



*my life as a*  
**LANDLORD**

WITH DR. JENNIFER SALISBURY

WWW.MYLIFEASALANDLORD.COM

GOV. MSG. NO. 514

**BRIEF OF THE QUALIFICATIONS OF**  
**Dr. Jennifer J. M. Salisbury**  
**As a BUSINESS EFFICIENCY EXPERT**



Podcast: My Life As a Landlord

Revised on March 5, 2023



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## 1. Education.

*Bachelors of Science in Mathematics.* United States Naval Academy.  
May 1998.

*Qualified Nuclear Engineer.* Department of Energy and Secretary of the Navy.  
June 2003.

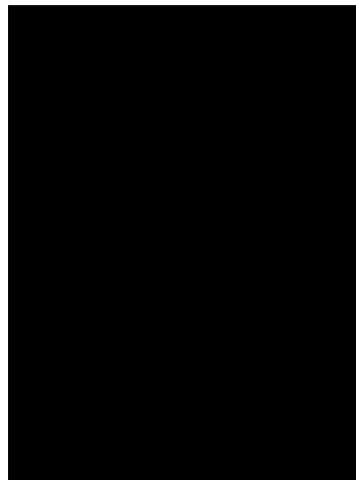
*Masters Degree in Engineering Management.* Old Dominion University. May 2004.

*Masters Degree in Business Administration with Specialization in Knowledge and Learning Management.* Walden University. May 2007.

*Doctorate of Education in Adult Learning and Higher Education.* Walden University.  
September 2014.

- Sought understanding for increased knowledge transfer from community retirees to younger generations through identity transfer.

## 2. Picture.



Dr. Jennifer Jean McGarry Salisbury



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### 3. Experience.

#### Most Recent Accomplishments:

- Podcaster: My Life As A Landlord
  - Offering 5 content buckets including: tenancy issues, landlord dilemmas, real estate development lessons learned, real estate investor guidance and “other” Salisbury adventures
  - Started in January 2023, one 15-20 minute podcast publishes every Saturday morning either on Apple Podcast or Spotify
- Tiny Home Collaborator: seeking ways to expand communities with ready affordable housing that can be set up in days; offering both temporary and permanent housing solutions see [www.readytinyhome.com](http://www.readytinyhome.com); assisting County of Maui and State of Hawaii in legislative reviews and suggested edits to allow more housing faster and more affordable
- Active property owner and manager of 20 residential rental units in British Columbia, *operated remotely* from the United States including:
  - 20 units in Powell River, British Columbia with a local assistant
    - All rent collections, bill payments, and any invoices
    - All tenant screenings, interviews and lease generation/signings
- Serving as Project Assistant for Paradise Ridge Estates, a 32-unit condo development in South Maui including duties of logistics, permitting overseeing, contract management, local bookkeeping and check book management, Certificates of Occupancy, and basically everything to keep this project pushing forward; vertical construction projected to complete in June 2023. See [www.paradiseridgemaui.com](http://www.paradiseridgemaui.com) for virtual tour.



PARADISE RIDGE  
ESTATES

- November 2020 to Present. *Director, Maui United Way*. Supporting non-profits in local community with direct grant stewardship support as a director on the Board as well as a member of the Finance Committee.
- 2008 – Present. *Westcoast Endeavours, ULC*. Business development including marketing, for vacant units and supporting vendors; seeking financing for development of a multi-family 1 acre parcel in Powell River, British Columbia for Class B tenants in two buildings, 17-units each. Duties include bookkeeping, payroll and accounts payable, among marketing research for upcoming to phase apartment blocks. This company now owns multiple rental properties including residential and commercial in Powell River, British Columbia. For more information see the website [www.westcoastend.com](http://www.westcoastend.com).
- 2018: Conducted several radio shows on the invitation of David Courson on KAOI radio show: 15 minute shows aired including topics of Hawaii Landlord-

Tenant Code, Former USNA Mentor William P. Lawrence,  
How to get into the US Naval Academy, housing by-laws and  
cesspool-septic conversions



