


EMPLOYMENT APPLICATION	
 <p>City of Palm Bay 120 Malabar Road Palm Bay, Florida - 32907 <a href="http://www.palmbayflorida.org">http://www.palmbayflorida.org</a> (<a href="http://www.palmbayflorida.org">http://www.palmbayflorida.org</a>) Mendez, Ricardo, J City Manager</p>	<p>Received: 2/22/25, 12:00 PM</p> <p><b>For Official Use Only:</b>            QUAL: _____            DNQ: _____  <input type="checkbox"/> Experience  <input type="checkbox"/> Training  <input type="checkbox"/> Other: _____</p>

PERSONAL INFORMATION		
<b>POSITION TITLE:</b> City Manager		<b>Job Number:</b> 2639
<b>NAME:</b> (Last, First, Middle) Mendez, Ricardo, J		<b>PERSON ID:</b> 757897
<b>Former Last Name:</b> none		<b>Date And Month Of Birth:</b> 11/28
<b>ADDRESS:</b> (Street, City, State, Zip Code) 905 Brickell Bay Drive Suite 323 Miami, FL 33131		
<b>HOME PHONE:</b> (305) 924-2534		<b>ALTERNATE PHONE:</b> (305) 924-2534
<b>EMAIL ADDRESS:</b> ricardo00mendez@yahoo.com		
<b>DRIVER'S LICENSE:</b> Yes <b>State:</b> FL <b>Number:</b> M*****0	<b>LEGAL RIGHT TO WORK IN THE UNITED STATES?:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>HIGHEST LEVEL OF EDUCATION:</b> Master's Degree

PREFERENCES	
<b>MINIMUM COMPENSATION:</b> \$300,000.00/yr	<b>ARE YOU WILLING TO RELOCATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe
<b>SHIFTS YOU WILL ACCEPT:</b> Day , Evening , Weekends	
<b>WHAT TYPE OF JOB ARE YOU LOOKING FOR?</b> Regular	
<b>TYPES OF WORK YOU WILL ACCEPT:</b> Full Time	

**OBJECTIVE:**

To accomplish a professional management operation across departments, develop and maintain high-performance management teams, deliver projects and programs effectively and efficiently, address all chronic audit findings, and fully comply with all federal, state, and local regulatory agencies.

**EDUCATION**

<b>DATES:</b> from January/1995 to December/1996	<b>SCHOOL NAME:</b> University of Miami	
<b>LOCATION:(City , State)</b> Coral Gables, FL	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Master's
<b>MAJOR/MINOR:</b> MBA, Management/Finance		<b>UNITS COMPLETED:</b> 51

<b>DATES:</b> from May/1984 to December/1987	<b>SCHOOL NAME:</b> Florida International University	
<b>LOCATION:(City , State)</b> Miami, FL	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Bachelor's
<b>MAJOR/MINOR:</b> Civil Engineering		<b>UNITS COMPLETED:</b> 140

**WORK EXPERIENCE**

<b>DATES:</b> from May/2020 to March/2021	<b>EMPLOYER:</b> City of West Palm Beach	<b>POSITION TITLE:</b> Assistant City Administrator
<b>ADDRESS:</b> (Street, City, State, Zip Code): 401 Clematis St West Palm Beach, FL 33131		
<b>PHONE NUMBER:</b> (561) 822-1200	<b>SUPERVISOR:</b> Faye Johnson - City Administrator	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$18,000.00	<b># OF EMPLOYEES SUPERVISED:</b> 1700

**DUTIES:**

Brought on board to oversee the City's daily management operations with direct oversight responsibility for multiple departments, including all infrastructure and development, planning, building, zoning, development services, code enforcement, environmental, sustainability, information technology, utilities, engineering, parking administration, and the support services departments among others. Serve as the City's Assistant Chief Administrative Officer providing leadership and executive management supervision to over 1,700 municipal employees, including department heads.

Advise the Mayor and City Commission on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process, and compliance with local, state, and Federal regulatory agencies.

Responsible for preparing and administering budgets, coordination with City Commission-appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction-program management, and projects coordination with local, state, and federal government agencies. Supervise all department directors, including senior local government managers and administrators, professional engineers, registered architects, and accountants.

Responsible for implementing sound management practices, strategic plans, establishing performance measures, maintaining excellent Commission/City-staff relationships, and accomplishing a professional municipal management operation.

Lead over 1,700 employees, including department directors, division managers, section heads, division manager, senior administrators, accountants, financial managers, professional engineers, architects, licensed contractors, inspectors, and technical support staff involved in the daily city management operations as well as projects and programs planning and execution phases.

Additional duties include hiring, training, and mentoring department directors and other professionals to develop and maintain a multidisciplinary, high-performance management team. Moreover, oversee resource planning, conducting programs and project control meetings, assessing operational needs and management performance while ensuring the necessary adjustments to accomplish operational goals and objectives in the City's strategic plan.

Direct oversight responsibility for the strategic and operational execution of all the City's Bond and Civil Engineering projects, including the City's multimillion-dollar Capital Improvement Program with multiple municipal facilities, environmental, and infrastructure projects. Also, responsible for the work of outside firms engaged in all phases of planning, engineering, and construction from project definition through construction.

