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Thriving Systems Design &
Implementation
Sustainable Entrepreneurship

Resume: Margo Covington

SUSTAINABLE COMMUNITIES – Executive Director – 2009 to 2014

Zero Waste Economic Development – Waste-As-Value Links (WAV-Links) Project

We are a hub that identifies and links resources and needs in order to foster bioregional collaboration and economic development by finding value in local and regional waste streams. We identify, connect and develop symbiotic technological, entrepreneurial, market, educational and advocacy resources needed by local businesses and communities to launch successful waste-as-value projects. These innovative ventures create new jobs in a context of sustainable growth, increasing community self-reliance as the benefits are shared by the bioregion's economies. [Sustainable Communities / ZERI – NM, Inc. – a NM 501 \(c\) 3 non-profit](#)

COVINGTON CONSULTING SINCE 1985:

CLIENTS AND WORKSHOPS: Green, Sustainability Training/Consulting:

- [Santa Fe Community College – Biofuels Center of Excellence \(BCX\)](#) – with colleague wrote the [Business Development Curriculum](#) for the now accredited four BCX workshops: *Algae, Biogas, Biodiesel and Ethanol*. With focus on showing waste to feedstocks for each of the technologies. 2012.
- **City of Los Angeles' Zero Waste 2030 Project**, business interviews and policy research & recommendations from a business perspective, through [Natural Logic, Inc.](#), and [HDR Engineering](#), as the City develops a six-year plan to reach zero waste by 2030, *Solid Waste Integrated Resources Project (SWIRP)*. 2007–2008. www.zerowaste.lacity.org/home/index.html as of March 15, 2016: [less immediately visible now](#).
- **City of Albuquerque's Sustainable Website Verification Project**, ensuring the City's sustainability website is redesigned for providing easily understandable information: accurate, vetted, and not misleading data. Policies and Procedures emplaced to ensure ongoing success. The first city in the U.S. to utilize Visible Strategies' See-It software. 2008. [These websites have since been removed or changed by subsequent Administrations](#).
- [Clovis Chamber of Commerce & Small Business Development Center](#) – “Leap into Profits: Going Green for More Green In Your Pocket”
- **Mining for Golden Business Ideas – Workshop 2007–2008:** Unique training and facilitating of

entrepreneurs to identify profitable ideas by utilizing materials diverted from the landfill. Recognized at the time by the [Harvard Innovators Forum](#).

- ❑ [Native American Pueblo Parent Resources, Inc. \(NAPPR\)](#), through [New Ventures Consulting](#) assisting this non-profit with their sustainability through coaching and strategic planning.
- ❑ **Tucumcari Mesalands Community College**: “An Entrepreneurial Approach to Day Care”.
- ❑ **Tucumcari, “Entrepreneurial Approach to Housing”** Leapfrog Action Planning Event, Funded by the [Rural Community College Initiative](#) and [Ford Foundation](#). Sponsored by [Mesalands Community College](#) and [Tucumcari Small Business Development Center](#).
- ❑ **New Mexico Environment Department**:
 - ❑ Green Zia Level II Training,
 - ❑ Pollution Prevention Assessment Trainings 2005, 2001: “Are You Throwing Away Your Profits?” (to [NM Small Business Development Centers’ clients](#)),
 - ❑ Green Zia Criteria Training,
 - ❑ Green Zia Award Applicant’s Training 2004 with the q-Network. [A recent description of the Green Zia Awards](#).
- ❑ **EcoVersity, Santa Fe**, Taught Business Courses, “Growing Wealth Sustainably” for small, earth-based entrepreneurs. www.ecoversity.org/
- ❑ **Wyoming Small Business Development Center**, “Wyoming Artists Flourishing: Sustainable Businesses, Sustainable Lives”, day long training to artists coming off welfare.
- ❑ **Oklahoma Department of Environmental Quality**, OK Sustainability Network’s 2004 Sustainability Summit: *Actions Speak Louder Than Words*, presentation: “Are You Throwing Away Your Profits?” 2004.
- ❑ **Sustainable Communities Inc/ZERI NM & US** – Board Development, Strategic and Action Planning retreats, lead planner and instructor for Introduction to ZERI class at EcoVersity, Santa Fe. <http://www.scizerinm.org> (This site was hijacked when it expired, as we were transferring the non-profit to new personnel, so it may contain unwanted information.)
- ❑ **Rebuild New Mexico** for Santa Fe, Los Alamos, Eight Northern Indian Pueblos’ Rep – A Joint Program of [Rebuild America](#) (U.S. Department of Energy) and the [New Mexico State Energy Office](#) to facilitate energy efficient, high-performance renovations in public and residential buildings, including applying the [Green Zia Tools](#) to operations of Santa Fe City – “Are You Throwing Away Your Profits?”
- ❑ **City of Albuquerque, Solid Waste Management Department** – Training in and application of The Natural Step and introduction to [Green Zia Tools](#).
- ❑ **New Mexico Industry Network Corporation (INC) (aka Manufacturing Extension Program, MEP)**: “Sustainable Business” Training – Santa Fe Community College.