- Served as Director on the Construction Industry of Maui from January 2018 to December 2020; assisting with educating, communication and advocacy for construction industry, permit streamlining and overall providing housing faster
- International real estate investor guest panelist for Global Online #FireSideChat with Alysia Silberg for weekly talk show:
  - January 25, 2017: What Makes You Tick? Show on International Business Investors
  - February 14, 2017: Show Specifically for Women Investors
  - April 12, 2017: Which is better in business: high revenue or high profit?
- Served as 1 of 3 Blue & Gold Officers on Maui, recruiting and supporting candidates for the US Naval Academy; supported 1 midshipman (Class of 2023 from Maui High) and 3 candidates (1 in Naval Academy Prep School from Maui High, 1 candidate from Hawaii Technical Authority, and 1 candidate from Waikoloa Village on the Big Island, where there are no BGOs) from July 2016 to November 2020
- 2013: Hand-picked site administrator for \$38M+ insurance claim in rockslide recovery efforts for isolated camp in Toba Inlet, BC for Toba Montrose General Partnership (TMGP) and public parent company, Alterra Power
- Completed a book entitled "Why Sugar Coat a Turd? Business Sh\*t Happens" detailing the nasty side of business (what to do when one happens, the red flags of each nasty, and how to avoid them); available at [www.clickbank.com](http://www.clickbank.com).
- Chosen as a 1 of 10 competitors (only 2 females) for Discovery Channel Canada's TV show entitled "Canada's Greatest Know-It-All" which aired from January 30 to March 19, 2012. Starred in "Behind the Brains: The Making of Canada's Greatest Know-it-All" Television Documentary. Eliminated at the end of episode 7 of 8.



2010 – 2017. *Maui Winery*. Hired to update all operations manuals, create additional systems items, launch an updated shopping cart and website, overhaul the safety program, and hire a manager. Previous work includes exact job posting, resume scrubbing, and assist in hiring key supervisor. Latest work includes fine tuning business



processes with employee interviews and key feedback gathering on how to improve job descriptions.

2008 – Present. *Business Consultant, Powder King Mountain Resort.*

Created business manual for multi-million dollar ski resort in Northern BC. Conducted training on a monthly basis, improve systems, communications and business flow overall. Assisting in business development in preparation for the 2015 Canada Winter Games in Prince George, BC. Assisting in real estate development and accommodation construction for more seasonal resident expansion. Most recently assisted in the listing of the hill for sale and supported the new 60 year Master Development Agreement with the Province of British Columbia.

2007 – 2017. *Owner, Platinum Business Development.* US-based Platinum Business Development dedicates all efforts to assist small start-up and small and medium existing businesses to success in structured growth and succession planning. Conducting monthly or bi-weekly skype calls with clients to motivate, educate and challenge them in unique ways, especially to get them “out of their head” (one challenge is to attend a Zumba class, among many others.) See [www.platinumbusinessdevelopment.com](http://www.platinumbusinessdevelopment.com) for full details. Hired by Hawaiian Yacht Club to create a template for famous fish tournament succession planning and execution.

2004 –2014. *Credit Card Processing Sales Office.* Platinum Business Development, LLC client for business development and IRS audit dispute. Assisted in many journeys in this business including exploring several tangent business developments, and several complete shifts in business structure.

2005 – 2014. *Owner, Ohana Steel Buildings, Inc.* Maui, HI operating remotely. Business development and start-up of Hawaii distributorship. Duties include marketing, budgets, operations manual, website design and maintenance, and insurance reviews. The greatest achievement of this business is the education of Hawaii contractors to the unique design style of light gauge steel. Ohana Steel Buildings supports several subdivisions with affordable housing.

