

ROBERT L. BARBER, Sr., AICP
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Olive Branch, Mississippi 38654
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PROFESSIONAL EXPERIENCE

Director of Planning and Community Development, City of Hernando, Hernando, MS. 6/96 to present. Manage all aspects of city planning and development program including staff supervision, budgeting and control, comprehensive planning zoning and subdivision ordinance administration, building code administration, code enforcement, and special projects. Current special projects include neighborhood revitalization of a four block area through city sponsored homeowner home rehabilitation and non-profit partnerships, the development of a downtown revitalization program, and the development of a historic preservation program. Assist allied groups in industrial recruitment and park development. Developed successful grant proposals. Recent accomplishments include designation as Mississippi's first small town Main Street Community, establishment of a preservation commission and Court Square National Register Historic District, and the West End redevelopment strategy. Hernando was awarded the 1998 Making Mississippi Move Award for Excellence in Small Town Planning by the Mississippi Municipal Association, The American Hometown Leadership Award by the American Institute for Small Towns for its progress achieved through under the current administration through the planning program. An additional major award for the city's achievements under the planning program will be granted in July, 1999.

Principal Planner, DeSoto County Planning Commission, Hernando, MS. 11/88 to 6/96. Principal responsible for land use controls including General Plan maintenance, ordinance maintenance, zoning case review, and subdivision case review in a rapidly urbanizing county of 80,000. Developed and presented staff reports for Planning Commission and Board of Adjustments related to development proposals and their relationship to the county's General Development Plan. Worked closely with developers in project negotiation and control. Special project included the design, coordination and management of "DeSoto 2010, General Development Plan", adopted in March of 1994, provision of county oversight of the Memphis International Airport Land Use Plan, and assistance in the development of a comprehensive sewage facilities plan. Produced other specialized studies and reports, monitored environmental concerns and industrial development, and the supervised support staff.

Managing Principal and Chief Executive Officer, ROBERT L. BARBER AND ASSOCIATES, COMMUNITY DESIGN AND PLANNING, 11/86 to present, Provide planning services for a variety of clients including comprehensive development plans, development ordinances, redistricting plans, funding proposals, subdivision design, design standards and other planning services for both public and private clients.

Regional Planner, North Delta Planning and Development District, Clarksdale, MS. 9/84 to 1/86. Worked closely with community leaders and officials negotiating development projects related to the Community Development Block Grant Program, State Enterprise Zones, and other development programs. Solicited funding through effective grant proposals. Provided staff support to local planning council of the Job Training Partnership Program and performed specialized planning studies related to transportation, land use and market research.

EDUCATION

Master of Urban and Regional Planning, University of Mississippi, Oxford, MS. May, 1986. Graduate assistant in the Department of Urban and Regional Planning.

Bachelor of Arts, University of Mississippi, Oxford, MS. May, 1983. Major in Philosophy and Religion, and Latin American Studies.

Educational Awards and Honors: Garner Fellowship in Urban and Regional Planning, Chancellor's Letter of Merit in Regional Studies, Dean's Honor Roll, Estarl Scholarship from Order of the Eastern Star

Extracurricular Activities and Academic Societies: Sigma Delta Pi Academic Honorary, Alpha Theta Phi Academic Honorary, Wesley Foundation Vice-President, Graduate Student Union, Committee of 100, Intramural soccer and softball.

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners, Admitted July of 1990
American Planning Association
 President of the national Chapter Presidents Council, 2000-2002
 National Board of Directors, 2000-2002
 President, Mississippi Chapter, 1993 -1995
 Legislative Chair of Mississippi Chapter, current
 National Awards Jury, 1990
American Society of Consulting Planners

COMMUNITY AFFILIATIONS and SERVICE

Historic DeSoto Museum, Chairman
Sacred Heart Housing Corporation, Vice-Chair
Hernando DeSoto Habitat for Humanity, Chairman of the Board

DeSoto Leadership 2000, Class of 1996
Hernando Rotary Club, Hernando, Mississippi, Board of Directors
University Alumni Association, University of Mississippi
Friends of Scouting, Area Chairman, Hernando, Mississippi, 1993
DeSoto Leadership 2000, Selection Committee, 1993
District Commissioner, Chickasaw Council, Boy Scouts of America, 1992
Camporee Director, Chickasaw District, Boy Scouts of America, Spring 1991

RELIGIOUS AFFILIATIONS

Christ Presbyterian Church, P.C.A, Olive Branch, Mississippi, Founding Elder, Clerk of the Session, Chair of the Planning and Building Committee

References and work samples furnished upon request.