Lead the planning and implementation of the City's multimillion-dollar capital improvement plan. Additionally, direct oversight responsibility for management operations, maintenance, rehabilitation, modernization, and federal environmental compliance of the City's water & wastewater treatment plants providing utility (water & sewer) services to Palm Beach County and multiple municipalities.

Other responsibilities include planning, design, construction, rehabilitation, and modernization of all the City's public infrastructure and facilities, e.g., land development, transportation-roadways, water, sewer, drainage, stormwater, water & wastewater treatment plants, utilities, environmental, parks, and municipal buildings.

Provide oversight of the procurement process and manage vendor relationships, ensuring quality control, assurance, and municipal law, code, and ordinance compliance. Also lead the project and program coordination efforts with multiple public/private sector stakeholders, review, and approve engineering reports, and engaged in multimillion-dollar contract negotiations with all vendors, including contractors, utility companies, A&E firms, and other federal, state, and local government agencies.

Among achievements as Assistant City Administrator City of West Palm Beach:

- Improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures, and establishing a professional management system in

every department.

- Addressed underlying chronic issues that had been challenging the City for years while curing audit findings.
- Significant accomplishments made in the City's financial management and reporting compliance, budgeting and revenue, cost containment, and reduction while balancing the City's budget amid significant environmental and internal challenges.
- Improved service levels while providing all vital and necessary services to City and County residents, notwithstanding all significant budgetary challenges.

**REASON FOR LEAVING:**

Multimillion-dollar budget cuts due to significant pandemic financial challenges and increasing contractual and union obligations. Awarded outstanding performance evaluation and received professional reference letter of recommendation from both the Mayor and City Administrator.

**DATES:**

from April/2014 to September/2016

**EMPLOYER:**

City of Sweetwater

**POSITION TITLE:**

Finance Director

**ADDRESS:** (Street, City, State, Zip Code):

500 SW 109 AVE  
Sweetwater, FL 33174

**PHONE NUMBER:**

(305) 221-2411

**SUPERVISOR:**

Orlando Lopez - Mayor

**MAY WE CONTACT THIS  
EMPLOYER?**

☒ Yes ☐ No

**HOURS PER WEEK:**

55

**SALARY:**

\$10,000.00

**# OF EMPLOYEES SUPERVISED:**

100



**DUTIES:**

After implementing the City of Harrisburg Financial Recovery Plan that enable the City to emerge from State Receivership and avoid bankruptcy, I was selected by newly appointed Mayor with the approval of federal, state, and local law enforcement officials including the State Attorney's Office, FBI, Florida Department of Law Enforcement, and Miami-Dade County Ethics Commission to help the City avoid a State Oversight Board; avoid multiple stiff default/non-compliance 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 entire Finance Department; reopen the Finance Department, and prepare the City's budget within weeks of Charter's deadline. To accomplish these goals and objectives, I had to perform the following duties on time working days, nights, weekends, and holidays:

Plan, direct, monitor, and control the financial and administrative functions while ensuring federal, state, and local laws, regulations, policies, and procedures. Provide timely and accurate financial management, policy support, analytical services, and financial information to the City Mayor, Commissioners, Department Directors, and agencies. Monitor spending and ensure the most efficient and effective use of the city's financial resources to assure vital and necessary services. Provide management oversight of key financial services involving budget preparation, accounts receivables, account payables, payroll, general accounting, and ensure all grants expenses and revenues are balanced.

Completed all pending audits providing information and assists the auditors during the review of the City's financial records. Make journal entries, reviewing and balancing accounts and grants and analyzing revenue and expenditure reports. Supervise and participate in all accounting activities for the city including general accounting, payroll, accounts payable, accounts receivable, and grants. Direct the maintenance of a central accounting system for the city and its departments in a manner consisting of established and accepted governmental accounting principles and practices. Analyze and present financial reports in an accurate and timely manner, and clearly explain monthly and annual financial statements. Lead the annual audit process and liaise with external auditors. Lead the annual budgeting and planning process, monitor progress and changes, and keep the Mayor and City Commission abreast of the organization's financial status at all times.

Prepare multiple Budget Revisions and conduct periodically Budget Analysis. Reconcile over 600 GL accounts monthly. Coordinate, analyze and report the financial performance to department heads, Mayor, Commissioners, and the Governor's Office by creating monthly financial, budget, and cash flow reports. Make sure everyone understands priorities and adheres to the budget to ensure that expenditures do not exceed appropriations. Manage, organization, prioritize the City's cash flow and perform forecasting daily. Implement a financial management reporting system, ensure that the contract billing and collection schedule is adhered to and that financial data and cash flow are steady to support operational requirements. Update and implement all necessary business policies and accounting practices and improve the finance department's overall policy and procedure manual. Effectively communicate and present the critical financial matters to the Mayor, Commission, Auditors, and the Governor's Office. Fix grant management activities and ensure all eligibility requirements are met with federal, state, and local agencies. Select and oversee financial software installations and manage relationships with software vendors while ensuring accounting and reporting requirements.