2011 – 2014. *Business Retention & Expansion Coordinator, Powell River Regional Economic Development Society.*

- Hired as the Business Retention & Expansion Coordinator as a contractor in 2011 to schedule and conduct business interviews in the Powell River, BC area.
- Support Powell River’s business community with education and tools including funding sources and solutions for all kinds of business difficulties
- Resource when nowhere else to turn
- Developed and maintain key partnership with regional organizations including Powell River Regional District, Vancouver Island University, Community Futures, Chamber of Commerce, Career Link, and many others.
- Gathered information and enter into the Executive Pulse Software as a part of the BC Business Counts program.

- Conducted over 380 interviews and over 1,000 follow up appointments to date since September 2011.

2009 – 2014. *Toastmasters International*. Active speaker pursuing career as professional speaker. Founding member of “Toast to the Coast” Toastmasters Club in Powell River, BC.

February - October 2013. *Site Administrator, 3 Leaf Contracting, Ltd.* A natural rockslide occurred on December 12, 2012 in the Toba Valley, destroying penstock pipe feeding a hydro-generation house. Handpicked to ensure the insurance claim for contracting business was completely transparent. Contracted to prepare daily tracking paperwork – auditable at any time – create all invoices using Quickbooks and other programs, and ensure all logistics into/out of remote Toba working camp are seamless. Involving extensive efforts in Microsoft programs, the workload in camp required hiring two rotating schedule assistants for logistics.

2012 – 2016. *Elected Board Member, First Credit Union*. 1 of 9 directors of \$350M+ asset credit union with 15 financial and supporting locations including insurance and wealth management. Support included at least monthly board and committee meetings and other meeting attendance. Earned attendance at the World Credit Union Conference in Belfast, Ireland in July 2016. Stepped down from the board only to support shift from Canada to US.

2012- 2013. Through PRREDS, conducted several Powell River Regional District (PRRD) projects, including:

- a) Business directory for all businesses just in the regional district (2013)
- b) large organic farm for local sustainable agriculture (2012)
- c) value added wood product businesses in the region (2012)
- d) commercial food processing area (2012)
- e) Feasibility of a glass pulverizer in the region (2012).

2010 – 2012. *Hawaii Tobacco Company*. Hired to assist and plan entire Hawaii product roll out, including establishing a remote office, inventory and sales control and general start-up infrastructure.

2008 – 2012. *Hawaiian Based Lawyer*. Hired to recreate website, and maintain quickly changing web site. Most recently transferred and trained staff on automated billing in Quickbooks with three different invoice templates.

2008 – 2012. *Powell River Writers Conference*. President for 2011-2012 year. Attendee and board member for international writer’s conference – days of workshops to improve writing skills and presentations. Spearheaded the City of Powell River’s proclamation of April as “Writing Month”. Also managed organization website.



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2009 – 2011. *Owner, Perk Aloha Hawaiian Coffee & Gifts, Inc.*  
Designed shopping cart website and support business infrastructure.

2008 – 2009. *Outback Steel Buildings™*. Hired to create distributor packages and qualify prospective distributors in direct support of the Platinum Business Development, LLC creation “Business in a Box”. Created first Outback Steel Buildings distributor manual.

2008 – 2009. *Flight Company*. Hired to create national distributorship system for kit sport airplane with industry-first mentorship program. Expansion with a new military contract in the New England Area.

2007 – 2009. *Professional Business Women/USA, Maui Local Organization*. KEY NOTE SPEAKER about being a woman veteran at 2008 Hawaii State Conference. Invited to speak at the BPW Foundation Luncheon as Featured Speaker, during the National BPW Convention. Created Young Careerist Advisory Council at the National Conference – successful group of younger career women to advise the Board of Directors.



2007 – 2008. *Maui Chamber of Commerce Board of Directors Elected Director*. Nominated and elected by Maui Chamber members as one of the youngest members ever to sit on the board. Voluntarily replaced by mother (and US Congressional Medal of Distinction awardee) Kathy Borelli, owner and president of Ohana Steel Buildings, Inc.

2006 – 2009. *Rotary Club of Powell River, BC, Canada*. Involved in many community service and give-back projects. Updated website and posted club history, along with many other service oriented and fundraising events.