CLIENTS AND WORKSHOPS: Quality Management and Planning / Entrepreneurial Coaching:

- ❑ Through [Regional Development Corporation](#), who received a [US Department of Agriculture \(USDA\) Rural Business Enterprise Grant \(RBEG\)](#), successfully competed for and completed a USDA-approved feasibility study for [Green Production Resource](#) – a NM woman owned company that greens movie production locations through on-site energy production, set construction, food service recycling, and green sourcing.

- ❑ [Tierra Encantada Charter School, Santa Fe](#) – Strategic Planning Two-Day Board Retreat
- ❑ [NM Higher Education Department](#) – Data Systems Council – Strategic Planning Retreat and Plan
- ❑ [IDEAL-NM](#) – Strategic Planning Retreat and Plan
- ❑ [Santa Fe Alliance: Curbside Consultant.](#)
- ❑ [The Loan Fund Area Provider](#): Under contract to the NM Community Development Loan Fund, providing on-site business coaching in rural Northern New Mexico.
http://www.loanfund.org/New_Initiatives.aspx
- ❑ [Various Small Businesses](#): construction contractors, independent record companies, 400+lot land developer, movie producer, performance coach, recording studio, meat distributor, land restoration contractor and many more: Business Start-up, Marketing, Business Planning and Organization.
- ❑ [Greater Espanola Valley Community Development Corporation \(CDC\)](#) Facilitated CDC Board in strategic planning.
- ❑ [NM Public Regulation Commission \(PRC\)](#) through [Santa Fe Community College](#) Customized Training Department: Strategic Planning process preparation and retreat.
- ❑ [College Success Network](#): Coaching & Planning
- ❑ [NM Human Services Department](#): Facilitate Working Disable Individuals (WDI) Leadership Board and statewide stakeholders to develop a Comprehensive Employment System (CES).
- ❑ [Northern New Mexico College](#) – Facilitation of “[Sostenga!](#) Espanola Valley Food Co-op Board Planning”
- ❑ [TetraTech, Inc.](#), Facilitation of three Public Meetings to fulfill [National Environmental Policy Act \(NEPA\)](#) requirements for the Environmental Impact Study for the Bio-Safety Laboratory 3 Operations at [Los Alamos National Laboratory](#).
- ❑ [Northern New Mexico College](#) – [University Center Program](#), facilitated Curriculum Planning Event with multiple stakeholders, 2005.
- ❑ [THE Group for Pojoaque Pueblo’s Santa Fe Downs Horse Racing](#), Facilitated neighborhood meetings to discuss and solve neighbors’ grave concerns regarding past challenges and future redevelopment of The Downs Racetrack.
- ❑ [Coalition for Quality Children’s Media](#), Interim Promotion Director.
- ❑ [Northern New Mexico Citizens’ Advisory Board \(“The CAB”\)](#) facilitated three-day Board Retreat for advisory board to [U.S. Department of Energy](#) regarding [Los Alamos National Laboratory](#).
- ❑ [University of Illinois at Chicago’s National Research & Training Center on Psychiatric Disability](#), “Put Yourself in the Driver’s Seat: Getting on the Road to Employment & Entrepreneurship”, presenting on entrepreneurship in their [Self-Determination & Mental Health Workshop Series](#). (No longer posted.)
- ❑ [Village of Los Ranchos de Albuquerque](#) – Team Building, Human Resources and Planning.
- ❑ [NxLevel New Mexico](#) – [Program Coordinator](#) – Statewide promotion and implementation of entrepreneurship curricula, through the NM Small Business Development Centers.
- ❑ [Youth in Community Summit](#), Lead Facilitator for first statewide summit of 350 attendees – 100 youth, 250 adults. Sponsored by and participated in by [Youth Services Forum](#) stakeholders, non-profits, schools, funders, and health service organizations throughout New Mexico, at Lt. Governor Diane Denish’s

