

## Tax Increment Reinvestment Zone Number 5

<b>Position #1</b>	<b>Position #2</b>	<b>Position #3</b>
Jesse Alvarez*	Marc Bernat*	Eduardo Castorena*
R. Terry Smith	Douglas Borrett	Paul Andrew de la Pena
Michael Churchman	Geoffrey Wright	James R. Murphy
<b>Position #4</b>	<b>Position #5</b>	<b>Position #6</b>
Paulina A. Dow*	Bonnie S. Y. Escobar*	Rebecca Friesenhahn*
Michelle Kaip	Elma Carreto	Leticia Paez
Elvia Hernandez	Jose Luis Carbonell	Joel Arrigucci
<b>Position #7</b>	<b>Position #8**</b>	<b>Position #9**</b>
George Reynoso*	TJ Karam	Elke Cumming
Celia Berton	Annette Gutierrez	Sofia Larkin
Tim J.S. Heise	Gilbert Guillen	Laurie Paternoster
<b>Position #10**</b>		
Ken Given		
Von C. Washington, Sr.		
Luis Garcia		

\* Incumbent Board Members

\*\* Positions 8, 9 and 10 are vacant as Jim Phillips, Hector Gutierrez and Keith Mahar have asked not to be reappointed.

## Expert Refrigeration

JESUS (Jesse) A. Alvarez -CEO  
Expert Investments, Inc. DBA EXPERT REFRIGERATION  
DBA Expert Builders

- . Founded EXPERT REFRIGERATION in 1981
- . Past Chairman of the Board for Del Sol Medical Center
- . Former Board of Director Norwest Bank
- . Past Chair Government Affairs Committee-Greater El Paso Chamber Of Commerce
- . Member of the El Paso Del Norte Group
- . Past Chair of the Paso Del Norte Health Foundation
- . Former President of the El Paso Hispanic Chamber of Commerce
- . Former board member of the Better Business Bureau of El Paso
- . Past Chair Citizens Advisory Board Norwest Bank
- . Past Chair Unite El Paso
- . Past Chair Leadership El Paso
- . Director – Del Sol Medical Center
- . Chairman of the Board United Bank

## RESUME – R. TERRY SMITH

### EDUCATION:

B.B.A. in Finance under Honors Plan in Business Administration, The University of Texas at Austin, 1967.

M.B.A. in Finance, The University of Texas at Austin, 1970.

### CERTIFICATIONS:

Certified Business Appraiser (CBA), Institute of Business Appraisers

Certified Business Intermediary (CBI), International Business Brokers Assn.

### WORK EXPERIENCE:

**Terry Smith & Associates**, El Paso, TX – June 2006 to Present. Self-employed providing Business Valuations and Business Brokerage, affiliated with Business Brokers Network, the Gottesman Company and Generational Equity.

**Webster University**, El Paso, TX – January 1986 to Present. Part-time faculty member teaching graduate finance courses in business administration (MBA) and health care administration (MHA) programs.

**NCED/Sahara**, El Paso, TX – December 2005 to June 2006. Special Projects Officer working on realignment of the corporate organization.

**Physicians Hospital**, El Paso, TX – November 2002 to December 2005. (Continuation from employment with NCED/Sahara). Chief Financial Officer and Chief Operating Officer of locally owned and managed hospital which opened in December 2003.

Responsibilities included development of accounting system and implementation of Meditech system, financial planning, negotiation of financing for construction and equipment, development of policies and procedures for financial functions including accounting, managed care contracting, business office, health information management, materials management, case management and quality management.

**NCED/Sahara**, El Paso, TX – August 2000 to November 2002. Chief Financial Officer of conglomerate management company including the development of a surgical specialty hospital, acquisition and startup of a non-profit psychiatric hospital and manufacturing corporation with \$100,000,000 in annual revenues.

Responsibilities have included redesign of accounting system for manufacturing operation with full cost accounting; negotiations for acquisition of psychiatric hospital with all basic requirements for start-up as new organization including licensing, tax issues, managed care contracts and employment and training of new staff; and development of full business plan and feasibility analysis for new specialty surgical hospital including development of all financing requirements.

**Las Palmas Medical Center**, El Paso, TX – September 1996 to August 2000. Hired as Director of Financial Services for El Paso market responsible for budgeting, financial analysis and other projects relative to the financial review of division operations for all Columbia facilities in El Paso. Promoted in January 1997 to Chief Financial Officer of Las Palmas Medical Center (formerly known as Columbia Medical Center West), a 221-bed general hospital, and Las Palmas Behavioral Center (formerly known as Columbia Behavioral Center), a 47-bed psychiatric facility. Responsibilities included all accounting operations, budgeting, financial control and analysis, materials management for the El Paso market, managed care contracting analysis for the El Paso market, monitoring of compliance requirements, and general operational responsibilities.

**Providence Memorial Hospital & PHA, Inc.** – August 1994 to September 1996. Dual Director roles for two operations within the Providence system. Director of the Providence Community Care Network responsible for operation of three primary care centers, two of which were start-up operations, with duties including financial and operational planning, staffing, development of policies and procedures, contracting for physician coverage, and development of contracts with commercial accounts. Director of Physician Office Services, Inc., a management services organization, providing administrative services to twenty-six health provider clients, with duties including development of plan to convert billing and collection service to fully operational MSO.

