

# RICARDO JOSE MENDEZ, MBA, PE, CGFM, ICMA-CM

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January 2, 2019

City of Palm Coast, FL  
Human Resources

**Subject: City Manager**

Dear Personnel Officer:

I have attached my resume and references in support of my application for the subject referenced position. I have over 25 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 helping distressed municipalities while saving local governments significant financial resources. I became a professional City Manager by accomplishing a complete career track in county and municipal government serving in the capacity of Section Head, Division Manager, Assistant Director, Director of four Departments (Finance, Administration, Program Management and Public Works), Chief Operating Officer and Chief Administrative Officer. Therefore, completing the entire protocol to become an ICMA-CM.

I have developed expertise in municipal planning, programming, budget development and control, operations management, accounting, reporting and auditing. Thus, becoming a Certified Government Financial Manager experienced in every aspect of municipal financial management and proficient with GASB principles, practices and compliance. As a professional City Administrator, I bring hands-on expertise in community affairs, planning, economic development, operational analysis, labor-management relations, collective bargaining, intergovernmental relations, IT, procurement, risk & bond management, real estate, building, emergency management, public works and public safety. As registered professional civil engineer, I would bring expert knowledge in program management, planning and implementation of capital programs up to \$2-Billion including facilities and public infrastructure, e.g., transportation, water & sewer systems, water treatment plants, and environmental compliance.

As Chief Operating Officer for the City of Harrisburg PA, I led the City's Financial Recovery Plan with 130 management improvement, cost containment, and revenue enhancing initiatives across 20 Departments and Bureaus including public safety. Under my leadership, the City completed the past due 2009, 2010, 2011 and 2012 Comprehensive Annual Financial Reports and 3 audits within 13 months after taking over. After eliminating chronic delays, errors and omissions, I developed the City's in-house capacity and processes in several departments to assure completion and delivery of future audits, projects and programs on time winning the GFOA Budget Award for excellence in financial reporting in 2013. Additionally, following the City Receivers' direction, I developed and implemented strategic management plans for all City Departments and Bureaus. These achievements led to the stabilization of the City's financial operations and reorganization of several departments allowing significant improvements in morale and overall City administration. Not only were we able to place the City on a financial recovery fast-track and avoid one of the largest municipal bankruptcies in the Country but help the City emerge out of State Receivership in 2.5 years as opposed to other Cities in PA which have been under Receivership for 20 years. Our successful municipal recovery plan and management improvement model now serves as an example to help other financially distressed municipalities organize and rebuild management operations. Through these efforts, I was able to earn an outstanding performance evaluation from both the Mayor and the City Receiver after my first year of service.

During my professional manager career, 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 have had direct oversight responsibility for hiring, firing, development and performance of Department Directors, Bureau chiefs, 500 municipal employees and served as chief negotiator with five unions: FOP, IAFF, AFSCME, PBA, and IUPAT. Also led administration and implementation of numerous government programs, preparation of multiple Department and City multimillion-dollar budgets and served as Chief Financial Officer in charge of assessing financial conditions and recommending policy alternatives and implementation of cost-effective measures to enhance and deliver local government services.

Thanks for your kind consideration, and I look forward to hearing from you soon.

Sincerely,

Ricardo Jose Mendez, MBA, PE, CGFM, ICMA-CM

# RICARDO JOSE MENDEZ, MBA, PE, ICMA-CM, CGFM

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## SUMMARY

Provide innovative leadership helping county and municipal governments improve management operations, achieve financial stability, compliance with regulatory agencies and increase trust and confidence in the administration. Ability to manage resources under budgetary constraints allowing effective and efficient delivery of vital and necessary services including public safety, utilities and infrastructure projects. Possess skills at analyzing highly complex issues and providing solutions in fast-paced political environments. Delivered a \$2B Capital Improvement Program on time for the first time in years leading to voters' approval of additional bonds.

