbul
- AAMC Article: Replacing an Academic Medical Center Hospital – the Billion Dollar Question, Medical University of South Carolina, Charleston SC
- Success Factors in Developing Medical Research University Master Plans, SCUP, Toronto
- Team Captain, Baylor College of Medicine Global Initiatives Hackathon, Houston TX
- Multiple CEO Forums, Health Research & Development Institute

# Dennis A. Brandon, AICP

## Founder Brandon New Horizons, LLC

### Education

- Master of City & Regional Planning, The Ohio State University
- Bachelor of Arts, Political Science, Miami University

### Organizations

- Contributor, Santa Fe Conservation Trust
- The Nature Conservancy
- Contributor, The Horse Shelter
- Contributor, The Santa Fe Opera
- Member, Northern New Mexico Horsemen's Association
- Member & Contributor, Chuck Wagon Trail Riders
- Member & Contributor, Caza Ladron Hunt
- Member St. Catherine's Historic Neighborhood Association
- Past President, Alumni Board of Governors The Knowlton School, The Ohio State University
- Past Board of Trustees, German Village Society, Columbus Ohio
- Past Board of Trustees, Rocky Fork Headley Hunt, Gahanna Ohio
- Past Board of Trustees, Hound and Wildlife Habitat Welfare Fund
- Past Member, American College of Healthcare Executives
- Past Member, American Association of Healthcare Consultants
- Past Member, Clintonville Area Commission, Chair Planning & Zoning

### Prior Positions

- Principal and Director of Planning Services NBBJ
- Senior Planner, Deloitte
- Vice President, GMK Healthcare
- Neighborhood Planner and Economic Development Specialist, City of Columbus Ohio Department of Development

### Recent Project Experience as Brandon New Horizons

Central Ohio Chapter Girl Scouts of America, environmental assessment, master plan, and STEM funding strategy for historic camp

Public Private Partnership Phase Two Development of Campus Master Plans for Major New Academic Medical Centers, Istanbul Turkey | International Advisor to NKY Architects and Engineers

Dennis A. Brandon

Dennis A. Brandon, AICP  
Founder Brandon New Horizons, LLC

Historic Swisher Hotel Redevelopment, Somerset Ohio | Owner Advisor

Buddhist Temple Rezoning and Site Design, Central Ohio | Owner Advisor

Realm Collaborative New Enterprise and Marketing Strategy, Urban Planning & Landscape Design | Owner Advisor

Pharmaceutical Distribution Company Sustainability Study, Columbus, Ohio | Owner's Program Manager

OBEGI/Lebanese American University, Redevelopment Feasibility Study, Byblos Lebanon | Lead Planner

**Project Experience with Other Firms**

Advisor to Mayors of Hilliard and Gahanna for election strategy and economic development

Contract Planning Consultant, Dublin, Hilliard, Gahanna, Worthington Ohio | Lead City Planner

Louisiana State University Campus Master Plan, Baton Rouge | Principal in Charge

Stanford University Master Plan Marketing, Stanford CA | Sales Team Coach

Case Western University Urban Design Study Marketing, Cleveland OH | Sales Team Coach

St Jude's Children's Research Medical Center Master Plan Marketing, Memphis TN, Sales Team Coach

Baylor College of Medicine Long-Term Facilities Master Plan Houston, TX | Healthcare Planner

American University of Beirut Medical Center, Beirut, Lebanon | Co-Principal in Charge

- Campus Master Plan & Functional Programming
- Academic Clinical Center
- New Medical Complex

Lehigh Valley Muhlenberg Hospital, Emergency Department Allentown, PA | Principal in Charge

Lehigh Valley Cedar Crest Lobby Functional Reorganization and Renovation, Allentown, PA | Principal in Charge

Southeast Louisiana Veterans Health Care System Replacement Medical Center

New Orleans, LA | Healthcare Planner

The Heart Center of Greater Cincinnati at The Christ Hospital Replacement Hospital, Master Site, and Facilities Plan Cincinnati, OH | Principal in Charge

Louisiana State University - Baton Rouge, Master Plan Baton Rouge, LA | Principal in Charge

Medical Center of Louisiana at New Orleans (MCLNO), Master Plan New Orleans, LA | Principal in Charge

The Cleveland Clinic Foundation, Glickman Tower Cleveland, OH | Healthcare Planner

Chalmers P. Wylie Veterans Administration Ambulatory Care Facility, Columbus, OH | Healthcare Planner

Dennis A. Brandon, AICP  
Founder Brandon New Horizons, LLC

St. John Providence Park Hospital Novi, MI | Healthcare Planner

McGill University Health Centre, Site Development and Conceptual Plan Montreal, Canada | Principal in Charge

Memorial Hermann Southwest Hospital, Heart Services Operational Study Houston, TX | Principal in Charge

Medical University of South Carolina Ashley River Tower, Clinical Facilities Plan, East Wing Addition, Children's Hospital and Teaching Facility, Vascular Center Site Selection, Programming, Operational Assessment Charleston, SC | Principal in Charge

ProMedica North Region, Strategic Master Plan Adrian & Tecumseh, MI | Principal

University of South Florida Health and Education Center Tampa, FL | Principal in Charge

The Research Institute at Nationwide Children's Hospital, Research Building II Columbus, OH | Healthcare Planner

Children's Mercy Hospitals & Clinics, Research & Clinical Building Kansas City, MO | Healthcare Planner

McKee Medical Center / Banner Health System Facilities Master Plan and Functional and Space Program Loveland, CO | Healthcare Planner

North Colorado Medical Center / Banner Health System Facilities Master Plan and Functional and Space Program Greeley, CO | Healthcare Planner

Tzu Chi Foundation Cancer Center, Master Plan and Programming, Three New Hospitals Taipei, Taiwan | Healthcare Planner

Winship Cancer Institute at Emory University Programming and Operational Assessment Atlanta, GA | Healthcare Planner

H. Lee Moffitt Cancer Center & Research Institute/University of South Florida Growth Strategy Plan, Inpatient Tower, Vincent A. Stabile Research Building and Moffitt Clinic Building, Master Plan Update, Master Plan, Tampa, FL | Healthcare Planner

Dogus Maslak Development/Cleveland Clinic Istanbul, Master Plan, Programming, Operational Assessment, Staff Planning Istanbul, Turkey | Lead Programmer / Strategist

SUNY Syracuse, Health Science Center Campus & Facility Master Plan Syracuse, NY | Healthcare Planner

Nationwide Children's Hospital, Location Feasibility Study, Mid-Term Planning Study, Master Plan Update, Programming / Operational Assessment, East Addition, Master Plan Denver, CO | Strategic Planner

Defiance Hospital / ProMedica Health System Programming & Operational Assessment Defiance, OH | Healthcare Planner

Bay Park Community Hospital / ProMedica Health System Programming & Operational Assessment, Oregon, OH | Healthcare Planner

Woodwinds Health Campus, Replacement Hospital & MOB Woodbury, MN | Healthcare Planner

Dennis A. Brandon, AICP  
Founder Brandon New Horizons, LLC

Memorial Mission Medical Center/St. Joseph's Hospital Strategic Assessment, Master Plan, Operational Assessment Asheville, NC | Healthcare Planner

East Ohio Regional Hospital, Conceptual Design Study Martins Ferry, OH | Principal in Charge

SUNY Upstate Medical University, Master Plan Syracuse, NY | Healthcare Planner

Bromley Hospital Design Competition

Design Competition & Operational Assessment London, London, England | Project Manager

St. Ann's Facility, Master Plan Westerville, OH | Principal in Charge

Great River Medical Center, Replacement Facility Replacement Study & Operational Assessment West Burlington, IA | Principal in Charge / Healthcare Planner

The Maria Fareri Children's Hospital, Trauma Center at Westchester Medical Center Valhalla, NY | Healthcare Planner

Medical College of Ohio Campus, Facilities Assessment, Surgery Functional & Space Program, Surgery Redesign Toledo, OH | Healthcare Planner

The Ohio State University Medical Center, Vision Plan 2010 Columbus, OH | Project Manager

Mount Carmel East Hospital, Master Site Development Plan Columbus, OH | Project Manager

Presbyterian Health System Master Plan Albuquerque, NM | Healthcare Planner

Genesys Regional Medical Center Replacement Facility Grand Blanc, MI | Medical Planner

Celebration Health, Freestanding Facility, Master Plan, and Programming Orlando, FL | Project Manager / Planner

Rainbow Babies and Children's Hospital, Horvitz Tower, Bed Tower Programming & Operational Assessment Cleveland, OH | Healthcare Planner

Oakwood Health System, Master Plan Programming Dearborn, MI | Principal in Charge

Nationwide Children's Hospital, Site and Facilities Master Plan Columbus, OH | Healthcare Planner

