

RICHARD E. HAFLELE
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QUALIFICATIONS OVERVIEW

- Strong background in budget preparation, strategic planning, financial planning and analysis. Hands on experience in designing and implementing operational and financial systems.
- Ability to successfully achieve cost reductions and budget discipline through persuasion and perseverance in a challenging environment. Excellent supervisory and interpersonal skills gained by dealing with all levels of management.

PROFESSIONAL EXPERIENCE

Miami-Dade County Seaport

CHIEF, MANAGEMENT & BUDGETS

Sep 2004 - Present

- Prepare and recommend improvements for the

Miami-Dade County, Office of Strategic Business Management

SENIOR BUDGET ANALYST

Feb 2003 – Sep 2004

- Review, evaluate and recommend improvements for the operating budgets of Aviation, Medical Examiner, Juvenile Assessment Center, Environmental Resource Management and Elections Department.
- Coordinate Capital Budget submissions of above Departments with Capital Coordinator
- Successfully coordinated major study of Miami-Dade Transit Department's finances and developed 20-year plan to address current and future fiscal needs, which included the combining of Transit and the Office of Public Transportation Management Departments.
- Coordinated and participated in a major study evaluating the Federal Aviation Administration audit of the County's charges to the Aviation Department.
- Supported preparation of State and Federal grants for Aviation and Transit Departments
- By working hard and effectively I have achieved the respect of all the Department Director's for which I have been involved.

Fine Air Services/Arrow Air

DIRECTOR - FINANCIAL PLANNING & ANALYSIS

Mar 1998 – Feb 2003

- Prepared and controlled annual \$250 million financial and \$50 million capital budgets, performed financial analysis as required, monitored weekly progress of business plan.
- Prepared MD&A as well as other financial data for all SEC filings.
- Implemented new accounting system, instituted financial controls and inaugurated a cost center oriented planning system.
- Developed effective route planning model, which quickly provides economic analysis and options to improve profitability of each flight.
- Prepared five-year financial forecast, developed prospectus and made rating agency presentations for successful \$200 million bond issue.
- Performed due diligence on various companies leading to successful purchase of an

airline that fit perfectly with our strategic goals and grew the company by 70%.

- Developed strategic plan that merged the Finance operations of both carriers.

Carnival Air Lines/Pan American World Airways

DIRECTOR - FINANCIAL PLANNING

Nov 1995 - Feb 1998

- Prepared, analyzed and controlled annual corporate financial budgets totaling over \$300 million.
- Chaired strategic planning committee.
- Evaluated and recommended all new route initiatives which generated over \$20 million in annual revenues.
- Determined on a monthly basis the profitability of all routes, markets and subsidiary operations. Evaluated and recommended market improvements in terms of equipment downsizing, frequency of operation, etc.
- Developed system automation that maintained the company's statistical data base developing reports on a timely basis for department reviews.
- Performed cost effectiveness analysis and instituted changes to improve productivity and save costs such as the automated Employee Management System which improved work procedures to maximize utilization of pilot personnel and improved productivity by 20%.

DIVISION CONTROLLER - OPERATIONS

1993 – Oct 1995

- Prepared, analyzed and controlled budgets for corporate divisions of Maintenance, Operations and Customer Services totaling over \$20.0 million annually.
- Provided monthly performance analysis, reports and recommendations to department heads for review and action.
- Followed-up to ensure all management actions were put into place and anticipated results were achieved.
- Reviewed accounting documents and took whatever steps were necessary to correct mistakes such as overpayments, contract violations, etc.
- Performed cost effectiveness analysis and instituted changes to improve productivity and save costs such as the automated Employee Management System which improved work procedures to maximize utilization of pilots and improved productivity by 20%.
- Implemented cost saving programs that saved over \$1.0 million annually.

EDUCATION

B.B.A. - Accounting, University of Wisconsin. Honors graduate. Post graduate courses at the University of Miami.

PERSONAL

Excellent PC skills including proficiency in Microsoft Excel, Word and other software applications.