**Hiltrin Business Consultants**, El Paso, TX – February 1989 to August 1994. Self employed as Business Consultant providing business valuations, custom business plans and loan packages, development and administration of accounting systems, business tax returns, and performing general consulting assignments to analyze and improve business operations. Provided financial and administrative consulting services to hospitals and other health care providers.

**Las Cruces Medical Associates**, Las Cruces, NM - June 1987 to January 1989. Administrator of partnership with operations including three urgent care centers, a reference laboratory and real estate holdings. Performed all management and accounting functions, marketing, personnel administration and planning. Increased utilization and converted loss situation into profitable business venture. Improved organization with formal business plan and organizational design, developed functional staffing guidelines, and implemented effective management reporting system.

**Valley View Hospital**, Las Cruces, NM – January 1986 to June 1987. Chief Financial Officer of new psychiatric and chemical dependency hospital with responsibility for all hospital fiscal functions. Developed complete financial program including operating and capital budgets, system for patient and general accounting functions, and improved financial reporting to corporate office.

**Golden Fried Chicken**, El Paso, TX – May 1984 to December 1985. Managing Partner of two specialty food restaurants. Duties included total operational and financial control. Stores sold in December 1985.

**Southwest Texas State University**, San Marcos, TX – September 1981 to May 1984. Faculty member in Department of Health Administration with primary responsibility for courses in accounting and financial management. Additional position as Director of Health Resource Center organized to provide educational programs directly to health care institutions and to facilitate interaction between university educators and the health delivery system. Provided financial consultation to hospitals and other health care providers during tenure with university.

**North Iowa Medical Center**, Mason City, IA – November 1977 to August 1981. Hired as Assistant Administrator for Fiscal Affairs and promoted to Executive Director in December 1978, with complete administrative duties for this new, developing medical center which included a 75-bed acute care hospital, a medical office complex, extensive ambulatory services, and outreach contracts including a management agreement for a local 33-bed hospital. Reorganized hospital services to meet the changing nature of health care including emphasis on outpatient and ambulatory programs. Converted financial position from near-insolvency to a strong, viable posture by effective implementation of cost saving measures and overall improvement of medical center operations.

**Eastwood Hospital, Inc.**, (now known as Del Sol Medical Center), El Paso, TX – November 1975 to November 1977. Director of Fiscal Services for 201-bed proprietary hospital

**Matagorda General Hospital**, Bay City, TX – January 1973 to November 1975. Hired as Chief Financial Officer and promoted to Administrator of 135-bed hospital and Director of Finance of hospital district. Reestablished community confidence in facility victimized by negative publicity and scandal. Improved and upgraded all accounting and computer functions for hospital district.

**General Electric Corporation**, Houston, TX – January 1971 to January 1973. Manager of Product Service Accounting function for major appliance division.

**U.S. Army, 1<sup>st</sup> LT** – January 1967 to August 1969. Training Officer at Ft. Lewis, Washington and Platoon Leader in Republic of Vietnam.

## Curriculum Vitae for Michael B. Churchman

Michael B. Churchman

### Employment

#### **Rocky Mountain Radar (1990-2008)**

Founded and owner of Rocky Mountain Radar, a consumer electronics manufacturer of consumer radar products. Designed and produced a complete line of Radar and Lidar scrambling and detection products as well as performance meters for the consumer automotive after-market.

Developed a line of power amplifiers and transmitters for the GPS lab after competitive bid proposal was selected by Holloman Air Force Base, New Mexico, research department.

#### **Houston Tracker Systems (1991)**

\* RF engineering manager responsible for all RF and microwave design of remote control products and satellite TVRO systems. Designed the first single board satellite receiver with digital reprocessing, synchronous, phase locked local oscillators and enhanced color signal capture. System was so successful that picture quality was maintained in two dish sizes smaller (six foot vs. ten foot).

#### **Texas Instruments, Inc.**

\* Senior Systems Engineer, Electronic Warfare Group, Defense Systems Section (10-86 to 10-90) Responsible for hardware system design and support of EMITTER LOCATION SYSTEM for the German Ministry of Defense. This system consists of broadband receivers with channelizer and custom receiver for the ECR Toronado fighter.

\* Branch Manager, Instrumentation Group (10-83 to 5-86) Responsible for design of automated test equipment for various radar programs. Test equipment was used for high volume production of complex Transmit/Receive Modules operating through Ku-Band. Developed automatic RF measurement with real time laser tuning; created real time RF wafer probe in Gallium Arsenide FET production area to support the MANufacturing TECHNOlogy Program (MANTECH) of the US Air Force.

\*Program Manager, Special Projects (3-84 to 5-86) Designed and built a wideband Micro scan Compressive Interferometer with Surface Acoustic Wave Processor and Spread Spectrum Detection for the Electronic Research And Development Command (ERADCOM) of the US Department of the Army. Responsible for the conceptual design, implementation and

demonstration of a receiver which detects five targets simultaneously and outputs frequency and angle-of-arrival of each threat, while ascertaining the presence (or lack of) spread spectrum activity on any or all channels; all in 200 nano-seconds.

