

**Bolser, Sandra**

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**From:** Ricardo Mendez [rjmcivilpe@gmail.com]  
**Sent:** Monday, August 19, 2013 11:20 PM  
**To:** Bolser, Sandra  
**Subject:** City Manager  
**Attachments:** Resume City Manager 2013.doc; Professional References - Ricardo Mendez.pdf

**RICARDO JOSE MENDEZ, MBA, PE**

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905 Brickell Bay Dr # 323 Miami, Florida 33131 | [\(305\) 924-2534](tel:(305)924-2534) | [rjmcivilpe@gmail.com](mailto:rjmcivilpe@gmail.com)

**RE: CITY MANAGER POSITION**

Dear PMs. Bunnell:

I have attached my resume and reference letters in reference to the City Manager position. As Chief Operating Officer and Business Administrator for the City of Harrisburg, I am implementing the City's Financial Recovery Plan and have accomplished nearly 50% of 130 management improvements and revenue generating initiatives in 20 departments and bureaus. Under my leadership, the City completed the 2009, 2010 and 2011 Comprehensive Annual Financial Reports and accomplished corresponding past due audits within my first year. Furthermore, I pioneered the development and implementation of strategic management plans for several departments and bureaus achieving stabilization of the City's financial management operations.

I have twenty four years of professional experience in the public and private sectors reorganizing departments, implementing strategic management plans, delivering complex infrastructure programs, implementing financial recovery plans and saving local governments millions of dollars. I have also served in the capacity of president, CEO, Chief Administrative Officer, Chief of Staff, Special Administrator and Program Management Director. My experience also includes operational analysis, organizational change, budget development, labor/management relations, collective bargaining, procurement, intergovernmental relations, IT, economic development, insurance, water and sewer systems and stormwater management.

During my career as a professional manager and administrator, I ensured adopted policies, directives, resolutions and ordinances were implemented and provided recommendations on agenda issues, management operations, and policy implementation to elected officials. I had direct oversight responsibility for development and performance of department directors and senior professionals including public safety.

I also led the administration and implementation of government programs, preparation and administration of multimillion dollar budgets and served as Chief Financial Officer in charge of assessing financial conditions, policy alternatives and the implementation of cost effective programs in order to deliver local government services and financial recovery plans.

Thanks for your kind consideration.

Sincerely,

Ricardo Jose Mendez, MBA, PE

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PLEASE NOTE: Florida has a very broad public records law per Fla. Statute 119. Most written communications to or from the Flagler County Sheriff's Office employees regarding public business are public records available to the public and media upon request. Your e-mail communications may be subject to public disclosure. If you do not want your e-mail address released, do not send electronic mail to this agency. Instead, contact this office by phone or in writing.

May 7, 2013

Recommendation: Ricardo Mendez-Saldivia

To whom it may concern:

Mr. Ricardo Mendez-Saldivia asked that I provide a letter of recommendation for him. I am most pleased to do so.

Mr. Mendez-Saldivia has served as the Chief Operating Officer and Chief of Staff for the City of Harrisburg, Pennsylvania for the last year. As the Receiver for the City of Harrisburg, I worked closely with him. Harrisburg is a city of 50,000 and is designated as a financially distressed municipality under Pennsylvania Act 47.

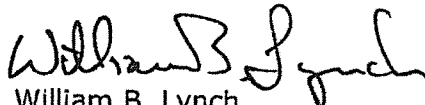
Mr. Mendez-Saldivia arrived during a time of great turmoil and uncertainty. A new City Administration was in the throes of working out a Recovery Plan. A Receiver had been appointed, and many city employees left, creating a dearth of knowledge. Mr. Mendez-Saldivia arrived and made a difference. He brought professionalism, knowledge and courtesy. He also brought organizational ability and detailed oriented planning that assigned responsibility and set milestones and deadlines.

He was particularly effective on the financial management side; a critical area of the City's operation. In large part because of his drive, the City completed overdue audits for 2009, 2010 and 2011. More importantly, in-house capacity was developed and processes instituted to assure an on time 2012 audit completion as well.

While, improvement in financial management was perhaps the most dramatic result of his engagement, he was also particularly effective with the City's unions. He instituted regular meetings and engagements, driving grievance numbers down to historic lows. Part of the Recovery Plan involves a complicated matrix of tasks and initiatives to be undertaken by City government. He set up a program management system to track progress on each initiative. Thanks largely to his systematic approach; we have completed nearly 50% of those initiatives.