I led implementation of one of the most successful Municipal Financial Recovery Plans in the country with over 130 revenues generating and management improvement initiatives in all City Departments and Bureaus; therefore, helping the City avoid further default of financial and contractual obligations and bankruptcy. These accomplishments not only placed the City on a fiscal recovery track but led the City out of State Receivership in less than 3 years. I have 25 years of professional experience and developed 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 & Compliance

## RELEVANT LOCAL GOVERNMENT EXPERIENCE

### **CITY OF HARRISBURG, PA, 2012-2013**

*Chief Operating Officer and Chief Financial Officer*

Population served: 250,000 Budget: \$170M Employees: 500

Brought on board to implement the City's Financial Recovery Plan, improve management operations and avoid bankruptcy. I served as the City's Chief Administrative Officer and Chief Financial Officer providing leadership and management supervision to 20 departments and bureaus including public safety. I improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures and establishing professional management systems in every department that addressed underlying chronic issues which had been challenging the City for years. Consequently, under my leadership, significant accomplishments were made in the City's financial management & reporting compliance, budgeting & revenue, cost containment & reduction, tax administration, building & housing, economic development, infrastructure sustainability, stormwater management, public works, capital improvements, facilities & fleet management, public safety, sanitation, IT, and work force & collective bargaining. Advised Mayor and Council on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process and compliance with State and Federal regulatory agencies. I also served as the Business Administrator and Chief Negotiator for the City's 3 labor union contracts, chaired labor-management committee meetings and heard final step grievances. I had direct oversight responsibility for management operations, maintenance, rehabilitation and environmental compliance of the City's water & wastewater treatment plants providing utility services to 6 municipalities within a region of 550,000.

**Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA**

- Successfully led City's recovery and operations during times of great turmoil and uncertainty. Arrived after 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. Notwithstanding, I was able to make a difference and work with the City Receiver, Elected Officials, staff, private sector, State and Federal government officials to turn the situation around and implement a comprehensive Financial Recovery Plan, improve management operations in every department, stabilize the City's financial management and avoid one of the largest municipal bankruptcies in the US
- Placed the City in full compliance with the Securities & Exchange Commission avoiding significant penalties
- Completed 4 years of past due Comprehensive Annual Financial Reports within 13 months after taking over, allowing the City to complete its 2009, 2010, 2011 and 2012 audits and fast-track the financial recovery process
- Developed the City's in-house capacity and processes to assure completion and delivery of future audits on time
- Identified and addressed priorities in every department enhancing the City's overall administration
- Led the City's recovery and improvement process providing a clear path to a fiscally solvent future
- Demonstrated the efficacy of bankruptcy versus implementing a strategic recovery plan
- Allowed public officials to foresee challenges and put a timeline on the City's progress and fiscal recovery
- Avoided bankruptcy's devastating effects on public safety, pensions and cost to taxpayers
- Made significant early progress in the Financial Recovery Plan implementation helping eliminate the City's debt over time, clarify the stranded debt remaining after City asset transactions were in place and provided clear options following those transactions in the coming months, not years
- Placed the City on track to eliminate the structural deficit over time allowing a financially stable and efficient future
- Established priorities, identified responsible parties, phases and set milestones and deadlines to complete 130 initiatives across departments, past due audits and all City projects and programs eliminating chronic delays
- Implemented over 50% of the Financial Recovery Plan in 13 months accelerating the City's recovery process
- Improved chart of accounts enabling the City to effectively monitor grants and meet auditing requirements
- Successfully completed every assignment from the City's Receiver including 4 past due Comprehensive Annual Financial Reports, corresponding audits and development of strategic plans for every department and bureau
- Worked cooperatively and collaborately with City and State officials towards achieving recovery goals
- Set strategic course of action utilizing planning tract under new State legislation accomplishing a clear path to fiscal solvency and reduction of a structural deficit that had challenged the City for more than 20 years
- Reduced personnel and operating costs while maintaining levels of service combining and sharing City resources
- Identified new revenue sources and restructured City operations reduce structural deficit and balance budget
- Streamlined City operations consolidating department functions and implementing outsourcing strategies
- Eliminated chronic delays and delivered City budgets on time enhancing trust and confidence in the administration and winning the GFOA Budget Excellence Award in 2012
- Led the City out of distressed status and emerge out of State Receivership in record time
- Improved City communications and established a transparent administration
- Accomplished the greatest management progress, transparency and openness in the City's recent history
- Earned public recognition and praises for achieving significant early progress and completion of the City's recovery plan from the Financial Recovery Committee, Receiver, Elected Officials, Chamber of Commerce and State Officials
- Negotiated with Federal & State regulatory agencies such as EPA, DOJ and State EPA avoiding significant penalties and accomplishing suitable plans for environmental compliance of the City's water & wastewater treatment plants
- Negotiated City overcharges in the water & sewer rates with 6 municipalities avoiding costly litigation
- Negotiated with 3 Unions, FOP, IAFF and AFSCME eliminating long standing backlog of grievances
- Brokered important agreements with union leaders eliminating costly unfair labor practice claims
- Expanded the fire contingency adding 9 firefighters and reducing the Fire Bureau's overtime

**Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA. Cont.**

- Worked closely with the business community, State Department of Community & Economic Development and Business Advisory Council in the implementation of an integrated long-term economic development plan
- Streamlined the City's residential and commercial construction permitting process helping redevelopment plans
- Accelerated demolition of blighted buildings in targeted areas around the City helping economic development
- Enhanced City ordinance allowing faster condemnation of disruptive properties and recovering demolition expenses
- Engaged real estate developers with planning, building & zoning plans attracting multimillion-dollar investments
- Worked hand in hand with private sector developers and community partners to break ground on several projects helping job creation while increasing minority participation
- Oversaw investment of Federal CDBG funds in home construction and community projects enhancing quality of life, reducing the City's unemployment and revitalizing neighborhoods
- Boosted parking revenue implementing handheld IT devices and addressing scheduling, supervision and training
- Enhanced education, accessibility and enforcement efforts improving the City's recycling
- Increased revenue by developing and monitoring an enforcement process of the City's loan portfolio
- Empowered law enforcement to improve criminal investigations and decrease homicide rate accomplishing a 90% clearance rate and overall crime decrease with 47% decline in homicides since 2010 and 13% decline in robbery
- Facilitated implementation of the City's illegal gun reward program netting over 100 handguns
- Increased public access to law enforcement holding weekly public safety briefings and increasing walking patrols
- Improved communications between police and citizens by walking and biking targeted neighborhoods with officers
- Worked with safety council engaging citizens in programs to assist law enforcement and promote crime prevention
- Enabled utilization of modern technology like computerized crime mapping allowing police to aggressively and proactively address areas of concern improving safety and quality of life
- Forged key relationships aiding law enforcement coordination with County District Attorney's Office, Federal Prosecutors, ATF, County Response Team and Capitol Police
- Able to leverage State Police personnel, equipment and financial resources for the City's special events
- Facilitated integration of the City's prisoner booking center into the County's booking center saving significant resources and enabling additional police officers for street patrol duties
- Oversaw establishment of 4 police sub-stations and deployment of mobile police sub-station vehicles
- Oversaw reinstatement of the Police Athletic League program providing safe mentoring to City youth
- Coordinated installation of new surveillance cameras around the City to help reduce crime and illegal dumping
- Made significant improvements to the health and safety of City residents by improving illegal dumping operations and developing an effective pickup schedule resulting in 536 tons of bulk waste
- Oversaw storm inlet and potholes repairs saving the City significant financial resources
- Developed and implemented the City's Capital Improvement Program including all infrastructure & facilities
- Reorganized the City's Engineering operations and implementation of the City's water & sewer and transportation projects including street widening, ADA compliance, decorative crosswalks, street lights and sign installations
- Upgraded the City's handling of building & zoning permits, inspections, complaint citations and condemnations by implementing a strategic plan enhancing site inspection and establishing project control measures
- Managed planning, design, construction, operations, maintenance and rehabilitations of City facilities improving interior structure, security, ADA compliance, overall maintenance and installing energy efficient HVAC systems
- Made the highest and best use of City land by partnering with public and private sector to implement Right-the-Blight initiative and constructing a state-of-the-art City Health Center helping economic development and paving the way for the City to build a newly designed Industrial Manufacturing Park
- Promoted Green Economic Development Plan including implementing the use of alternative fuel in City vehicles (natural gas & electric), green infrastructure, and improving efficient lighting in buildings and streets

**Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA. Cont.**

- Pioneered enhancement of storm water quality and purchasing energy in bulk (electricity, natural gas and fuel) generating significant cost savings, helping to balance the budget and eliminating structural deficit over time
- Worked with community partners and identified highest and best use of City owned vacant lots to create green parcels that absorb storm run-offs and allow portable out door fresh markets
- Administered Right-the-Blight initiative calling for the removal of blight through an aggressive demolition plan, enhancing sanitation routing systems, code enforcement and conducting quarterly bulk cleanups
- Identified and recovered lost revenue by improving discovery, enhancement and audit services generating 100 additional business licenses per year and significant increase in City revenue