prompting.

- [**Eight Northern Indian Pueblos Council**](#) – Strategic Planning process and retreat for [Santa Fe Service Unit, Santa Fe Indian Hospital](#) – (hospital for 11 Tribes).
- [**Santa Fe Railyard Community Corporation**](#) – Successful proposal to lease and manage the Santa Fe Railyard in answer to City of Santa Fe’s Request for Proposal.
- [**Lucent Technologies**](#) – Professional Development training brochure for conference of 700 high-mid-level managers from around the world.
- **Tri-Area Association for Economic Development (T.R.A.D.E.) Board** – Annual planning.
- [**New Mexico Works – Region II Staff**](#) – Welfare Reform Annual Planning Retreat.
- [**Friends of the Farmers Market, Santa Fe**](#): Successful, Final Feasibility Study for the permanent site at the Railyard or Mercado.
- **Tucumcari Economic Development & SBDC** – Customer Service Training for local businesses.
- [**New Mexico State Human Services & Labor Departments \(plus 3 other NM departments\)**](#):
 - Identified and convened Santa Fe County Welfare Reform County Community Council.
 - Developed Strategic Plan for Welfare Reform in Santa Fe County.
- **Institute for Intercultural Community Leadership (IICL) at Santa Fe Community College** – Staff Retreat & Development and Action Planning, Entrepreneurship Skills Training, Coaching and facilitation over a nine-month period. I facilitated the facilitators!
- [**Santa Fe Community College \(SFCC\)**](#)
 - Entrepreneurship and Small Business Classes, through the Small Business Development Center, Business & Professional Studies & Continuing Education Departments. 1994– 1999.
 - Meeting Facilitation through Leadership Institute at SF Community College:
Interim Advisory Council and Instructional Supervisors’ Meetings: Action Planning within College-wide Strategic Plan; Math Science & Technology Initiative: Action Planning, Team Building; Public Access Television Alliance: Team Building, Action Planning; Campus Roundtable: College Budget: Finalizing Budget Recommendations; Communication & Computer Tech Division: Action Planning; Santa Fe Math Science & Tech Initiative: Action Planning; Middle College: Team Building and Action Planning.
- **New Mexico State School to Careers**: Action Planning for State Staff.
- **Grants / Cibola County, NM School to Careers**: Board Retreat, Action Planning.
- **Santa Fe Region School to Careers**: State Conference, Action Planning.
- [**Alliance of Veterinarians for the Environment, Nashville, TN, Santa Fe, NM**](#): Two-Day Action Planning Workshops.
- Taught **Small Business Management 110: Introduction to Entrepreneurship** through [Santa Fe Community College Continuing Education](#) for about five years.

SELECTED PRESENTATIONS GIVEN:

- **Keynote “Building Partnerships for Sustainable Business Practices: The Alchemy of Playing Well Together”** Create Your Sustainable Future: From Solid Personal Financial Foundations to Lasting Business Success; 6th Annual Wyoming Women’s Business Conference.
- **“ZERI – Restoring Our Community & Economy – Applying Natural Systems Design”**; and

“Applying Natural Systems Design – How can we do this together?” Santa Fe Design Week Conference.