\* Senior Engineer (4-72 to 9-74) Responsible for design, production support, and on-site Installation, troubleshooting and customer acceptance of Air Traffic Control Systems (ASR- 7). Responsible for microwave design and production of the Dual Beam Antenna and the first Solid State Parametric Amplifier for European air traffic control radar systems.

Dallas Microwave, Autotronics, General Electrodynamics in technical management or lead Positions. At NASA Manned Spacecraft Center, I designed, tested and produced the Lunar Backpack Antenna and CRISP Balloon Gondola antenna systems as well as performing sixth scale and full scale antenna testing on the Orbital Work Station.

## **Education**

MSEE - University of Louisville, Speed Scientific School, 1971, majoring in Microwaves and Optics. Masters thesis: Computer Aided Design of Electron Guns in Travelling Wave Tubes-Electrostatic and Relativistic Considerations.

BSEE - University of Louisville, Speed Scientific School, 1970, majoring in Antennas and Mathematics.

## **Civic Involvement**

Casa Por Cristo Volunteer, 2004-2008, built 5 houses, so far  
Boy Scout Leader, 1998-2008  
Board of Directors of El Paso Child Crisis Center, 1996 to 2008  
Member Greater El Paso Chamber of Commerce, 1997-2008  
Board of Directors/ President Keystone Heritage Park, 1997-2005  
Board of Directors American Youth Soccer Organization, 1998-2004  
Girl Scout Leader, 1997-2005  
Member El Paso BBB to 2006  
Board of Directors of Paso Del Norte School, 1997-1998  
Leadership El Paso Graduate, 2000  
Mentor for Disadvantaged students of the University of Denver, 1993, 1994, 1995  
Supporter, Fund raiser for the Denver School of the Performing Arts, 1993, 1994, 1995  
Nominee, Entrepreneur of the Year, 1993, 1994, 2004, 2005 Inc Magazine.  
Member US Chamber of Commerce, Greater Denver Chamber of Commerce & South Metro Chamber of Commerce, BBB of Denver through 1996.  
Leadership Denver Graduate, 1994  
Employer of the Year, 1993, Business and Professional Women, Littleton chapter.  
Employer of the Year, 1993, Business and Professional Women, State of Colorado.  
Finalist for Emerging Business of the Year, 1993, Greater Denver Chamber of Commerce

**Marc Bernat**  
**El Paso, Texas**

SUMMARY RESUME

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**PROFESSIONAL/CURRENT**

Attorney – Gordon & Mott PC

Board Certified by the Texas Board Of Legal Specialization in: (i) Commercial Real Estate Law, and (ii) Estate Planning and Probate Law

National Arbitration Forum Arbitrator (Western Judicial District of Texas) [limited to Commercial Real Estate, Construction and Development issues; Estate Planning, Probate and Trust; Family Business and Succession Issues; Business Dissolutions and Partnership Problems; and Banking Issues]

**EDUCATION**

University of Texas at Austin, Juris Doctor, 1971

University of Texas at Austin, Bachelor of Arts, 1968

**PROFESSIONAL/GENERAL**

Admitted to Practice in Texas, 1971

Member – American Bar Association; El Paso Probate Bar.

Fellow – Texas Academy of Probate and Trust Lawyers.

Founding Board Member – First City Bank – West, N.A.

Secretary to the Board – El Paso Downtown Management District.

Board Member and Secretary – El Paso Central Business Association.

Listed in The Best Lawyers in America as one of the best lawyers in two areas:

“Commercial Real Estate” and “Banking Law.”

AV rating from Martindale-Hubbell (highest attorney rating).

Listed in *Texas Monthly* Magazine as one of its 2006 “Texas Super Lawyers” in Commercial Real Estate.

**Gordon & Mott P.C.**  
ATTORNEYS AND COUNSELORS AT LAW

*A Member of the Network of Leading Law Firms  
"A World-Wide Association of Independent Law Firms"*

**Marc Bernat**

BOARD CERTIFIED:

- COMMERCIAL REAL ESTATE LAW
  - ESTATE PLANNING AND PROBATE LAW
- TEXAS BOARD OF LEGAL SPECIALIZATION

January 16, 2007

Mayor John Cook  
2 Civic Center Plaza, 10<sup>th</sup> Floor  
El Paso, Texas 79901

Dear Mayor Cook,

The purpose of this letter is to confirm to you my interest in serving on the Board of Directors of the new Tax Increment Reinvestment Zone ("TIRZ").

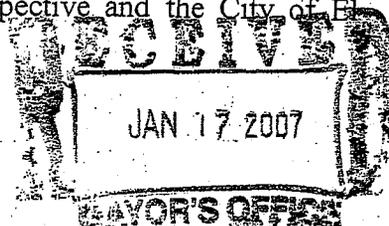
I have been involved in the efforts to revitalize Downtown since the merger of the various downtown entities, back in the early 1990's, into the El Paso Downtown Management District and the El Paso Central Business Organization. In both cases, I was the lawyer that handled the mergers and formation work. Since then, I have continuously served as the secretary of those organizations.

I am a native El Pasoan who returned in 1971 to practice law. Since then, my practice centers around "business planning" matters, and I am Board Certified by the Texas Board Of Legal Specialization in: (i) Commercial Real Estate Law, and (ii) Estate Planning and Probate Law.

