

# CHRYSTIN MCLELLAND

Phone: (206) 696-3324  
[camclelland@gmail.com](mailto:camclelland@gmail.com)  
<https://www.linkedin.com/in/chrystinmclelland>

7501 Traditions Ave NE  
Lacey, Washington 98516  
[www.chrystinmclelland.com](http://www.chrystinmclelland.com)

## EDUCATION

---

- |           |   |               |
|-----------|---|---------------|
| <b>MS</b> | Gonzaga University, Organizational Leadership<br>Dual Concentrations: Global Leadership and<br>Strategic & Organizational Communications<br>Advisor: Dr. Dennis Conners | December 2022 |
| <b>BS</b> | American Military University, Environmental Studies<br>Graduated with Honors  | May 2017      |

## HONORS AND AWARDS

---

- |   |      |
|---|------|
| <b>Coast Guard Commendation Medal</b>   | 2021 |
| Award presented for sustained acts of heroism or meritorious service. Five awards.        |      |
| <b>Military Outstanding Volunteer Service Medal</b>                                       | 2021 |
| Award recognizing commitment to volunteer activities and service to the local communities |      |
| <b>Coast Guard Achievement Medal</b>  | 2021 |
| Award presented for outstanding achievement and meritorious service. Five awards.         |      |
| <b>Meritorious Team Commendation</b>  | 2021 |
| Award presented for outstanding achievement and meritorious service. Nine awards.         |      |
| <b>Humanitarian Service Medal</b>   | 2018 |
| Award presented for outstanding achievement and meritorious service. Two awards.          |      |
| <b>Honorable mention, Swarington Award for Human Performance Technology</b>               | 2015 |
| Award presented for outstanding achievement and meritorious service. Five awards.         |      |

### **Additional Awards and Recognition**

Presidential unit citation with hurricane device; Coast Guard unit commendation; Coast Guard meritorious unit commendation (3); Good Conduct medal (6); National Defense Service medal; Global War on Terrorism medal; Armed Forces service medal; DOT 9-11 service medal; Coast Guard Special Operations service ribbon; Coast Guard Overseas Service ribbon (2)

## EXPERIENCE

---

### **Tribal Subcommittee Co-Chair, Region 10, Seattle, WA**

2018 - 2021

Co-Chair: Haley Kennard

- Chartered and elected co-chair for the inaugural Tribal Subcommittee. Pioneered outreach efforts, including launching first Tribal relations survey and post-survey analysis, gaining insight to the needs and desires of more than half the Tribes in the WA-OR-ID area.
- Developed and designed international Canada-United States-Pacific full-scale exercise, coaching teams in theories and operational management under the NIIMS Incident Command System. Tailored training was adopted by US Department of Interior.
- Spearheaded critical, lasting methods for Tribal engagement, outreach and training between diverse agencies, organizations, communities, and tribes. Acted as ideal ambassador in public forums and increased tribal membership in subcommittee and Regional Team for emergency preparedness by +300% over two years.
- Provided sound advice during politically charged tribal consultations. Clarified and met tribal expectations while also meeting federal regulatory obligations, resulting in mutually beneficial partnership
- Developed, analyzed, and acted on data collected from the first regional survey of Tribes to meet needs and better inform regional team actions. Analysis of data from 20+ regional tribes used to drive customer-centered actions and program development by the subcommittee for short- and long-term planning.
- Crafted unique training and outreach experiences to provide information and guidance to Tribes on the challenges and expectations of working within the Federal and State government systems during disaster and significant incident response. Laid the foundations of Tribal-Government relationships for operational activities.
- Revitalized outreach and training by authoring unique training modules for Tribal cultures in the Pacific Northwest, personally delivering training to Tribes in WA, ID and OR as well as Canadian First Nations. The U.S. Department of Interior adopted the training as a standard for Tribal relations training.
- Recruited and inspired a diverse team of volunteers from government agencies and Tribal members, creating partnerships built on mutual trust, respect, and collaboration to achieve strategic short- and long-term team goals. Forged new partnerships to achieve political, cultural, operational and planning objectives.