Overland Park Regional Medical Center, Master Plan and Rezoning Overland Park, KS | Project Manager

The Toledo Hospital/ Flower Hospital / ProMedica Health System Master Planning, Programming, Operational Assessment, Toledo, OH | Principal in Charge

Koo Foundation Cancer Center, Programming Taipei, Taiwan | Healthcare Planner

Roswell Park Cancer Institute, Site & Facilities Master Plan Phase 1 Major Modernization Buffalo, NY | Project Manager

Kentucky Lions Eye Foundation Research Institute, Clinic Expansion / University of Louisville Louisville, KY | Programmer

**Dennis A. Brandon, AICP**  
**Founder Brandon New Horizons, LLC**

**Carolinas Medical Center Pediatric, Hospital Programming Charlotte, NC | Project Manager**

**Community Hospital South, Precept Plan Indianapolis, IN | Project Manager**

**Cabell Huntington Hospital, Master Plan and Programming Huntington, WV | Project Manager**

**Grant Medical Center, Development Plan Columbus, OH | Project Manager**

**Medical College of Georgia Research Center, Laboratory Programming, Hospital and Clinics Master Plan, Healthcare Consultant for Children's Medical Center, Allied Health Services Nursing Building Planning/ Programming, Ophthalmology Practice Programming Augusta, GA | Principal in Charge**

**Vermont Academic Medical Center, Master Plan Burlington, VT | Healthcare Planner**

**Maine Medical Center, Master Plan Portland, ME | Healthcare Planner**

**Kosair Children's Hospital / Alliant Health System Children's Research Institute Feasibility Study**

**Louisville, KY | Healthcare Planner**

**Nassau County Medical Center, Facility Audit Nassau County, NY | Healthcare Planner**

**Indian River Hospital, Master Plan Central FL | Healthcare Planner**

**Arkansas Children's Hospital, Board Evaluation Little Rock, AR | Healthcare Planner**

**Oregon Health Science University, Master Plan Portland, OR | Healthcare Planner**

**Our Lady of Mercy Medical Center, Workload Projections Bronx, NY | Healthcare Planner**

**Texas Children's Hospital, Programming Houston, TX | Healthcare Planner**

**Arabian Medical Services & Facilities Reuse Assessment Hofuf, Kingdom of Saudi Arabia | Healthcare Planner**

**Camden Healthcare Nursing Home, Feasibility Study Camden, SC | Healthcare Planner**

**District of Columbia Department of Corrections Treatment Facility Planning / Programming, Washington, D.C. | Healthcare Planner**

**Alliant Health System Center for Cancer Treatment and Research Predesign Louisville, KY | Healthcare Planner**

**Sparrow Regional Cancer Center, Planning/Programming Lansing, MI | Principal in Charge**

**The Mountainside Hospital, Site and Facility Master Plan Montclair, NJ | Project Manager**

**Bay Medical Center, Master Plan Bay City, MI | Principal in Charge**

**Richland Memorial Hospital Center for Cancer Treatment and Research Columbia, SC | Healthcare Planner**

**Richland Memorial Hospital, Neonatal Intensive Care Unit and Newborn Nursery Columbia, SC | Healthcare Planner**

Dennis A. Brandon, AICP  
Founder Brandon New Horizons, LLC

Chester County Hospital and Nursing Center, Addition and Renovation Chester, SC | Healthcare Planner

Boston Children's Hospital, The Harvard School of Medicine Technology Plan Boston, MA | Healthcare Planner

Savannah Oncology Center Savannah, GA | Healthcare Planner

Myrtle Beach Oncology Center, Programming and Planning Myrtle Beach, SC | Healthcare Planner

Columbia Arthritis Center Columbia, SC | Healthcare Planner

Richland Memorial Hospital Adult Critical Care Columbia, SC | Healthcare Planner

Red Cross Central South Carolina Chapter Headquarters Columbia, SC | Healthcare Planner

McCormick County Nursing Care Facility McCormick, SC | Healthcare Planner

University of South Carolina Eye Institute Columbia, SC | Healthcare Planner

Shriners Hospital for Crippled Children Greenville Unit Greenville, SC | Healthcare Planner

Integrated Healthcare Systems Chester County Hospital, Facility Evaluation Chester, SC | Healthcare Planner

Wesley Long Community Hospital, Master Plan Greensboro, NC | Healthcare Planner

Upstate Medical University, Campus and Facility Master Plan Syracuse, NY | Healthcare Planner

Kershaw County Memorial Hospital, Master Plan Camden, SC | Healthcare Planner

University of Kentucky Medical Center, Master Plan and Programming Lexington, KY | Project Director

Oakwood Health Services Corporation

Strategic Space Programming, Facility Planning, and Priority Project Programming, Dearborn, MI | Project Manager

Saint Anthony Hospital Same-Day Surgery Columbus, OH | Healthcare Planner

Saint Anthony Hospital, Site Expansion Master Plan Columbus, OH | Healthcare Planner

Markey Cancer Center, Lexington, KY | Healthcare Planner

Hilliard Northwest Medical Center, Ambulatory Care Facility, Shaver Medical Centers Hilliard, OH | Healthcare Planner

## MOODY, SEAN X.

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**From:** Miles Conway [REDACTED]  
**Sent:** Monday, February 24, 2025 5:10 PM  
**To:** MOODY, SEAN X.  
**Cc:** QUINTANA, ERIKA F.  
**Subject:** Re: Capital Improvements Advisory Committee

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May I simply reply "YES!" I would love to continue serving in this role - recommending CI projects for adoption by the governing body.

*Miles D. Conway*  
505-455-2853 Cell  
[Follow](#) | [Friend](#)

On Mon, Feb 24, 2025 at 4:04 PM MOODY, SEAN X. <[sxmoody@santafenm.gov](mailto:sxmoody@santafenm.gov)> wrote:

Hello! I wanted to make sure each of you as a previous committee member is aware that the committee is being resurrected. Your expression of interest in serving would be most welcome.

### [Public announcement](#)

You may reach out to any of the city's elected officials for sponsorship, or you may apply with no named sponsor. Nine members will be nominated, one by each councilor, one by the mayor.

Any questions please contact me directly; otherwise please transmit email or letter of interest by February 28<sup>th</sup> through Erika Quintana (copied) in the City Clerk's office.

Any supporting materials can be submitted after that date.

Thank you!

Best regards,

Sean

Sean Moody

Capital Projects Manager

Public Works Department

City of Santa Fe

505.955.6931

# Miles D. Conway

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## **WORK EXPERIENCE: 2000 to Present**

**Executive Officer**  
**Santa Fe Area Home Builders Association**  
**2020-Present**

**Fundraising, Communications, and Operations Coordinator**  
**New Energy Economy**  
**Santa Fe, NM 2018 - 2020**

**Communications and Mobilization Coordinator**  
**AFSCME Council 18 - American Federation of State, County and Municipal Employees**  
**2012-2018**

**CWA-NM Political / Communications Coordinator**  
**Communications Workers of America,**  
**Santa Fe, NM, 2004-2012**

**Lead Organizer**  
**State Employee Alliance Communications Workers of America Local 7076**  
**Santa Fe, NM, 2003-2004**

## **OTHER WORK EXPERIENCE AND COMMUNITY SERVICE**

**Santa Fe Habitat for Humanity, Board**  
**Santa Fe, NM 2023-Present**

**New Mexico Interfaith Housing, Board**

**Santa Fe, NM 2023-Present**  
**City of Santa Fe Capital Improvements Advisory Committee**  
**Santa Fe, NM 2021-2023**

**City of Santa Fe Business and Quality of Life Committee**  
**Santa Fe, NM 2015-2017**

**Fly-Fishing Instructor  
Santa Fe, NM 1999-2001**

Taught fly fishing and fly tying to a youth group ages 5-15 during AmeriCorps National Service work.

**Program Manager  
Warehouse 21 Santa Fe Teen Art Center  
Santa Fe, NM 2000-2003**

**Fundraising Committee  
Chainbreaker Collective  
Santa Fe N.M. 2009-2012**

**The Alliance for Land and Culture's "Santa Fe Healing Gardens" Prince Park  
Santa Fe, NM 2001-2003**

**Tow Truck Driver  
Reliable Towing  
Santa Fe 1998**

**Acequias De Las Joyas Farm Project,  
Santa Fe, NM 1996-98**

**EDUCATION:**

2006	Southwest Organizing School, Advanced Steward Training
2004	CWA Stewards Training
2003	AFL-CIO Organizing Institute
1994-1995	Colorado Mountain College
1990-93	Colorado College, Focus: Southwest Studies, Creative writing

**References available upon request**

**Robin Gould**

Staff Representative at Communications Workers of America

I was Miles' direct supervisor several years ago. He worked as our office manager, communications director, and political coordinator in CWA Local 7076. At that time I was the President of the Local. Miles was willing to take on any challenge. He left for promotional opportunities, which we could not offer.