Both of these areas involve the type of practice that will be helpful in serving on the TIRZ. I am sure that I will understand all the real estate related issues (including ad valorem taxes), and that I will also understand how the property owners will be affected from a tax and personal planning perspective.

For your information, I have been listed in *Texas Monthly Magazine* as one of its "Texas Super Lawyers" in Commercial Real Estate since the beginning of that magazine's efforts to name its so-called super lawyers.

I have not and do not own, directly or indirectly, any property in the affected zone. However, I have owned commercial property elsewhere in El Paso, so I feel I can understand the issues from both the owner/developer perspective and the City of El Paso/governmental perspective.



Mayor Cook  
January 16, 2007  
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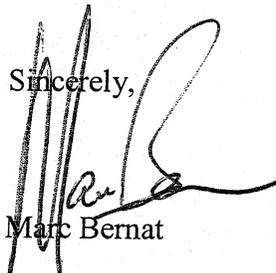
Back in the early 1980's, I served as a founding Board Member of First City Bank - West, and I have since then been listed in a book entitled "The Best Lawyers in America" as one of the best lawyers in two areas: "Commercial Real Estate" and "Banking Law." I believe that my experience in banking law will also be an asset when it comes to understanding the complex matters the Board will be considering.

I believe that this banking experience, coupled with my background in the legal fields, makes me qualified to serve on the Board, and provides me with the foundation necessary to understand the workings of the TIRZ.

I would be happy to discuss this matter further with you. My resume is attached.

Thank you for your consideration.

Sincerely,



Marc Bernat

Summary Resume Douglas Borrett  
May 19, 2008

A native of El Paso, I come from a family background in construction where my father operated from 1949 until his death in 1992. I graduated from the University of Texas at Austin in 1971 with a BJ in Journalism, after first spending my first 3 years in the School of Architecture.

I am married to my wife of 37 years Sally Johns Borrett and we have two grown sons both of whom are married. We are the proud grandparents of one granddaughter and one grandson.

Upon graduation I took a position with Bonded Homes as a project manager. We completed between 50-100 homes annually. After leaving Bonded Homes I organized Desert Developers, Inc. with my father. Our annual production averaged 100-125 homes combined with some light commercial work plus some property development. Near 1979 I organized Hacienda Properties, Inc. with my father and younger brother. Our production and projects remained at about the same level. We opened a satellite office in Midland, Texas.

In 1985 I left residential construction to become vice-president of Purdue Pools. I managed construction of 100+ pools annually and a selling force of 4 associates.

In 1989 I joined forces with The Karam Company. We began the acquisition of properties for resale. After the acquisition of the properties we made the necessary arrangements to secure possession, have any required remodeling and improvements done, and ultimately the sale of the properties. That association ultimately led to a position with The Karam Company.

At the same time I acted as a consultant to both owners and lenders in a variety of construction activities. I provided construction scheduling, contractor selection, periodic project inspections, as well as the approval of progress payments for various projects. Projects I consulted for ranged in value from \$300,000.00 homes to multi million dollar State lease office buildings. I actively did cost analysis and cash flow projections to measure debt coverage and returns on the State lease buildings as well as a variety of retail and commercial projects.

I have been active in the redevelopment of a variety of properties including retail, industrial and office buildings for projects we own or control. Here again I arranged for architectural services, construction scheduling, permitting, and leasing or sale as appropriate. Currently I am actively involved in the development of our office condominium project, residential subdivisions, and an office warehouse condominium project. I remain involved in the planning, design, construction and sale of each of our local projects.

In addition to my efforts with The Karam Company I am currently a consultant to a local land developer. I assist in coordinating land sales and some of the development details of planning and production.

To enhance to both the home buying business and the residential subdivisions we have developed a vehicle for providing owner financing. We used the owner financing as a sales tool. The accelerated sales ultimately led us to a portfolio of notes. We expanded that portfolio into actively purchasing discounted mortgages.

I am a licensed real estate broker with membership in the boards of realtors in El Paso Texas, Austin Texas and San Marcos Texas. I am the sponsoring broker for 7 licensed agents. Four in the El Paso market and 3 in the Austin market. I serve on the board of directors of The El Paso Association of Builders and represent them as their delegate to the Texas Association of Builders for the past nine years. I served a term as a director for the El Paso Association of Realtors and am an active member of their Commercial Investment Division.

# GEOFFREY WRIGHT, AIA, NCARB

PRINCIPAL ARCHITECT

## BIOGRAPHY

Geoffrey Wright was raised in El Paso, Texas, received a Master of Architecture Degree from Texas A&M University (1976), a Bachelors of Architecture with Honors from The University of Texas at Austin (1974), and has been registered in Texas, as well as several other states, since 1978. He is fluent in Spanish and German, and has taught at architecture schools in Mexico, Florida, and Texas.

As a member of the City of El Paso Historic Landmark Commission, a local architect, and a collector of historical facts, Geoffrey Wright is well acquainted with local history and sensitive to the historic perspective, believing that our cultural heritage must be recognized and preserved to the extent possible. In 2006 Geoffrey led the effort to document historical and cultural resources in the Downtown Redevelopment Zone of El Paso at the request of Deputy City Manager Pat Aduato. This work has been reviewed (and tacitly ratified) by the Texas Historical Commission and the San Antonio Office of Historical Preservation.

