

RANGE OF EDUCATIONAL CAREER EXPERIENCES

Tornillo Independent School District - Superintendent:

- TISD is the sole school district serving the non-incorporated Colonia of Tornillo; a community located about 35 miles east of El Paso; just south of Interstate Highway 10.
- The district has a total enrollment of about 1334 students (99.4% Hispanic, .3% African-American, and .3% Caucasian. We have one 2-A high school.
- Tornillo ISD is Region 19's strongest academic performer for three consecutive years; as determined by state and federal standards. We have met all AYP standards for five consecutive years.
- Our technology deployment features top line equipment such as the use of blade/chassis server installations as well as thin-client lab set-ups.
- Tornillo ISD successfully passed a Tax Ratification Election in November of 2007. We were the only successful attempt out of four in the El Paso area.
- The District has maintained a TEA School FIRST (Financial) rating of "Superior" in eight of my nine years as Superintendent.
- Using staffing paradigms which were more common in Districts our size, we reduced our total Central Office staff payroll by \$262,000 from the prior year's expected outlay – July, 2002.
- Using database software templates that I developed for Central Office operation, we cut our payroll error rate and greatly reduced the time needed to develop budgets.
- For planning and fairness reasons, I developed and instituted a salary scale for all employees that proportionally tied every salary classification to the district's teacher salary scale. We also developed and instituted a comprehensive stipend chart for all extra duty pay, ranging from coaching to club sponsorship to give the Board more management control.
- As the existing system was inefficient, slow, and hard for end-users to operate, I personally engineered our District's wireless computer network as well as our e-mail system and our distributed-information computing environment.
- Instituted a teacher recruiting paradigm wherein actual students would go to job fairs and become part of the interviewing process. This allowed candidates to be "sold" on the quality of our kids.
- We designed and implemented the nationally recognized Parent Chat program, a community outreach and communication endeavor that has been well received by our parents.
- We made significant curriculum/program improvements:
 1. Reorganized the district's campus configuration structure to avoid a Texas Education Agency takeover for multiple years of poor test performance. We are a four campus district: Elementary, Intermediate, Junior High, and High School.
 2. Implemented Gifted & Talented and Content Mastery offerings at all campuses.
 3. Developed and implemented a unique approach to bilingual instruction which dramatically jumped test scores in the district.
 4. Established a Post-Secondary Readiness position at the high school; a position similar to a counselor with an intense focus on college readiness, application, scholarship acquisition, etc.

5. Established a state-of-the-art Life Skills unit in the high school. This high school also contains a state of the art Life Skills unit for our special needs children. We offer a curriculum featuring automated custodial equipment to train these students for job opportunities that offer good pay and growth possibilities upon graduation.
 6. Established an onsite physical therapy clinic used by our special education students and injured athletes, yet open to the general public.
 7. Instituted a goals-based Superintendent evaluation system. This system has been the subject of articles and presentations at the state and national level.
 8. Was one of two charter school districts in an Early College High School partnership.
 9. Improved student discipline outcomes by: developing and deploying a discipline consequence matrix, adding Campus Support (AP) positions, and offering a cash-to-class incentive system.
 10. Designed and implemented the nationally recognized TAKS Trips reward program, an incentive plan for both staff and students who show exceptional performance on the TAKS tests.
- We initiated and completed many facility projects:
 1. Built and occupied a new \$14.4 million high school using fund reserve accrued since my arrival and a \$5 million bond. The voters of Tornillo approved a \$5 million bond issue with an 82% support rate – May, 2005. This high school contains one entire, unfinished wing to accommodate future student growth without the need for portable buildings or “add on” construction.
 2. Installed picnic tables and outdoor sunshades at every campus.
 3. Using fund balance financing, expertise from our maintenance department, help from students in our Agriculture Buildings class, and some outside contracting, the district constructed a new softball field.
 4. Installed Astro-Turf on the infield of our baseball stadium.
 5. Purchased and installed state-of-the-art playground equipment for the Elementary.
 6. Secured and utilized grant funding to build a science lab in the new high school.
 7. Began a program wherein campus parent groups were budgeted \$8,000 for campus facility projects each year. Projects were suggested and selected by these parent committees.
 - Our vehicle fleet was, with one exception, aging as there was no plan for continuous acquisition. Some examples of improvements to our fleet include:
 1. One new 72-passenger-sized, air conditioned bus for route use.
 2. One new 44-passenger activity travel bus, with air conditioning and video system.
 3. One new 24-passenger special education route bus with wheelchair lift system.
 4. One new 24-passenger activity travel bus, with air conditioning and video system.
 5. One new 15-passenger maintenance van.
 6. Two new 7-passenger vans.
 7. Two new compact pickups for the security department.