**U.S. Congresswoman (at time) Debra Haaland**

I have had opportunities to work alongside Miles during many campaigns. Although we were not coworkers, I am greatly familiar with his skills, talents, and work ethic. Miles is extremely dependable. His intelligence is obvious, and his creativity has no end. Miles is a joy to work with on any project.

## ORALYNN GUERRERORTIZ, PE



### EDUCATION

M.S. Civil Engineering – Arizona State University, Tempe, AZ  
December 1989. Emphasis: Water Resource Engineering  
B.S Geology – University of California, Los Angeles, CA – June 1984

### TECHNICAL REGISTRATION

Arizona: Engineering/Civil License No. 26345; Geology License No. 27700  
New Mexico: Professional Engineer License No. 12688  
Colorado: Professional Engineer License No. 36346

### EXPERIENCE

#### PRESIDENT

2/00 – Present

#### Design Egnuity, Santa Fe NM

Prepares civil engineering plans including stream restoration, trails, road, drainage, grading, parking lots, parks, sewer and water plans for subdivisions, commercial, institution and community facility developments of 4 to 1500 lots, 4000 to 100,000 sf. Prepares and processes zoning, subdivision and commercial development permits through local government. Provides land development project management. Local projects include , Santa Fe River Greenway, Santa Fe Community College Main Entrance, Bishop's Lodge Hills, High Summit, La Pradera, Santa Fe New Mexican Production Facility, Romero Park, Hyatt Place Hotel, Family Dollar Store, NM National Guard 400 Meter Track, Rio Grande School expansion, LANL Foundation Headquarters, Elder Grace and Old Las Vegas Highway Sewer Extension, Tierra Contenta Phase 3A.

#### SUBDIVISION ENGINEER

3/95 – 2/00

#### Santa Fe County, Santa Fe NM

Director of the Development Review Division. Prepared technical and field reviews of all new developments within Santa Fe County. Final approval authority of all land divisions and subdivisions in the County. Wrote new regulations and served as an engineering expert to the Board of County Commissioners.

#### CIVIL ENGINEER

8/92 – 11/94

#### Greeley and Hansen, Phoenix AZ

Prepared conceptual design plans for a 200-mgd reclaimed water underground storage and recovery facility including pump stations and conveyance pipeline. In charge of pilot percolation testing, hydrogeology investigations, and acquiring all necessary permits. Developed public participation program and gave numerous presentations. Prepared stormwater pollution prevention plans. Prepared sludge facility design plans for 150-mgd wastewater treatment plant.

#### CIVIL ENGINEER

8/89 - 8/92

#### A-N West, Inc., Phoenix AZ

Prepared groundwater resource evaluations and determined the potential of groundwater development of the San Carlos Indian Reservation and the Cibola Valley Irrigation and Drainage District. Prepared design plans, specifications and reports for wastewater treatment plants . Analyzed drainage conditions and designed flood control structures for sites varying in size from 5 to 4,900 acres. Prepared an environmental impact report for a 4,700-acre multi-use development. Provided land development project management.

#### ENGINEERING ASSISTANT

10/85 – 8/86

#### Construction Inspection & Testing Co., Phoenix AZ

Supervised drilling operations for residential and commercial soil investigations, percolation tests, and soil failure diagnostics. Some lab analysis and report preparation.

#### STAFF GEOLOGIST

7/84 – 7/85

#### Lockwood-Singh and Associates, Los Angeles CA

Geotechnical projects pertaining to slope stability, fault investigations, and seismicity. Responsibilities include geologic field investigations, literature reviews, and preparations of reports.

### Community Involvement

Tierra Contenta Board of Directors

1995- 2009

City of Santa Fe Parks and Open Space Advisory Commissioner

2008-2015

**From:** markm mitchellwest.com [REDACTED]  
**Sent:** Thursday, February 20, 2025 5:43 PM  
**To:** QUINTANA, ERIKA F. <efquintana@santafenm.gov>  
**Subject:** The Capital Improvements Advisory Committee is Seeking Members

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

**TO:**

Erika Quintana, Administrative Manager  
Office of the City Clerk, Santa Fe, NM

**RE:**

The City of Santa Fe, NM is seeking community-minded individuals to serve on the Capital Improvements Advisory Committee. The Committee provides review and comment on city-wide growth projections, on infrastructure improvements needed to accommodate growth, and on impact fees levied on new development. The Committee presents an annual report to the governing body including a progress report and an audit of impact fee revenues, expenditures and fund balances. Committee membership and activities are prescribed in State and City code.

**Qualifications:**

- I am not an employee or official of any governmental entity
  - I am not a representative of the real estate, development or building industries
  - I understand this participation is on a volunteer basis
- My residence is: 14 Tano Road, Santa Fe, New Mexico 87506  
- My resume with contact information is attached

**Letter of Interest**

Dear Erika,

I have been a resident of Santa Fe, New Mexico for about 10 years. I grew up in the Bronx, NY where I attended elementary, middle and high school. I graduated from the Rhode Island School of Design with a degree in Industrial Design. After serving in the US Army, I returned to NYC and started a Madison Avenue Advertising Agency which assisted many Fortune 500 and 100 corporations become more successful in their markets and expand into additional markets (please see my resume). Over that time I

lived in various areas of New York City and then in Hastings on Hudson, a small town about a 30 minute commuter train ride north of NYC. I have a son, Matthew, who also lives in Santa Fe. I recently married a prominent Santa Fe Interior Designer, Annie O'Carroll, who has been a resident of Santa Fe for over 30 years and has assisted many Santa Fe residents live more comfortable lives in beautiful homes.

I have a unique background in working together with individuals, businesses and complex entities to evaluate, communicate and achieve their objectives and growth goals. In addition, I am accustomed to working with and communicating with all levels of people in a wide variety of situations. I would look forward to serving Santa Fe, NM and assisting in the achievement of its goals. My contact information is in my resume.

Thank you for your consideration,

Mark

## Mark Mitchell

### Business Development, Marketing, Branding and Creative Services Consulting

#### Capabilities

##### Strategy

Development of business and creative strategies to gain market share, increase profits, introduce products or services, enter new markets, develop, enhance or reposition brands / products / services, create new divisions and goal setting. Also develop and execute internal communications strategies.

##### Creativity

Winner of over 30 major awards in marketing, advertising, promotion, design and film / video (awards list below).

Expert in the development of strong, desirable brands and successful, effective marketing, business and communications programs and tools that provide a clear edge over the competition.

Ability to provide expert creative and implementation services in virtually all media and technologies.

Out of the box solutions.

## Marketing

Marketing and business development expertise with broad, multi-industry experience from start-ups to the Fortune 100.

Ability to quick-study industries, markets and technologies and move programs up-to-speed and productive in a minimum of time.

Development of marketing and communications programs with the objective of creating customers that connect with products or services both logically and emotionally... customers who are active buyers, who recommend products or services and form long-term relationships with the brand.

## Brand Development and Management

Development of strong, desirable brands and brand strategies.

Logo design development and corporate identity implementation programs including internal communications, market roll-out and long term image maintenance.

Analysis of existing brands, brand repositioning strategies and programs.

## Executive Coaching

**Highly experienced entrepreneur, senior executive and management coach**

- Break through business barriers and levels
- Development of broader, more effective management skills
- Team building
- Better work-life balance
- Start-ups

## Awards

**Advertising Club of NY** - 2 ANDY Awards

**Art Directors Club of NY** - 3 AWARDS of MERIT  
THE ONE SHOW - GOLD Award

**Business and Professional  
Advertising Association** - ACE Award, 3 BEST TELLER Awards

**Direct Marketing Association** - CERTIFICATE of MERIT

**Art Direction Magazine** - 3 CERTIFICATES of DISTINCTION

**CINE / U.S. Government** - GOLDEN EAGLE AWARD for FILM

**International Film Festival of NY** - 2 GOLD AWARDS, 5 SILVER AWARDS

**Communication Arts Magazine** - 3 AWARDS of EXCELLENCE

**American Advertising Federation** - BEST OF NEW YORK  
Citation of Excellence

**Progressive Architecture Magazine** - Annual Advertising Award

**Advertising Club of Westchester** - 4 BIG W Awards

## Education

Rhode Island School of Design - BFA / Industrial Design

Certified Co-Active Business Coach

Over 500 hours of Personal Development courses and training

## Experience

### **MILLENNIUM COMMUNICATIONS, INC.**

Co-owner, president and creative director of an Advertising, Direct Marketing and Sales Promotion Agency with Fortune 100 and 500 clients located on Madison Avenue, NYC.

Responsibilities included: Overall management and development of creative and business services, new business development and client relationships.