2006 – 2007. *Hawaiian Based Employment Office*. Platinum Business Development, LLC client for marketing budgets and overall infrastructure review. Conducted communication skills training and new sales presentation. Also assisted in re-design of tri-fold brochures and unveiling of the company’s four websites. In 2011, this client was successfully sold to a competitor, partially due to systems and infrastructure support from Platinum Business Development.

2005 – 2011. *Owner, Learning In Color, Inc.* Maui, HI. Has written a book entitled “The Cure 4 Common Learning: The Perfect Anecdote to Structured Color.” Invited to Speak at the Irlen International Learning Conference in Houston, Texas in July 2008 as only one of eight speakers – the only one without a doctorate. Also conducted workshop at National BPW/USA Convention in July 2008.

2004 – 2006. Los Angeles, CA:

- J-Netics – Start-up private health club. \$1.2M budget.
- TMA Insurance Services, Inc. – National Start-up of Insurance Consultant Company with all supporting services. \$18M budget.

- Dulcet Records – Start-up record company, in support of signing new artists. \$5M budget.



2003 – 2004. Norfolk Naval Shipyard. Chesapeake, VA. Hand picked auditor of Nuclear records, training review and budgets. Assistant to the Chief Training Engineer of three aircraft carrier overhauls.

2000 – 2001. Graduated Naval Nuclear Power School with 3.60 out of 4.0 in six months of nuclear classroom training. Graduated Navy Nuclear Prototype 3 of 21 office, with highest watch standing rating in recent memory (the other two ahead were both nuclear trained prior enlisted officers). Graduated three weeks early in a six month program.

# FIRST CLASS

Women Join  
the Ranks  
at the  
Naval Academy

SHARON STANLEY DISHER



2001 – 2003 Service aboard USS Enterprise (CVN 65). Lead 175 personnel (both military and shipyard) for 18 month ship yard maintenance period over eight reactors, during major dry dock and overhaul.

1998 – 2000. Ordnance Officer aboard USS Shiloh (CG 67). San Diego, CA. Learned time prioritization and incredible watch standing efforts. Earned a conventional engineer on LM2500 engines qualification during free time. *First female to serve on board this ship.*

1998. Chosen to be the face of the book “First Class: Women Join the Ranks of the Naval Academy” by Sharon Disher (USNA Class of 1980) – see book cover at left.

1998. Invited to Moscow, Russia as a personal intern at Star City to assist then LCDR Wendy Lawrence (USN) in her mission on MIR space station. Stayed in Moscow for two weeks for training in the same quarters as Apollo-Soyuz astronauts. *\*LCDR Lawrence flew Jennifer's USNA ring on Discovery Shuttle flight STS-91 in 1998.*

## Other Notable Accomplishments:

- Attended 2-day Karrass Negotiating Seminar in August 2019 in San Antonio, TX
- Immigration consultant; extensive self-guided experience of both US to Canada and Canada to US immigration.
- Invited to assist in Vancouver Island University's Powell River Campus program Defining Diversity Creating Community research data analysis



- Invited by Canadian Society for the Study of Higher Education to present 90 minute presentation for research at 2013 Annual Conference in June 2013 in Victoria, BC



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- Founding member of a new Toastmasters Club in Powell River, BC: Toast to the Coast
- Facilitator for Mentorship Program Development for Women in Business, Powell River, BC in September