Buffalo Independent School District - Superintendent:

- BISSD is the sole school district serving Buffalo, a community located halfway between Houston and Dallas at the intersection of Interstate Highway 45 and US Highway 79.
- The district has one 2A high school with a total of about 795 students (70% Caucasian, 13% African-American, and 17% Hispanic).
- Buffalo High School was rated "Exemplary" every year during my tenure. This "Exemplary" rating was a first for the District and community. Buffalo Elementary was rated "Recognized" every year during my tenure - up from "Acceptable." It should be noted that these ratings were achieved even after ending a pattern of inappropriate testing exemptions of students at some of the campuses.
- The District had operated on five consecutive budget deficits prior to my employment. The night I was offered the Superintendency of Buffalo, the sixth deficit budget was passed - although I managed to produce a surplus that first year. The District's reserve at my hiring was \$489,000 and sinking rapidly at the existing staffing levels/tax rate. There was a \$1.9 million dollar reserve, aided by \$800,000 in grant money, when I left. In addition, we passed a bond (on the second try) giving our Board an extra \$650,000 for added classrooms and roof repair on the high school gym.
- Using staffing paradigms which were more common in Districts our size, we reduced our total staff payroll by \$312,000 from the prior year's expected outlay. We returned over \$200,000 of these savings to the staff for much needed salary increases.
- Using database software templates that I developed for writing purchase orders, we instituted a greatly streamlined purchasing process for the District. Our normal turnaround time on purchase orders was one day. This software was available at every teacher's computer.
- With the Board's input and guidance, we developed and instituted a salary scale for all employees that proportionally ties every salary classification to the state-mandated teacher salary scale. We also developed and instituted a comprehensive stipend chart for all extra duty pay, ranging from coaching to club sponsorship to give the Board more management control.
- After securing the necessary paperwork and legal approval, we created "Bison Net," an independent - yet District owned - company that sells computers, accessories, and Internet access to the general public. This company was an excellent public-service resource for computer repairs and technical support. It has also created a significant revenue stream for the District.
- Our District won several awards; a national award for the Journalism class, a State award for the Service Learning program, and our 2A state championship in Girls Basketball.
- Members of our "Team of Eight" wrote a column for our local paper called "View from the Team."
- I personally engineered our District's wireless computer network as well as our e-mail system and our distributed-information computing environment.
- We implemented the Site-Based Decision Making Committees process, which did not exist before I arrived. Our school calendar was entirely designed by our District Committee.
- The Board was very supportive of improvement endeavors. We put in a better schedule at the high school. And, we began taking students on quality field trips including the Texas State Fair and the Bush Library where our students got to meet former President Bush himself.
- As a public service, I personally operated an "Open to the Public" basketball gym on Sunday afternoons. We regularly ran two half-court games. The attendance averaged about forty-five players on any given day. Players came from all around the county.

- We made significant curriculum/program improvements. The Policy Manual used by the District had not been kept updated. To achieve better instruction and operation we:
 1. Implemented Gifted & Talented offerings at every campus, Content Mastery at the High School & Middle School, and Service Learning as well as ESL at the High School.
 2. Changed block schedules at the High School to allow students to participate in the Texas Scholars Program – an opportunity for free college tuition.
 3. Initiated several grant-funded programs such as; summer school at the High School, the Model Reading Lab at the Elementary, and the Science Lab for the 5th grade.
 4. Erected two greenhouses with grant funds – the “Plants for Pals” program.
 5. Began several instructional endeavors such as; 8th grade “Globe” science, Spanish language instruction for 1st graders, and HTML web-page programming.
 6. Required each campus, as well as all sports & activities, have a Board-approved handbook.
 7. Commissioned a full TASB audit of our non-updated Policy Manual and made the corrections.
 8. Instituted a goals-based Superintendent evaluation system.