Implement City employee training of a new financial. Monitor employee commitment to financial training programs to maximize individual and organizational goals across the City including GAAP compliance and best practices. Lead communication and relationship building activities with all departments, divisions, and sections, Commission, and Mayor's Office. Prioritize, negotiate, and work with a variety of internal and external stakeholders including the police union (PBA) and municipal employee union (IUPAT). Research and lead all of the City's investment activities including money market accounts, simple interest-bearing accounts, and others. Request Loans for new property, plant, and equipment including new vehicles. Lead, manage, and mentor new employees and stress the ICMA, GFOA, and AGA Code of Ethics.

Direct the staff's activity and balance the overwhelming workload. Assist the human resources department every step of the way from budget development to finance-staffing issues. Forecast city revenue daily, weekly, monthly, quarterly, yearly, based on previous revenue for the same period, industry trends, and new services. Determine priorities, goals, and objectives to prepare the city budget and plan

expenses and enable financial decisions. Meet with City staff daily to ensure the work is being done effectively and efficiently fostering communications, priorities, professional management, compliance, and no surprises. Constantly assess the performance of all City's financial operations and financial systems while maintaining accurate and current bylaw records. Ensure multiple audits compliance and completion. Prepare reports for annual insurance and workers comp audits. Develop, implement, and maintain accounting and administrative policies and procedures up-to-date. Routinely monitor facilities, identified growth where needed, developed City inventory as required by GAAP while accomplish consolidation/sharing of assets and services to further enhance financial resources.

Research all ongoing and manage banking relationships and sought maximum efficiency. Address all pending public records request. Develop cash flow forecasting and maintain a long-term cash forecast. Led the annual insurance renewal process and ensure appropriate coverage is maintained at all times. Ensure appropriate legal review of contracts and solicit legal advice as required. Manage the financial system, ensuring maximum productivity and that it meets the current and future needs. Supervise the cash management function, including daily cash deposits safeguarding all city assets. Keep up to date with new financial products and trends i.e., banking, equipment, software, and new purchases. Ensure all required filings with outside organizations are completed on time i.e., Office of Auditor General. Create and submit the FHWA-536 / Local Highway Finance Report. Complete and submit FDLE grants reports. Attend vendor meetings, i.e., insurance companies.

Ensure all departments follow the City's financial and purchasing policy and procedures. Create new accounts for all funds including Grants. Monitor City departments spending closely and recommend corrective actions as necessary. Build and manage reserves. Establish and maintain internal controls to ensure compliance with financial and human resources legislation, policies and procedures. Implement performance evaluations and provide training and development opportunities for City staff. Prepare RFPs for banking institutions to negotiate loan rates and mitigate financial risk. Ensure that sufficient funds are available to meet ongoing operational and capital investment requirements. Worked with department heads and all City teams. Respond to hundreds of phone calls and was able to reopen 38 City vendor accounts. Research and process Police Department pay rates. Process retroactive payments, and correct errors on pay scale tables. Served as custodian of inventory for the computer system. Provide quality control, demonstrate accuracy, thoroughness, and apply feedback to improve performance.

**REASON FOR LEAVING:**

Accepted promotional opportunity after reopening the finance department and leading the City out of financial distress earning praises from the State Auditor General and Governor's Office.

<b>DATES:</b> from April/2012 to May/2013	<b>EMPLOYER:</b> City of Harrisburg	<b>POSITION TITLE:</b> Chief Operating Officer
<b>ADDRESS:</b> (Street, City, State, Zip Code): 10 North Second Street, Suite 302 Harrisburg, PA 17101		
<b>PHONE NUMBER:</b> (717) 231-5556	<b>SUPERVISOR:</b> Linda Thompson - William B. Lynch - Mayor - City Receiver	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 60	<b>SALARY:</b> \$10,000.00	<b># OF EMPLOYEES SUPERVISED:</b> 500

**DUTIES:**

Chief Operating Officer

Population: 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:

- 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 collaboratively 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 helping 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
- 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 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 reinstitution 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 inspections 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
- Pioneered enhancement of storm water quality and purchasing energy in bulk (electricity, natural gas and fuel) generating significant cost savings, helping balancing 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

**REASON FOR LEAVING:**

Voluntarily resigned after implementing 50% of Municipal Financial Recovery Plan. City emerged from Receivership and new administration took office

**DATES:**

from January/2009 to October/2009

**EMPLOYER:**

Seminole Tribe of Florida

**POSITION TITLE:**

Chief Community Planning & Development Officer

**ADDRESS:** (Street, City, State, Zip Code):

6300 Stirling Road  
Hollywood, FL 33024

**PHONE NUMBER:**

(954) 966-6300

**SUPERVISOR:**

Tribal Council-Sandy Melvin -  
HR Director

**MAY WE CONTACT THIS  
EMPLOYER?**

☒ Yes ☐ No

**HOURS PER WEEK:**

40

**SALARY:**

\$20,000.00

**# OF EMPLOYEES SUPERVISED:**

300

**DUTIES:**

Chief Administrative Officer

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

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

**REASON FOR LEAVING:**

Voluntary resignation to avoid conflict of interest

**DATES:**

from August/2006 to August/2007

**EMPLOYER:**Palm Beach County School  
District**POSITION TITLE:**Director, Program Management  
Department**ADDRESS:** (Street, City, State, Zip Code):3300 Forest Hills Blvd.  
West Palm Beach, FL 33406**PHONE NUMBER:**

