

TIMOTHY PAUL HOLMES, M.A., PMP
July 2010

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EDUCATION

MA Sociology, University of Idaho, Moscow, Idaho (1983).
BS Sociology, University of Iowa, Iowa City, Iowa (1975).
University of Northern Colorado, Greeley, Colorado (1971-1973).

PRESENT EMPLOYMENT

Owner and Project Manager at Holmes & Associates, a socio-economic research and consulting firm established in Saranac Lake NY in 1989.

My skills include project management, grant and proposal writing, stakeholder involvement, database development and management, questionnaire design and survey implementation, data analysis and reporting, and website development.

For the past 20 years my geographic area of interest has been the Adirondack Park, a six-million acre reserve comprised of numerous small communities surrounded by large tracts of wilderness. While working in the Adirondacks I have served as the research director on 70 socio-economic research projects covering a wide variety of topics including community development, tourism development, marketing, recreational use, economics of natural resources, wood products development, small business assistance, community health issues and applying the Internet to rural development.

Over 70 major projects completed by Holmes & Associates are listed below. Selected project summaries and documents are available online at <http://adirondackresearch.com>.

Bike the Byways, a detailed travel & tourism website project providing information on the most popular bicycle routes and mountain biking trails in the vicinity of 14 Scenic Byways in the Adirondack region of northern New York, for the Adirondack North Country Association, Saranac Lake (2010)

Naturally Occurring Retirement Communities, Developed a detailed questionnaire survey targeting senior citizens residing in selected communities in Upstate New York, for the Adirondack Rural Health Networks, Glens Falls (2010)

Evaluation Services for the Lake Placid and Wilmington Connecting Youth and Communities Coalition, Research Evaluation Services for this Federal Drug Free Schools project (2007-2010).

ARHN.org, website development, improvement and analytics reporting, for the Adirondack Rural Health Network, Glens Falls (2009)

Insuring the Uninsured, A community involvement, research, and planning process that will ultimately lead to expansion of programs and services designed to support small businesses in their efforts to offer health insurance benefits to their employees in a three-community area of Upstate New York, for the Tri-Lakes Uninsured Task Force and the Plattsburgh North Country Chamber of Commerce (2009).

[Scenic Byways Website](#), Online travel promotion and Information for Scenic Byway communities in the Adirondack North Country Region, for the Adirondack North Country Association with funding provided by the NYS Department of Transportation (2007 - 2009).

[Community Health Assessment \(CHA\) Research Services](#), along with Website Management & Maintenance for ARHN.org and NYEMTInfo.com, for the Adirondack Rural Health Network. Includes management of their online database tools, as well as compiling regional health data (2008-2009).

[Scenic Byways Marketing Trends Survey](#), Intercept questionnaire survey with visitors in various communities throughout the 14-county ANCA region on their travel decision making and current travel experience, for the Adirondack North Country Association with funding provided by the NYS Department of Transportation (2008).

Survey of Public Priorities as a Guide for Future Sustainable Investment Strategies, for SUNY-ESF and the Northeastern States Research Cooperative. We developed the telephone survey instrument and

the survey methodology for this telephone survey of 300 households in each of the four states within the Northern Forest: New York, Vermont, New Hampshire and Maine (2008).

Newton Falls Paper Mill Survey on Second Hand Smoke, St. Lawrence County Tobacco Free Coalition. Questionnaire development, data entry, analysis, and reporting on this survey of employees (2007).

[Developing Online Data Analysis Tools for Six County Health Departments](#), intensive online programming project for a 2,000 household questionnaire survey and other Community Health Assessment (CHA) Data (including a telephone survey of 600 households), for the Adirondack Rural Health Network, in cooperation with Paul Bouchard [ARHN.org] (2007).

Website Management & Maintenance for NYEMTInfo.com and ARHN.org, for the Adirondack Rural Health Network. Includes management of their online regional directory of health and social services (2007-2008).

[National Marketing Guide for Wood Products Manufacturers](#), including new sections on e-commerce and online marketing, completed for the Adirondack North Country Association, with funding provided by the U.S. Forest Service (2007).

St. Lawrence County Collegiate Tobacco Prevention Initiative, Research Evaluation Services for this NY State-funded project, including an online questionnaire survey completed by 1,600 students, as well as data analysis, reporting, and environmental scans on four college campuses, for the Seaway Valley Prevention Council (2006-2009).

