CARLOS SANTOS-RIVERA

515-357-8102
csantosrivera25@gmail.com

EDUCATION

Master of City Planning
Salt Lake City, Utah
University of Utah

Bachelor of Political Science
Ames, Iowa
Iowa State University

WORK HISTORY

Principal
Santos & Schupick, LLC
July 2023 – Present

Architectural Instructor
City & Metropolitan Planning
Department, University of Utah
August 2023 – May 2024

Advisory Consultant
Deloitte & Touché, LLP.
September 2021 – June 2023

Planner
Community & Neighborhoods
Planning Department
February – June 2021

Research Assistant
College of Architecture & Planning,
University of Utah
August 2020 – July 2021

Research Assistant
Civil, Construction, &
Environmental Engineering; Iowa
State University
January 2018 – May 2020

Manager
Velauno, San Juan
April 2014 – April 2016

PROFESSIONAL SUMMARY

- Carlos has experience across public, private, and non-profit agencies in strategizing their course of action towards business success. With experience in overseeing teams of **30+ professionals working** in diverse operating environments.

- **With a total of 25k hours spent delivering results in both private and public sectors**, bringing a wealth of practical and strategic insights to the table.

- **He is a strategic and transformational leader** with expertise in directing and implementing change to surpass performance objectives, balancing the needs of all stakeholders, and developing cohesive and high-performing teams. **He managed more than $100 million across grants management compliance.**

- He is known for his **ability to solve problems in complex and volatile environments.** He has eminence in **strategic planning, grants management, and community development,** with a track record of thoughtful leadership and maximizing organizational success.

KNOWLEDGE & COMMITEMENT

- Carlos has a solid understanding of the complex systems at play between **social, economic, environmental, and operational systems** to support the clients he serves. **Identifying silos and creating new paths of collaboration and effective execution.**

- Proven experience following complex **statutory, regulatory, and programmatic regulatory frameworks.**

- Expertise in facilitating & coordinating the development, implementation and refinement of programs and policies.

AWARDS

- **Applause Award** (Issued by Deloitte & Touché (2022)
- **Outstanding Award,** School of Architecture, University of Utah (2021)
- **Excellent Presentation** issued by the National Planning Conference, American Planning Association (2021)
- **People's Choice Award** issued by Intermountain Sustainability Summit. Weber State University (2021)
- **Best Paper,** issued by the 17th Engineering Project Organization Conference (2019)

SUMMARY

Professional Planning leader and housing strategist with 10+ years of experience advancing housing, economic development, and urban planning efforts across public, private, and nonprofit sectors. Proven track record managing $100M+ in federal and state funds, guiding intergovernmental initiatives, and advising on zoning, redevelopment, and infrastructure policy. Former Deloitte consultant and Planning Commissioner known for implementing strategic programs that enhance city operations, drive revitalization, and improve community outcomes. ***My objective is to drive data-informed and community-empowered approach to city management that strengthens the City's infrastructure, public safety, and quality of life, ensuring every neighborhood has the opportunity to thrive.***

EDUCATION

Master of City & Metropolitan Planning, University of Utah. Salt Lake City, Utah.
  Specialization: Economic & Real Estate Development
Master of Business Administration*, Southern Utah University, Cedar City, Utah.*
  Specialization: General Business (Coursework Completed).
Bachelor of Political Science, Iowa State University. Ames, Iowa.
  Minor: Sociology

AWARDS

- **Applause Award** (Issued by Deloitte & Touché (2022).
- **Outstanding Teaching Award**, School of Architecture, University of Utah. (2021)
- **Excellent Presentation** issued by the National Planning Conference, American Planning Association (04/2021)
- **Best Paper**, issued by the 17th Annual Engineering Project Organization Conference (05/2019)
- $300,000 in **USAID Awards to** research US Post-Disaster Reconstruction in the United States (2019)
- **Fellow McNair Scholar**, Iowa State University, and University of Utah (2018-2020)

PROFESSIONAL EXPERIENCE (selection)

Principal   **July 2023 to Present**
Santos & Schupick, LLC; Bryan, Texas.
Provided risk-informed urban policy and strategic planning services for government and nonprofit clients. Oversee a multi-disciplinary team to deliver performance, program reviews, and community development strategies. I advise municipalities on regulatory compliance, community partnerships, and housing rehabilitation strategies.

Community Development Advisor   **January 2025 to Present**
City of Bryan. Texas
Provide strategic guidance on community development initiatives, including zoning, land use, and infrastructure projects, ensuring alignment with city's long-term goals. As an advisor, **I provide strategic guidance on policies and programs that foster growth and economic development within the City**. Provide recommendations for the adoption of the 5-year consolidated CDBG Action Plan.