(561) 434-8461

**SUPERVISOR:**Joseph Sanchez - Chief Of  
Facilities**MAY WE CONTACT THIS  
EMPLOYER?**☒ Yes    ☐ No**HOURS PER WEEK:**

55

**SALARY:**

\$10,000.00

**# OF EMPLOYEES SUPERVISED:**

200

**DUTIES:**

Director, Program Management Department  
Schools: 200    Budget: \$2B CIP    Employees: 200

Brought on board to reorganize department, implement policies & procedures, improve management 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

**REASON FOR LEAVING:**

Department Relocated to city of Riviera Beach

<b>DATES:</b> from July/1999 to September/2002	<b>EMPLOYER:</b> City of Miami Beach	<b>POSITION TITLE:</b> Acting Public Works Director
<b>ADDRESS:</b> (Street, City, State, Zip Code): 1700 Convention Center Drive Miami Beach, FL 33139		
<b>PHONE NUMBER:</b> (305) 673-7000	<b>SUPERVISOR:</b> Larry Levy - City Manager	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 50	<b>SALARY:</b> \$7,000.00	<b># OF EMPLOYEES SUPERVISED:</b> 250

**DUTIES:**

Public Works Director

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

Brought on board to reorganize department, improve management operations and 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 operations 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

**REASON FOR LEAVING:**

Accepted partnership opportunity in private sector

**DATES:**

from December/1993 to June/1999

**EMPLOYER:**

Miami-Dade County

**POSITION TITLE:**

Special Administrator

**ADDRESS:** (Street, City, State, Zip Code):111 NW 1st Street  
Miami, FL 33128**PHONE NUMBER:**

(305) 375-2116

**SUPERVISOR:**Pete Hernandez - Asst.  
County Manager**MAY WE CONTACT THIS  
EMPLOYER?**☒ Yes    ☐ No**HOURS PER WEEK:**

50

**SALARY:**

\$5,000.00



**DUTIES:**

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 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:

- 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 IT system
- Accomplished important agreements with local, State and Federal agencies: School Board, FAA and DOT

**REASON FOR LEAVING:**

Selected as top candidate for Assistant Public Works Director with city of Miami Beach

**CERTIFICATES AND LICENSES****TYPE:**

ICMA-Credentialed Local Government Manager

**DATE ISSUED:**

December 2013

**EXPIRATION DATE:**

No expiration

**NUMBER:****ISSUING**AGENCY:  
International  
City/County  
Manager  
Association**TYPE:**

Registered Professional Civil Engineer

**DATE ISSUED:**

October 2005

**EXPIRATION DATE:**

October 2016

**NUMBER:**

6201052614

**ISSUING**AGENCY:  
State of  
Florida**TYPE:**

Certified Quality Control Manager

**DATE ISSUED:**

August 2010

**EXPIRATION DATE:**

No expiration

**NUMBER:****ISSUING**AGENCY:  
Department  
of  
Transportation

<b>TYPE:</b> Certified Government Financial Manager			
<b>DATE ISSUED:</b> December 2016	<b>EXPIRATION DATE:</b> No expiration	<b>NUMBER:</b>	<b>ISSUING AGENCY:</b> Government Finance Officer Association

<b>TYPE:</b> Miami-Dade County Management Intern-Certification Program			
<b>DATE ISSUED:</b> December 1993	<b>EXPIRATION DATE:</b> No expiration	<b>NUMBER:</b>	<b>ISSUING AGENCY:</b> Miami-Dade County

<b>TYPE:</b> Municipal Financial Reporting & Compliance			
<b>DATE ISSUED:</b> May 2013	<b>EXPIRATION DATE:</b> No expiration	<b>NUMBER:</b>	<b>ISSUING AGENCY:</b> Securities & Exchange Commission

<b>SKILLS</b>			
<b>OFFICE SKILLS:</b> Nothing Entered For This Section			
<b>OTHER SKILLS:</b> Nothing Entered For This Section			
<b>LANGUAGE(S):</b> Spanish <input type="checkbox"/> Speak <input type="checkbox"/> Read <input type="checkbox"/> Write			
<b>SUPPLEMENTAL INFORMATION</b> <b>Professional Associations</b> International City/County Managers Association Government Finance Officer Association American Government Accountants			

<b>REFERENCES</b>		
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Agustin Hernandez	<b>POSITION:</b>
<b>ADDRESS:</b> (Street, City, State, Zip Code)		

<b>EMAIL ADDRESS:</b> agustflorida1@gmail.com		<b>PHONE NUMBER:</b> (561) 713-5208
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Maria Baez	<b>POSITION:</b>
<b>ADDRESS:</b> (Street, City, State, Zip Code)		
<b>EMAIL ADDRESS:</b> maria.baez@palmbeachschools.org		<b>PHONE NUMBER:</b> (561) 951-6311
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Bert Santana	<b>POSITION:</b>
<b>ADDRESS:</b> (Street, City, State, Zip Code)		
<b>EMAIL ADDRESS:</b> ssmg_inc@bellsouth.net		<b>PHONE NUMBER:</b> (678) 410-9560
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Fred Barrios	<b>POSITION:</b> President
<b>ADDRESS:</b> (Street, City, State, Zip Code)		
<b>EMAIL ADDRESS:</b> agenesis316@gmail.com		<b>PHONE NUMBER:</b> (786) 814-7643

