

RESUME – CURRICULUM VITAE

RAMON E. “RAY” DE ARRIGUNAGA

Lieutenant Colonel (P), US Air Force, (Retired)

Doctor of Public Administration

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EMPLOYMENT QUALIFICATIONS:

General: 38 years of highly successful government service (civilian and military), to include 34 years of operations management (19 years top management experience); solid reputation as troubleshooter and problem-solver; extensive experience in developing best plan of action based on available resources; expert in developing policy directives and converting them into plans, programs and procedures; knowledgeable and experienced in high-tech issues; experienced in university teaching in a variety of subjects as a full time (three years) and adjunct faculty member (ten years).

Specific: Strong line management and staff experience in the following areas:

Planning - Practitioner of long-range planning, to include establishment and periodic evaluation of mission, goals, objectives, performance measures and related budgetary constraints; strong expertise in operational planning; exceptional ability to look at all issues on a proactive, recurring basis to preclude unexpected, unpleasant surprises at a later date, and to insure programs and projects are adhering to timelines; extensive, successful experience in project management and high-tech systems integration; highly successful experience in liaison activities and in coordinating issues with other affected organizations, both government and civilian; successful experience in dealing with elected officials (U.S. Congressmen, state legislators, county commissioners, city councilmen), appointed officials, business leaders, special interest groups, and labor unions; proposed and implemented various public transit high-technology systems to include Automated Vehicle Locator System, Automated Passenger Counters, and Voice Annunciators.

Budgeting/Finance - Proven abilities to develop capital and operating budgets based on requirements; ability to plan for, and operate with, unexpectedly reduced budgets; experienced in auditing, cost-control analysis and resource management procedures; well-versed in creating and analyzing situations suitable for joint development, to include use of outside capital to leverage Federal Transit Administration (FTA) grant funds; involved in developing implementation plans for Balanced Scorecard Performance Measurement System.

Customer Service - Highly experienced in analyzing service delivery requirements, to include facilities, passenger amenities, shelters, benches, and schedules; well-versed in creating marketing programs for existing and potential transit patrons; successful experience in developing and employing customer feedback procedures for analyzing flaws in existing bus/paratransit operations using desired results to improve overall service; fully knowledgeable of, and highly experienced in working with, the Americans with Disabilities Act (ADA) regulations, and their financial and operational impact on service delivery.

Personnel Management - Strong, proven abilities to motivate employees and increase organizational morale; practitioner of Total Quality Management; well-versed in team-building skills; highly successful experience in Quality Circles, Employee of the Month, and other employee recognition and incentive programs; proven abilities to determine manpower requirements for staff and hourly employees, to include full-time part-time mixes; practitioner of consensus building; expert in developing training programs based on job requirements analysis.

Labor-Management Relations - Extensive, highly successful experience in dealing with organized labor; proven ability to defuse potentially disruptive situations without appearances of surrender; highly experienced in labor contract negotiations; well-versed in EEO issues and conflict resolution.

Problem-Solving, Research, and Management Analysis - Successful, first-hand experience, knowledge and familiarity with problem-solving processes and techniques, to include evaluation and development of standards and procedures, quantitative analysis and statistical methodologies; proven ability to analyze complex issues and break them down into simpler components; extensive experience in research activities, both in the workplace and academically; superior ability to convert raw data from computer systems into useable information for decision-making; highly experienced in performing management and productivity analyses; documented achievements include personnel authorization reductions, massive overtime reductions, operating expense reductions, inventory reductions, while simultaneously increasing organizational effectiveness, and customer satisfaction.

Communication Skills - Excellent ability to express self, orally and in writing; frequent guest speaker at professional gatherings and in academic environments; proven writing ability, having had four articles published in academic texts/trade journals; extensive experience in developing multi-media briefings and presentations for high-level audiences; experienced in dealing with media, in English and Spanish; currently writing drafts for two books, one on management and the other in political science.

EMPLOYMENT HISTORY:

Civilian -

April 04 – Present: University Faculty Member: Was offered, and accepted, a full-time teaching position at the University of Miami, Coral Gables, Fl., as a member of the Faculty of the Political Science Department, School of Business Administration, effective August 2004; teaching duties include undergraduate and graduate courses in Political Science and Public Administration; developed from scratch new courses in City Government Politics, Local Government Organization and Functions, Emergency Management, and, Insurgency, Counterinsurgency and Terrorism; in June, 2006, assumed duties as President of the South Florida Chapter of the American Society for Public Administration (ASPA), having served on the Board of Directors for three prior years; in June 2007, became Immediate Past President of South Florida Chapter of ASPA; planned, organized and executed first-ever, highly successful conference for public administration practitioners, 120 attendees, co-sponsored by University of Miami Business School.

Feb. 02 – March 04: Accepted retirement from VIA Metropolitan Transit, San Antonio, Texas; performed adjunct teaching duties in Political Science at the University of Miami, Coral Gables, Florida, and Nova Southeastern University, Ft.Lauderdale, Florida; accepted as adjunct faculty member, Aviation Science Department, Miami Dade College, Miami, Florida; Member, Executive Planning Committee, 10th International Conference on Productivity and Quality Research, 15-19 February, 2004, Department of Industrial Engineering, University of Miami, Coral Gables, Florida.