Developed and directed strategic planning, competitive market position, market development, marketing / creative and communications strategies, branding programs, advertising, promotion, direct marketing and trade show programs for major corporations including:

American Airlines, American Express, Art in America Magazine, AT&T, Badische Corp, CBS Radio, Chevron, Citicorp,, Cunard, DuPont, Earth Shoes, Forbes Magazine, Hertz Corporation, Interior Design Magazine, Malden Mills, MasterCard International, Oxford Health Plans, Scitex, Smithsonian Magazine, Westpoint Pepperel.

Millennium Communications, Inc. was acquired by The Moorgate Group, an international marketing company, based in London.

### **UNITED STATES LEAD TESTING / PRO-TECT FRANCHISING**

As President, developed nationwide franchise in response to the opportunity created by new lead paint disclosure laws affecting 78% of all U.S. housing.

- Sourced and negotiated contract for the exclusive use of the markets most advanced portable lead testing equipment.
- Supervised legal team that secured franchise approval.
- Developed image and branding for the franchise sales division including all signage, promotional materials and marketing programs.
- Participated in the sale of 62 franchise units in the first year.
- Negotiated nationwide contracts with Century 21, ERA and Coldwell Banker real estate sales companies and national / regional home inspection companies as exclusive provider of lead testing services.
- Leader in sale negotiations of the parent company and franchise division to a holding company.

**MITCHELLWEST** - President / Owner

Business Development, Marketing, Branding, and Creative Services Consulting

MitchellWest serves start-ups, mid-size to large businesses in a wide range of product /service categories and markets. Services include business development strategies, all phases of marketing, branding, communications, a wide range of creative projects and executive coaching.

Clients:

**EZKR Certified Public Accountants** - Corporate, Non-Profit and Personal Accounting Services - Westchester, NY

**Farragut Square** - Premier Medical Industry Investment Consulting Services  
NYC / Washington, DC

**Keevily Spero Whitelaw** - Nationwide Insurance Sales and Services  
- Westchester, NY

**Phibro Animal Health Corp** - Feed and Medicinal feed additives for Poultry, Beef cattle, Dairy cattle, Swine to a broad range of nutritional specialty products worldwide (was Pfizer Animal Feed Division)  
- New Jersey

**Planet Data** - Nationwide eDiscovery Services for the Legal Industry, Corporations and Government - Westchester, NY

**Rakow Commercial Real Estate** - Commercial Leasing and Sales -  
Westchester, NY

**Thalle Industries** - Asphalt and Aggregate provider to NYC, Long Island, Westchester, NY and the Hudson Valley

**Westchester Business Council** - Consultant / Westchester, NY's largest Business Membership Organization

**Westchester Medical Pavilion** - Medical Offices Complex - Westchester, NY

**Santa Fe Business Incubator** - Santa Fe, New Mexico (Consulting)

**Mark Mitchell**

Business Development, Marketing, Branding and Creative Services  
Consulting



End

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February 26, 2025

Erika Quintana  
Administrative Manager  
Office of the City Clerk  
200 Lincoln Avenue  
Santa Fe, NM 87501

Dear Members of the Capital Improvements Advisory Committee,

I am writing to express my interest in serving as a member of the Capital Improvements Advisory Committee for the City of Santa Fe. As the owner of Santa Fe Permits, LLC, a land use company based in Santa Fe, I am deeply invested in the growth and development of our community. I believe my background and commitment to responsible development will allow me to contribute positively to the discussions and decisions related to the city's infrastructure needs and growth.

I have lived in Santa Fe County for several years and have a thorough understanding of the city's infrastructure needs and growth patterns. My experience in land use and development provides me with the knowledge to help address the challenges associated with city-wide growth projections and impact fees. As a member of this committee, I would be able to offer practical insights into the building industry's needs while ensuring that infrastructure improvements align with the city's long-term goals.

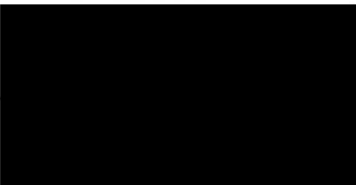
I am excited about the opportunity to assist in reviewing and commenting on the infrastructure required to accommodate growth and to provide oversight on impact fees for new development. I fully understand the responsibilities of the committee, including the preparation of the annual report and the audit of impact fee revenues and expenditures.

I meet the qualifications outlined in the City and State codes, specifically as a representative of the building industry. I would be honored to bring my experience and perspective to this important work and help guide the future growth of Santa Fe in a way that benefits the entire community.

Thank you for considering my application. I look forward to the opportunity to contribute to the development and success of Santa Fe.

Sincerely,

Jennifer Salimbene



## Jennifer Salimbene



### Professional Summary

Dynamic and results-driven Executive with extensive experience in Client Relations and Project Management. As an owner and leader, I am highly organized, a fast learner, and a strategic thinker with exceptional communication and problem-solving skills. I possess a strong track record of proactive leadership and have successfully managed multiple projects and cross-functional teams to achieve business objectives. Recognized for effectively handling complex challenges, fostering positive stakeholder relationships, and delivering results. My entrepreneurial mindset and ability to adapt to evolving business environments ensure growth and innovation in every aspect of my work.

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### Education

#### Bachelor's Degree

Sam Houston State University, Huntsville, TX  
Universidad Iberoamericana, Ciudad de México

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### Key Skills

- **Client Relations | Project Management**
  - **Proven Proactive Leadership**
  - **Strategic Planning & Business Development**
  - **Stakeholder Management** – Served as a liaison between vendors, financial institutions, customers, employees, and local businesses.
  - **Crisis Management & Problem Solving** – Recognized for successfully managing difficult situations and navigating complex challenges.
  - **Operational Oversight** – Managed multiple departments and played diverse roles to ensure smooth operations and team coordination.
  - **Data & Office Management** – Skilled in maintaining operational data, managing confidential information, and streamlining office processes for efficiency.
-

## Technical Skills

- **iMac, Microsoft Windows, Adobe**
  - **Web Design | Social Media | Google Suite**
  - **Artificial Intelligence (AI)** – Familiar with AI tools for project management, data analysis, automation, and customer relationship management. Proficient in utilizing AI-driven software to streamline operations, enhance client engagement, and inform strategic decisions.
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## Work History

### Principal

**Santa Fe Permits, LLC** — Santa Fe, NM

*2021 – Present*

- Owner and Principal of Santa Fe Permits, LLC, a leading land use consulting firm in Santa Fe.
- Specialize in comprehensive land use consulting, permitting, and project management services for developers, landowners, and government agencies.
- Collaborate with local government officials, developers, and other stakeholders to ensure smooth permitting processes and compliance with zoning laws.
- Provide expert guidance on land use applications, community planning, and zoning regulations.
- Representation, proposals, feasibility analysis and due diligence

### Executive Assistant

**Santa Fe Kia** — Santa Fe, NM

*2017 – 2019*

- Acted as a liaison between management and staff, providing project oversight, financial management, and customer service.
- Coordinated marketing campaigns, promotions, events, and handled day-to-day administrative support duties.
- Managed and streamlined internal communications and tasks using digital tools and AI-based management systems.

### Partner, Brand Executive

**House-Keeping!** — Dallas, TX

*2013 – 2017*

- Developed and managed the brand, including website design, marketing strategies, and overall business operations for a home cleaning and errand service.
- Created customized service packages tailored to client needs across North Texas, leading to business growth and client satisfaction.

**Client Relations Director**  
**Boardwalk Auto Group** — Plano, TX  
*2010 – 2011*

- Managed confidential client data and business meetings, improving internal processes and communication.
- Coordinated and promoted marketing events to enhance customer satisfaction and business exposure.

**HR Business Partner**  
**Hewlett-Packard** — Plano, TX  
*2007 – 2010*

- Managed HR compliance for national accounts and implemented cost-reducing filing systems.
- Assisted in relocation services for over 2,000 employees per year, ensuring smooth transitions and high satisfaction.
- Provided comprehensive relocation services, including home search, settling-in assistance, and international moves.
- Ensured smooth transitions for employees and their families, providing ongoing support throughout the relocation process.

**Senior Client Director**  
**A.P. Moller – Maersk Group** — The Woodlands, TX  
*2004 – 2007*

- Coordinated logistics management, ensuring customer satisfaction and timely delivery of products.
- Developed strategies that increased customer service levels, leading to client retention and business expansion.
- Appointed to the Safmarine Liberty Maritime Board to support U.S. food aid initiatives for African nations.