However, through multiple projects he has completed with the city and with commercial developers, he is also aware of the practical, technical side of things. He has worked on various commercial projects and office buildings in the downtown area including a study he is currently conducting for River Oaks property for the historic Buckler Building (Elite Confectionary) at the corner of Mesa and Texas. He has previously worked on historic buildings for the Union Fashion, Santoscoy loans, and other buildings in the area. He is currently remodeling a warehouse building at 300 S.Florence for professional offices including Wright & Dalbin's offices

As head Architect for the design/build company Condell in the 1980's, Mr. Wright was personally responsible for designing and planning a variety of projects including hotels, apartments, and office buildings throughout the United States. This work valued at over \$500 million, involved selecting sites, hiring consultants, obtaining building permits, and administering construction contracts. More recently, Geoffrey Wright has performed Design and Construction Administration services for a variety of public works projects including school projects for the Fabens, Canutillo, San Elizario, Socorro, Ysleta, and El Paso Independent School Districts as well as for the University of Texas at El Paso.

Having established his practice in a rapidly growing city like El Paso has also given him the opportunity to see things from a larger scale, as someone working in conjunction the downtown plan would need to be able to do. In that regard, Mr. Wright has worked as a planner for many years. Master Planning projects include plans for and annexation of ViraMontes Properties (236 acres in east El Paso); the 300-acre Land of Texas new-urbanist, mixed-use project in Horizon City, Texas; and, a 62-acre mixed-use project in Ciudad Juarez, Mexico. Geoffrey Wright has kept abreast of major planning trends and has taught Urbanism at the Masters level at the Autonomous University of Ciudad Juarez in conjunction with the National Autonomous University of Mexico. As an intern architect Geoffrey Wright worked for Frei Otto designing the new government center for Saudi Arabia and planning the Moslem Pilgrimage to Mecca.

In short, Geoffrey Wright has had to see the big picture throughout his career. He has had not only to sell his ideas, but also to ensure they were buildable, usable, and doable within a given budget. He is able to see issues from multiple sides, as a land developer, as a planner, as a builder, as an

historian, as an urban sociologist, but most important of all, as a long time resident of El Paso and someone who truly believes in, and works hard towards its promising future.

### **Registrations**

Texas, 1978 / Alabama / Colorado / Florida / Louisiana / Mississippi / New Mexico  
National Council of Architectural Registration Boards certificate holder

### **Current Community Service**

Vice President, American Institute of Architects - El Paso Chapter, (2007)  
Member, Board of Directors CCIM (2006 - Present) (Commercial Real Estate Brokers)  
Member, Construction Specifications Institute - El Paso Chapter (2005 - Present)  
Member, Historic Landmark Commission (2003 - Present)  
Member, Past President, El Paso Tennis and Swim Club Board of Directors (1992 - Present)

### **Past Community Service**

Member, Building and Zoning Advisory Committee (1999-2005)  
Member, Public Utility Regulation Board (2000-2004)

### **Education**

Masters of Architecture, Systems Development, 1976  
Texas A & M University

Bachelor of Architecture with Honors, 1974  
University of Texas at Austin

Fluent in English, Spanish, and German

### **Experience**

1986 - Present: Wright and Dalbin Architects, Inc.  
1982 - 1986: Condel Architects & Engineers  
1978 - 1982: Self Employed Architect  
1974 - 1978: Atelier Frei Otto

# Eduardo L.Castorena

## Education:

- M.E.D. Masters in Education from the University of Texas at El Paso
- B.A. Sociology from Texas Western College
- Certified Hospital Chaplain
- Certified Bereavement Counselor and Facilitator

## Professional Experience:

- August 2008 to Present  
Development Director for Sacred Heart Parish  
*Responsibilities:* I am responsible for providing administrative and strategic oversight for fundraising activities and to serve as an ambassador for Sacred Heart Parish in the El Paso Community and beyond in order to generate donors foundations, philanthropic, community and corporate support. I am also responsible for establishing communications, dialogue and good community relations representing Sacred Heart Parish and its community.
- August 07, 2007 to November 2008  
Hospice Chaplain at Hospice of El Paso  
*Responsibilities:* I was responsible for the management and oversight of the Spiritual Care Department. I provided spiritual care, emotional comfort, and spiritual rituals. I assisted with reconciliation and with funeral services and also assisted families who were facing ethical dilemmas. Part of my responsibilities were to nurture hope and counseling to patients, their families and staff.
- December 1, 2003 to March, 2007  
*Chaplain at La Mariposa Hospice and Sierra Providence Health Network*  
*Responsibilities:* I provided spiritual care, counseling and bereavement services to patients, families and staff of La Mariposa Hospice and Sierra Providence Health Network.
- August 2002 to November 2003  
*Chaplain at VNA Hospice*  
*Responsibilities:* I provided spiritual care, counseling and service to patients, their families and to hospital staff.