ROBERT L. BARBER AND ASSOCIATES
Community Design and Planning

LIST OF PROJECTS, PUBLICATIONS, AND MAJOR PRESENTATIONS

GENERAL PLANS

Calhoun City, Mississippi, Town Plan, Zoning Ordinance and Subdivision Regulations, current project
Town of Byhalia, General Development Plan, Current Project
City of Clarksdale, General Development Plan, Current Project
Panola County General Development Plan, Panola County, Mississippi 1997
North Memphis Street District Master Renewal and Revitalization Program, Holly Springs, Mississippi, February 1997
Vollenitine-Evergreen Neighborhood Plan, Memphis, Tennessee March 1996
City of Holly Springs, Mississippi Comprehensive Plan Update, September 1996
Batesville 2010, Comprehensive City Plan for the City of Batesville, Mississippi, 1990
Marshall County General Plan, Marshall County, Mississippi, 1991

FUNDING PROPOSALS

City of Hernando, College Street Revitalization Program, Mississippi HOME Program, 1995, Funded
City of Batesville, Jackson Street/Old Stage Revitalization Initiative, Mississippi HOME Program, 1994. Funded
DeSoto County Housing and Human Development Corporation, Civic Center Acquisition Plan, Funded by the Community Foundation of Greater Memphis

EXPERT WITNESS CASES

Annandale Homeowners Association Annexation, Madison County, current project
City of Tupelo, Annexation and related matters, pending project
City of Clarksdale, Adult Entertainment and unrelated Zoning Matter, May 2000
Alexander and Peeples, Olive Branch, Mississippi, LLC, Zoning Dispute, 1999
City of Coldwater, Building Permit Case before Mayor and Board
City of Hernando, Mississippi, 1999 Annexation
DeSoto County, Mississippi, 7 right of way cases involving the Mississippi Department of Transportation, 1997-1998
City of Batesville, Mississippi, 1993 Zoning Defense
City of Horn Lake, Mississippi, 1990 and 1993 Annexation
City of Olive Branch, Mississippi, 1989 Annexation
City of Clarksdale, Mississippi, 1988 Annexation
City of Vicksburg, Mississippi, 1984 Annexation

ORDINANCES

Panola County Land Use District Ordinance, Panola County, Mississippi Current Project
City of Batesville, Annexation Zoning Revisions, Current Project
City of Clarksdale, Comprehensive Zoning Ordinance Revision, Current Project
City of Coldwater, Mississippi Zoning Ordinance Revision, June, 2000
City of Byhalia, Mississippi Zoning Ordinance Revision, Byhalia, Mississippi 1997
Tunica County Sign Ordinance Revision, Tunica County, Mississippi, 1997
Zoning Ordinance Revision, Holly Springs, Mississippi, 1996
Zoning Ordinance Revision, Tate County, Mississippi, 1993
Zoning and Subdivision Ordinance, Batesville, Mississippi, 1992
Marshall County Zoning Revision, Marshall County, Mississippi, 1990
City of Batesville Zoning Consultation, Batesville, Mississippi, 1990

REDISTRICTING

City of Horn Lake Mississippi, 1996
Tate County Board of Education, Senatobia Mississippi, 1992
Expert Consultant on redistricting to North Delta Planning and Development District,
Clarksdale, Mississippi. 1991

RETAINER CLIENTS

Village of Memphis, Mississippi, Current
Panola County, Mississippi, Current
City of Holly Springs, Current
City of Horn Lake, Mississippi, 1989 - 1995
City of Hernando, Mississippi, 1994 - 1996
DeSoto County Housing and Human Development Corporation, 1994 -1995

RECENT MAJOR DEVELOPMENT PLANS AND CONSULTATIONS

Germantown Grove, 5 acre Office Park, Germantown, Tennessee, Current
Lakes of Nicholas, 240 acre Planned Unit Development, Southaven, Mississippi, August
2001
Fountain Gate, 100 acres rural residential subdivision, DeSoto County Mississippi, July,
2001
Lake View Subdivision, 120 acre residential subdivision, Holly Springs, Mississippi, May,
2000
The Grove of Cayce Planned Unit Development, Marshall County Mississippi, 80 acre
Planned Unit Development, November, 1999
Allendale Planned Unit Development, Olive Branch, Mississippi, 125 acre planned unit
development, September, 1997