- ***“Thinking Outside the Cardboard....”*** Recycle! New Mexico: *The Road Ahead*
- ***Keynote “Sustainability and You”*** – Pi Gamma Nu Induction ceremony, College of Santa Fe.
- ***“Playing our Way to Sustainability, With Free Sample Game Enclosed”*** – Presentation to [40-Nation Greening of Industry](#) Conference.
- ***Keynote “Why Bother?”*** – Electronic-Waste Summit – [City of Albuquerque Solid Waste Management Department](#). Other sponsors and participants: the NM Environment Department (Solid Waste Bureau and Pollution Prevention (P2)), Intel, Sandia National Laboratories, the NM Recycling Coalition, New Mexico Alliance for Green Development, Bernalillo County, City of Albuquerque Environmental Health Department and Public Works P2, the New Mexico Chapter of the Solid Waste Association of North America, Rebuild New Mexico, and Rinchem.
- ***“Want a Job? Start Your Own!”*** – Images of Employment Conference April 2002 and Overcoming the Odds: Recovery and Employment Conference (for mental health “consumers”) – [NM Department of Health](#).
- ***Keynote “Smarter Business Resources for You”*** – [Clayton/Union Chamber of Commerce](#), [NxLevel](#) class.
- ***“Getting to HVAC Efficiency Effectively: Green Zia Systems Approach Tools”*** U.S. Department of Energy – Rebuild America Annual Conference, Atlanta, GA.
- ***“Start-Up Partnerships”*** U.S. Department of Energy – Rebuild America Annual Conference, 1999, Las Vegas, NV.
- ***“New Mexico’s Green Zia Tools and Rebuild America”*** [U.S. Department of Energy](#) – Rebuild America 12-state Regional Peer Exchange, 2000, Denver, CO.

AWARDS AND RECOGNITION:

- ***20 Year Leadership – New Mexico Small Business Development Centers*** – “In recognition of twenty years of dedicated leadership, direct participation in the NMSBDC Network Quality effort, and your continued efforts in moving New Mexico forward in sustainable business practices.” 1/28/10
- ***Climate Saver Award*** (the highest award) Sierra Club Celebrates Santa Fe “Cool” Businesses for Earth Day – April 2010.
- ***Globe-Scan International Sustainability Expert*** – 2005 – present www.GlobeScan.com
- ***New Mexico Governor’s Green Zia Awards 1998*** – Commitment Level Recognition.
- ***Governor Bill Richardson’s Transition Team 2000*** – [NM Environment Department](#).
- ***Greening of Industry Conference presenter:*** 40-nation conference, 2003.
- ***Leadership Santa Fe*** – 1995–1996. www.leadershipsantafe.org/
- ***NM Exporter of the Year Award***, [US Small Business Administration Awards](#), 1992.
- ***Senator Domenici’s Small Business Advocacy Council***, Northern NM region – 1994–1995.

ORGANIZATIONAL AFFILIATIONS:

- ***New Mexico Small Business Development Centers’*** (NMSBDC’s) [Statewide Advisory Council](#), since 1991, State Chair 1995–1996 and 1996–1997.