Jan. 95 - Jan. 02: Assistant General Manager, VIA Metropolitan Transit, San Antonio, Texas. Responsible for: Bus Operations, Paratransit Operations, Vehicle Maintenance, Facility Maintenance, Transit Facility Engineering and Development, Customer Service and Planning, Strategic Planning, and Commuter Rail Development; directly responsible for \$71 million current operating budget, 700 transit vehicles, 1,600 employees; key player in reducing operating costs by \$19 million; converted bus and paratransit operations to highly efficient organization as verified by Arthur Andersen Consulting, FTA (twice), and University of NC; increased paratransit productivity by 33%; provided executive direction resulting in increased efficiencies and lower operating costs in vehicle maintenance, bus operators utilization and identification of management deficiencies; implemented

organization's performance measurement system; fostered superior inter-agency relations among local community, Board members, legislators, elected officials and civic groups; established highly successful project management team to control/coordinate \$160 million in construction, vehicle procurement and high-tech projects; created highly cooperative labor-management environment leading to three mutually beneficial labor contracts (1995, 1996, 1999); personally headed management team during labor contract negotiations; conceptualized/guided successful legislation to establish Commuter Rail District encompassing Austin-San Antonio area; performed wide variety of other duties as required.

Jan. 91 - Dec. 94: Assistant Director, Miami-Dade Transit Agency, Miami-Dade County, Miami, Fla. Responsible for the operations and maintenance of the Miami-Dade County public bus system and associated paratransit operations; included a \$100 million operating budget, 600 motor buses and 1,500 employees; 210,000 boardings per day; management improvement achievements include increased efficiencies in maintenance, better on-time performance, efficiencies in scheduling drivers' work and vacation, identification of fiscal and management deficiencies, and marked improvement in paratransit operations.

Feb. 84 - Dec. 90: Service Manager, Shop 2, Fleet Management Division/G.S.A., Miami-Dade County, Miami, Fla. Responsible for the maintenance and related services of 1,900 pieces of heavy/light equipment (600 different makes/models), \$60 million replacement value; 7,000 inventory line items, 75 employees, \$6 million annual budget; converted the shop to a highly successful and productive organization; high morale, high customer satisfaction (especially fire and public works departments), high productivity, 12% reduction in personnel, in spite of 58% workload increase over last five years.

Dec. 82 - Jan. 84: Owner/Operator of two successful small businesses in the New Orleans, La. area. Involved in all management areas: finance, personnel, physical plant, equipment, inventory, procedures.

Military - 20 years active duty with U.S. Air Force, retiring with rank of Lt. Colonel; selected for promotion to Colonel, but declined; awarded four major commendations for management and leadership abilities.

Sept. 78 - Dec 82: Flying Organization Director - Commander: Responsible for all flight operations, air passenger/air cargo operations, and aircraft maintenance of an organization with 550 employees, 26 airplanes, \$40 million annual budget; converted organization from "marginal" into a highly motivated combat-ready unit; selected for promotion to Colonel ahead of contemporaries.

July 75 - Aug. 78: Transportation Organization Director - Commander: Responsible for all scheduled/demand transportation activities at a large Air Force installation, to include air cargo/air passenger operations, bus operations (40+ coaches) and vehicle maintenance; 200 employees, 600 complex vehicles, \$20 million annual budget; revitalized an organization previously rated as "unsatisfactory" and made it into a showplace of effectiveness and efficiency; selected for promotion to Lt. Colonel ahead of contemporaries.

Sept. 70 - June 75: Executive Assistant at General Officers' Headquarters; duties involved legislative liaison, research, planning and programming activities, and preparation of staff studies, speeches, briefings, correspondence, position papers, and special projects for General Officers.

Sept. 62 - Aug. 70: Pilot: primary duties involved flying and flight operations management; awarded Silver Star, two Distinguished Flying Crosses, eleven Air Medals for outstanding achievements in combat in Southeast Asia (1969-70).

FORMAL EDUCATION:

Bachelor's Degree in Physics, Louisiana State University, Baton Rouge, La., 1962.

Master's Degree in Public Administration, Golden Gate University, San Francisco, Ca., 1975.

Doctor's Degree in Public Administration, Nova University, Ft. Lauderdale, Fl., 1992.

ACADEMIC EXPERIENCE:

Current: Faculty Member (Lecturer) in Political Science and Public Administration at the University of Miami, Coral Gables, Fl.

Previous: Adjunct Faculty Member in Political Science and Public Administration at the University of Miami, Coral Gables, Fl; Adjunct Lecturer in Political Science at Nova Southeastern University, Ft. Lauderdale, Fl; Adjunct Lecturer in Aviation Science at Miami Dade College, Miami, Fl., and Florida Memorial College, Miami, Fl.; Adjunct Lecturer in Business Administration (Management, Policy/Strategy, Quantitative Analysis) and Public Administration at Barry University, Miami, Fl.; Adjunct Lecturer in Transportation at Florida International University, Miami, Fl.; Dissertation title: "Leadership Abilities of County Government Supervisors as a Factor in Highly Productive Work Units".

PERSONAL:

President/Commodore, Midget Ocean Racing Club (MORC), Northwest Florida Station, Ft. Walton Beach, Fl., 1972; President/Commodore, Langley AFB Yacht Club, Hampton, Va., 1976; President/Commodore, Midget Ocean Racing Club (MORC), South Chesapeake Bay Station, Hampton, Va., 1976; President, South Florida (Miami) Chapter of the American Society for Public Administration (ASPA), Miami, Fl., 1992-93; President, Central Texas (San Antonio) Chapter of the Train Collectors Association (TCA), San Antonio, Tx., 2000-2002; Member, Board of Directors, South Florida (Miami) Chapter of the American Society for Public Administration, Miami, Fl., 2003-2006; President, South Florida (Miami) Chapter, American Society for Public Administration, Miami, Fl., 2006-07; Corporate Secretary, International Society for Productivity and Quality Research, Miami, Florida (2004); Hispanic ethnicity - speak, write, read Spanish fluently.

REFERENCES: Furnished upon request.