Franklin County Schools Program to Reduce Alcohol Use and Abuse by Teens, Research Evaluation Services for this federally funded project, for FEH BOCES in cooperation with North Star Behavioral Health Services (2006 – 2008).

[Lake George Recreational Use Assessment](#), in cooperation with Cornell University, with funding provided by the Lake George Park Commission. A two-year study including a mail survey of 1,200 households and boaters, along with intercept surveys on beaches gathered by 12 locally hired research assistants (2006).

SUNY Potsdam Survey on Second Hand Smoke, data entry, analysis, and reporting on this survey of 697 students, for the St. Lawrence County Tobacco Free Coalition (2005).

[NYEMTInfo.com](#) – Design, development, & management of the online EMS course listings for a 12 county area in Upstate New York, Adirondack Rural Health Network and AHEC, Glen Falls. Features 60 course offerings at one time and the site has 1,500 registered users. [NYEMTInfo.com] (2005).

Adirondack Museum Branding Research in Four Adirondack Park Communities, randomly administered face-to-face questionnaire surveys with 400 visitors to the Adirondack Park, on location in four Adirondack communities (Old Forge, Lake George Village, Saranac Lake, and Lake Placid), funded by the Adirondack Museum in Blue Mountain Lake (2005).

[Online Wood Products Directory](#) and Enhanced Online Sale of Wood Products, in cooperation with the Adirondack North Country Association and the NYS Department of Environmental Conservation, with funding provided by the U.S. Forest Service (2005).

Claxton Hospital and EJ Noble Hospital Surveys on Second Hand Smoke, for the St. Lawrence County Tobacco Free Coalition, data entry, analysis, and reporting on these surveys of employees and visitors (2005).

Internet-based Online Data Entry and Analysis Program for a Multi-County Tobacco Cessation Outreach Program, North Country Healthy Heart Network, Saranac Lake (2002–04 and 2004–07).

Tourism Development in the Adirondack Park with an [Online Atlas of Mountain Biking Trails](#), Adirondack North Country Association (ANCA) Saranac Lake, with funding provided by the Adirondack North Country Community Enhancement Program, Rural Community Revitalization Initiative within the New York State Division of Housing and Community Renewal [BikeAdirondacks.org] (2005).

[Business Planning Assistance to Wood Product Companies](#) in the Adirondack North Country Region – 12 Counties and 30 Companies, NYS Dept of Labor and the Adirondack North Country Association (2004).

Harrietstown Housing Authority Three-Year Plan, focus group-based planning effort for the Board, Saranac Lake NY (2004).

[Five County Rural Health Assessment](#) and Telephone Survey of 1,500 Households, Adirondack Rural Health Network, Glens Falls (2004).

Black Bear Education, Awareness and Research, providing research methodology services to the Wildlife Conservation Society's Adirondack Communities and Conservation Program, Saranac Lake (2003).

NCCC 2002 Student Health Behavior Survey and Assessment, a survey of 300 students used as a comparative assessment with national benchmarks, North Country Community College, Saranac Lake NY (2003).

Upper Saranac Lake 2003 Issues Survey, Upper Saranac Lake Association, Lake Clear, New York (2003).

Adirondack Tourism Market Conversion Survey Data Analysis, Adirondack Regional Tourism Council, Beekmantown NY (2003).

Using an Internet-Based Wood Products Program to Build E-Commerce Expertise in Rural Areas, Phase 2 Small Business Innovation Research Grant (SBIR), USDA, Washington DC [AdirondackCraft.com] (2002).

Lake Placid-Saranac Lake Recreational Path – TEA-21 Application project, Adirondack North Country Association, Saranac Lake NY, with funding provided by Bikes Belong (2001).

Adirondack Forest Preserve Education Program Initiative Survey of Education and Information Providers in the Adirondack Region, in cooperation with Jack Drury of Leading Edge, Wildlife Conservation Society and the Adirondack Communities & Conservation Program, Bronx and Paul Smiths NY (2001).

NCCC Student Health Behavior Survey and Assessment, North Country Community College, Saranac Lake NY (2001).

Lake Placid-Saranac Lake Recreational Path Feasibility Study and Web Site (BikeAdirondacks.org), Adirondack North Country Association, Saranac Lake NY, with funding provided by Bikes Belong (2001).