2014

- Guest speaker for Webster University Masters in Business Capstone Course: Strategic Alliances (90 minutes of interacting with students)
- Presented education sessions to District 21 (Members in British Columbia) in Spring Conferences in both 2011 and 2012 – the only repeat presenter at the conferences
- Awarded 2009 GI Bill Post-9/11 70% Grant for Doctorate Education based on veteran service; Approximate Grant Award amount: \$80,000.
- Earned the 2012 “triple crown award” in Toastmasters International by earning three achievements in one calendar year: Advanced Communicator Bronze, Advanced Leader Bronze, and Competent Leader
- Professional speaker and workshop presenter at British Columbia’s Career Education Society Conference in November 2011; Presented 2 workshops “Networking Without a Net” and “Leading Without A Leash”; invited to present additional workshops at the 2012 Conference.
- Participated in District 21 (BC Members) contest for one word describing Toastmasters; submitted “confidence” which won for the resulting postcard. (See post card at left.)
- Invited to present an update on Learning In Color, Inc. at the Hawaii International Conference on Education: January 2010 in Oahu, HI.
- Awarded Class of 2008 Hawaii State Forty Under 40 from Pacific Business News for ownership of Platinum Business Development, LLC.
- Awarded 2008 Hawaii State Young Careerist (Career Women under 35 years old).

#### 4. Recent Books Consumed.

Burns, J., & Porter, C. (2016). *Big Shifts Ahead: Demographic Clarity for Business*. Charleston, SC: Advantage Media Group, Inc.

Callies, D. L. (2010). *Regulating Paradise: Land Use Controls in Hawaii*, 2nd ed. Honolulu, HI: University of Hawaii Press.

Gray, M. N. (2022). *Arbitrary Lines: How Zoning Broke the American City and How to Fix It*. Washington D. C.: All Islands Press.

Hill, H. (1937). *Think & Grow Rich*. New York, NY: Wilder Publications.

Kruse, K. (2015). *15 Secrets Successful People Know About Time Management: The Productivity Habits of 7 Billionaires, 13 Olympic Athletes, 29 Straight-A Students, and 239 Entrepreneurs*. Philadelphia, PA: The Kruse Group.

Larson, D. (2022). *Podcasting for Beginners: Value Edition*. Las Vegas, NV: AT Publishing.

Lindahl, D. (2008). *Emerging Real Estate Markets: How to Find and Profit from Up-and-Coming Areas*. Hoboken, NJ: John Wiley & Sons, Inc.

Sincero, J. (2013). *You are a BADASS: How to Stop Doubting Your Greatness and Start Living an Awesome Life*. Philadelphia, PA: Running Press Books.

Teague, P. (2022). *How to Start A PodCast: Launch Your First Podcast with No Previous Experience Required*. Las Vegas, NV: Clixeo Publishing.

**Goal in Life:** To be happy and clear for the rest of my life:

- **Happy:** life balance, gratitude sought in all situations, joy in each moment, mentally stimulating, physically healthy
- **Clear:** pain free, focused, free from fear, free from toxins



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www.phillipcarsonphd.com

## 5. Summary of Qualifications.

- ✚ We create community in all we do.
- ✚ There is power in speaking in facts, with intellect and education of the process.
- ✚ Don't shy away from awkward conversations; how those are approached and consumed defines who we are. Awkward conversations do not get better with age.
- ✚ Business savvy in many different industries as many different roles; all high stress, quick deadlines with precise results and tight budgets.
- ✚ Details analysis, life or death situations on a daily basis, including operations, plan reviews, audits and intricate details for electrical, mechanical, financial, operations and dynamics for conventional and nuclear operations; have a keen eye for detailed mistakes and big picture requests also.
- ✚ Great communication - learned in the US Navy - gained crucial methods of conveying all forms of communication; confirmed by years of business development to many clients using analytical and creative thinking styles.
- ✚ Listen and adjust plans according to the organization through all methods of communication; sometimes what is requested is not what they truly need.
- ✚ Display all options and make recommendations, even the ones not wanting to be heard.
- ✚ Make no mystery of my current effort or direction. Directions of effort submitted with each time sheet (usually bi-weekly) along with the next list of items ready for completion.
- ✚ Set the example. Remain true to myself and always speak the hard truth, with a twist of tact. My integrity is unquestionable, even when mistakes are inevitably made.
- ✚ Acknowledgement of my mistakes and the keen desire to learn from them. It is my goal to learn as much as possible with the least amount of money and time lost.
- ✚ Habit of doing more than paid for, with unquestionable reliability. My word is my being.