Trinity Lakes Planned Unit Development, DeSoto County, Mississippi, 140 planned unit development, August 1997
North Creek Meadows, Southaven, Mississippi, 160 Acre planned unit development, June 1996
Northwood Hills, Olive Branch, Mississippi, 65 acres mixed unit greenbelt development, June 1996
Fairfield Meadow, Horn Lake Mississippi, 140 acre mixed use development, November 1996
Mendenhall Road Subdivision, Memphis, Tennessee, 6 acre industrial subdivision, August 1996
Cherokee Valley Design Standards, Olive Branch, Mississippi July 1996

PUBLICATIONS

Out migration Drains Mississippi's Vitality, Opinion and Editorial, The Commercial Appeal, Memphis, Tennessee, August, 1992,
Ibid., The Clarion Ledger, Jackson, Mississippi, October, 1992
Enterprise Zones Only Part of The Inner Cities' Solution, Opinion and Editorial, The Memphis Business Journal, Memphis, Tennessee, November, 1992
Sensible and Defensible Zoning, Educational Article, The Mississippi Municipal Association Magazine, May 1994
Ibid., Current Municipal Problems, Clarke and Boardmans Legal Series, 1995 Annual Issue
Letting the Pig Into the Parlor, Opinion and Editorial, The Clarion Ledger, Jackson, Mississippi, February, 1995
Real Places in Review, Book Review, Journal of the American Planning Association, Chicago, Illinois, Fall, 1995
Getting Them to Listen, Planners Advisory Technical Report, Planner's Advisory Service, American Planning Association, Chicago, Illinois, Publication pending
Getting Them to Listen, Small Town and Rural Planners Journal, Small Town and Rural Planning Division of the American Planning Association, Ball State University, June, 1999
National Policy Guide on Manufactured Housing, American Planning Association, Chicago, Illinois, Spring, 2001
Small Town Development in Mississippi, Four Elements for Success, Small Town and Rural Planners Journal, Small Town and Rural Planning Division of the American Planning Association, Ball State University, March, 2001

MAJOR PRESENTATIONS

Mississippi Annexations and Town Growth Patterns, Mid-South Planning and Zoning Institute, University of Memphis, April, 1997

Transportation Impacts on Town Character, Mid-south Regional Planner's Forum, University of Memphis, May 1998

Principles of Effective Small Planning, Arkansas Chapter of the American Planning Association, September 1998, Fayetteville Arkansas

Getting them to Listen, 1999 National Conference of the American Planning Association, Seattle, Washington, April 1999

Mississippi Counties and the Planning Process, Mississippi Association of Supervisors, Tunica, Mississippi, June 1999

Getting Them to Listen; Planning in Challenging Environments, Mississippi Municipal Association, Biloxi, Mississippi, July 1999

Getting Them to Listen; Planning in Challenging Environments, Pennsylvania Planner's Association, Seven Springs, Pennsylvania, September 1999

Rereading Downtown, Your Town Plan and Downtown Redevelopment, Small Town Summit, West Point, Meridian, and Madison, November 1999

Fundamentals for Growing Exceptional Southern Communities: Bringing the 60's Plan into the new Millennium, Small Towns Conference, Jackson, Mississippi, Mississippi Municipal League, December 1999

Getting Them to Listen, Planning in Challenging Environments, Pennsylvania Association of Township Supervisors, Harrisburg Pennsylvania, April, 2000

Partnering with Faith Based Organizations for Community Development, 2000 Conference of the American Planning Association, New York, New York, April 2000

Incorporating Natural Hazards in Mississippi Planning Practice, Mississippi Emergency Management Association, Tunica, Mississippi, May 2000

The Planner and the Politics of the Small Community, California Chapter of the American Planning Association, Long Beach, California, Scheduled for September 2000

Small Town Development in Mississippi, Small Town Conference, Mississippi Main Street Association, Jackson, September, 2000

Small Town Development, Four Elements of Success, Mississippi Municipal League Small Town Conference, October, 2000

The Planner and the Politics of the Small Community, 2001 National Conference of the American Planning Association, New Orleans, March 2001

The Planner and the Politics of the Small Community, 2001 Western Planner Conference, Santa Fe, New Mexico, August 2001

TRAINING

City of Raymond, Planning Commissioner Training in Small Town Design Principles, Current Project