- We initiated and completed many facility projects. This was a priority identified by the Board when I first began at Buffalo ISD. In addition to our buildings & grounds efforts, we made great strides upgrading the equipment used by our maintenance department. Some examples:
 1. Commissioned an extensive facilities study by our architect firm, CLR.
 2. Corrected problems to put our fuel storage tanks in compliance with environmental laws.
 3. Constructed a new softball field, installed a new pole-vault pit.
 4. Installed aluminum bleachers for the football field to replace the rotting wooden bleachers.
 5. Put an irrigation water well and sprinkler systems on our athletic fields for cost savings.
 6. Completed a major roof replacement on our gymnasium/auditorium.
 7. Completed a needed repair and repainting of our gym floor.
 8. Designed the graphics for, and had installed, a new score-table for our gym.
 9. Began the bond project of an addition of two classrooms and accompanying restrooms at our Middle School; as well as the addition of restrooms at our Elementary Play-Gym.
 10. Purchased a new commercial lawn mower, a man-lift, and numerous power tools

- Our vehicle fleet consisted of mostly “hand-me-down” vehicles donated by Texas A & M University. While the initial cost of old and/or used vehicles is attractive, the repair and operational costs are terrible. As an overall budget savings measure we purchased:
 1. Two new 72-passenger-sized, air conditioned buses with wheelchair lifts.
 2. One new 77-passenger bus, air conditioned.
 3. One new school car – Dodge Neon.
 4. One new 15-passenger van – Dodge.
 5. One new 8-passenger van – Dodge Caravan.
 6. One new crew-cab, dual-wheel diesel pickup – Ford F350.
 7. Two new compact pickups for the maintenance department – Dodge Dakotas

Lone Oak Independent School District - Superintendent:

- LOISD was the sole school district serving Lone Oak, a very small “bedroom” community with a ranch-based economy located 13 miles south of Greenville on US Highway 69.
- The district had one 2A high school and a total of about 695 students (92% Caucasian, 6% African-American, and 2% Hispanic).
- In August of 1998 Lone Oak ISD was rated an “Exemplary” District – one of only 55 multi-campus Districts so rated in the state. This was a first for the District and community.
- Presented to the Board, passed, and implemented a budget my first year that came in with a surplus of \$320,000. The District had been running deficits for the past two fiscal years.
- Initiated several major facility repair projects including an emergency project resulting from \$646,000 in damage to our Elementary due to a tornado.
- Personally designed the Master Schedule for all three campuses. Using new staffing paradigms we reduced our total staff payroll by \$95,000 from the prior year’s expected outlay.
- Instituted a greatly streamlined purchasing process for the District. Our new turnaround time on PO’s was two days. We also instituted use of a school credit card for employee travel.
- Developed a salary scale for all employees that proportionally tied every salary classification to the state-mandated teacher salary scale. Also developed and instituted a perfect attendance incentive pay system and a local seniority incentive pay system.
- Authored, presented to the Board, and passed many policy changes that were identified by trustees as necessary. Examples include; student transfers, cheerleader selection, and discipline. Our Board Policy Manual was put on the Internet.
- Engineered, acquired, and helped install the hardware and software components of Lone Oak ISD’s wide-area network and its student data information systems. Engineered the District-wide systems for messaging, e-mail and Internet access. Expanded the scope of the technology program at the high school. We used adult-supervised student labor to wire two of our campuses.
- Initiated the self-contained 5th grade, and the “clustered” 6th grade programs at the middle school to ease the transition from elementary school.
- Developed a fair and equitable student transfer policy for the District and developed a fair and equitable cheerleader selection process for the District. These both had been extremely controversial issues in the past.
- Instituted a safety program for the District, which was operated by our Workman’s Comp insurance carrier. We used their personnel to provide our employees with safety training.
- Supported and leant guidance to a first-year athletic director as he accomplished the feat of winning our District championship in football. We made the playoffs again my last year.
- Appointed District 13AA Executive Chairman in charge of UIL competition issues.
- Appointed to serve on the Corporate Advisory Board of the Greenville Hospital.
- Appointed to serve on the Advisory Board of the “Texans in Leadership” endeavor sponsored by Texas A & M University. This was an economic development effort.