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**Additional Information**

- **Languages:** English (Fluent), Spanish (Intermediate)
- **Professional Affiliations:** Zeta Tau Alpha Alumni

**Robert C. Schaevitz**



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February 19, 2024

Erika Quintana, Administrative Manager  
Office of the City Clerk  
efquintana@santafenm.gov

**Re:** City of Santa Fe Seeks Capital Improvements Advisory Committee Members

Dear Ms. Quintana:

In response to an email that I received from the City of Santa Fe, I am writing here to express my interest in being considered for membership in the City of Santa Fe Capital Improvements Advisory Committee. I am now retired after having spent 43 years in the consulting engineering industry with leadership roles in infrastructure planning, capital programming, project finance, and economic analysis. My formal education includes an M.A. in Economics from the University of Pennsylvania, which I later expanded to include skills and experience with public finance, project finance, capital programming, forecasting, decision facilitation, and policy analysis.

My experience includes more than 200 consulting engagements in more than 30 states and three foreign countries, most on behalf of local, state, and national government agencies (and a few private developers). As you will see from my resume (attached), this experience covers all of the functions listed in your email, including review and comment on (a) city-wide growth projections, (b) infrastructure improvements needed to accommodate growth, and (c) impact fees levied on new development, as well as monitoring and evaluating implementation of the CIP, and filing annual reports on the progress of the CIP.

I live in the City of Santa Fe and, to the best of my knowledge, have no relationships or commitments which would give rise to an actual or perceived conflict of interest. More explicitly, I have no connections with and do not represent the real estate, development or building industries. Except for moderate travel, I have no commitments which would hinder my ability to participate in and contribute to the Advisory Committee's work.

Please contact me if you have any questions further direction for me. I look forward to hearing from you.

Yours sincerely,

[signed/RCS]

**Robert C. Schaevitz**

# Robert C. Schaevitz

*Public Infrastructure: Management, Finance, Planning, Implementation, and Policy*

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## Contact Information



## Employment Status

Retired

## Areas of Expertise

Project Management	Planning
Finance	Impact Analysis
Feasibility Analysis	Institutional Studies
Implementation Services	Policy Analysis

## Experience

Bender Rosenthal, Inc.	Vice President and Chief Financial Officer	6 Years
URS Corporation	Vice President and Principal Project Manager	10 Years
Decision Economics, Inc.	Founder and Principal	11 Years
Parsons Brinckerhoff, Inc.	Vice President and Chief Economist	13 Years
Self-Employed	Economic Analyst	3 Years

## Education

M.A., Regional Science (Economics), University of Pennsylvania, 1975.  
B.A., Urban Studies and Architecture, University of Pennsylvania, 1974.

## Overview

Robert Schaevitz brings 43 years of accomplishment in the development and implementation of transportation, infrastructure, and related projects. He has an in-depth background in planning, economics, feasibility analysis, and project finance, as well as in institutional and environmental policy analysis. Mr. Schaevitz has successfully completed over 200 engagements for public and private clients throughout the United States and abroad. He has been a frequent contributor to regional and national forums on transportation and planning and has been cited on several occasions in the national media.

# Robert C. Schaevitz

## ***Public Infrastructure: Management, Finance, Planning, Implementation, and Policy***

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Now retired, Bob and his wife Vicki have lived in Santa Fe since 2021. Since that time, they have been active participants in and donors to various non-profit organizations, particularly those involving music performance and teaching. (Vicki is a long-time music teacher and professional flutist.) Life in Santa Fe has been truly rewarding, and we are constantly urging our friends to consider relocating here. The attractiveness of Santa Fe brings any number of planning and operating challenges, not least of which is capital improvements planning, funding, and delivery.

Following are short summaries of *relevant* project experience, accumulated during over 40 years of professional practice.

### **Project-Specific Experience**

**Project Manager, California High-Speed Rail Project, Fresno-Palmdale Region.** Manager of \$100 million URS joint venture contract to provide planning, environmental, engineering and public outreach services leading to certified environmental document and 30% engineering.

**Acting Executive Director, California Joint Powers Agency.** Engaged by the Elk Grove – Rancho Cordova – El Dorado Connector JPA to operate as an interim executive director while the newly-formed agency recruited a permanent employee to fill that position. Responsibilities included establishing administrative and financial procedures, overseeing the recruitment effort, and continuing planning efforts begun earlier.

**Construction Cost Escalation Model.** For California Dot (Caltrans), designed and implemented construction cost escalation forecasting model. Elements included labor, materials, energy, overhead, and profit, all driven by market prices (inputs) and competitive environment.

**Strategic Plan for Local Transportation Capital Program** (San Mateo County Transportation Authority, CA). Project Manager for services including formulation of project/program prioritization process, review of cost and revenue estimates, and development of a financial model to facilitate project prioritization and scheduling.

**Comprehensive transportation funding/programming agency for Denver, CO.** Policy analyst for the Governor's Office and the Denver Chamber of Commerce, assisted in the region, including the application of toll revenues for the beltway corridor.

**Transit Agency Strategic Financial Plan, Lancaster, CA.** Project Manager to develop a financial planning model and prepared a 10-year plan to address future cash flow and funding requirements for this growing transit provider. Elements included capital replacement needs, expected revenue from regional sources, and local funding requirements.

**Funding Alternatives Analysis and Strategic Funding Plan, Denver, CO.** For Colorado DOT and Denver RTD, managed development of funding options for US-36 corridor, including evaluation and selection of preferred approaches and formulation of a strategic funding plan. Effort included extensive interaction with local officials and policymakers.

# Robert C. Schaevitz

## ***Public Infrastructure: Management, Finance, Planning, Implementation, and Policy***

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**Feasibility Study of Proposed Highway/Tunnel Link, LA County, CA.** Project Manager for work including development of study alignment between the cities of Palmdale and Glendale, tunnel and roadway designs, cost estimates, and traffic and revenue study to determine portion of project cost that could be funded through tolls.

**Transportation Program Management, Yosemite National Park, CA.** Provided hands-on project and program management services to assist YNP staff with development, design, and implementation of a wide variety of transportation projects in the Park, including coordination of construction activities for multiple projects underway simultaneously.

**Construction Economic Impact Analysis.** For the National Park Service, prepared analysis of benefits of major construction activity in Yosemite National Park. Local and regional benefits including business sales, employment, and personal income were quantified.

**Assessment of proposed city roadway impact fee, Elk Grove, CA.** For a private developer, prepared an analysis of a recently enacted roadway impact fee program. Issues addressed included sufficiency of the “nexus” analysis, appropriateness of geographical coverage, and use of subareas or districts to better match fees with traffic impacts.

**Municipal Government Fiscal Impact Model.** For Henderson, NV, managed development of a cost and revenue impact model to address alternative land development (growth) policies. Model elements included all major city revenue funds and operating departments.

**Annual Transportation Program Financial Report, City of Glendale, AZ.** Manager for preparation of annual report for ongoing transportation improvement program funded with a dedicated sales tax. The program includes both roadway and transit investment projects and services.

**Aviation Fund Revenue Forecasting Model.** For the Arizona DOT, developed a dynamically-linked revenue forecasting and cash flow model. Challenges associated with unusual revenue sources such as valuation of commercial air fleets while in Arizona airspace were overcome.

**Economic Development Benefits of Highway Relocation, West Sacramento, CA.** Project Manager for calculated potential benefits and costs of two proposed relocation alignments for existing state highway. Considerations included redevelopment potential and job growth.

**Benefit/Cost Assessment of Proposed Light Rail System, Cincinnati, OH.** For a blue-ribbon project review panel, prepared a long-term assessment potential economic and financial impacts of multi-corridor system. Proposed corridors were prioritized as a result.

**Economic Development Effects of Investment in Highways.** For the FHWA, oversaw the analysis of two corridors in California located in high unemployment, low-income areas. Objectives included delivery of case study findings for policy analysis at the federal level, and development of analytical tools and findings to assist local officials.

## **Robert C. Schaevitz**

### ***Public Infrastructure: Management, Finance, Planning, Implementation, and Policy***

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**Updated Comprehensive Transportation Plan for San Bernardino County, CA (SANBAG).** Project Manager for financial and management support services, including development of financially-constrained plan alternatives, supervision of transportation analysis, and preparation of technical papers and supporting documentation.

**Financial advisor to Placer County (CA) Dept of Public Works.** Conducted a review of revenue sources and Department financial reporting in order to clarify sources of funding for each class of work and to identify potential shortfalls.

**Financial Forecast and Assessment,** East Contra Costa Regional Fee and Financing Authority, CA. Prepared development impact fee forecast and assessment of the Agency's financial ability to undertake a loan from the state of California pursuant to Assembly Bill 1012, a prerequisite to receiving loan approval from the California Transportation Commission.

**Fee-Funded Transportation Program,** Placer County, CA. Prepared project alternatives, costs, and funding requirements for roadway and transit improvements. Program was successfully implemented in near-record time (under two years).

**Budget Forecasting Model for Arizona DOT.** Model provided the ability to track project and program spend out profiles over time, and to permit adjustments to annual capital improvement program updates to match anticipated cash availability.