Vice Chair & Planning Commissioner   **September 2023 to June 2024**
Community & Neighborhoods Planning Department; Salt Lake City, Utah
*Served as an **advisor to the planning and development processes**: providing recommendations that influence approvals for developments, land use plans, zoning, economic development, equity, risk*

management, and infrastructure investments. **Elected Vice Chair 3-months into the role given my approach to leadership, service and collaboration.**

Architectural & Design Instructor August 2023 to May 2024
University of Utah; City & Metropolitan Planning Department. Salt Lake City, Utah.
Taught a Design course for Urban Ecology, Architecture, and Multi-Disciplinary Design majors and minors, also fulfilling a general education requirement in Social/Behavioral Science. **Rated as excellent instructor by my students in 2023-2024.**

Risk & Financial Advisory Consultant September 2021 to July 2023
Deloitte & Touché LLP; Salt Lake City, Utah
Served as a Risk & Financial Advisory Consultant in the Government & Public Services (GPS) portfolio, providing clients solutions in the areas of grants management and its life cycle. **Supported multi-agency teams to deliver housing stability to over 17,000 households and provided oversight to the disbursement of financial assistance of $108M.** *Implemented multiple projects successfully and recognized numerous times due to exceptional client contributions. Served as a Specialist across multiple state and local agencies in managing their grants and resilience efforts previous and after disasters.* **Gained expertise in infrastructure projects through more than 3.6k hours of service in the public sector. Received the Applause Award in September 2022 due to exceptional contributions to clients.**

Housing Lead (Team Lead) State of Wyoming, Department of Family Services (WYDFS), Emergency Rental Assistance Program. *Provided consultation to the WYDFS about the Emergency Rental Assistance Program (ERAP) 15 U.S. Code § 9058a, for our state clients in evaluating their expense claims and managing a total of* **$60M** *in representative case management amount.* Provided technical assistance and compliance feedback to stakeholders, helping strengthen internal controls and audit readiness.

Closeout Specialist, Government of Puerto Rico, Puerto Rico Fiscal Agency and Financial Advisory Authority. *Utilized expertise in post-disaster recovery in Puerto Rico to better assess the client needs and economic recovery key performance indicators. Assisted our state clients and sub-recipients of the Covid Relief Fund (CRF) 42 U.S. Code § 801., in evaluating and monitoring their compliance with statutory, regulatory, and programmatic requirements through effective management of funds and thereof, focusing on the risk of de-obligation or recoupment of funds.* Conducted in-person compliance reviews at client sites and trained personnel to conduct completeness and closeout reviews.

Health Sector Housing Relief: Audited and documented post-award subrecipient processes for the TN Nursing Association's federally funded COVID relief program.

Planning, Design & Architecture Instructor *August 2023 to May 2024*
University of Utah, City & Metropolitan Planning Department. Salt Lake City, Utah.
Taught a Design course for Urban Ecology, Architecture, and Multi-Disciplinary Design majors and minors, also fulfilling a general education requirement in Social/Behavioral Science.

Urban Planner 2021
Salt Lake City Planning Department. Salt Lake City, Utah.
Co-created the housing density analysis for the Salt Lake City Neighborhoods Planning Department that identifies the existing housing stock in the city on a block-by-block basis, compared the existing density

to recommended density in the city's community plans and compared existing density to the current zoning regulations. This report is the first Housing Density Report in Salt Lake City and was presented to the Salt Lake City Planning Department.

CITY-WIDE SAMPLE OF WORK & PROJECT BASED-EXPERIENCES

Guilford Missing Middle Housing Report. Greensboro, NC.
Carlos created a Missing Middle Housing assessment, exploring alternative housing typologies and policies to tackle the housing affordability crisis in the Guilford county, reviewing zoning and land use practices and provided solutions.

Mandatory Buyout Program, Harris County, Texas.
Carlos created a comprehensive demographic profile analysis to the Harris County Voluntary/Mandatory Buyout Program. He partnered with Texas Appleseed to help create a consolidated housing policy report to leverage recommendations for future buyout programs.

Emergency Rental Assistance, State of Wyoming, Department of Family Services.
Carlos was Consultant at Deloitte, serving the Department of Family Services of the State of Wyoming, 15 U.S. Code § 9058a, providing clients solutions in the areas of grants management and its life cycle. Supported multi-agency teams to deliver housing stability to over 17,000 households and provided oversight to the disbursement of financial assistance of $108M. He received the Applause Award in September 2022 due to exceptional contributions to clients.

Covid Relief Fund, Government of Puerto Rico. San Juan, Puerto Rico (USA).
As a Consultant at Deloitte, Carlos assisted with post-disaster recovery in Puerto Rico to better assess the client needs and economic recovery key performance indicators across COVID-19 programs. He assisted our state clients and sub-recipients of the Covid Relief Fund (CRF) 42 U.S. Code § 801., in evaluating and monitoring their compliance with statutory, regulatory, and programmatic grant requirements. Through this project, Carlos provided technical assistance to local municipalities with their overall grant's life cycle.