### **Agency - Wide Questions**

1. **Are you a current employee of the City of Palm Bay?**  
No
2. **How did you hear about employment with the City of Palm Bay?**  
Florida Job Guide
3. **If you answered "Other" to the previous question, briefly describe where you heard about employment with the City of Palm Bay.**  
na
4. **Were you ever employed by the City of Palm Bay?**  
No
5. **Are any of your relatives (by blood or marriage) employed by the City of Palm Bay?**  
No
6. **Have you ever been dismissed or asked to resign?**  
No
7. **If answered "YES" to any question above, explain in the space provided.**  
na

8. Have you ever been in the U.S. Armed Forces?

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9. If "YES", list dates of active duties.

na

10. Do you wish to claim Veteran's Preference? If "YES", a copy of your DD214 member 4 must be submitted for eligibility prior to posting close date (per Florida Administrative Code 55A-7.013).

No

11. Are you an active volunteer with the City of Palm Bay?

No

#### Job Specific Supplemental Questions

1. Do you possess a valid Driver's License and have and maintain an acceptable driving record?

Yes

2. This position requires a bachelor's degree in business or public administration. Please select from the list below your highest level of completed education.

Master's Degree or higher in business or public administration

3. How many years of experience do you have in the administration and management of municipal programs and personnel?

13 or more years

4. Do you have experience in a business, non-profit organization, or government entity?

Yes

5. Are you a member of the International City and County Management Association (ICMA)?

Yes

6. Do you have an ICMA Credentialed Manager designation?

Yes

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By clicking on the 'Accept' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me. I understand that if employed, **false statements, misrepresentations** or **omissions** on this application or any other material required for employment shall be considered sufficient cause for disciplinary action or dismissal, regardless of when and how discovered. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to take and pass a physical examination after a conditional offer of employment is made and employment is contingent on the results of that examination. I further understand that the physical examination will include a drug and/or alcohol screen. Any illegal or controlled substance which shows in my test result will cause my immediate disqualification for employment with the City. I authorize my former employers to furnish their records of my service. This includes all information they may have concerning me, whether on record or not. I also release my former employers from any liability for any damage in providing this information. I understand that I must notify the Human Resources Division of any changes in my name, address, or phone number.

In order for Human Resources to fully evaluate your education and experience it is required that you complete the education and work experience section of your application. Applications may be rejected if incomplete.

This application was submitted by Mendez, Ricardo, J

# RICARDO MENDEZ-SALDIVIA, MBA, PE, CGFM, ICMA–CM

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

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January 30, 2025

City of Palm Bay, Florida  
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 30 years of professional experience in 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 the 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), Assistant City Administrator, 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 a 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–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 three audits within 16 months. 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, budgets, projects, and programs on time; therefore, 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 stabilized the City's financial operations and reorganized several departments, allowing significant improvements in morale and the overall City administration. Not only were we able to place the City on an economic recovery fast-track and avoid one of the largest municipal bankruptcies in the country, but help the City emerge out of State Receivership within three 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 serve 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, a retired US Airforce General, after my first year of service as City Administrator.

During my professional manager career, I ensured adopted policies, directives, resolutions, and ordinances implementation 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, over 1,500 municipal employees, and served as Chief Negotiator with five unions: FOP, IAFF, AFSCME, PBA, and IUPAT. I also led the administration and implementation of numerous government programs and prepared multiple budgets for several Departments and Cities. Moreover, I have served as Chief Financial Officer in charge of assessing Cities' financial conditions, recommending policy alternatives, and implement cost-effective measures to enhance and deliver local government vital and necessary services.

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

Sincerely,

Ricardo Mendez-Saldivia, MBA, PE, CGFM, ICMA–CM

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

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

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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 in 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 the implementation of one of the most successful Municipal Financial Recovery Plans in the country with over 130 revenue-enhancing 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 three 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 WEST PALM BEACH, FL, 2020-2021**

*Assistant City Administrator*

Population served: 125,000    Budget: \$800M    Employees: 1,700

Brought on board to oversee the City's daily management operations with direct oversight responsibility for multiple departments and bureaus, including infrastructure and development. Serve as Assistant Chief Administrative Officer, providing leadership and management supervision to over 1000 municipal employees, including development services, planning, building, zoning, code enforcement, information technology, utilities, engineering, parking administration, public works, and the support services department. Also, I led the planning and implementation of the City's multimillion-dollar capital improvement plan. Additionally, I had direct oversight responsibility for management operations, maintenance, rehabilitation, and environmental compliance of the City's water & wastewater treatment plants providing water & sewer services to Palm Beach County and multiple municipalities. Advised the Mayor and City Commission on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process, and compliance with State and Federal regulatory agencies.

Other responsibilities include planning, design, construction, rehabilitation, and modernization of Citywide public infrastructure and facilities, e.g., land development, transportation-roadways, water, sewer, drainage, stormwater, water & wastewater treatment plants, utilities, environmental, parks, and municipal buildings. Also, responsible for preparing and

administering budgets, coordination of Board-appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction-program management, and projects coordination with local, state, and federal regulatory agencies. Directly supervised department directors, including senior local government managers, career administrators, accountants, professional engineers, registered architects, and professionals handling City Agenda tasks and operations.