Draft Adirondack Forest Preserve Public Access Plan, (with Linda Weaver), New York State Department of Environmental Conservation (NYSDEC), Ray Brook NY (2001).

Web-based Survey for Gathering Suggested Names and Logos for the Saranac Lake Central School District Teams, to Replace the Current Mascot (Redskins) in Response to the Interests of Native Americans, Holmes & Associates, (2001).

Improving the Economic Benefit of Outdoor Recreation Tourism in the Central Adirondacks: One-Day Workshop with Tourism Providers, Wildlife Conservation Society and the Adirondack Communities & Conservation Program, Bronx and Paul Smiths NY (2000).

Tourism Marketing Plan for the Saranac Lake Area Chamber of Commerce, Saranac Lake NY (2000).

Adirondack Tourism Market Conversion Survey, Adirondack Regional Tourism Council, Plattsburgh Town, NY (2000).

Enhancing Commercial Use of the Internet for Rural Wood Products Companies, Phase 1 Small Business Innovation Research Grant (SBIR), USDA, Washington DC [AdirondackWood.com] (1999).

Evaluating Local Health Service Delivery Priorities in the Southeastern Adirondack Region – A Community-Based Approach, Southeastern Adirondack Health Care Services and Moses-Ludington Hospital, Ticonderoga, New York (1999).

Chateaugay Lake Issues Survey, New York State Department of Environmental Conservation and the NY State Association of Lakes, Ray Brook, New York (1999).

Tourism Business, Community and Environment in the Adirondack Park: the Perspective of Business Owners and Managers in the Central and Western Adirondack Park, Wildlife Conservation Society, Bronx, New York (1999).

Tri-County Community Health Assessment, Essex, Clinton and Franklin County Health Departments (1998).

Adirondack Roundtable on Community Research Needs & Preliminary Bibliography on Communities & Economies of the Adirondack Park, Wildlife Conservation Society, Bronx, New York (1998).

North Country Public Radio Membership Survey, North Country Public Radio, Canton, New York (1997).

Working with Wood: A Strategic Plan for Enhancing the Wood Products Industry in Eight North Country Counties, Adirondack North Country Association, Saranac Lake New York (1997).

Adirondack North Country Bicycle Master Plan, Implementation Phase, Adirondack North Country Association, Saranac Lake (1997).

- Upper Saranac Lake Issues Survey**, Upper Saranac Lake Citizens Advisory Committee and NYSDEC (1997).
- Port Henry Lakeshore Campground Re-Development Feasibility Study**, Essex County, Town of Moriah, Port Henry Economic Development Zone Office (1996).
- Economic Analysis of the Final Plan for the Lake Champlain Basin Program**, Lake Champlain Management Conference, Grand Isle, Vermont and the U.S. Environmental Protection Agency, Region 1. Co-directed with Dr. Anthony Artuso (1996).
- School Age Population Demographic Analysis, 1996 Update**, Saranac Lake Central School District (1996).
- Preliminary Economic Analysis of the Draft Plan for the Lake Champlain Basin Program**, Lake Champlain Management Conference, Grand Isle, Vermont and the U.S. Environmental Protection Agency, Region 1. Co-directed with Dr. Anthony Artuso (1995).
- Clinton County Marinas on Lake Champlain: Facility Assessment, Economic Analysis, and Business Opportunities**, Plattsburgh and Clinton County Chamber of Commerce. Project directed by Bryan Higgins, SUNY-Plattsburgh (1995).
- Children's Mental Health Services Study**, directed by the NYS Research Foundation for Mental Hygiene, Inc., Albany NY (1994-1995).
- Oswegatchie Roundtable Socio-Economic Analysis Paper**, Wildlife Conservation Society, New York City NY (1995).
- Bicycle Master Plan for the Adirondack North Country Region of New York State**, Adirondack North Country Association, Saranac Lake, New York, with funding provided by the NYS Department of Transportation (1994).
- Developing Economic Considerations for the Draft Lake Champlain Plan**, Lake Champlain Basin Program, Grand Isle, Vermont. Co-directed with Dr. Anthony Artuso (1994).
- School Age Population Demographic Analysis**, Saranac Lake Central School District (1994).
- Minerva Lake Socio-Economic Profile and Analysis**, Minerva Town Board, Minerva, New York. Project completed for the Minerva Lake Aquatic Plant Management Plan, in cooperation with the Adirondack Aquatic Institute at Paul Smith's College (1994).
- Lake Champlain's Future: A Community Based Strategy for Environmental Policy Development**, Lake Champlain Basin Program, Grand Isle, Vermont. Directed by Dr. Bryan Higgins, SUNY-Plattsburgh (1993).
- Nursing Course Evaluation Project**, Patricia Randolph-Clark, North Country Community College, Saranac Lake, New York (1993).
- Lake Champlain Economic Database Project**, Lake Champlain Management Conference, Grand Isle, Vermont and the U.S. EPA, Region 1. Co-directed with Anthony Artuso (1993).
- Lake Placid Shore Owners' Association Survey**, Lake Placid Shore Owners' Association, Inc., Lake Placid, New York (1992).
- Social Impacts Workshop with High School Students**, Silver Bay Consortium (BOCES), Bolton Landing, New York (1992).
- Upper Saranac Lake Issues Survey**, Upper Saranac Lake Association, Lake Clear, New York (1991).
- Adirondack Museum Membership Database**, Blue Mt. Lake, New York (1991).
- Information about Visitors to the Adirondack Park and the Adirondack Museum**, Adirondack Museum, Blue Mt. Lake, New York (1991).
- Photographic Overview of the Subsistence Lifestyle of the Inupiat Eskimo**, a series of slides prepared for Stephen R. Braund & Associates, Anchorage, Alaska (1991).
- The Future of the Adirondacks**, A Survey of Attitudes, Adirondack Museum, Blue Mt. Lake (1990).