- May 2000 to December 2003  
*Director of Hospital Ministry, and Jail Ministry*  
*Responsibilities:* I was responsible for the organization, management and oversight of the El Paso Catholic Diocese, Jail and Hospital Ministry Programs. I provided communicative, collaborative, organizational and management guidance and support to the staff, ministry trainees, volunteers, and the general public.
- July, 1996 to March, 2000  
*Hospital Chaplain at Columbia Medical Center East.*  
*Responsibilities:* Was responsible for the management, supervision and oversight of the Pastoral Care Program. I provided services and spiritual care and counseling to all patients, their families and hospital staff.
- February, 1992 to July, 1996  
*Director of Development at St. Pius X Parish*  
*Responsibilities:* I worked on parish development, plant management activities, fund raising and coordination and management of the Church Stewardship Program.
- January, 1991 to February, 1992  
*Community Corrections Manager at the Federal Bldg. El Paso, Texas (United States Department of Justice, Federal Bureau of Prisons).*  
*Responsibilities:* I was responsible for the Federal Bureau of Prisons field operations and liaison efforts with all criminal justice agencies in the New Mexico and Southwestern Texas area. I supervised contracting, oversight and monitoring of community corrections, contract confinement, detention, alcohol, drug, and mental health treatment programs and residential and non-residential services for adults and juveniles.
- April, 1989 to January, 1991  
*Executive Assistant at the Federal Prison Camp in El Paso (United States Department of Justice, Federal Bureau of Prisons).*  
*Responsibilities:* I provided administrative assistance and support to the CEO, developed plans, policies and programs, including staff/inmate management, and institution treatment programs i.e. (Drug, alcohol, mental health, education). I monitored and evaluated institution programs, oversight of all civil litigation concerning the Bureau of Prison, public relations and liaison with all criminal justice agencies and technical advisors concerning Freedom of Information and Privacy Acts.

- June, 1975 – April, 1989  
*Correctional Programs Manager with the Federal Correctional Institutions La Tuna and Terminal Island (United States Department of Justice, Federal Bureau of Prisons).*  
**Responsibilities:** I was responsible for the General Administration, supervision, security, sanitation correctional program; I handled personnel and inmate management and management of inmate housing units and alcohol, drug and mental health referrals
- November, 1973 to June, 1975  
*Administrative Officer at the Central Office, Washington D.C. (United States Department of Justice, Federal Bureau of Prisons).*  
**Responsibilities:** I provided direction, development and training to Case Management, Classification and Treatment Programs within the Bureau of Prisons, regional and central offices. I conducted program reviews and audits and provided designation of Federal Offenders to appropriate institutions. My duties also included liaison and public relations with all Federal Authorities including Federal Courts, Probation Offices, U.S. Attorneys Office, Parole Boards, Congress and Senate, Community Services Agencies and the Public.
- January, 1967 – November, 1973  
*Case manager at the Federal Correctional Institution La Tuna (United States Department of Justice, Federal Bureau of Prisons).*  
**Responsibilities:** I was responsible for the custody and control of an assigned caseload. Major duties included individual counseling, group counseling, community contacts, reports and correspondence and diagnostic studies.
- June, 1966 to October, 1966  
*Case Management Intern at Federal Correctional Institution La Tuna (United States Department of Justice, Federal Bureau of Prisons).*

## **Additional Information :**

### **Languages:**

I am fluent in both English and Spanish and am able to read in both languages as well.

## **Professional Development:**

The following are professional development courses I have taken:

- **Media Relations,**
- **Financial Management for Managers**
- **Alcohol and Drug Abuse Treatment**
- **Performance Standards and Evaluation,**
- **Labor Relations**
- **Personnel Management**
- **Multi Media Productions**
- **Correctional Standards and Accreditation**
- **Supervisory Group Performance**
- **Adverse Actions**
- **Incentive Awards and Recognition**
- **Facilitative Counseling**
- **Unit Management**
- **Dynamics of Supervising**

## **Community Involvement:**

- **Former Vice President, Board of Directors, Rio Bravo Interfaith Council**
- **Member Board of Directors, Rio Grande Cancer Foundation**
- **Former Vice President, Board of Directors, Bien Vivir Senior Health Services**

## PAUL ANDREW DE LA PENA

### Objective

Challenging full-time position in public service administration, education and/or public relations.

### Summary of Qualifications

Concentration of experience in fields of administration and education. Completed over 200 university credit hours conferring a full-range of business, education, computer literacy and liberal arts courses, including sub-fields in sociology and music. Dependable, self-motivated and quick learner. Knowledgeable of Spanish and Italian languages. Strong verbal and written communication skills. Comfortable in diverse cultural and social environments.

### Education

Master of Arts: 1990 - St. Mary's University, San Antonio, Texas  
International Political Economy  
Bachelor of Arts - 1988 - St. Mary's University, San Antonio, Texas  
Major: Political Science, Public Administration  
Minor: Music-Sociology  
Language Certificates: 1988 - Centro Linguistico Italiano, Florence, Italy  
1992 - Mexican-American Cultural Center, San Antonio, Texas

### Experience

Adjunct Faculty – El Paso Community College 2006  
Adjunct faculty instructor of American National and American State government.  
Developed the VotePCC Project to educate voters about civic engagement.