The City faced multiple challenges during my tenure, crippling cultural institutions, service industry, tourism, and hospitality. By August, the County had lost more than \$48 million among 33 cultural organizations, impacting almost 600 jobs hurting the City as the County's cultural capital. Additionally, tourists' visitation to the palm beaches was down 30% and tourism spending down 20%, hurting the City with more tourism-dependent households than any City in the County with 4,300. The City also lost significant business from big stores at major shops and destinations to mom-and-pop stores. Therefore, significant financial impacts were felt at City hall, where choices were narrow, and sacrifices were made across the board. Notwithstanding, thanks to a great deal of teamwork where I had the honor and privilege to lead and provide executive management oversight, we made the following **remarkable achievements**:

- Improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures, and establishing a professional management system in every department.
- Addressed underlying chronic issues challenging the City for years while curing audit findings, e.g., IT department.
- Significant accomplishments made in financial management, reporting compliance, budgeting, revenue, cost containment and reduction while balancing the City's budget amid meaningful environmental and internal challenges.
- Improved service levels while providing all vital and necessary services to City and County residents, notwithstanding all significant budgetary challenges.
- Amid unprecedented declining state revenues, increasing operating expenses, and facing a \$10M budget shortfall, by working together and being creative, we passed a Balanced \$194M General Fund Budget keeping the millage rate the same without layoffs to full-time employees.
- Elevated our game, avoiding the fiscal storm now plaguing major Cities across the country. Became more frugal and vigilant to future impacts to the budget from current initiatives as part of the plan to address future budget challenges.
- Despite pandemic challenges, we put neighborhoods first by completing 42 infrastructure improvements projects totaling \$45M in FY2020, including filling potholes, adding streetscapes, and hardening the City's utilities.
- Fiercely and successfully protected the City's source of its drinking water supply, Grassy Waters, and opposed to the lowering of Lake Okeechobee, which can adversely impact the source of the City's water supply.
- Helped the City achieve economic success during pandemic providing the executive oversight to planning, building, zoning and code enforcement operations obtaining the highest collection of business tax revenue in its history or \$3.3M.
- Provided all municipal development services required by the private sector to maintain \$700 M in ongoing construction projects on schedule amid the pandemic.
- Helped the City remain fiscally responsible, notwithstanding reaching an impasse with police and fire unions.
- Helped transform downtown by prioritizing and accelerating over \$20M in stormwater and drainage projects and made significant progress completing streetscapes, e.g., Banian St., also completed \$20M in improvements to Clematis St. and renovations to centennial fountains, a City Landmark, including lights, water, and music shows.
- Revamped City's customer services infrastructure, i.e., personnel/software, as part of the Neighborhood First initiative.
- Rapidly advanced plans for the new golf park working in partnership with PGA of America and for multiple infrastructures, land development and facilities projects becoming a reality in 2021, e.g., the new South Olive Park Tennis Center.
- Injected new vitality into City areas and neighborhoods historically overlooked and ignored, e.g., the north end, Heart and Soul Park, The Sunset Lounge, and the Styx Promenade.
- Helped attract economic development and improved quality of life by investing-enhancing public safety and public infrastructure while accomplishing a 9% decrease in overall crime rate and a 30% decline in the homicide rate.



**Achievements City of West Palm Beach Cont.**

- Recommitted help and energy in making target areas vibrant, economic, cultural assets, and a central focal point of outreach and opportunity, e.g., Latin Quarter helping the City rank among the top 20 cities in the nation for inclusivity and among the top Cities in the world for climate leadership.
- Achieved 92% of the City's goal to complete 300 affordable workforce housing units within three years by completing 277 units in 2020 ahead of schedule. Therefore, increasing the goal to 500 units in three years impacting the City's future.
- Brought new life into communities by facilitating badly needed workforce housing projects, e.g., the Grand, a \$71M land development project, and the most significant private investment in the City's northwest history.
- Helped provide a lifeline to the business community through expanding sitting for dinners, marketing support, and facilitating 47 small business microloans (\$443,000) with the help of the DDA; some were one payment from going out.
- Exceeded the City's goal by awarding ~\$13M in contracts through the office of economic opportunity and procurement to small businesses amid the pandemic.
- Assisted in fostering a business-friendly City climate, accelerating a trend of people and businesses escaping the high tax northeast in favor of the City's business-friendly environment, sunshine, and low taxes.
- Relentless efforts contributed to attracting over 230 financial services firms to the City, including hedge funds, small boutique firms, private equity funds, and family offices, e.g., Paul Singers Elliot Management, a \$41B company, is relocating its headquarters to the City. A letter of intent signed with another firm expected to bring 600 jobs to the City.
- Our executive team remained committed to taking care of All the City's residents, including the homeless, by helping through the challenges they face, e.g., addiction, mental illness, financial setbacks, and other hardships. Our homeless coordinators and street engagement team made significant progress in providing access to mental health services and offering placement in emergency housing – All while respecting the rights of all residents to enjoy public spaces and good quality of life.
- Thanks to our executive team leadership and our PD sensible approach, we were able to facilitate the peaceful demonstrations of more than 4,000 people without a single injury, avoiding the kind of violence that put too many other Cities in the headlines.
- Contributed to the logistics and implementation of the Mayor's Tasks Force for Racial and Ethnic Equality, the first of its kind in the City's history, taking a data-driven, systematic, and thorough approach to make policy recommendations to the Mayor and the Commission.
- Did my best as a professional city manager and leader to leaving the City as a civic beacon of openness and standing as an example of what it's possible when everybody comes and works together to overcome adversity that no one saw coming.
- Embraced challenges and responsibilities, making the City stronger more vital than before in many ways – safer, more economically resilient, more equitable, more perseverant facing challenges, kinder, and closer as a community.