POST-GRADUATE RESEARCH EXPERIENCE

Research Associate with Stephen R. Braund & Associates (SRB&A), a social, economic, and cultural research firm in Anchorage, Alaska (1985-1989). Cross-cultural research experience included position

as field research director for the 3-year North Slope Subsistence Study in Barrow AK, working closely with Inupiat hunters & fishermen. My responsibilities at SRB&A included proposal writing, data collection, analysis, and report writing for the following research projects and reports:

- North Slope Subsistence Study: Barrow, 1987, 1988 and 1989**, (Braund, S., K. Brewster, L. Moorehead, T. Holmes, J. Kruse). Prepared for the U.S. Department of Interior, MMS. Technical Report No.149, 1993.
- North Slope Subsistence Study: Barrow, 1988**, (Braund, S., T. Holmes, J. Kruse, L. Moorehead, E. Witten, D. Burnham and S. Stoker). Prepared for the U.S. Dept. of Interior, MMS. No.135, 1989.
- North Slope Subsistence Study: Barrow, 1987**, (Braund, S., B. Burnham, T. Holmes, L. Moorehead and J. Kruse). Prepared for the U.S. Department of Interior, MMS. Technical Report No.133, 1988.
- User Data Input for Basin Management**, (Stephen R. Braund & Associates). Pp. 3-1 - 3-38 in "A Water Use Assessment of Selected Alaska Stream Basins Affected by Placer Gold Mining", Alaska Department of Environmental Conservation, 1986.
- A Description of the Socioeconomic and Sociocultural Systems of the Aleutian-Pribilof Islands Region**, (Stephen R. Braund & Associates, ResourceEcon, et al.) Prepared for the U.S. Department of Interior, MMS. Tech Report No. 118, 1986.
- Effects of Renewable Resource Harvest Disruptions on Community Socioeconomic and Sociocultural Systems: King Cove**, (Stephen R. Braund & Associates with LZH Associates). Prepared for the U.S. Department of Interior, MMS. Technical Report No. 123, 1986.
- A Social Indicators System for OCS Impact Monitoring**, (Stephen R. Braund & Associates, Kruse, and Andrews). Prepared for the U.S. Department of Interior, MMS. Technical Report No. 116, 1985.

Commercial Fishery Observer for the Washington State Department of Ecology, data collection aboard commercial salmon trolling boats in the coastal waters of Washington State. Cross-cultural research experience included fisheries observation work on the Makah Indian Reservation on the Olympic Peninsula (1984).