Mr. Mendez-Saldivia arrived at a time when the City of Harrisburg needed him. His time here has been marked by success and beneficial change. He quickly realized that we needed more than a technocrat. We needed someone who could contribute to the change in culture that would be required if we were to really change persistent patterns of thought and old habits. He brought a professional manager's competence tempered with a human touch.

Best Regards,



William B. Lynch  
Receiver for the City of Harrisburg

May 23, 2013

To whom it may concern:

I would like to provide this letter of recommendation for Ricardo Mendez-Saldivia. I have had the opportunity to work with Mr. Mendez-Saldivia during his tenure as Chief Operating Officer for the City of Harrisburg from May 2012 to May 2013.

Ricardo's performance in this position was excellent. He was an asset to the City during a very critical time in it's history. Under the direction of the Mayor he was responsible for implementing a Court confirmed recovery plan for the City and managing its various departments to insure the continuation of critical City services. One of his key accomplishments was addressing a backlog of City audits. Under his direction over the last year, the 2009, 2010 and 2011 audits were completed and work was started on preparation for the 2012 audit.

In his position, Mr. Mendez-Saldivia exhibited excellent communication skills, was extremely organized, and able to effectively multi-task to ensure that all projects under his purview were completed in a timely manner.

Ricardo was always willing to offer assistance and had an excellent rapport with the many individuals he worked with. I have been consistently impressed with his positive attitude and productivity during the time he worked for Harrisburg. I am confident that he will devote himself in a similar manner to other similar positions in the future. .

He would be an asset to any employer in a senior level management position in local government. I would recommend him for any endeavor he chooses to pursue in that field.

Sincerely,



Fred A. Reddig  
Special Assistant for Act 47 and  
Local Government Affairs

DCED

# RICARDO JOSE MENDEZ, MBA, PE

905 Brickell Bay Drive # 323 Miami, FL 33131 | (305) 924-2534 | rjmcivilpe@gmail.com

## SUMMARY

Provide innovative leadership helping county and municipal governments improve operations in order to achieve financial stability, compliance with regulatory agencies and increase trust and confidence in the administration. Ability to manage resources under budgetary constraints allowing efficient delivery of vital services such as public safety, utilities and necessary infrastructure projects. Possess skills at analyzing highly complex issues and providing solutions in fast-paced political environments. Delivered \$1B Capital Improvement Program on time for the first time in 5 years leading to voters' approval of additional General Obligation Bonds to meet community needs. Led implementation of Municipal Financial Recovery Plan avoiding further default of financial and contractual obligations and bankruptcy.

Twenty-four years of professional experience with expertise in the following areas:

- Strategic Management
- Collective Bargaining & Labor Relations
- Operations Management & Improvement Process
- Organizational Analysis & Development
- Project & Program Management
- Building, Zoning, Permitting & Code Enforcement
- Community Planning & Redevelopment
- Financial Analysis & Budget Development
- Capital Improvements & Bond Programs
- Sustainability & Environmental Management
- Public Safety & Emergency Management
- Conflict Resolution & Team Building
- Stormwater & Utilities Management
- Water/Sewer Plants Operations & Maintenance

## RELEVANT LOCAL GOVERNMENT EXPERIENCE

### CITY OF HARRISBURG, PA, 2012-PRESENT

*Chief Operating Officer*

Population: 50,000 Budget: \$55M Employees: 500

Brought on board to implement City's Financial Recovery Plan and avoid bankruptcy. Serve as CAO and CFO providing leadership and management supervision to 20 departments and bureaus including public safety. Improved management operations and administration by addressing accountability, community development, cost containment and reduction, infrastructure sustainability, stormwater management and tax administration. Advise Mayor and Council on policy, budgetary matters, capital improvements and grants. Serve as Chief Negotiator for the City's three labor union contracts, Chair Labor/Management meetings and hear final step grievances. Supervised management operations of 2 water and wastewater treatment plants providing utility services to 6 municipalities within a region of 550,000.

### Achievements:

- Completed 3 years of past due Comprehensive Annual Financial Reports within one year after taking over, allowing the City to complete its 2009, 2010 & 2011 audits and start the financial recovery process
- Implemented strategic plan addressing priorities and stabilized the City financial management operations
- Eliminated backlog of union grievances enabling the City to move forward without litigation
- Implemented 50% of the Financial Recovery Plan in 13 months building momentum towards recovery
- Brokered important agreements with union leaders eliminating costly unfair labor practice claims

- Improved chart of accounts enabling City to effectively monitor grants and meet auditing requirements
- Enhanced parking revenue implementing IT devices and addressing scheduling, supervision, training
- Increased education, accessibility and enforcement efforts improving recycling
- Increased revenues by developing and monitoring enforcement process of City's loan portfolio
- Delivered all city budgets on time enhancing trust and confidence within the administration