**City of Sweetwater, Director, Finance Department, Sweetwater, Florida, 2014-2016**

After implementing the City of Harrisburg Financial Recovery Plan that enable the City to emerge from State Receivership and avoid bankruptcy, I was select by a newly appointed Mayor with the approval of federal, state, and local law enforcement agencies including State Attorney's Office, FBI, Florida Department of Law Enforcement, and Miami-Dade County Ethics Commission to help the City in distress avoid financial default; State Oversight Board; stiff penalties from creditors and agencies including IRS; renegotiate collective bargaining agreements; ensure compliance with federal, state, and local laws and regulations; serve in the capacity of assistant administrative officer and finance director; organize the City finances; reopen the Finance Department; and prepare the City's budget within weeks of Charter's deadline, among other critical needs and priorities. **Achievements include:**

- Reorganized and reopened the finance department earning praises from elected, county, and state officials
- Implemented a successful vendor-repayment plan reopening most of the City accounts which had been closed
- Prepared and delivered the City budget to the Commission after only a few weeks since appointment meeting charter's deadline
- Negotiated collective bargaining agreements with police (PBA) and employee (IUPAT) unions avoiding unfair labor litigation
- Saved the City significant financial resources in contract negotiations with health care providers and vendors
- Developed and implemented a successful financial recovery plan avoiding financial default and State Oversight Board
- Obtained approval and earned praises from Governor's financial team and State Auditor General after conducting financial recovery plan oral presentation in Tallahassee
- Completed all pending City audits including federal, state, and local grantor agencies
- Pioneered implementation of new IT systems enhancing productivity, accounting and reporting while enabling checks and balance
- Realized significant savings negotiating a settlement agreement with the Internal Revenue Service and an achieved compliance
- Saved the City significant financial resources while addressing all grant eligibility compliance issues with State and local officials
- Led section heads, division managers, department directors, and elected officials in budget development and control techniques
- Developed a high-performance financial team capable of safeguarding City assets and completing City budgets/projects on time
- Implemented planning developing the City's' financial goals and objectives based on the most critical priorities
- Accomplished continuity of vital and necessary services during the worst cash-financial challenge in City's history
- Developed in-house capacity to complete future audits on time earning praises from external auditors, federal, state, local officials
- Eliminated significant bank statement reconciliation backlog developed over the years curing chronic audit findings and delays
- Pioneered implementation of a central accounting system enhancing operations, accounting, and reporting
- Achieved consistency and compliance with Generally Accepted Accounting Principles and best practices
- Gathered, analyzed, prepared, and presented critical financial information timely enabling prompt/key decision making
- Eliminated chronic delays and led annual audit process preparing/providing all required information to external auditors timely
- Successfully led the City budget development and approval process producing multiple budget documents on time
- Prepared multiple budget revisions while conducting periodical budget analysis and fulfilling all Commission requests
- Established a General Ledger monthly account reconciliation process completing over 1000 GL accounts
- Fostered a priority-base spending culture by addressing operations performance, budget control, and cash flow management
- Addressed encumbrances and vacancies making sure everyone understands spending priorities and adheres to the budget
- Prioritized and managed the City's cash flow effectively avoiding financial default and disruption of vital and necessary services
- Implemented financial reporting system adhering to contract billing and collection schedules helping steady cash flow to support critical operational requirements
- Updated all necessary business policies and accounting practices strengthening the City's policies and procedures