### Values:

- Integrity
- Authenticity
- Transparent
- Gratitude
- Adventurous

## **6. Character References.**

Character and professional letters of reference are ready for **immediate** delivery from the following people:

Former Employers:

- Mark Hassett, 3 Leaf Contracting, Ltd, General Civil Contractor for 2013 rockslide clean up in Toba Valley
- LT Steve Mathus, Nuclear Engineer, Naval Reactors, Former colleague aboard USS Enterprise (CVN 65)
- Paula Hegele, Maui Wine, Former and current client assisting in project and crisis management

Prominent People Whose Judgment May be Relied Upon:

- Nick Kobak, KKA Consulting, Inc., Insurance adjuster for 2013 Toba Valley Rockslide
- The late William P. Lawrence, VADM (Ret), USN. Sponsor father at USNA, Prisoner of War for 6 ½ years in Vietnam and mentor for 10 years. DDG-110 was commissioned on June 4, 2011 as the USS William P. Lawrence.

*And many others in varying backgrounds.*

## **7. Business Details.**

I have clients in both US and Canada. The following are details of my businesses.

***Podcast is provided by: Fix-It-Right Homes, LLC*** in the US:

Incorporated in the State of Hawaii on December 6, 2016.



Limited Liability Company member as a US Citizen

***Westcoast Endeavours, ULC*** in Canada:

Canadian Citizen on September 29, 2014

Dual Canadian and American citizen.



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## **8. Current Client References.**

(Feel free to contact any of these clients to obtain a reference check – additional references are available for exact experiences, if necessary.)

- Mark Hassett, 3 Leaf Contracting, Ltd, [REDACTED] or Shaun Gloslee, Shaun Gloslee Excavating, Ltd, [REDACTED]. Site Administrator for \$38M rockslide insurance claim.
- Scott Randolph, City of Powell River's Manager of Economic Development, and former Manager of the Powell River Regional Economic Development Society: [REDACTED]. Business owner interviews and data entry into database; four independent business plans, including 3 for the Powell River Regional District, and 1 feasibility analysis.
- Paula Hegele, Owner & General Manager, Maui Wine. [REDACTED] Operations manuals revised, updated safety program, implemented several shifts in operations, launched new shopping cart, assisted in quick succession planning, and hiring for key position in 2014.
- Jim Salisbury, Owner & General Manager, Powder King Mountain Resort, Inc. 866-769-5464 – Overall business development including business manual creation, systems creation, strategic planning, bookkeeping, hiring and marketing. Assisted in real estate strategy in remote BC area.
- Milton E. Holmes, III: Owner & Operator, Retriever Hawaii, Inc., 808-667-5889 – Overall business development (initial set up was in 2004 for commercial office), expansion of additional businesses and product lines, website development and manual creation.
- Kathy Borelli: Owner, Ohana Steel Buildings, Inc. 808-573-8522 – Business development (initial set up in 2005) including operations manual, business manual, systems maintenance and marketing budgets.



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## 9. Letter to the Reader

March 5,

2023

Jennifer JM Salisbury  
Platinum Business Development

To whom it may concern:

It is my pleasure and an honor to deliver my resume packet to you.

Through my experiences I have met many incredible people in both the US and Canada. I have lived, as they say "out loud". It is clear to me that I must live without regrets. I seize each day, am thankful for all blessings, and seek hope in times of suffering.

I am the epitome of versatile. I can zoom in and be an effective workhorse as a computer document specialist and logistics, or I can position myself as a strategic (and sometimes emotional) support for business owners and boards of directors.

I know to be true to my heart, and that my word is the most precious gift I can give you; for when it is given, it is kept to the letter.

For whatever reason my packet came into your hands, I am grateful. Whether we met or work together now or in the future, I am pleased to enlighten you of my work ethic, intensity level, and welcomed chaos.

I was asked once if I was a mover or a shaker; I replied "both". I move the movers. In sharing my resume packet, I hope you have been moved.

I look forward to working with you in whatever respect that means.

Kindest Regards,

Jennifer JM Salisbury