**SEMINOLE TRIBE OF FLORIDA, HOLLYWOOD, FL 2009-2009**

*Chief Administrative Officer*

Population: 5 reservations    Budget: \$100M    Employees: 7,000

Brought on board to lead several departments including, planning, building, zoning, public works, environmental resources and construction management in order to improve operations and oversee completion of \$300M investment in 8 water and wastewater treatment plants. Ensured policies, resolutions and ordinances adopted by Council were enforced and implemented. Direct oversight responsibility for utilities management, preparation and administration of budgets, personnel, community planning, litigation coordination, risk management, grants, economic development and growth management. Conducted multi-million dollar negotiations with private and public entities and coordinated lobbying efforts with federal government.

**Achievements:**

- Built high performance professional management team eliminating costly errors and omissions in infrastructure development, operations and maintenance
- Conducted plant operations assessment holding vendors accountable and saving financial resources
- Implemented improvement plans allowing savings in water & wastewater treatment plant projects
- Restored financial integrity in the handling of utilities construction, operations and maintenance
- Pioneered integration of technology streamlining financial & budget development operations
- Developed Quality Management Program increasing productivity, morale and customer satisfaction

**PALM BEACH COUNTY SCHOOL DISTRICT, 2006-2007**

*Director, Program Management Department*

Schools: 200    Budget: \$2B CIP    Employees: 200

Brought on board to reorganize department and implement a \$2B Capital Improvement Program including planning, design and construction of new, renovated and ancillary facilities. Oversaw completion of over 100 projects including site development, transportation, environmental, water, sewer, drainage, parks and school buildings. Direct oversight responsibility for preparation and administration of budgets, coordination of Board appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction management and coordination with local and state regulatory agencies.

**Achievements:**

- Delivered all projects on time and received praises from Oversight Committee and *The Palm Beach Post*
- Saved millions of dollars by enhancing project control operations and improving contract negotiations
- Reorganized department operations, developed and empowered staff improving morale and productivity
- Delivered CIP on time which had not been accomplished by the previous two administrators
- Avoided liquidated damages by achieving sound financial resolutions during mediation and arbitration

- Developed records management system enhancing ability to defend against multi-million dollar claims
- Implemented professional training and developed policy & procedures safe guarding District's assets
- Established new payment approval system handling \$1M/day and ensured vendor's performance
- Eliminated budget disparities and streamlined budget development process
- Crossed-trained support staff; therefore, department no longer relied on one individual
- Opened lines of communication among staff and stakeholders achieving internal integration
- Successfully met all permitting challenges with state and federal agencies avoiding significant penalties
- Achieved consistent operational guidelines, established internal controls and accomplished a professional management operation enhancing trust and confidence in the Department

#### **CITY OF MIAMI BEACH, FL, 1999-2001**

*Public Works Director*

Population: 100,000 Budget: \$34M Employees: 250

Brought on board to reorganize department operations, oversee implementation of \$250M CIP and \$92M General Obligation Bond program. Direct oversight responsibility for municipal utility services, preparation and administration of budgets, coordination with oversight committees, community planning, litigation coordination, risk management, purchasing, grants, personnel, and construction management.

#### **Achievements:**

- Saved millions of dollars implementing Quality Management Program increasing productivity and morale
- Led implementation of \$250M CIP leading to issuance of a \$92M GO Bond to address public needs
- Restructured department and developed high performance teams
- Developed and implemented financial system and guidelines improving handling of capital expenditures
- Pioneered integration of IT systems enhancing department management operations
- Led City operations through difficult challenges during change and enhancement of community assets
- Reduced city liabilities and ensured vendors' performance by amending contracts
- Appointed as emergency manager and coordinated efforts with local, state and federal government
- Implemented fee schedule saving the City significant financial resources in contract negotiations
- Performed job audits addressing inequities and granting over 20 promotions for the first time in years

#### **MIAMI-DADE COUNTY, FL, 1993-1999**

*Special Administrator*

Population: 2.5M Budget: 100M Employees: 1000

Started as County Civil Engineer, earned promotion to Special Administrator and appointments to several committees. Played a lead role in review and approval of the largest residential, commercial and industrial land development projects in Miami-Dade County such as The Airport Expansion and The Beacon Trade Port. Developed expertise in a variety of infrastructure-related services including construction and maintenance of roads, bridges, sidewalks, street signs, pavement markings, traffic signals, street lights, and storm water management. Responsible for budget preparation and implementation. Supervised team of senior county professionals. Conducted negotiations with local, state and federal agencies addressing infrastructure needs.