- Effectively worked with Mayor, Commission, Auditors, Auditor General and Governor Office helping consensus building
- Enhanced grant management activities and ensured eligibility requirements compliance with federal, state, and local agencies
- Implemented new financial system training for City employees maximizing individual and organizational goals
- Fostered communication and achieved internal integration among departments, divisions, and sections
- Researched and organized all City investment activities including money market and simple interest-bearing accounts
- Negotiated new capital leases for property, plant, and equipment including new vehicles
- Mentored City employees reinforcing professional development and standards—ICMA, GFOA, and AGA Code of Ethics
- Balanced overwhelming workload while assisting human resources every step including all finance-staffing issues
- Forecasted City revenue accurately helping balance the budget and avoid chronic multiple budget revisions
- Effectively identified goals and objectives to prepare City budget in accordance with the most critical priorities
- Accomplished a professional operation, effective and efficient management of resources, and compliance
- Prepared and delivered all important annual financial reports timely including insurance and workers comp
- Maintained accounting, reporting, auditing, and administrative policies and procedures up-to-date
- Conducted facility assessment and capital assets inventory curing chronic audit findings, achieving GAAP compliance
- Accomplished consolidation and sharing of City services and assets further enhancing financial resources
- Sought maximum efficiencies in the City's banking relationships and opened several accounts to bringing the City in compliance
- Eliminated all chronic delays addressing public records requests
- Negotiated all city insurance policies realizing savings in new premiums and avoided lapse of coverage at any time
- Established a management system that allows maximum productivity, safeguards assets and addresses future needs
- Enhanced integrity of all cash management functions including daily cash deposits, transportation and logistics
- Eliminated chronic delays in completing filings with government agencies timely including Office of the Auditor General
- Eliminated chronic delays submitting reports timely e.g., FHWA-536/Local Highway Finance Report, FDLE grants reports
- Pioneered new culture embracing financial and purchasing policy and procedures, deadlines, and overall compliance
- Successfully led the City's financial recovery thru extenuating circumstances avoiding significant tangible/intangible losses
- Despite financial distress, City never stopped providing vital and necessary services and started to build reserves
- Established internal controls to ensure future compliance with GASB, human resources legislation, and the law in general
- Implemented performance evaluations in accordance with ICMA, GFOA, and AGA guidance
- Led RFP process, negotiated with vendors and outsourced payroll operations
- Negotiated existing loans and capital leases with financial institutions achieving fair and balanced rates , terms, agreements
- Saved the City significant financial resources by correcting errors on pay scale tables required to process retro payments
- Achieved quality control, accuracy, transparency, and improved overall management earning praises from the Governor's Office, State Auditor General, Miami-Dade County Ethics Commission, federal officials, and elected officials

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

*Chief Administrative Officer*

Population: 5 reservations Budget: \$100M Employees: 6,000

Brought on board to lead and improve management operations in several departments including, planning, building, zoning, public works, environmental resources and construction management and oversee completion of \$300M investment in 8 water & wastewater treatment plants. Ensured Council adopted policies, resolutions and ordinances 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. Led multimillion-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 public infrastructure planning, development, operations, maintenance and rehabilitation
- Conducted water & sewer plant operations assessments 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*

Population: 1.4M Budget: \$2.5B Employees: 27,000

Brought on board to reorganize department, implement policies & procedures, improve operations, and lead implementation of a \$2B Capital Improvement Program including planning, design, construction, rehabilitation and modernization of Countywide public infrastructure & facilities. I oversaw completion of over 100 projects including land development, transportation, environmental, water & sewer, utilities, storm 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**

*Director, Public Works Department*

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 County 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 administration of multiple public infrastructure related services & facilities including planning, design, construction, maintenance, and rehabilitation of traffic & transportation, water & sewer, environmental, and stormwater management projects. Responsible for budget preparation and implementation. Led team of senior County professionals. Conducted negotiations with local, state and federal agencies. Accomplished the County's Supervisor Certification Program learning multiple departments operations.

**Achievements:**

- Accomplished significant savings in County's financial resources while negotiating important agreements with federal, estate, and local officials including FAA, DOT, EPA, South Florida Regional Planning Council, and the School Board
- Appointed as County emergency manager and able to successfully coordinate with local, state and federal agencies
- Ensured developers fair share contributions to public infrastructure saving substantial County financial resources
- Completed county projects on time while leading senior team of professionals during fastest growth and development
- Pioneered implementation of County information technology systems eliminating a 5-yr backlog in data processing

**OTHER PROFESSIONAL EXPERIENCE****Vice-President/President/Forensic, RA Consulting Engineers/Civil Infrastructure Corporation/Donan, Miami, Florida, 2008-Present**

- Served as chief operations officer and work directly with city and county officials
- Oversaw implementation of Capital Improvements, General Obligation and Storm Water Bond Programs
- Negotiated, executed and managed multimillion-dollar contracts and prepared/administered budgets
- County/municipal management consulting - planning/implementation of state, county and municipal projects and programs

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

- Served as director of operations
- 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** – Magna cum laude – Finance & Management, 1996  
University of Miami, Coral Gables, FL

**Bachelor of Science Civil Engineering**, 1987  
Florida International University, Miami, FL

**LICENSURE / REGISTRATION / CERTIFICATES**

- ICMA–Credentialed Local Government Manager
- Certified Government Financial Manager
- Registered Professional Civil Engineer
- Certified Quality Control Manager
- Municipal Financial Reporting & Compliance, Securities & Exchange Commission

**PROFESSIONAL AFFILIATION**

- International City/County Manager Association (ICMA)
- Government Finance Officer Association (GFOA)
- Association of Government Accountants (AGA)