### **US Coast Guard Sector Puget Sound, Seattle, WA**

2017 to 2021

Group Supervisor, Lead Instructor

- Successfully developed operational programs and processes for rapid response to shifting operational objectives in high stake, high op tempo environments managing a \$15M budget across 30+ projects by implementing agile processes.
- Designed and delivered a comprehensive training and qualification program for response supervisors whose concept became a Coast Guard-wide deployable resource. Utilized internationally, this self-paced virtual learning course designed using commonly available resources increased local qualifications by 500% between 2018 and 2020, while reducing average qualification time by +50% for participants. Coast Guard wide impact by

increasing overall response readiness by +25% over lifetime of program. Commended for insightful, creative solution to training challenges.

- Redesigned required annual safety training program to modernize and maximize engagement and impact. Delivered training to Coast Guard offices and partners in the Pacific Northwest that received accolades from attendees while meeting rigid federal safety standards. Tailored uniquely engaging, memorable training for the audience built around available time and technology constraints.
- Modernized required annual safety training program to maximize engagement and impact. Delivered training to Coast Guard offices and Tribes in two states, receiving accolades from attendees and leaders and meeting rigid federal safety standards. Immediate positive impact seen during high consequence response evolution with zero safety incidents.
- Exceeded performance metrics by building and training a cross-functional team spanning multiple agencies to achieve goals during the earliest stages of pandemic response with WA Department of Health.

**Planning Section Chief, Washington State**  
Washington State Department of Health

2021

- Expertise in Emergency Management sought after by Washington State Dept. of Health during initial crisis preparation and response planning for COVID-19 in Washington State and beyond. Led a highly capable and skilled team in operating under the Incident Command Systems structure, facilitated multiple daily meetings with several agencies to maximize readiness and response
- Improved the effectiveness of communications and interactions among the WA Department of Health pandemic command post by facilitating team growth and focused meetings, decreasing average overall daily meeting time by more than 25%.
- Developed detailed, daily operational plans and strategies to achieve response objectives at the WA Department of Health Pandemic Response Team during the pre-pandemic phase of response. Streamlining processes reduced daily time commitment of the response team by three hours while increasing team growth and confidence. Developed workforce management forecasting strategies to incur appropriate coverage with minimal user intervention.

**Department Manager, Guam, USA**  
Coast Guard Sector Guam

2013 to 2016

- Managed response to island and region-wide disasters. Led small, cohesive team of professionals in international-level operations with limited resources and budget. Federal lead and SME for environmental and disaster response in the Western Pacific region; skillfully leading and supporting command with limited experience while motivating and leading directs. Local SME in National Incident Management framework.
- Saved \$500k+ in estimated contractor costs by engaging community leaders and leading a unique recovery operation with locally available resources and community team, swiftly addressing an environmental crisis due to lack of contracted equipment and availability.

- Provided engaging and relevant training to 200+ employees domestically and internationally by implementing the first locally available required annual safety training: established lasting program to provide continued annual training.
- Built a climate of trust in a struggling department; mentored and effectively coached members to excel while simultaneously supporting and guiding supervisors in new, unfamiliar roles. Department evolved from the lowest performing department to earning accolades for professional performance and achievement in one year.
- First responder and on scene incident commander to 10+ declared disasters in the region, leading cross-functional teams in initial evaluation to define operational objectives and priorities domestically and internationally.

**Leadership And Diversity Council,**

2013 to 2021

Dam Neck, VA (Member); Port Arthur, Texas (Chair, co-Chair); Guam, USA (Chair, co-Chair); Seattle, WA (Chair, co-Chair)

- Commended for insightful, creative solutions to leadership, diversity awareness, and engagement challenges with no allocated budget with the US Coast Guard. Founding member and Panel member at Joint Women’s Leadership Symposium, Guam, 2014 - 2016.
- Member of US Coast Guard Female Retention Group studies, 2007 and 2019 to identify barriers and solutions to recruitment and retention. Results of group efforts presented to Coast Guard Headquarters and congressional staff members.
- Working within the constraints of an unfunded program, championed diversity and inclusion initiatives developed by the local and national committees by creating unique and engaging experiences for offices. Example initiatives include: Cultural field trips to important sites or museums; Speakers on leadership and diversity topics; Art and reflection activities; movie events and special discussion topics; Creating unique games and challenges; coordinating mentorship and awareness events; and enthusiastic micro-training and TED-style talks.
- Diagnosed communication networks using data from questionnaires, critical communication surveys, focus group interviews and Episodic Communication Channels in Organizations analysis as part of root cause analysis in support of creating lasting, meaningful cultural change.
- Hundreds of hours of notable diversity and volunteer work both within the Coast Guard and local community recognized with the Outstanding Volunteer Service medal. Notable volunteer associations include Art Docent for Lake Washington School District instructing in art and culture topics; SeaPartners program for school-age children in Science, Technology, Engineering, Art and Mathematics topics; Volunteer, Virginia Beach Humane Society; Board member, volunteer coordinator Humane Society of Southeast Texas; Texas Adopt a Beach programs; Coast Guard Enlisted Foundation (officer).