Faculty, Elected Officials Certification in Planning and Land Use, Mississippi Municipal League, Current Project

City of Oxford, Planning Commissioner Training, Oxford, Mississippi, Current Project

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Pontotoc, Mississippi 38863
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(M) (662) 419-0161
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PROFESSIONAL EXPERIENCE

Johnstone & Associates; Pontotoc, Mississippi; Principal Associate January 13, 2001 - Present: Responsible for all activities of a small consulting firm specializing in strategic planning, marketing, development of health status improvement strategies, and qualitative research for health care providers and communities as well as political redistricting, annexation feasibility studies, development of land use regulations, providing expert testimony, and comprehensive planning for local governments and private clients.

Grenada Lake Medical Center, Grenada, Mississippi; Administrative Director September 2, 1997 – January 2001; Marketing & Public Relations, Development, Managed Care, Business & Community Health, Employee Education, Patient Education, Case Management, and Process Improvement & Quality Management.

Member of the senior management team. Was responsible for developing and implementing the marketing and public relations, fundraising, managed care, case management, employee education, outpatient diabetic teaching, inpatient education, performance improvement & quality management, business health, and community health strategies for an eight-county medical center. Led the quantitative and qualitative research of consumers, recent patients, and business and industry clients. Was responsible for leading the strategic planning effort, developing new business opportunities, and marketing services in order to improve preference and market share for the medical center. Led the development and implementation of process improvement strategies (CQI) and oversaw quality management activities. Was responsible for leading the medical center to be the preferred provider of health status improvement services and strategies with the business & community leadership. Led the development of the newly formed philanthropic foundation, including leading the first major fundraising project.

Was responsible for developing cost-saving and patient satisfaction improvement strategies through financial and clinical management of the patient. Led development

and implementation of the Outpatient Diabetes Self-Management program. Led the employee education effort including development of the internal culture change strategies and communication plans. Was staff leader for the Ethics Committee, Performance Improvement Coordinating Committee, Ministerial Association and Peer Review Panel, and member of the Sentinel Event Team. Led management and leadership improvement efforts, including leading seminars from such sources as Gung Ho!, Mindwalk, Raving Fans, Principle-Centered Leadership, Seven Habits of Highly Effective People, DIGs (Do It Groups), Marketing 101, and Teams & Tools. Has led or facilitated numerous process improvement groups.

Led development of the first ever GLMC Annual Report – SPIRIT!/Report to the Community, capturing a Maggie award for best annual report in the state from the Mississippi Hospital Association. Led all advertising and public relations efforts including billboard, newspaper, and radio image campaign, which also captured a Maggie award, and physician promotion, special events, newspaper column, speakers' bureau, and community health events.

Johnstone & Associates; Principal Associate Pontotoc, Mississippi; January 16, 1997 - September 1, 1997, Responsible for all activities of a small consulting firm specializing in strategic planning, marketing, development of health status improvement strategies, and qualitative research for health care providers and communities.

Mid-Delta Home Health, Inc. Belzoni, Mississippi, December 5, 1995 - January 15, 1997; Vice-President of Community Education and Director of Managed Care Responsible for the corporate marketing and sales, public relations, physician relations, community education and managed care activities of a 22-county home health agency and primary care facilities. Led the work activities of a five-member sales, marketing and public relations team.

North Mississippi Health Services, Director of Marketing and Development; September 9, 1990 - September 30, 1995; Tupelo, Mississippi. Responsible for the corporate marketing activities of a 22-county health system, including strategic marketing and planning, advertising, public relations, and community outreach (including the operation of two school health centers). Also responsible for development and implementation of the corporation's Healthier Communities strategy, including a door-to-door community health assessment in 27 counties. Led the work activities of a ten-member team. Increased market share 7.6 points in 14 months; 11% in ambulatory surgery business in one year, 14% increase in procedures at the outpatient cancer center in just a few months and held OB market share stable in a strongly competitive environment. Led the marketing effort for managed care and other business products; managed care enrollees increased by 71,000 members in five years. Led the quantitative and

qualitative research of consumers, physicians and business and industry. Directed the patient satisfaction tracking system and worked in collaboration with physician integration, managed care and primary care network development strategies. Directed the fund-raising activities of the Health Services Foundation.

Johnstone & Associates, Pontotoc, Mississippi; Principal Associate; March 1, 1986-September 8, 1990. Responsible for all activities of a small consulting firm specializing in political redistricting, annexation feasibility studies, development of land use regulations, and comprehensive planning for local governments.