Mathis Independent School District - Assistant Superintendent (or assisting the superintendent):

- MISD was the sole school district serving Mathis, a community with a farm-based economy located 36 miles north of Corpus Christi on Interstate Highway 37.
- The district had one 3A high school and a total of about 2195 students (86% Hispanic, 18% Anglo, 6% African-American). Our student group had a large percentage of "At-Risk" kids.
- Served as technology coordinator for the district. My duties included network engineering, student information system development, and Internet access acquisition. We began a complete revision of the district's Technology Plan to include WAN and Internet access to all campuses.
- Planned for, authorized, and processed the orders for, the district's computers and peripherals.
- Worked with, and made several "tweaks" to, the district's budgetary software (a set of Microsoft Excel spreadsheets). I became familiar with our \$ 13 million dollar budget, having worked with the budget generation software on a line-by-line basis.
- Was engaged in an upgrade to the district's procedures for substitute teachers. We planned to institute a process for the training and orientation of prospective substitutes as well as evaluation of those substitutes who had been currently working for the district.
- Authored a set of school information databases used by the campuses. These modules were integrated and included: Student Demographic Information (including GT Eligibility, GED Eligibility, At-Risk Criterion, UIL Eligibility, Special Ed Info and more), Student Discipline, Excessive Absence Tracking, Content Mastery Compliance Tracking, Substitute Teacher Reporting, Purchase Orders, Textbook Inventory and Ordering, Student Textbook Records, Locker and Combinations Management.
- Authored, and published, the district's "Student Code of Conduct," a Senate Bill 1 requirement.
- Originated the concept and authored the district's "Chart-Based Discipline System." This policy increased the fairness, consistency, and measurability of our discipline endeavors.
- Originated the concept, and helped implement, the district's "Open Enrollment Teacher Inservice." We set up two or three workshops at each campus and allowed the staff to sign up for a session at any campus - similar to the process used at educational conferences.
- Planned and supervised the composition of the district's Telecommunications Infrastructure Fund grant application to the Texas Education Agency. This application was denied only because our percentage of "At-Risk" students at the high school was too low.
- Completed the research for, and co-authored, the district's alternative school application to the Texas Education Agency. This application was accepted as submitted. The Sunrise Educational Center ran in two shifts, the morning session for "at-risk" kids, and the afternoon session for the students who had been removed from a local campus for behavioral reasons.
- Completed the legal research for, and edited, the district's position paper regarding MISD's self-reporting of UIL rules violations by the former athletic director. Participated (while not a pleasant experience, it was certainly a learning one) in both the District and the State Executive Committee hearings on this matter.
- Participated (another "learning" experience) in a special education due process mediation hearing. Presented the district's position during the mediation and composed the final settlement document.

Mathis Independent School District - Assistant Superintendent (continued):