**PUBLICATIONS**

---

*Whitepaper*

McLelland, C. and Kennard, H. (2021) Meaningful Engagement: Improving and Expanding Tribal Engagement in Federal Emergency Response in the Pacific Northwest. International

Oil Spill Conference Proceedings (2021) 2021 (1): 689609. <https://doi.org/10.7901/2169-3358-2021.1.689609>

### **Books**

McLelland, C. (2020) *Imagine, Create and Lead, Series*, Amazon Kindle Direct Publishing, 2020.

## **PRESENTATIONS AND INVITED LECTURES**

---

**Speaker and Paper Presentation**, “Case Study on Historic Vessel Response,” International Conference on Environmental Pollution Control and Prevention. Vancouver, Canada, 2019.

**Poster Presentation**, “MV Chief: The Destruction and Removal of a Historic Vessel,” International Oil Spill Conference, 2020. (Conference canceled due to COVID, pending resubmission).

**Panel Member**, “Women in Leadership: Balancing a Career, Family and Self”, Women’s Leadership Symposium. Guam, USA, 2015.

## **PROFESSIONAL TRAINING**

---

### **Incident Command System (ICS) Certifications**

FEMA, Various locations

Description: A standardized approach to the command, control, and coordination of emergency response providing a common hierarchy within which responders from multiple agencies can be effective. Certified as Incident Commander, Planning Section Chief, Operations Section Chief, ICS Coach and additional positions.

### **Instructional Training**

CG Training Center, Petaluma, CA, 2013

Description: Using active training methods and critical pedagogy theories to enhance human performance and recognize and reduce barriers to engagement and knowledge transfer.

### **Course Development Training**

CG Training Center, Petaluma, CA, 2017

Description: Designing and developing engaging, objective based in-person and virtual training based on current pedagogical theories to maximize knowledge transfer and performance.

### **Team Leader / Facilitator**

Sector Guam, USA, 2015

Description: Performance improvement skills in the areas of team building, team leadership, meeting management, facilitation skills, conflict management and process improvement to effectively lead teams and serve as change agents.

**Phase I: Front End Analysis; Phase II: Training and Design for Peak Performance; Phase III: Training Development; Developing Job Aids for Peak Performance**

CG Training Center, Yorktown, VA, 2011

Description: Analysis, design, development, implementation and evaluation of performance and instructional interventions based on SABA Knowledge Services Peak Performance Systems.

**Leadership and Management School**

CG Training Center, Petaluma, CA 2009

Description: Develop and enhance supervisory skills for first-line supervisors through an experience-based curriculum focusing on effective communication, positive influence, creating motivating work and learning environments, promoting teamwork, adherence to personal ethics, and balancing organizational goals with team needs.

**Scrum Master Certified**, Scrum Alliance, Issued 12/2020

Description: Agile management technique and theories

**Scrum Product Owner Certified**, Scrum Alliance, Issued 12/2020

Description: Agile management technique and theories

**CURRENT COMMUNITY SERVICE**

---

**River Ridge Booster Club**

River Ridge High School Lacey, WA

2024 - Present

Secretary

Non-profit organization providing connection between family and school for River Ridge High School dedicated to raise funds and actively promote excellence, diversity and school spirit in all student programs and activities.

**Puget Sound Sumi Artists**

Member Artist, Tacoma, WA

2016 - Current

Non-profit organization dedicated to the study and practice of ink painting (sumi-e), calligraphy (shodo) and flower arranging (ikebana). Organization seems to not only encourage the artistic advancement of members, but to foster the appreciation of Sumi and brush calligraphy art in the community.

**LANGUAGES**

---

**English:** Native Language