Pontotoc County Chamber of Commerce, Pontotoc, Mississippi; Executive Director, June, 1987 - April, 1988. Directed the start-up operations of a new Chamber of Commerce including member recruitment, development of Board and Committee structure, operations manual, action plan and annual programs.

Three Rivers Planning and Development DistrictTupelo, Mississippi, Planning Director August, 1978 - February, 1986. Responsible for the operation of the Planning Division of an eight-county planning agency. Duties included directing the work activities of one full-time and two part-time team members. Developed the regional strategy program, local comprehensive plans, capital improvement programs, redistricting plans, annexation feasibility studies, local development ordinances, and personnel policies and procedures.

EDUCATION

Master's Degree in Urban and Regional Planning, University of Mississippi, 1978
Bachelor's Degree in Public Administration, University of Mississippi, 1976

TRAINING

Alternatives for Improving Urban Transportation, 1977
Transit Operations Planning Course, 1983
Export Seminar, Millsaps Management Assistance Center, 1984
Professional Training in Economic Development, National Association of Development Organizations, 1985
Mid-South Zoning Institute, 1988, 1989
George McLean Institute for Community Development Leadership Conference, 1986-87
Mississippi Economic Council's Advanced Leadership Program, 1989-90
Fellow, Healthcare Forum's Healthier Communities Fellowship Program, 1996-97
Mississippi's Managed Care Symposium, Healthcare Financial Management Association, 1997

Medicare Rural Hospital Flexibility Program "Critical Access to Care", Mississippi Hospital Association, 1998
Desktop Publishing Workshop, 2000

PERSONAL

Professional and Civic Affiliations:

Participant, George McLean Leadership Conference, 1986-87
Participant, Mississippi Economic Council's Advanced Leadership Program, 1989-90
Director, Leadership Pontotoc County, 1989
Chairperson, Leadership Pontotoc County Board of Directors, 1989
Charter Member, American Planning Association
First Vice-President, Mississippi Chapter, American Planning Association, 1989-90
Member, Pontotoc County Chamber of Commerce Board of Directors, 1987-91
Treasurer, 1988-89
President, 1989-90
President, Fidelis Civic Club, 1987-88
Member, Judicial Nominating Committee (Gubernatorial appointment), 1988-92
Board Member, Tupelo Ballet
Chairperson, Tupelo Ballet League, 1995-96
Member, Tupelo Planning Commission, 1994-95
President, Pontotoc Parent/Teacher Association, 1995-96
Fellow, Healthcare Forum's Healthier Communities Fellowship Program, 1996-97
Member and Secretary, St. Christopher Catholic Church Parish Council, 2001-2002
Chairperson, Church Relations Committee, Habitat for Humanity, 200-2002

Honors and Awards:

Excellence in Planning Award for Service to the Chapter, Mississippi Chapter of the American Planning Association, 1987-88 and 1988-89.
Outstanding Young Woman of America, 1987.

Publications and Speeches

Mississippi Municipalities, "Zoning for Family-Based Day Care", Volume 38, Number 1, January, 1989.

Mississippi Municipalities, "Computer System to Aid Redistricting After 1990 Census", Volume 38, Number 6, June, 1989.

Speaker: "Redistricting", Northwest Mississippi Planning and Development District, June, 1988 and Mississippi Chapter of the American Planning Assn., 1988.

Speaker: "Comprehensive Planning Law", Legal Section of Mississippi Municipal Association, January, 1989.

Speaker: "Planning and Zoning", Mississippi Municipal Association's Annual Convention, July, 1989.

Speaker: "Health Care Reform - Why Do We Need It?", various civic clubs in North Mississippi and Northwest Alabama.

Speaker: "Health Care Reform - Why Do We Need It?", Mississippi State Senate Public Health and Welfare and Insurance subcommittees, 1996.

Speaker: "Health Care Reform - Why Do We Need It?", Nurse Practitioners Association, 1996.

Speaker: "The Process of Planning", University of North Alabama School of Nursing, 1993

Numerous speeches to civic and other clubs in the Grenada area, 1997 – 2000.

PROFESSIONAL EXPERIENCE

Johnstone and Associates, 1986-Present; A planning and redistricting firm providing consultant services to local governments and private clients in the fields of political districting and redistricting, land use code development and administration, annexation feasibility analysis, provision of expert testimony, comprehensive planning, leadership training and teaching; and strategic planning.