- Originated the concept, and authored the district's "Superintendent's Participation in Executive Session" policy. This policy guarantees that the superintendent will be allowed in closed sessions during board meetings.
- Originated the concept, and prepared thumbnail drafts for the architect, regarding our new library concept at the high school. By using our idea, the architect designed the building to allow the upper-level English classes "walk-in" access to the library. This access has facilitated changes (more research emphasis) to our English and Gifted & Talented programs.
- Originated the concept, and implemented the district's committee hiring process. This process, which involves parents and students, was used when selecting our current athletic director.
- Authored the district's SB 1 - 21.106 procedures: the process used for the return of a term-contract teacher back to probationary status. We implemented this procedure with three teachers.
- Developed the plan for the administrative moves and restructuring, which took place during the summers of 1995 and 1996.
- Recruited personnel at job fairs held at Pan-American University in Edinburg, Texas.
- Opened the high school gymnasium for adult recreational basketball.
- Created numerous logos for various district uses such as printed materials, safety awards, etc.
- Authored and published the district's informational flyer for the successful bond issue funding a new "Event Center." This was the first bond issue attempted in Mathis in the last twenty years.
- Initiated a phased plan to upgrade the concessions operations for the district. Producing revenue in this fashion allowed more expenditure for athletics and student activities without a need to alter the budget or increase taxes.
- Was in the process of planning an "Advocacy Department." This would be a person who could help citizens of our community follow the proper channels when that citizen has a school concern. Many of our patrons are Spanish speaking or are unfamiliar with school policies and procedures. This department would allow them to voice their legitimate concerns in a productive manner so that we could improve our operations in response to these concerns.
- Was planning to assign a capable person to the duties of "School - Community Relations." This would be a person who would compose, typeset and print various informational materials regarding the district's operations and plans. Some examples of the topics to be covered are: detailed board agendas (including item analysis and the administration's position), explanation of curriculum and policies at the various campuses, and stories about exceptional programs and staff. The goal was to establish a system where truth and fact, not rumor and hearsay, comprise the public's information intake and perceptions of the district.
- Was gathering information and completing research to present a teacher appraisal model which includes input from students, parents, as well as observed in-class behavior. This model would be a collaborative process designed to improve instruction and performance, not just measure them.
- Was preparing to offer a computer literacy class for adults. This course would be taught in the evenings at the high school. My intention was to use this class as a training and recruiting opportunity for quality clerical help. This district always had a need for local people who possess good clerical, office, and word processing skills.

Mathis High School - Campus Principal:

- MHS is a 3A high school with 593 students (88% Hispanic, 17% Anglo, and 5% African-American). Our student population is made up of many economically disadvantaged students; 62% of them are classified as "At-Risk."
- Increased TAAS scores 44%, reduced the dropout rate from a "state warning" level of 6.7% to the current 2.2% rate.
- Planned, structured, and implemented our Master Schedule to efficiently use our 38 teachers.
- Nurtured a fiercely loyal staff by using collaborative decision-making techniques and by fostering an atmosphere where reasonable mistakes were not a threatening experience. MHS was the most professional, gossip and rumor-free campus in the district.
- Instituted the Teacher Suggestion Box, a forum for complaints and criticisms where the anonymous questions would receive a written response which was posted in the lounge. Allowed the staff to give anonymous input on the annual self-appraisal that I completed for the superintendent as part of my evaluation.
- Increased parent participation through mandatory teacher phone calls and conferences. Conducted Parental Advisory Committee (PAC) meetings. Directed our Site-Based decision making team.
- Developed and implemented new curriculum: the Reading Improvement program, the Health Science program, the Marketing & Management program, and the TAAS Remediation program. Completely revamped the honors curriculum entrance and achievement standards.
- Participated in workshops for the district's Essential Element Initiative, a curriculum revision.
- Interviewed and hired instructional and paraprofessional staff.
- Conducted instructional inservices for our teaching staff and appraised this staff using the TTAS instrument.
- Developed a form and a process for instant feedback on TTAS appraisals and also developed a TTAS "Reference Sheet" for the instructional staff.
- Created and implemented the "Teacher Report Card" for direct student-to-teacher feedback. Set up the "Student Voice" program to provide an avenue for dealing with student problems.
- Created and implemented the Student Performance Incentive program. This consisted of taking the students on various field trips (Houston Rockets, Aeros, and Astroworld) to reward performance in attendance, grades, discipline, or the TAAS test during "target" times of the school year.
- Assisted the district's technology coordinator. Planned for, authorized, and processed the orders for, the purchase of district computers. Conducted workshops and did one-on-one computer training for staff.
- Engineered, procured, and installed our campus file-sharing and E-Mail network. Did desktop publishing and cover layouts for staff throughout the district. Authored the integrated set of student information data bases used by all MISD administrators.
- Authored and instituted a standardized discipline program at MHS.
- Devised the operating procedures for our Attendance Review Committee.
- Performed supervisory duty at all school functions.

