

OSCAR S. RODRÍGUEZ
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SUMMARY: Seasoned manager with challenging, diverse experience in public and private sectors seeking to continue his career in management. Executive in Austin, TX and Washington, DC. Successful consultant in process re-engineering, performance management, and municipal services delivery.

EDUCATION & CERTIFICATIONS

ICMA Credentialed Manager, 2003-Present
University of Texas, Public Executives Institute, January 1989
Massachusetts Institute of Technology, Master in City Planning, June 1982
Harvard College, Bachelor of Arts, June 1980

PROFESSIONAL EXPERIENCE

Independent Consultant – November 2009 to Present. Providing technical and policy analysis and advice on municipal services delivery and organizational design and development to cities, national governments and international development institutions. Evaluated major city in Mexico, trained finance directors in Central America, and advised the Economic Development Administration on workforce optimization.

Executive Director – Maryland-National Capital Park & Planning Commission – November 2007 to November 2009. Headed an organization of 2200 employees and \$475 million budget responsible for providing parks construction and maintenance and urban development planning for the two Maryland counties surrounding Washington, DC. Introduced performance management, streamlined business processes, negotiated new union contracts, and halved employee grievances.

Government of the District of Columbia

Interim Resource Management Director – July 2007 to November 2007. Served in the capacity of Assistant City Administrator helping manage a large, complex organization of 35,000 full-time employees, \$8.5 billion budget.

Interim Chief Procurement Officer – January 2007 to June 2007. Headed an agency of 150 employees that buys \$1.2 billion in goods and services. Re-engineered the procurement process to boost accountability and efficiency, and significantly lowered retroactive/irregular purchases.

Director, Center for Innovation and Reform – October 2005 to January 2007. Managed a team of internal consultants providing business process re-engineering, management audits and change management services. Led management audits of personnel, technology and building inspection offices. Launched a data-driven, transparent process for reviewing the departments' performance.

Senior Municipal Advisor, International City/County Management Association (ICMA) – November 1999 to October 2005. Provided management, technical and policy advice to governments and municipal associations in almost every country in Latin America on projects sponsored by municipalities, regional and national municipal associations, non-governmental organizations, World Bank, Inter-American Development Bank, US Agency for International Development, and other international development institutions. Projects included capital project program planning, solid waste management, financial

planning and internal control, utilities service delivery and rate-making, and municipal service delivery management.

Independent Consultant – September 1996 to November 1999. Provided technical and policy advice to non-governmental organizations, local and regional municipal associations, World Bank, Inter-American Development Bank, United Nations Development Program on municipal services, financial management and organizational development projects throughout Latin America.

Assistant City Manager, City of Austin, TX – July 1992 to September 1996. Helped manage a municipal organization providing a full menu of services to a city of 500,000 with a \$1.3 billion annual operating budget and more than 10,000 employees. Major accomplishments:

- Led the executive committee overseeing total quality management in the organization
- Implemented local workforce development board and aligned city tax abatement policy
- Mediated a long-standing conflict between land developers and environmentalists
- Supervised economic development, parks, urban planning, waterworks, health and fire departments
- Developed business plan for the Austin Quality Council made up of local leaders promoting total quality management.

City Manager, City of Eagle Pass, TX – November 1989 to March 1992. Managed a municipal organization serving a city of 30,000 on the Texas-Mexico border (250,000 metropolitan area) with a \$6 million annual operating budget and 160 employees. Major accomplishments:

- New land development code and plan review process to manage growth in rural slums
- Relocated city the sewer plant and collection system
- Won back Border Patrol, US Customs and US Marshall's support after years of estrangement.

Assistant City Manager, City of Del Rio, TX – May 1986 to November 1989. Helped manage a municipal organization serving a city of 40,000 on the Texas-Mexico border (120,000 metropolitan area), \$13 million annual operating budget and 230 employees. Major accomplishments:

- Restructured economic development program to cure major prior findings by Federal Government
- Supervised construction of new international toll bridge to Mexico
- Relocated the city's main sewer plant and associated outfall lines
- Negotiated a new wholesale natural gas supply contract with major transmission company, 30% savings
- Out-sourced wastewater treatment and collection system maintenance
- Developed and implemented new subdivision ordinance to protect the city's drinking water source.

Financial Analyst, Capital Linkages, Inc., Austin, TX – February 1985 to May 1986. Provided financial analysis for land development projects.

Budget Analyst, City of Austin, TX – March 1983 to January 1985. Helped prepare annual budgets and monitored financial and management activity in electric, vehicle fleet, and waterworks departments; and analyzed special tax districts and city annexations.

RECENT PUBLICATIONS

“**Connections Matter: Using Networks for Improved Performance**,” *Public Management*, Vol. 88, Number 5, June 2006; “**Connections Matter: Using Networks for Economic Development**,” *Public Management*, Vol. 88, No. 2, March 2006.