Marketing Director – Interworld Home Health, Inc. 2005-2006  
Responsible for Provider Relations with doctors, clinics, hospitals, and rehab centers for home health needs. Development of the agency marketing needs and management of the provider relations agents.

Full time - Adjunct Faculty: Texas A&M International University, Laredo, Texas 2003 - 2005  
American State Government, American National Government, and Latin I

Adjunct Faculty: Laredo Community College, Laredo, Texas 2002 – 2005  
Adult Education Program, English as Second Language,  
ESL/Advanced Civics, American National Government

Public Relations Director - LULAC - League of United Latin American Citizens - 2004 - 2005  
Responsible for all public relations, media, press release for LULAC #12. Sales,  
Convention reservations, Noche Mexicana, and Tejano Achievers Awards banquet.  
First Vice President.

Development Director – American Red Cross, Laredo Chapter 2005  
Coordination of public relations and all regional fundraising for the American Red Cross serving Webb and Zapata Counties, grant writing, community relations, presentations, and service work in the community. Responsible for raising 50K for the Local Red Cross Chapter.

- Journalist/Marketing: LareDOS-A Journal of the Borderlands, Laredo, Texas** 2002 - 2005  
Field reporting and photography, civic and social events, including articles on environment, politics and current events, ad sales and design, and public relations
- Teacher: Eagle Charter School, Laredo, Texas** 2001 - 2002  
Taught all levels self-contained students high-tech computer based program at secondary level. Began choral program.
- Teacher/Director/Coach United Independent School District, Laredo, Texas** 1998 - 2001  
Taught social studies, journalism, and advanced and all school choir classes placing students in State Regional and Solo competitions. Moderator for Student Government Association and Yearbook programs.
- Teacher: Collegio Americano, Saltillo, Mexico** Summer 1998  
Instructed students in all subject areas 5th grade level English portion.
- Teacher: Northeast Independent School District, San Antonio, Texas** 1996 - 1998  
Substitute teacher - all district - from pre-kinder to H. S. seniors; including teaching at magnet schools gifted/talented and advanced placements campuses.
- Director: City of San Antonio, San Antonio, Texas** Summer 1997  
Summer Parks and Recreation Youth Program - Ed White Middle School
- Teacher: Archdiocese of San Antonio, San Antonio, Texas** 1995 - 1996  
Taught 5th grade; self-contained; all subjects. Moderator Public Safety program. Basketball and Soccer Coach.
- Development/Producer/Marketing**
- Specialist: Apostolate for Family Consecration, Bloomingdale, Ohio** 1993 - 1995  
Produced thousands of television and radio programs for international distribution; worked as videographer and cameraman; conducted interviews and set preparation. Corporate Development liaison for two International Totus Tuus Conferences.
- Papal Committee Archdiocese of San Antonio** 1986 - 1987  
Pre-Mass Committee for Pope John Paul II visit to San Antonio,  
Director of Pre-Mass comm. 30 choirs from across Texas, Tenor section  
Leader for the 500 voice Papal Choir September 13, 1987

### Civic and Social Organizations

- Board Member – El Paso Symphony Youth Orchestras
- Board Member – InterWorld Home Health, Inc.
- Board Member - Future of the Region, Inc. (FORI) – Legislative Comm.
- 1<sup>st</sup> Vice President – Central District Civic Association
- Director – El Paso Italian American Cultural Society
- Co-Director – St. Joseph’s Liturgical Choir
- E.P.C.C. Campus Coordinator – Southwest Voter Education Project
- Moderator – El Paso Community College Student Government Association
- Member - IH 35 South Economic Development Coalition
- Member – Knights of Columbus Council #642
- Member – El Paso Chamber Chorus
- Member – El Paso Opera

## RESUME

JAMES R. MURPHY

### OBJECTIVE

Specializing in Organization and Project Development, Public Relations, Fundraising, Grant Writing, Marketing

### MANAGEMENT & ADMINISTRATIVE

- Managing Director for El Paso Opera: managed staff of five, education programs, fundraising, marketing and budget
- Created nonprofit New York State entity: New York State Rhythm & Blues Festival, Inc.: Festival Director for twelve years
- Provided leadership for Planned Giving awareness for comprehensive, long term financial security
- Researched, identified, solicited and cultivated current and prospective donors
- Managed grant program including grant research and proposal writing
- Developed and oversaw annual appeals donations, i.e. direct mail, personal contact
- Supervised and coordinated volunteer staff of 250: involving training, work flow, quality control, conflict resolution, and review process
- Built a large, loyal client base through personal attention, quality service, and consistent follow through
- Assisted clients in identifying their interests and motivated them to act accordingly

### FINANCIAL GROWTH

- \$57,600 in new monies received at El Paso Opera during first year as managing director
- Responsible for revenue growth from \$0-\$255,140 in government, corporate, individual and in-kind contributions for the Cultural Resources Council of Syracuse and Onondaga County, Inc. from 2001-2003
- While in New York – Submitted successful government grants totaling \$270,000 – New York State Council on the Arts (NYSCA), State Senator Nancy Lorraine Hoffmann, State Senator John A. DeFrancisco, State Assemblyman William Magnarelli, Onondaga County
- Planned, adhered to budget and achieved revenue growth from \$18K to \$290K as executive director for NYS R&B Festival
- Initiated successful fundraising campaign gaining local and national corporate support (\$700,00 in last five years, \$1,000,000+ in ten years)