PUBLICATIONS

- [Value-Added Wood Products Marketing Guide for Manufacturers and Entrepreneurs](#). 2010. Holmes, T., Golas, C., Gould, D., Martino, T., Cesa, E. Prepared by Holmes & Associates with the Adirondack North Country Association and the Wood Education & Resource Center. USDA Forest Service, Northeastern Area State and Private Forestry, Newtown Square, PA.
- The Effect of Local Primary Care Physician Supply on the Utilization of Preventive Health Services**. 2010. Continelli, T., S. McGinnis, T. Holmes. *Health & Place (article in press)*.
- Survey of Public Priorities as a Guide for Sustainable Investment Strategies in the Four Northern Forest States**. 2009. Cox, G., A. Woods, T. Holmes, W. Porter, J. Erickson. *Adirondack Journal of Environmental Studies (accepted)*.
- College Students' Changing Tobacco Attitudes and Behaviors in Comparison to Differing Levels of Tobacco Prevention and Cessation Programming**. 2009. Holmes, T., B. Wells, L. Calkins. *(being prepared for submission)*.
- Using GIS and Spatial Statistics to Examine Patterns of Crowding on Lake George**. 2008. Connelly, NA, TL Brown, and TP Holmes. *Adirondack Journal of Environmental Studies* 14(2):22-27.
- Comparative analysis of the attitudes and perceptions of three types of Lake George boaters**. 2006. Connelly, N. A., T. L. Brown, T. Holmes, and M. White. Pages 589-596 in *Proceedings of the 2006 NE Rec. Res. Sym.* USDA, USFS, Northern Research Station, Gen. Tech. Rep. NRS-P-14.
- An Exploratory Comparison of Internet Use by Small Wood Products Manufacturers in the Adirondack Region of New York and in the State of Louisiana**. 2004. Holmes, T., J. Carlson, R. Vlosky. *Forest Products Journal*, Vol 54(12):277-282.
- Economic Analysis of Lake Champlain Protection and Restoration**. 1999. Holmes, T., A. Artuso, D. Thomas. Pp. 397-418 in *Lake Champlain in Transition: From Research Toward Restoration*, edited by Thomas O. and Patricia L. Manley, American Geophysical Union, Water Science and Application.
- Using a Collaborative Approach to Developing a Regional Bicycle Tourism Plan**. 1996. Holmes, T., M. Schuett. *Journal of Hospitality & Leisure Marketing*, Vol 4(1):83-95).

- Lake Studies: An Annotated Bibliography of Sociological and Recreational Research.** 1986. Holmes, T. Vance Bibliographies, Public Administration Series, March.
- Nitrate Contamination of Domestic Water Supplies: A Social Problem?** 1985. Holmes, T., E. Jensen, J. Conway. Journal of Preventative Medicine, Vol. 1, No. 1.
- The Relationship between Human Activities and the Trophic Status of Idaho Lakes.** 1983. Unpublished Master's Thesis, University of Idaho.

PRESENTATIONS

- NAASF Cooperative Forest Management / Forest Utilization Committees Meeting**, June 2010, Lake Placid NY. Overview of the new Secondary Wood Products Marketing Guide developed by Holmes & Associates and ANCA.
- [Developing New Marketing Strategies](#), Specialized Innovation Workshops for the Regional Wood Products Consortium of Sustainable Forest Futures, May 2010. Tim Holmes made presentations at each of five workshops geared to small and medium sized wood products manufacturing companies. Workshops occurred in Maine, New Hampshire, Vermont and northern New York and featured a number of the nation's top experts in wood products marketing.
- North American Lake Management Society (NALMS)**, November 2006, Indianapolis IN. Putting Carrying Capacity to Work – Using the Concept to Develop a Boat Use Monitoring and Evaluation Framework for Lake George, New York.
- SmallWood 2006**: Challenges and Opportunities in Manufacturing and Marketing of Products from Lower Quality and Smaller Diameter Forest Resources, May 16 – 18, 2006, Richmond, Virginia. Internet Sale of Wood Products: Promises, Realities, and Opportunities, a presentation on the lessons learned from 5 years of direct experience with e-Commerce.
- Community Development Society**, June 26–28, 2005, Baltimore MD. Technology session presentation on AdirondactCraft.com, our regional e-Commerce program for small manufacturers in the Adirondack Region of Upstate New York State
- Association for Community Health Improvement, Annual Conference on Community Health Solutions**, March 3-5, 2005, Tampa FL. Presentation on our Community Health Assessment work, in cooperation with Healthy Rural People 2010 and the Adirondack Rural Health Network.
- Partnerships for the Northern Forest: Northeastern States Research Cooperative and Northern Forest Community Leadership Exchange**, November 13-14, 2003, Burlington, Vermont. . Presentation on AdirondactCraft.com.
- Rural Sociology Society**, July 27-30, 2003, Montreal, Quebec, Canada. Presentation on AdirondactCraft.com.
- Community Development Society, with International Association for Community Development**, July 19-23, 2003, Cornell University, Ithaca NY. Presentation on AdirondactCraft.com.
- The Adirondack Research Consortium Conference on the Adirondacks**, May 28-29, 2003, Saranac Lake NY. Presentation on AdirondactCraft.com.
- Second Biennial Conference of the US Society for Ecological Economics**, May 22-24, 2003, Saratoga Springs NY. Presentation on AdirondactCraft.com.