**Advisor to Government of Poland for Award of Build-Operate-Transfer (BOT) Toll Road Concession,** Poznań, Poland. Project Manager for services including review and analysis of concessionaire's financial plan, negotiation of contract profit and liability provisions, and presentation of findings to senior government officials.

**Long Beach-Los Angeles Rail Transit Project, CA.** Deputy Project Director, including overall supervision of environmental studies and evaluation of alternatives. Responsible for drafting of the preferred alternative report reporting the technical evaluation of alternatives.

**Funding analysis for water ferry operations.** For Bay Area Water Transit Authority, prepared assessment of potential revenue from local development and land use-driven funding mechanisms in the Richmond, CA area, including impact fees and special assessments.

**Revenue forecasting model peer review, City of Santa Rosa, CA.** Prepared a review and supplementary analysis of a revenue forecasting model for Long-Range Wastewater Project. Activities included development of a separate revenue test model, as well as an analysis of fiscal impact and other policy variables.

**Revenue Forecast for Stanislaus Association of Governments Capital Program (California).** Prepared a 20-year revenue forecast for a proposed countywide sales tax for transportation funding purposes. Part of an to develop a preliminary transportation expenditure plan, the work also included an assessment of "leveraging" potential from the sales tax.

## **Robert C. Schaevitz**

### ***Public Infrastructure: Management, Finance, Planning, Implementation, and Policy***

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**Analysis of funding alternatives, Phoenix, AZ.** For a special task force established by the Governor of Arizona, recommended transportation funding options to support air quality improvement in Phoenix. Worked with the Regional Public Transportation Authority and the Arizona DOT to evaluate alternative funding mechanisms and recommend a proposed funding program to the task force.

**Impact fee (AB 1600) documentation for City of Oakdale, CA.** Required by state law, analysis included documentation of future growth, development of facility needs, estimation of costs, and allocation of costs to new development in a fair and consistent manner.

**Long-range arterial streets funding plan, Maricopa County, AZ.** Project Manager for development of a program included survey of local governments to obtain historical data, development of plan cost estimate, and formulation of a "reasonably available" revenue forecast sufficient to fully fund the 20-year plan.

**Expert panel for economic and revenue forecasting for the Arizona DOT.** Part of risk analysis process ("RAP") used to prepare an expert consensus forecast for probabilities for vital sales tax and fuel tax revenue streams. Forecasts used in support of Department's debt financing program.

**Socioeconomic Impact Studies (NEPA/CEQA) for expansion of Sacramento International Airport, CA.** Project Manager for studies addressing economic impact, land use, and secondary (induced) growth impacts.

**Funding options analysis for long-range transportation plan, Maricopa County, AZ.** Project Manager for review of alternative funding mechanisms including sales tax, fuel tax, vehicle taxes, congestion pricing, pollution pricing, and property tax. Also included was an analysis of the environmental benefits of VMT- or emissions-based taxation.

**Economic and land use consultant to the Florida DOT for SR-836 Corridor, Dade County, FL.** Scope included analysis of development potential, formulation of station area absorption forecasts, and recommendations for coordinated land use/transportation policies.

**Policy analysis and management consulting for City of Sacramento, CA.** For departments of Planning and Public Works, provided services in a variety of contexts, including development of new staff positions, development of study work programs, and other similar tasks.

**Feasibility Analysis Peer Review for Toll Expressway, Bangkok, Thailand.** Consultant to private design/build consortium. Addressed classic issues of development economics in calculating a social rate of return on resources invested in the project.

**Countywide Strategic Transportation Plan, Riverside County, CA.** Project comprised of three subarea studies, each resulting in strategic phasing plans and funding strategies. The full range of development options was evaluated prior to making final recommendations.

## **Robert C. Schaevitz**

### ***Public Infrastructure: Management, Finance, Planning, Implementation, and Policy***

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**Impact fee (AB 1600) documentation for City of Riverbank, CA.** Required by state law, analysis included documentation of future growth, development of facility needs, estimation of costs, and allocation of costs to new development in a fair and consistent manner.

**Study of railroad relocation options in West Sacramento, CA.** Project to relocate trackage to permit new development and mitigate neighborhood impacts. Funding recommendations included mix of impact fees and other public and private sources, with an emphasis on local government and redevelopment participants.

**Residential Development Potential Around Transit Stations.** Co-investigator for study for UC Berkeley and CA Air Resources Board, including analysis of 16 case studies of higher-density residential development located near rail transit stations in CA and other out-of-state locations. Questions studied included factors determining development location and propensity of residents to use transit.

**Colorado Highway 119 Corridor Study, Boulder, CO.** Project Manager for Colorado DOT study including land use forecasting, travel demand modeling, transportation facilities needs analysis, definition of improvement facilities, and phasing/funding analysis.

**Public facilities element and strategic financing plan for City of Oakdale, CA.** Fast-track analysis tied to update of city's general plan included definition of public service requirements, allocation of costs to beneficiary groups, and definition of capital program financing options.

**Strategic Plan for Transportation Improvements ("Measure K"), San Joaquin County, CA.** Deputy manager for effort which included formulation of appropriate evaluation methodology and integration of transport needs with funding realities.

**Assessment of transportation funding issues and opportunities, Sacramento, CA.** For the Sacramento Area Council of Governments (SACOG), services included a revenue source survey of Sacramento area governments, review and comment on public opinion surveys, and investigation of new regional transportation impact fees.

**Demographic Forecasting and Infrastructure Finance Services for Update of General Plan, Nevada County, CA.** Special issues included assessment of fiscal impact of various land use alternatives.

**Study of railroad relocation options in West Sacramento, CA.** Project to relocate trackage to permit new development and mitigate neighborhood impacts. Funding recommendations included mix of impact fees and other public and private sources, with an emphasis on local government and redevelopment participants.

**Policy analysis for regional transit funding program, Minneapolis-St. Paul MN.** Assisted Regional Transit Board on funding options and participated in program development as part of a panel of experts.

## **Robert C. Schaevitz**

### ***Public Infrastructure: Management, Finance, Planning, Implementation, and Policy***

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**Expert panel on freeway program finance, Phoenix, AZ.** For Arizona DOT, helped address funding shortfalls affecting the freeway program. Assisted in development of land-based approaches to revenue generation and project finance.

**Financial control system for the Foothill Corridor Phasing Program (FCPP), Orange County, CA.** Responsible for designing system to monitor fund flows from impact fees and Mello Roos Community Facilities Districts.

**Study of economic benefits and opportunities for proposed rail transit project in Salt Lake City, UT.** Sponsored by the Utah Transit Authority, responsibilities included definition of specific economic and land use benefits as well as identification of potential mechanisms for benefit sharing.

**Transportation Master Facilities Plan, East Loveland, CO.** Principal-in-charge for project including phasing plan, costs estimates, cash flows, funding alternatives study, and all other work preparatory to creating a special financing district for this rapidly developing industrial area.

**E-470 Roadway Project Implementation, Denver, CO.** Deputy Project Director for Planning and Finance. Supervised preparation of revenue source plan for a \$700 million bond issue to construct this 50-mile tollway. Services provided included detailed land use forecasts, toll revenue forecasts, and extensive pro forma modeling.

**Uptown Area Special Assessment District, Albuquerque, NM.** Directed the development of an entirely new areawide assessment formula for use with regional transportation projects. Assessment was based on development potential, not current use.

**Life cycle cost analysis for the PATH Rail System, NY and NJ.** Chief financial analyst for vehicle procurement and overhaul options evaluated for greatest long-term financial efficiency. Consistent results under a number of scenarios and sensitivity tests led to selection of the purchase option.

**Draft EIS for Widening/Re-alignment of I-85, Spartanburg, SC.** Manager of socioeconomic studies including impacts to the urbanizing area included land use, displacement, and employment. Extensive public involvement was utilized.

**Comprehensive transportation financing study in Orange County, CA.** Consulting Economist responsible for developing a comprehensive program of taxes and fees to locally fund over \$13 billion in improvements. Final report was first document to suggest use of toll financing for the toll highway corridors now under development.

February 27, 2025

Erika Quintana  
Administrative Manager  
Office of the City Clerk  
Santa Fe, NM

Re: Capital Improvements Advisory Committee application

Dear Ms. Quintana:

I am applying to serve on Capital Improvements Advisory Council and submit this letter and attached resume in support of my application.

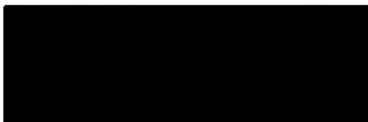
I have lived in Santa Fe for a total of 8 years (2008-2011; 2019-present). My husband and I own our home and also have a local rental property. While in Santa Fe, I have worked as a mediator in civil litigation in a variety of areas. More recently I have been involved in the arts community as both a board member of the Santa Fe Studio Arts Collective (annual Santa Fe Studio Tour) and as a gallery owner (DBS Fine Arts on Canyon).