Pontotoc, Mississippi Zoning Ordinance/Technical Assistance, 1986

Nettleton, Mississippi Districting Plan, 1987

Nettleton, Mississippi Zoning Ordinance Technical Assistance, 1986 – 1990

Amory, Mississippi Comprehensive Plan/Zoning Ordinance Update, 1990

Hernando, Mississippi Districting Plan, 1988

Hernando, Mississippi Redistricting Plan, 1992

Chickasaw County, Mississippi School District Redistricting Plan, 1988

Chickasaw County, Mississippi Supervisory Districts Redistricting Plan, 1988

Pontotoc County, Mississippi School District Redistricting Plan, 1988

Expert Witness, Marie Wilson vs. Chickasaw County, Mississippi, 1988

Expert Witness, Anchorage Co. vs. City of Oxford, Mississippi, 1988

Newton County, Mississippi School District Redistricting Plan, 1988-89

Newton County, Mississippi Supervisory Districts Redistricting Plan, 1988-89

Expert Witness, Newton County Redistricting Case, 1995

Hernando, Mississippi Annexation Feasibility Study, 1989

Expert Witness, Hernando Annexation Case, 1990

Coffeetown, Mississippi Annexation Feasibility Study, 1989

Coldwater, Mississippi Annexation Feasibility Study, 1989

Expert Witness, Coldwater Annexation Case, 1990

New Albany, Mississippi Annexation Feasibility Study, 1990

Annexation Feasibility Study, Harry Neal in Winona, Mississippi Annexation attempt, 1990

Expert Witness, Winona Annexation case, 1990

Focus Group Facilitation, Columbus Regional Medical Center, Columbus, Georgia, 1997

Grenada Lake Medical Center, September 2, 1997 – January 12, 2001; Administrative Director

PERSONAL

Professional and Civic Affiliations:

Director, Leadership Pontotoc County, 1989

Chairperson, Leadership Pontotoc County Board of Directors, 1989

Charter Member, American Planning Association.

First Vice-President, Mississippi Chapter, American Planning Association, 1989-90

Member, Pontotoc County Chamber of Commerce Board of Directors, 1987-91

Treasurer, 1988-89

President, 1989-90

President, Fidelis Civic Club, 1987-88

Board Member, Tupelo Ballet, 1995-1997

Chairperson, Tupelo Ballet League, 1995-96

Member, Tupelo Planning Commission, 1994-95

Chairperson, Pontotoc Planning Commission, 1989

Member, Mississippi Judicial Nominating Committee, 1988-92

President, Pontotoc Parent/Teacher Association, 1995-96

Parish Council, St. Christopher Catholic Church, 2001-2002

Church Relations Committee Chairman, Habitat for Humanity, 2001-2002

Honors and Awards:

Excellence in Planning Award for Service to the Chapter, Mississippi Chapter of the American Planning Association, 1987-88 and 1988-89.

Outstanding Young Woman of America, 1987

Teaching, Training, Speeches and Publications

Speaker: Redistricting Workshops, Mississippi Chapter of the American Planning Association, 1988 and

North Delta Planning and Development District, 1988

Speaker: Legal Section of Mississippi Municipal Association, "Comprehensive Planning Law", 1989

Speaker: Mississippi Municipal Association's Annual Meeting, "Planning and Zoning", 1989.

Author: *Mississippi Municipalities*, "Zoning for Family-Based Day Care", Volume 38, Number 1, January, 1989.

Author: *Mississippi Municipalities*, "Computer System to Aid Redistricting After 1990 Census", Volume 38, Number 6, June, 1989.

Speaker: "Health Care Reform - Why Do We Need It?", various civic clubs in North Mississippi and Northwest Alabama.

Speaker: "Health Care Reform - Why Do We Need It?"/Managed Care 101, Mississippi State Senate Public Health and Welfare and Insurance subcommittees, 1996.

Speaker: "Health Care Reform - Why Do We Need It?", Nurse Practitioners Association, 1996.

Speaker: "The Process of Planning", University of North Alabama School of Nursing, 1993

Focus Group Facilitation Training, Gung Ho! Management Training, Raving Fans! Customer Satisfaction

Training, Do It Groups Quality Improvement Training, Marketing 101, Managed Care 101, Teams and

Tools Management Training, Grenada Lake Medical Center, 1997-2000.