CONTINUING EDUCATION

- [Project Management Professional \(PMP\) Preparation Course](#), attended nine class sessions sponsored by the Upstate NY chapter of the Project Management Institute. Albany NY (3/17–6/9/10). 27 hours.
- [Grants to Reduce Alcohol Abuse](#), 9th National Technical Assistance Meeting. Albuquerque NM (Jan 14-16, 2008). 23 class hours (2.3 CEUS) from the University of Oklahoma.
- [Grants to Reduce Alcohol Abuse](#), 8th National Technical Assistance Meeting. Atlanta GA (Jan 9-11, 2007). 16 class hours (1.6 CEUS) from the University of Oklahoma.
- [Social Marketing](#), Distance learning course provided by the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Prevention (June 4-8, 2007). 5 credit hours.

Northeast Wood Utilization and Marketing, NE Council's Annual Meeting and Training Session, Killington, VT (June 5-8, 2006). 13 CFEs, Category 1: (6/4-0., 6/5-3.5, 6/6-4.0, 6/7-4.5, 6/8-1)

Grants to Reduce Alcohol Abuse, 7th National Technical Assistance Meeting. San Diego CA (Feb 22-24, 2006). 23 class hours (2.3 CEUS) from the University of Oklahoma.

Forest Products Marketing Education, Virginia Polytechnic Institute and State University, Blacksburg, Virginia (October 20-21, 2005). 1.3 Continuing Education Units Awarded (13 Contact Hours).

AWARDS

Outstanding Achievement in Website Development in the Health/Nutrition category, for ARHN.org, website of the Adirondack Rural Health Network. Interactive Media Awards, NY (2009).

Recognition as a USDA SBIR Success Story, by the USDA Cooperative State Research, Education, and Extension Service (2005).

Recognition for Excellence in Business, School of Business and Economics, Plattsburgh State University (2003).

SBIR Phase II Award from the USDA, Small Business Innovation Research award for development of AdirondackCraft.com, building e-commerce expertise in rural areas (2002).

SBIR Phase I Award from the USDA, Small Business Innovation Research for development of AdirondackWood.com, enhancing commercial use of the Internet in rural areas (1999).

CREDENTIALS

Project Management Professional (PMP), certificate #1342923 received June 2010. The PMP credential recognizes demonstrated knowledge and skill in leading and directing project teams and in delivering project results within the constraints of schedule, budget and resources. The certification demonstrates excellence in the field by meeting standard requirements established by global project management practitioners, including ISO 9001 and ISO 17024.

PROFESSIONAL ORGANIZATIONS

Upstate NY and Champlain Valley VT chapters of the Project Management Institute (2010)

Better Business Bureau (BBB) member (2000 to present).

Rural Sociological Society (1979 to 2007).

Licensed Guide, State of New York (1991 to 2000).

TEACHING EXPERIENCE

Class in Resource Economics, Paul Smiths College (fall, 2003).

COMMUNITY and VOLUNTEER ACTIVITIES

Village of Saranac Lake Healthy Infrastructure Advisory Board (2009 to present).

Dewey Mountain Friends (2009 to present).

Pat Stratton Memorial Bike Ride, planning committee (2009 to present).

Saranac Lake Kiwanis Club, member (1990 to present), past president, secretary, fund-raising chair.

Tendercare Tot Day Care Center, served as board member and treasurer (1997 to 2004).