I believe Santa Fe is a unique and fantastic growing city. Part of responding to growth is managing infrastructure/capital improvements. This Committee is charged with assisting the City by presenting an annual report on impact fees, expenditures and fund balances, and its activity must be conducted in accordance with state and local law. In my work as a lawyer in California, I was involved with transit impact development fees in San Francisco. Consequently, I have an familiarity with capital improvements and impact fees on a local level. I also have experience in the financial services industry managing portfolios.

I believe my experiences as a lawyer, financial services consultant, property owner and business owner make me a good candidate for this Committee. I am a hard worker who loves Santa Fe, and I am team oriented and community minded.

Sincerely,

Debra Self



Debra B. Self



**ART AND ARTS NON-PROFIT EXPERIENCE**

**Business**

Owner - DBS Fine Art, 821 Canyon #5

**Organizations**

Board member - Santa Fe Studio Arts Collective (Santa Fe Studio Tour) 2023-Present

Board member - Art of Ink International

Board member North American branch - International Chinese Calligraphic Art & Chinese Ink Painting Society

Member - Ja Yu Kuan chapter of the American Artists of Chinese Brush Painting

Past President Board of Directors - Marin Society of Artists 2015-2017

Board Member Marin Arts Council - (organization now defunct) 1998-2000

**LEGAL AND BUSINESS EXPERIENCE**

**Inactive member California Bar - #99834**

**Self Mediation**

2004-2020

Private mediator for civil litigation.

Mediated over 400 cases.

**Arbitrator**

FINRA (Financial Industry Regulatory Authority) Board of Arbitrators.

**Smith Barney (now Citigroup), Pasadena CA; San Francisco CA; Southfield MI**

1997-2003

**Financial Consultant**

Equities and fixed income portfolio management, financial and retirement planning and associated financial services to retail clients

**Ford Motor Company, Dearborn MI**

1995-1997

**Manager, External Affairs, Financial Services Group**

**Senior Attorney**

Regulatory and litigation counsel; business manager and strategic planning

**General Electric Appliances, Louisville, KY** 1991-1995  
**Senior Counsel, Litigation and Preventive Law**  
Commercial, warranty and product liability litigation; led preventive law and regulatory compliance in product safety

**Pillsbury Winthrop Shaw Pittman (formerly Pillsbury Madison & Sutro) 1981-1991**  
**Associate and Partner**  
General commercial litigation, civil and criminal investigatory and regulatory work.

**Teaching Experience**

**Santa Fe Community College, Santa Fe, NM** 2012  
Art Law

**Cal State Long Beach, Long Beach, CA** 2009  
Hospitality Law

**Cal Poly Pomona, Pomona, CA** 2008  
Hospitality Law

**Xi'an Bodi School, Xi'an, China** 2004  
American Culture

**Dalian University of Technology, Dalian, China** 2001  
Sociology

**EDUCATION**

2021 Masters in Eastern Classics St. John's College, Santa Fe  
1981 LL.M. University of California Berkeley Law (formerly Boalt Hall School of Law)  
1980 J.D. University of Cincinnati College of Law  
1974 B.S. Purdue University (Chemistry)

Erika Quintana  
Administrative Manager  
Office of the City Clerk  
[efquintana@santafenm.gov](mailto:efquintana@santafenm.gov)

Date: February 19, 2025

Dear Ms. Quintana,

Subject: Letter of Interest for Membership on the Capital Improvements Advisory Committee

I am writing to express my interest in serving on the Capital Improvements Advisory Committee. With my extensive background in healthcare leadership and education, and as the current Director of Rehabilitation Services at an Acute Care Trauma Facility, I am eager to contribute to the committee's objectives of overseeing growth projections, infrastructure improvements, and impact fee audits within the city.

Although I am not directly from the real estate, development, or building industries, my career in healthcare management has endowed me with a robust understanding of infrastructure development, particularly in terms of facility expansion and modernization to support service enhancements. This experience aligns with the committee's mandate to assess and support city-wide infrastructure improvements.

I am particularly interested in how strategic infrastructure development can facilitate community health and wellness and senior care, an area where I can offer significant insights. I believe my perspective as a healthcare professional will add a unique and valuable dimension to the committee's discussions and decisions.

Please find attached my resume, which provides further details about my professional journey. I am a resident of Santa Fe and have been for 17 years.

I look forward to the possibility of contributing to the committee and am available for further discussion at your convenience. Thank you for considering my application.

Warm regards,

Dr. Russell Stowers, EdD, FACHE





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### QUALIFICATIONS

Board certified healthcare leader with 35 years of experience and a proven record of performance with patient and employee satisfaction. Skilled in creating teams that excel in quality care and efficiency. Recognized for high integrity and commitment to achieving quality and excellence.

### EMPLOYMENT

CHRISTUS St. Vincent Regional Medical Center November 2011 to Current

**Director**

Rehabilitation Services

Administration of all aspects of acute rehab program, program development and ongoing strategic planning and continuous process improvement, CARF accreditation process leader for 3 accreditation cycles, Budget preparation and maintenance, Ongoing compliance with local, state and federal guidelines, Staffing for nursing and therapy services for Acute and Inpatient Rehab.

Significant Accomplishments:

- Increased Associate Satisfaction for therapy dept. from 68 FY12 to 89 FY15.
- Increased Patient Satisfaction top box score from 64 FY13 to 72 FY16. Department has received award for highest inpatient patient satisfaction score 5 time in last 6 years.
- Managed/supervised major renovation for rehab department.
- CARF accreditation – coordinated and prepared materials for survey and ongoing accreditation for re-certification in FY13, FY15, FY19, FY21, FY24. Have received highest level of accreditation each cycle.
- Chair of Fall Prevention committee for hospital. Decreased Injuries related to falls by 66% in FY24. Chair for Fall Prevention committee 2011 to current.
- Rehab Department received organizations first Faith in Action Awards for community DME loaner program and accessibility for patients.

Pima Medical Institute August 2013 to Current

**Instructor (online)**

Teaching responsibilities:

**Bachelor Level Courses:**

- Healthcare Management
- Quality Management
- Introduction to Public Health
- Medical Terminology
- Introduction to Evidenced Based Practice

**Masters Level courses:**

- Strategic Management of Patient Centered Healthcare Networks.

CHRISTUS St. Vincent Regional Medical Center January 2008 to October 2011

**Clinical Manager**

Rehabilitation Services

Program development, CARF accreditation, Budget, Staffing. Chairperson for Leadership development for Hospitals leadership team.

Del Mar College October 1997 to December 2007  
**Director Physical Therapist Assistant Program**  
**Associate Professor (Tenured)**  
Administration, program development and implementation of program, teaching physical therapy subjects, accreditation process, budget/curriculum development and maintenance.

Home Health International October 1996 to October 1997  
**Area Manager**  
Manage 16 county area with PT/OT/ST contracts with Home Health Agencies, Hiring and supervision of PT, OT, ST personnel, managing budget, recruitment, marketing, in-services.

Rebound Sports and Physical Therapy October 1996 to October 1997  
**Industrial Rehab Consultant**  
Marketing Services, In-services to Industrial Sites, Job Analysis, ADA Compliant Job Descriptions

### **EDUCATION**

University of New Mexico  
May 2016  
**MHA, Healthcare Administration**  
*2015-2016 UNM MHA Student of the Year Award*

Texas A&M University  
**Ed.D. – Degree-Educational/Organizational Leadership**  
May 2008  
Dissertation Title: **Case Study Approach to Physical Therapy Professional Development – Funded by the Federation of State Boards of Physical Therapy**

Texas A&M University  
**MS, Occupational Training and Development**  
December 1999  
Educational Technology

Abilene Christian University  
August 1992- December 1994  
**BS, Community Health**

Amarillo College  
August 1988- August 1990  
**AAS, Physical Therapist Asst.**

Texas Tech University,  
August 1987 - May 1988  
Music Education

Cisco College  
September 1991- May 1992  
General Education

### **PROFESSIONAL ORGANIZATIONS**

- New Mexico Healthcare Executives, President/Board of Directors 2015-2016, BOD 2016 -2020 Chapter received 2016 Chapter Excellence Award from ACHE (Only

- Chapter in US out of 80 Chapters to receive this award)
- American College Healthcare Executives, selected for Executive Training program and received scholarship from Toshiba Medical Corp. Completed 6-month training program.
- American Physical Therapy Association member since 1989.
- New Mexico Physical Therapy Association, Elected PTA Delegate to APTA 2020-2022