**Achievements:**

- Ensured developers financial contribution to public infrastructure at significant savings to the County
- Led senior team of professionals during fastest growth and development completing all projects on time
- Helped private sector accomplish development plans without shortchanging county infrastructure
- Eliminated four-year backlog in records management by implementing new technology system
- Accomplished important agreements with local, State and Federal agencies: School Board, FAA and DOT

**OTHER PROFESSIONAL EXPERIENCE****President, Civil Infrastructure Corporation, Miami, Florida, 2010-2011**

- Serve as chief operations officer and chief financial officer
- Oversaw implementation of Capital Improvements, General Obligation and Storm Water Bond Programs
- Negotiated, executed and managed multimillion dollar contracts and prepared/administered budgets
- Organized operations and developed time frames for the delivery of local government programs
- Led government relations with County Commissioners, Council members, Mayors and Dept. Directors
- Ensure timely delivery of county programs and CIP implementation

**Vice-President, RA Consulting Engineers, Miami, Florida, 2008-2009**

- Served as chief operations officer and work directly with city and county elected officials
- Oversaw implementation of Capital Improvements, General Obligation and Storm Water Bond Programs
- Negotiated, executed and managed multimillion dollar contracts and prepared/administered budgets
- Conducted public presentations to local & state government in the award of multimillion dollar projects
- Organized operations and developed time frames for county program implementation

**Project Executive, Roger Development / Keyes Company, Coral Gables, Florida, 2002-2005**

- Served as chief operations officer
- Oversaw construction, land development and project management operations
- Successfully accomplished all project requirements with local and state government agencies regulations
- Coordinated project development with utility companies, government agencies, consultants and bankers

**EDUCATION****Master of Business Administration, Finance & Management, 1996**

University of Miami, Coral Gables, FL

**Bachelor of Science Civil Engineering, 1987**

Florida International University, Miami, FL

**LICENSURE / REGISTRATION / CERTIFICATES**

- ICMA-Credential Manager Candidate
- Registered Professional Engineer, Florida and Michigan
- Quality Control Manager, Department of Transportation
- Certified Government Financial Manager, AGA, 2013

**PROFESSIONAL AFFILIATION**

- International City/County Manager Association, ICMA
- American Government Accountants, AGA





OFFICE OF THE MAYOR  
MIAMI-DADE COUNTY, FLORIDA

ALEX PENELAS  
MAYOR

July 23, 2002

To Whom It May Concern:

It is with great pleasure that I write this letter of recommendation on behalf of Mr. Ricardo Mendez, who has applied for a position with your city.

I have known Ricardo for several years; he is intelligent, and is someone of great overall character and integrity. During his tenure at Miami-Dade County, Ricardo performed his obligations well and was a committed public servant. He proved to be efficient and effective within several departments he worked with, and gained experience in budgetary preparations and forecasts. I am certain he will bring these same principles and professionalism to your jurisdiction.

I have also known Ricardo to be a compassionate individual who takes a great interest in his community and the overall welfare of the people surrounding him. He works diligently at ensuring a positive working environment and people that have worked with him, speak very highly of him. I am confident that Ricardo will benefit the city, and carry out his responsibilities with the utmost care and distinction.

If you have any questions or need and further information, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Alex Penelas".

Alex Penelas  
Mayor



PUBLIC WORKS DEPARTMENT  
SUITE 1610  
111 N.W. 1st STREET  
MIAMI, FLORIDA 33128-1970  
(305) 375-2960

July 10, 2002

To Whom It May Concern:

Mr. Ricardo Mendez has demonstrated excellent ability to perform and engage in responsible level engineering and management work during his tenure in Miami-Dade County. I worked with Mr. Mendez during a five-year period ending in 1999. He is a well-qualified professional and has shown excellent management and leadership skills. Mr. Mendez has conducted himself with professionalism, effectiveness, and respect for his subordinates, peers, and supervisors. In addition, Mr. Mendez has an excellent educational background and interpersonal skills. He has always acted within the department's guidelines and procedures. He has an exceptional ability to see the big picture in complex situations and to proceed accordingly.

I am confident that he will succeed in future tasks which he undertakes with any organization within the public or private sector.

Very truly yours,

A handwritten signature in black ink, appearing to read 'John I. Ritsema', written over a large, stylized flourish that extends to the left and bottom of the signature area.

John I. Ritsema, P.E.  
Chief, Construction Division

JJR:nc