Alvin High School - Assistant Principal:

- Conducted instructional inservices for teaching staff and appraised teachers with the TTAS.
- Rated "Excellent" in "Discipline Support" for Alvin HS administrators, four consecutive years.
- Served as Textbook Custodian for the High School.
- Assisted the Principal with implementation of *Effective Schools* programs.
- Served as campus computer coordinator and resource person.
- Performed set-up programming on TTAS computer appraisals.
- Authored the discipline data base program used by all AHS administrators.
- Devised and implemented a bar-code scanning system for student textbooks.
- Performed desktop publishing and cover layouts for staff throughout the district. The handbook for 1991 - 1992 won first place in state at the School-Public Relations Conference.
- Coordinated free lunch system for the high school.
- Conducted workshops and one-on-one computer training for staff.
- Conducted workshops for staff on the discipline policy.
- Held responsibility for discipline and parent conferences for assigned students.
- Served as Chairman of our Attendance Review Committee. Researched and devised the attendance makeup process still in use at AHS.
- Assisted the Principal with "Student Life" activities.
- Trained as a group facilitator for our Student Assistance Program. This program can be compared to an on-school Alcoholics Anonymous program. We offered the SAP to kids who were experiencing difficulties due to divorce, death in the family, and substance abuse.

Hargrave High School - Marketing Instructor:

- Initiated the Marketing & Distributive Education program in Huffman.
- Taught one section of MDE Pre-Employment Lab I & II and MDE Co-Op.
- Taught one section of Data Processing for Business.
- Organized, opened, and developed a school store for the MDE program. This store was profitable the first year of operation. It was run entirely by students; yet, we never lost more than 2.7% in inventory (real-world stores average 3.6%). Our best year produced a \$34,000 sales total.
- Coordinated and monitored training stations.
- Participated actively and successfully in DECA Career Development Contests. We placed at least three, and as many as seven, students in the state contest every year I was at HHS.
- Coached Junior Varsity Basketball during 1982-83, placing first in District competition.

West Central Vocational Center - Marketing Instructor:

- Taught Marketing I and DE Co-Op; one section each, in two hour blocks, daily.
- Performed the administrative duties required for operation of the Center.
- Coordinated and monitored training stations.
- Operated a school store (open to the public) from our classroom location which was in an unused retail establishment on the main street of Appleton, Minnesota.
- Participated successfully in DECA Career Development Conferences. We placed six students in the state contest that year.

Apple Valley Senior High - Marketing Instructor:

- Taught Junior DE, Senior DE and a section of a Business Department course.
- Organized and advised the local DECA Chapter. Initiated, organized and advised a local DECA Alumni Chapter.
- Organized and served on the local Distributive Education Advisory Board.
- Served on the District Vocational Advisory Board.
- Served on the District Vocational Relicensure Committee.
- Coached Junior Varsity Basketball, placing first in District play.
- Designed and constructed our "Traveling DECA Display," a portable backdrop used at home football games, shopping malls, and other locales to promote awareness of our program.
- Elected by the students as Prom Chaperon.
- Elected by the local DECA Advisors as District 6 Events Chairperson. Organized and administrated the District 6 Finance & Credit Contest.
- Participated successfully in DECA Career Development Conferences. We placed eight students in the state contest both years. I had one student make the national contest for Finance & Credit two consecutive years. These contests were held in Miami, Florida and Anaheim, California.

Hennepin Technical Center - Marketing Instructor (Adult Programs):

- Taught *Principles of Marketing* as part of the Center's adult program.
- Developed and implemented curriculum; evaluated content and instruction.
- Developed a class description and outline for the Center's Course Catalog.

Armstrong High School - Marketing Instructor (Student Teacher):

- Taught Marketing I and Marketing II along with one section of DE Co-Op.
- Aided in Supervision of the School Store.