FEMA National Flood Insurance Program (NFIP) Community Rating System
As a Consultant at Deloitte, Carlos consulted FEMA's NFIP Community Rating System's definition of vulnerable populations to better serve the most at-risk socio-economic populations into their policy programs across the U.S. This effort was a white paper presented to FEMA subaccount.

Department of Transportation. Salt Lake City, Utah.
Help the DOT with creating a Climate Literacy training & educational toolkit for 2.2.M federal employees, while at Deloitte.

Justice40, National Oceanic and Atmospheric Administration (NOAA). Salt Lake City, Utah.
Carlos served as a regional planner for climate resilience portfolios across federal agencies. He built the firm's Equitable Climate Adaptation efforts to offer climate solutions to our federal clients. Executed ideas that will position the firm to compete in the climate market with quals that tackles the Justice40 initiatives from The White House, while at Deloitte.

Salt Lake City Public Lands Master Plan. Salt Lake City, Utah.

Carlos supported the Design Workshop and University of Utah's efforts for their community engagement deliverables of the Salt Lake City Public Lands Master Plan. Carlos was recognized for his efforts of engaging residents from the SLC West Side, as an MCMP.

Salt Lake County's Missing Middle Housing Report. Salt Lake City, Utah.
Carlos created a Missing Middle Housing policy brief exploring alternative housing typologies and policies to tackle the housing affordability crisis in the county, as an MCMP.

Housing Density Report for Community & Neighborhoods' Planning Department. Salt Lake City, Utah.
Carlos was an apprentice at the Salt Lake City Planning Department in 2021. He co-created the housing density analysis for the city that identifies the existing housing stock on a block-by-block basis, compared the existing density to recommended density in the city's community plans and compared existing density to the current zoning regulations. This report is the first Housing Density Report in Salt Lake City and was presented to the Salt Lake City Planning Department.

Rocky Mountain Region: Resilience Academy. Enterprise Community Partners, DC.
Commissioned by Enterprise Community Partners, Carlos produced a Climate Hazard Resilience Fact Sheet for the Rocky Mountain Region (Colorado, Utah, New Mexico, Wyoming and Montana). Drawing on state hazard mitigation plans and other data sources, the project identified the most pressing climate risks, such as wildfires, drought, floods, and extreme heat and translated them into accessible, housing-focused guidance for the public. By supporting the Rocky Mountain Resilience Academy, this work adds critical value by equipping communities and stakeholders with localized, actionable information to strengthen housing resilience and better prepare for escalating climate disasters.

Asset-Based Transportation Planning Assessment. Adelaide, Australia
Carlos managed a multidisciplinary project using geospatial data to analyze walkable and bikeable access to key amenities such as schools, parks, healthcare, and supermarkets within a 20-minute radius. The research revealed that areas with longer commute distances tended to have lower access to essential amenities, highlighting gaps in urban connectivity and infrastructure. This project was presented and awarded by the Sustainable Summit at Weber State University, as an MCMP.

Post-Disaster Housing Reconstruction, Civil, Construction & Environmental Engineering. Ames,
Iowa. Carlos was a research assistant at the Civil, Construction & Environmental Engineering Department at Iowa State University, where he conducted longitudinal scientific housing research, studying post-disaster housing reconstruction in the U.S. He assisted in National Science Foundation (NSF) writing and proposed different methods to improve community engagement.

ADDITIONAL PROFESSIONAL EXPERIENCE
1. Help managed the Architecture & Planning Master's Program at Texas A&M University (2024-2025).
2. Taught a Design course for Urban Ecology, Architecture, University of Utah (2020-2024).
3. Salt Lake City Public Lands Master Plan Community Engagement, Design Workshop, Inc. (2021).
4. Millcreek Greenways Master Plan, Plan Making for Seven Canyons Trust (2021).
5. Operational Manager, Velauno, Inc. Puerto Rico, USA. (2014-2016).

SKILLS

- Grants Management
- Project Management
- Stakeholder Engagement
- Leadership
- Public Speaking
- Resilience
- Statutory & Regulatory Compliance
- Public Policy
- Crisis Management
- Conflict Resolution
- Team Building
- Urban Planning
- Sustainability
- Technical/Scientific writing
- Consensus building
- Spanish: Professional Proficiency
- Completeness and closeouts
- Public-Private Partnerships

SOFWARES/PROGRAMS

- Advanced Microsoft Office (Word, Excel, Power Point)
- ArcGIS (Geographic Information Systems).
- RStudio (statistics/Coding)
- JMP (statistics)
- Workday
- Relativity
- NVivo Software
- Accela
- Workday
- STATA (Advance Statistics)
- XLOOKUP, VLOOKUP, pivot Tables

PROFESSIONAL AFFILIATIONS

- International City/County Management Association (ICMA)
- American Planning Association, APA (member)
- Association of Latino Professionals For America, ALPFA (member).
- Civic-Pride Association (member)