### **PROFESSIONAL AFFILIATIONS (PAST AND PRESENT)**

- *APTA -Academy of Leadership and Innovation School of Management* Committee: Assisted with framework and training for Therapy Executive Certification. Feb 2020 to Current – Appointed Chair for the LAMP School of Management 2022 to Current
- *On-site accreditation reviewer* - Commission on Accreditation of Physical Therapy Education 1999 to current
- *Commissioner* – Commission on Accreditation of Physical Therapy Education/American Physical Therapy Association 2010-2014, 2020-2023
- *National Assembly Board of Directors* – American Physical Therapy Association 2003 -2006
- *Trustee*, Texas Physical Therapy Foundation
- *Board of Directors*, Texas Physical Therapy Association 2003-2007
- *Peer Reviewer* for Journal of Allied Health

### **Publications**

- Contributing Author – Behrens, B. *Physical Agents Theory and Practice*, 2nd Ed,
- Contributing Author – Sanders, B; Bandy, B, *Therapeutic Exercise for the PTA*, 2006
- Stowers, R., *Advance Proficiency*, PT Magazine, February 2006
- Stowers, R. B., Jensen, C. W. *Reflections on Professional Development for the Physical Therapist Assistant: A Personal Story*. Hand Prints, Section on Hand Rehabilitation, April 2006

### **AWARDS**

- Outstanding Service Award – American College of Healthcare Executives 2018
- University of New Mexico MHA Student of the Year 2015-2016
- Outstanding PTA Award – American Physical Therapy Association – 2014
- Command Sergeant Major of the Texas Army National Guard Award for Outstanding Commitment and Service at Operation Lone Star 2007 (Service to 10,000 residents for free medical care)
- National Institute for Staff and Organizational Development – Teaching and Leadership Excellence Award 2005
- Advisor of the Year – Del Mar College 2005
- Joy Davenport Award from Texas Physical Therapy Association for Outstanding Service and Commitment to Physical Therapy 2003
- Cold War Medal – New Mexico State Guard - 2014

- National Defense Medal- Desert Storm/Desert Shield- 1990
- Naval Reserve Meritorious Support - 1991
- Navy Achievement Medal- 1991

## **MILITARY SERVICE**

### New Mexico State Guard

- Commissioned officer (Captain – 0-3) 2012- 2019  
Officer in Charge of statewide initiative for Los Vencinos (Humanitarian Emergency Preparedness Event), Team Leader for Medical Reserve Corp for New Mexico State Guard
- Commanding Officer for 47th Med Co/Det A Santa Fe 2012- 2014

### Texas State Guard

- Commissioned officer (1 LT – 0-2) in the Texas Medical Rangers/Alamo Medical Response Group (Current)
- Commanding Officer for Corpus Christi Company 2007- 2008
- Training Officer for Corpus Christi Unit 2006-2007
- Active Training – Operation Lone Star 2006, 2007

### U.S. Navy

- Active Service at NRC/NTC San Diego, CA, NAS Pensacola FL, NH Bethesda ,MD, Camp Pendleton CA, Camp Bullis TX, Ft. Sill OK Army Hospital, NAS Corpus Christi, Naval Hospital San Diego.
- Enlisted 1987 in Reserve Allied Medical Program  
Service to Marine Corp Reserve for Medical Support
- Fleet Hospital 21 Combat Field Medical Unit
- 3rd Class Petty Officer Hospital Corpsman (Physical Therapy Specialty)
- Honorable Discharge from duty 1994

## **Community Service**

- President, New Mexico Healthcare Executives 2016 to 2018
- Board of Directors for Northern New Mexico Citizens Advisory board. Department of Energy appointed position for the Los Alamos National Laboratory.
- Chair of Membership Committee, New Mexico Healthcare Executives 20014 to 2016
- Congregational Care Team- United Church of Christ (Current)
- Mentor for Pre-Med Student at UNM, nursing managers, Sobering Center Manager, Director for Community Health, Capital High School Health Science Academy mentor for 15 Juniors and Seniors in Rehab Department at CHRISTUS St. Vincent. 2015-current.
- Mental Health Crisis Line Volunteer

- Big Brothers and Big Sisters, New Mexico 2010 to Current
- Graduate Leadership Santa Fe 2010 – 2011  
(Community Leadership Program)
- Graduate Leadership Corpus Christi 2000 – 2001
- Appointed by Mayor of Corpus Christi to Citizens Health Advisory Board  
2007
- Appointed by Mayor of Corpus Christi to Parks and Recreation Board of Directors  
2006 Executive committee
- Honduras Medical Mission -Team Member – Served 2000 patients with primary  
medical services in rural regions of Honduras. Provided Physical Therapy to apx 50  
individuals

### **Certifications**

- Board Certified Healthcare Executive- APTA Academy of Leadership and Innovation  
2024 to current
- Board Certified in Healthcare Management as a Fellow of the American College of  
Healthcare Executives 2015 to Current
- Military Emergency Management Specialist – 2013 - Current
- Certified Ergonomic Evaluation Specialist (CEAS I) 2011 to Current
- American Heart Association CPR Certified Instructor (2000- 2011)
- Certified Personal Trainer and Nutrition Counselor Mbr # 247766 AFAA

# DANIEL STRONGWATER

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28 February 2025

To Whom It May Concern,

I would be honored to join the Capital Improvements Advisory Committee to help shape Santa Fe's future.

Since moving here to raise my children among family, I have committed my time to fostering community, honoring the city's deep history, and contributing to its thriving future.

My work focuses on revitalizing historic buildings—bringing new life to aging structures so they can once again serve as lasting gathering places and beloved homes. Working with earthen and historic buildings has also deepened my appreciation for Santa Fe's acequias, among the nation's oldest infrastructure. Now, living along one of the few remaining active acequias in continuous operation since the 1600s, I have joined our Acequia Commission to help preserve and sustain this essential resource for generations to come.

The acequias demonstrate that infrastructural investment can support and sustain communities for millennia. Today, forward-looking investment in modern infrastructure and significant capital projects is crucial to preparing Santa Fe for a livable future in the face of climate change, rising costs and numerous social challenges. Proper planning can result in a city that is resilient, well-connected and enjoyable for all, and it is my hope to help steward that process.

My experience working locally in construction and previously at Apple Inc., leading large diverse teams to solve complex problems with elegant solutions, would be an asset to the committee, and I would be grateful for the opportunity to serve. I welcome any questions and thank you for your consideration.

Best,



Daniel Strongwater

# DANIEL STRONGWATER

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## EXPERIENCE

2019 – Present  
SANTA FE, NM

**Ruffians LLC** DESIGN-BUILD REAL ESTATE DEVELOPER

Acquire, re-plan, design, and renovate sustainable-focused residential & commercial projects in Santa Fe. Provide hands-on project management throughout.

6 completed projects: 4 residential & 2 commercial (each w/ commercial kitchens); 3 of 6 historically significant

2017 – Present  
SANTA FE, NM

**Otherness Studio** PRINCIPAL DESIGNER

Provide visual identities, creative direction, print and digital collateral for various clients.

2011 – 2022  
CUPERTINO, CA

**Apple Inc.** HUMAN FACTORS DESIGN ENGINEER; MANAGER I, II, III

Led human-product research and usability efforts for the Apple Design Team under Jony Ive across hardware, system software, algorithms and packaging.

Inventor on 36 patents.

Winter 2010 / 2011  
LONDON, UK

**Think-Place, Urban Planning Consultancy** DESIGN ASSISTANT

Conducted in-field and theoretical research to help articulate firm's philosophy.

Developed literature for work with the International Federation of the Red Cross (IFRC)

Fall 2010  
NEW YORK, NY

**Behance** DESIGN INTERN

Executed various print, web & UI design-work. Received extensive typographic training.

Summer 2010  
WASHINGTON DC

**US Green Building Council (USGBC)** RESEARCH INTERN

Developed web-based prototype to collect experience data of green-building occupants.

## EDUCATION

Class of 2011  
ITHACA, NY

**Cornell University, College of Human Ecology** BACHELOR OF SCIENCE

Department of Design & Environmental Analysis (DEA), Human Factors / Ergonomics

## ACTIVITIES

2022 – Present

**Acequia de la Muralla** TREASURER; ACEQUIA CO-COMMISSIONER

2023 – Present

**Santa Fe Young Trades** FOUNDER

Local meetup for young professionals in the building trades

2023 – Present

**Acequia Madre Elementary PTC** PARENT VOLUNTEER

2004

**Boy Scouts of America** EAGLE SCOUT

## SKILLS

Languages

American English (fluent), Spanish (professional proficiency)

Code

R (statistics), Front-end web development: HTML, CSS, Javascript

2D & 3D

Carpentry, Drawing, Painting, Illustration, Layout, Graphics, Sculpture

## INTERESTS

Earthen Construction, Green Building, Natural Building Materials, Walkable Cities, Trailrunning, Environmental Psychology, Human Interaction, Outdoor Recreation, Complex Problem-solving

Eligible Candidates