OTHER EMPLOYMENT EXPERIENCE - SIDELINE JOBS

<i>Institution</i>	<i>Dates</i>	<i>Title - Description</i>
Texas Teamwear Humble, Texas	1983 - 1992	Owner Screen Printing Business
Southside Dodge Burnsville, Minnesota	1981	New Car Salesperson, Dodge Vehicles
Hennepin Technical Center Brooklyn Center, Minnesota	1980 - 1981	Marketing Principles Instructor- Adult Education Program
Bee Line Marine St. Cloud, Minnesota	1979	Motorcycle Assembly, Assembly of New Yamahas
Sandberg Construction St. Paul, Minnesota	1977 - 1979	Ironworker - Permit Status, Structural Steel Construction
Snow Sports Sled & Cycle Crosby, Minnesota	1973 - 1976	Co-Owner, Retail and Service, Snowmobiles & Motorcycles
Witcher Construction Minneapolis, Minnesota	1974	Ironworker - Permit Status, Structural Steel Construction
Crosslake Federal Dam Crosslake, Minnesota	1974	Campground Counselor, Federal Park
Independent School District #182 Crosby, Minnesota	1973	Summer Recreation Program, Basketball Coach

RANGE OF OTHER WORK EXPERIENCE

Texas Teamwear - Speed Screen Printing:

- Handled all advertising. Held responsibility for purchasing, ordering, and inventory control.
- Maintained an accounting system, credit system, and ordering system.
- Created and produced artwork for printed emblems. Prepared screens and printer for garment runs.
- Screen printed garments.
- Handled customer complaints and returns.
- Maintained and managed our small labor force: tasks included hiring and payroll.

Southside Dodge:

- Sold new cars including the just-introduced Dodge Aires-K.
- Test drove new cars after servicing.
- Appraised trade-ins.

Snow Sports Sled & Cycle:

- Repaired motorcycles and snowmobiles. Created all shop displays, handled all advertising.
- Held responsibility for purchasing, ordering, and inventory control, and customer returns. Maintained an accounting system, credit system, and ordering system.
- Maintained and managed our small labor force of five people, including; hiring, safety concerns, discipline, employee concerns, and payroll.

Sandberg Construction, Witcher Construction:

- Performed connecting and bolt-up work on buildings. Installed and welded decking. Was sent out on special detail and ornamental iron work projects.

PAST HONORS AND AWARDS

- While serving in Buffalo I have been an honored guest/guest speaker/emcee for the Chamber of Commerce, AARP, Buffalo Stampede Beauty Pageant, and the Marshall of the Christmas Parade.
- I have been honored as the Citizen of the Week in the Buffalo Express.
- We achieved Lone Oak ISD's first every "Exemplary" rating as a District. We also achieved Buffalo ISD's first every "Exemplary" campus rating at the High School.
- As a snowmobile racer I won and placed numerous times with the highlight being a 3rd place finish in the 340cc Modified class at the American Snowmobile Association's National Championship Derby in 1976. This race was like the "Indy 500" of its time for snowmobiles.
- At my High School graduation ceremony I was honored to be our Baccalaureate speaker.
- I have been a starter on numerous Championship teams in various recreational basketball leagues over the years. I played collegiate basketball and football at Central Lakes College. As member of the Dawson Jaycees, I started on their State Tournament Basketball team.
- In the city of Montevideo, Minnesota I served on the Recreation Rules Committee and as a referee for the adult basketball league.
- During my college years I played guitar on occasion in a band that performed for wedding dances, parties, and other events. I also served on a committee responsible for development of a promotional booklet featuring the City of St. Cloud as well as being elected Treasurer for the St. Cloud State DECA Club in the 1978-79 school year.
- Prior member of:
Buffalo Chamber of Commerce, Leon County Economic Development Corporation, Leon County Community Coalition, Lone Oak Civic Club, Lone Oak PTO, Lone Oak Booster Club, North Baptist Church of Lone Oak, Mathis Police Department Grant Award Board, Mathis Chamber of Commerce, Mathis Booster Club, Texas State Aquarium Benefactors, Phi Delta Kappa - Executive Board and Newsletter Editor, Humble Chamber of Commerce, American Vocational Association, Texas Marketing Education Association, Metro-DET