- **New Mexico Small Business Development Centers' – Quality Council**, Chair and working member, from inception in 2001 to 2008.
- **Sustainable Santa Fe Commission**, Chair 1999 – 2006, Charter Member 1998 – 2006. The Sustainable Santa Fe Commission (SSFC) is a volunteer citizen advisory commission charged with advising Santa Fe's Governing Body on sustainability-related programs, projects and policies.
- **Santa Fe Independent Business & Community Alliance “The Santa Fe Alliance”**, member 2003 – 2011 (when they restructured and no longer offered memberships).
- **NM Green Chamber of Commerce** – member www.santafegreenchamber.org
- **NM Procurement Technical Assistance Program (PTAP) Advisory Council**, Charter Member 2009 – 2010.
- **New Mexico Governor's Green Zia Awards**, served on the Green Zia Program Advisory Council, as well as serving as a Judge, Senior (& Charter) Examiner to the awards program, 1999 – 2004: An environmental excellence / pollution prevention award with criteria aligned with the Malcolm Baldrige quality criteria. www.env.nm.gov/P2/GreenZia/
- **International Association of Facilitators**, member 1998 – 2010. www.iaf-world.org/site/
- **Sustainable Communities – SCI/ZERI New Mexico, Inc.**, Leadership Advisory Board, 2002 – 2006
- **New Mexico Environmental Excellence Alliance (NMEEA)** – member 1997 – 2005, Committee to bring the Multi-State Working Group to New Mexico in March 2005 to study how we can use biofuels adoption by government vehicles to create value and gross receipts tax from biomass waste streams statewide.
- **Terra Civitas' Chaordic Commons** Charter Owner – 2001.
- **Tri-Area Association for Economic Development (TRADE)**, member in its last years: 1997-2002.
- **Institute for Intercultural Community Leadership (IICL)**, Master Facilitator, SF Community College, during the life of their “Facilitator Corps”: 1996 – 1999.
- **Regional Sustainability Task Force** (members represented the Environmental Management Department at Los Alamos National Laboratory, New Mexico Environment and Energy Minerals and Natural Resources Departments, & others) 1997 – 1999. Presenting forums and communication on regional sustainability issues, including coordinating NM activities with President's Council on Sustainable Development's American Town Hall, May 1999.
- Several task forces relating **Los Alamos National Lab** to our local economy, 1991-1995.

EDUCATION / TOOLS:

Utilizing internationally recognized tools in unique ways, I assist business or organization to address “stick” motivators like increasing regulations, increasing insurance costs, increasing cost of goods by incorporating “carrot” motivated approaches. In a time when groups of all kinds are challenged by rapid change and challenging economies these highly leveraged and effective tools and approaches provide cost-effective solutions.

- **ZERI Certification 2002, by Gunter Pauli, founder:** Six month intensive training, certified in December 2002. www.zeri.org
- **Quality Management Certificate Program** – [Robert O. Anderson School and Graduate School of](#)

- [Business](#) at the University of New Mexico (UNM) – 2001. Baldrige Quality methods.
- **Green Zia Tools** – trainings by NM Environment Department, 1999 – 2001. Quality tools, utilized by businesses for 50–100 years, when put in this order, with a systems approach assist businesses develop an Easy Environmental Management System – an efficiencies action plan in 16 hours. “Are You Throwing Away Your Profits?”
 - **Green Zia Awards** – Charter Examiner, Senior Examiner and Judge. Based on Quality New Mexico awards criteria.
 - **Chaordic Organizations** – Three–day training course, 2001. <http://www.chaordic.org/> Model developed by the inventor of the VISA card, Dee Hock, Chaordic organizations strive to blend the best of the “chaos to order” continuum
 - **Lean Manufacturing** of the Manufacturing Extension Program (MEP) – 2002.
 - **NxLevel Certified Business Plan Class Instructor** – 2000. Nationally recognized NxLevel entrepreneurship curricula that result in the completion of a business plan by participants.
 - **Santa Fe Small Business Development Center**, Four years – their entire business curriculum, 1988 – 1992.
 - **Technology of Participation Facilitator Training**, through Facilitator Corp at SF Community College, 1997 – 1998. Strategic Planning and Meeting Facilitation tools and techniques developed over the last six decades by the [Institute for Culture Affairs](#);
 - **The Natural Step** – Five–day training course, 1997. Offers a concise scientifically–based compass for understanding, defining and measuring long–term sustainability and explains why a systems approach is important to business;
 - **Santa Fe Small Development Center** – Entrepreneurship Classes for four years. Subsequently taught some of them for several years.
 - **Numerous workshops and conferences** on business issues such as high–tech and tech–transfer, green business, energy efficiency & architecture, taxation, ownership decisions, and many more.
 - **University of California, Los Angeles**, Bachelor of Arts in Anthropology, 1971.

See website for more information – for [testimonials](#), and [articles and recordings written by and about Covington](#): www.covingtonconsulting.com