**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 challenging the City for years. Consequently, under my leadership, significant accomplishments were made in the City's financial management and reporting compliance, budgeting and revenue, cost containment and reduction, tax administration, building and housing, economic development, infrastructure sustainability, stormwater management, public works, capital improvements, facilities and fleet management, public safety, sanitation, IT, and workforce and 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 three 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 six municipalities within a region of 550,000.

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

- Successfully led the 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 by the Governor, and many City employees had 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 nation
- Placed the City in full compliance with the Securities & Exchange Commission avoiding significant penalties
- Completed four 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 the 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 provide 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 all 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 monitor grants and meet auditing requirements effectively and timely
- Completed every assignment from the City's Receiver, including four past due Comprehensive Annual Financial Reports, corresponding audits, and development of strategic plans for every Department and Bureau
- Worked cooperatively and collaboratively with City and State officials towards achieving all 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-consolidating-sharing City resources
- Identified new revenue sources and restructured City operations reducing the structural deficit and balancing the budget
- Streamlined City operations consolidating department functions, and implementing outsourcing strategies—sanitation
- Eliminated chronic delays and delivered City budgets on time, enhancing trust and confidence in the administration and winning the GFOA Budget Excellence Award in 2013
- 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 most significant 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 system-treatment plants
- Negotiated City overcharges in the water & sewer rates with six municipalities avoiding costly litigation

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

- Negotiated CBA with three Unions, FOP, IAFF, AFSCME, and eliminated the long-standing backlog of grievances
- Brokered important agreements with union leaders eliminating costly unfair labor practice claims
- Expanded the fire contingency adding nine firefighters and reducing the Fire Bureau's overtime
- 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 ordinances 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 the quality of life, reducing the City's unemployment, and revitalizing neighborhoods
- Boosted parking revenue by 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 a 47% decline in homicides since 2010 and a 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 while enabling additional police officers for street patrol duties
- Oversaw establishment of four police sub-stations and deployment of mobile police sub-station vehicles
- Oversaw reinstitution 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 and 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, streetlights, 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 rehabilitation 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 the public and private sector to implement the 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

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

- Promoted Green Economic Development Plans including implementing the use of alternative fuel in City vehicles (natural gas & electric), green infrastructure, and improving efficient lighting in buildings and streets
- Pioneered enhancement of stormwater quality and purchasing energy in bulk (electricity, natural gas, and fuel), generating significant cost savings, helping to balance the budget, and eliminating the structural deficit over time
- Worked with community partners and identified the highest and best use of City-owned vacant lots to create green parcels that absorb storm run-offs and allow portable outdoor 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 over 100 additional business licenses per year and a significant increase in City revenue

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

After implementing the City of Harrisburg Financial Recovery Plan that enabled the City to emerge from State Receivership and avoid filing for bankruptcy, I was selected by a newly appointed Mayor with the approval of federal, state, and local law enforcement agencies, including the State Attorney's Office, FBI, Florida Department of Law Enforcement, and Miami-Dade County Ethics Commission. They asked me to help the City in distress avoid financial default; a Governor State Oversight Board; and stiff penalties from creditors and agencies, including the IRS. Furthermore, renegotiate collective bargaining agreements; ensure compliance with federal, state, local laws and regulations; serve in the capacity of deputy 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 tasks, needs, and priorities.

**Achievements as Finance Department Director, City of Sweetwater, FL**

- 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 costly labor litigation
- Saved the City significant financial resources in contract negotiations with health care providers and vendors
- Developed/implemented a financial recovery plan tailored to City-specific needs avoiding default and a State Oversight Board
- Obtained approval and earned praises from Governor's financial team and State Auditor General after conducting financial recovery plan oral presentations to Tallahassee Officials
- Completed all pending City audits, including federal, state, and local grantor agencies
- Pioneered implementation of new IT systems enhancing productivity, accounting, and reporting 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 and programming to develop the City's financial goals, objectives, and budget based on critical priorities
- Accomplished continuity of vital and necessary services during the worst cash flow-financial challenge in the City's history
- Developed in-house capacity to complete 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 reliability, consistency, and compliance with Generally Accepted Accounting Principles and best practices
- Gathered, analyzed, prepared, and presented critical financial information timely, enabling prompt/critical 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 City Commission requests
- Established a General Ledger monthly account reconciliation process completing over 1000 GL accounts
- Fostered a priority-based 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

**Achievements as Finance Department Director, City of Sweetwater, FL Cont.**

- 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 from 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 eliminate multiple budget revisions
- Effectively refined City goals and objectives to prepare the City budget according to the most critical needs and priorities
- Accomplished a professional operation, effective and efficient management of resources, and overall compliance
- Prepared and delivered all-important annual financial reports timely, including insurance and workers compensation
- Maintained accounting, reporting, auditing, and administrative policies and procedures up to date
- Conducted facility assessment and capital assets inventory curing chronic audit findings and 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 bring the City in compliance
- Eliminated all chronic delays addressing public records requests
- Negotiated all city insurance policies realizing savings in new premiums and avoided lapses of coverage at any time
- Established a management system that allowed 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 the State Auditor General
- Eliminated chronic delays submitting reports timely, e.g., FHWA-536/Local Highway Finance Report and FDLE grants reports
- Pioneered new culture embracing financial and purchasing policy and procedures, deadlines, and agency compliance
- Successfully led the City's financial recovery thru extenuating circumstances avoiding significant tangible/intangible losses
- Despite financial distress, the 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
- Implemented performance evaluations following ICMA, GFOA, and AGA guidelines
- Led the RFP process, negotiating with vendors, and outsourced payroll operations
- Negotiated existing loans and capital leases with financial institutions achieving fair and balanced rates, terms, and agreements
- Saved the City significant financial resources correcting errors on pay scale tables required to process employee retro payments
- Achieved quality control, accuracy, transparency, and improved overall City management, earning praises from the Governor's Office, State Auditor General, City Auditors, 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 utility 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 the Federal government.

**Achievements Seminole Tribe of Florida**

- 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 utility construction, operations, and maintenance
- Pioneered integration of technology streamlining financial and budget development operations
- Developed a Quality Management Program increasing productivity, morale, and customer satisfaction

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

*Director, Program Management Department*

Population: 1.4M Budget: \$2B Employees: 27,000

Brought on board to reorganize the department, implement policies and procedures, improve operations, and lead the implementation of a \$2Billion Capital Improvement Program including planning, design, construction, rehabilitation, and modernization of Countywide public infrastructure and facilities. Oversaw the completion of over 100 projects, including land development, transportation, environmental, water & sewer, utilities, stormwater management, parks, and school buildings. Direct oversight responsibility for preparing and administering budgets, coordinating 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 the previous two administrators had not accomplished
- Developed a records management system enhancing the ability to defend against multi-million-dollar claims
- Avoided substantial monetary damages by achieving sound financial resolutions during mediation and arbitration
- Implemented professional training and developed policy and procedures safeguarding 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, the 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 and delays
- Achieved consistent operational guidelines, established internal controls, and accomplished a professional management operation enhancing trust and confidence in the Administration

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

*Assistant Director, Public Works Department*

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

Served in the capacity of acting director. Brought on board to reorganize department operations and oversee a \$250M Capital Improvement Program (CIP) and a \$92M General Obligation Bond program. Direct oversight responsibility for municipal utility services, budget preparation, administration (projects, program, and department budget), coordination with oversight committees, community planning, litigation coordination, risk management, purchasing, grants, personnel, and construction management.

**Achievements:**

- Saved millions of dollars implementing a Quality Management Program increasing productivity and morale
- Led implementation of \$250M CIP leading to the issuance of a \$92M GO Bond to address public needs
- Restructured department operations and developed high-performance management teams
- Developed and implemented a financial system and guidelines improving the handling of capital expenditures
- Pioneered integration of IT systems enhancing department financial and management operations
- Led City operations through complex challenges during change and enhancement of community assets

- Reduced city liabilities and ensured vendors' performance by amending contracts
- Appointed as an 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, reclassifications 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 promotions to Special Administrator and appointments to several County essential Committees. I played a lead role in reviewing and approving the most prominent 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 and facilities, including planning, design, construction, maintenance, and rehabilitation of traffic & transportation, water & sewer, environmental, and stormwater management projects. Responsible for budget preparation and implementation. Also led a team of senior County professionals. Conducted negotiations with local, state, and federal agencies. I accomplished the County's Supervisor Certification Program, learning multiple departments' operations and from senior professional County Administrators with up to 40 years of tenure with Miami-Dade County.

**Achievements:**

- Accomplished significant savings in County's financial resources while negotiating essential agreements with the 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 coordinate with local, state, and federal agencies successfully
- Ensured developers fair share contributions to public infrastructure, saving substantial County financial resources
- Completed County projects timely while leading a senior team of professionals during the fastest growth and development
- Pioneered implementation of County information technology systems eliminating a 5-yr backlog in the data processing

**OTHER PROFESSIONAL EXPERIENCE****Sr. Civil Engineer/President – RA Consulting Engineers/Civil Infrastructure Corporation, Miami, FL, 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, FL, 2002-2005**

- Served as director of operations
- Oversaw construction, land development, and project management operations
- Accomplished all project requirements with local and state government agencies regulations
- Coordinated project development with utility companies, government agencies, consultants, and banking officials

**EDUCATION****Master of Business Administration – magna cum laude – Finance & Management**

University of Miami, Coral Gables, FL

**Bachelor of Science Civil Engineering**

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
- Government Finance Officer Association
- Association of Government Accountants