### QUALIFICATIONS

- Thirteen years management experience emphasizing a collaborative yet decisive style
- Adept at building productive relationships to further the organization's goals
- Persuasive skills, both written and oral
- Coordinated production schedules, artist fees and signed contracts for more than 700 performances resulting in millions of dollars in economic impact for Syracuse, NY and thousands of dollars in profit for hosting organizations

### DEVELOPMENT/MOTIVATION

- Involved personnel in goal sharing resulting in dramatically increased productivity
- Assisted development team in revision of annual budget for a more clear, concise representation

## RESUME

James R. Murphy

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### MARKETING AND PUBLIC RELATIONS

- Collaborated with Syracuse Convention & Visitors Bureau on advertising campaigns (NYS R&B Festival) and Onondaga County arts promotional brochure (Cultural Resources Council)
- Prepared clear and effective local and regional press releases
- Represented corporations through public appearances and on TV and radio
- Prepared television and radio advertising campaigns, promotion brochures and programs
- Created successful mailing campaigns
- In-Kind contributions total more than \$325,000 since 2001
- In-Kind contributions for website development – [www.cspot.org](http://www.cspot.org), [www.nysbluesfest.com](http://www.nysbluesfest.com), [www.syracuseirishfestival.com](http://www.syracuseirishfestival.com)

### HOBBIES

- Music, golf, hiking, rock hunting, photography

### EL PASO OPERA ACCOMPLISHMENTS

- Secured \$57,600 in funding not available the year prior
- Initiated movement to raise ticket prices that may result in \$40,000+ in new revenue for 2005/2006
- Scheduled Estate Planning workshop that created dialogue for Board of Trustees and individual contributors resulting in individuals reconsidering and/or updating wills
- Created education programs statistical fact paper
- Arranged to have Ticket Master fee placed on top of EPO ticket prices resulting in a possible \$9,000 in new income for 2005/2006
- Worked to have EPO connected directly to Ticket Master. This would have resulted in \$5,000-\$7,000 in additional income. Unfortunately, EPO's in-kind office space was in jeopardy. This opportunity still exists
- Reinstated Director's Circle – a dedicated location for contributors of \$1,000 and above to meet before and during opera performances and enjoy beverages and specialty foods
- Created digital video archive of the following education components: Opera on Wheels performance of Mozart's *The Magic Flute*, Mozart's *Hansel & Gretel* puppet show, Artist in Residence performance of *The Telephone*
- Initiated CD archive of 2004/2005 performance season
- Began to upgrade office equipment resulting in more efficient personnel performance

**PAULINE A. DOW**

**ACADEMIC CREDENTIALS: DEGREES, UNIVERSITY AND DATE**

Ed. D.	The University of Texas at El Paso GPA 4.0	2008	Educational Leadership
M. Ed.	The University of Texas at El Paso GPA 4.0	1989	Bilingual Education
M. A.	The University of Texas at El Paso GPA 3.8	1987	History
B. A.	The University of Texas at El Paso	1984	History

**PROFESSIONAL CERTIFICATIONS**

Certificate	State of Texas	2006	Superintendent
Certificate	State of Texas	2005	Principal
Certificate	State of Texas	1988	Bilingual Education PK-6
Certificate	State of Texas	1988	Elementary Self Contained PK-6

**ADMINISTRATIVE & PROFESSIONAL POSITIONS**

Sep 2009- present     **Chief Academic Officer**  
Ysleta Independent School District

Provide overall instructional leadership for development and establishment of high academic standards to ensure attainment of the District's vision. Establish instructional programs to achieve standards district-wide for all types of programs and all students. Participate in district-wide planning initiatives and accountability management programs designed to achieve District objectives and Board of Trustees goals. Assist the Superintendent with the development, implementation and assessment of District instructional programs.

- Provide leadership, direction and support in the coordination and alignment of effective research-based programs that result in high achievement for all student groups.
- Ensure the establishment of high academic standards that prepare students to compete in a global economy. Ensure District student achievement and school performance indicators are met, to include TEKS/TAKS, District and Board indicators and national standards.
- Communicate curriculum, instructional practices, accomplishments, goals and new directions to teachers, staff, parents and the community.

- Facilitate and support the development and implementation of innovative instructional programs to achieve identified district and campus objectives.
- Assure ongoing professional communication and close collaboration with all District instructional units in support of state standards. District goals and federal regulations.
- Work collaboratively to foster interdepartmental coordination. Provide a positive work environment that fosters high staff morale and excellence in assigned areas and in the District.
- Define the program and fiscal needs in the budget development process, ensuring that fiscal resources address the mission of the assigned campuses and the school district.
- Maintain research-based knowledge in educational reform and utilize knowledge to ensure ongoing improvements in high academic achievement and improved student outcomes.
- Provide for comprehensive annual evaluation of program effectiveness; use findings to take corrective actions and plan for continued improvement as measured by student achievement outcomes and results.
- Foster interaction and coordination within and between teams in addition to special population program.
- Facilitate teacher development of appropriate learning experiences for students and ensure that student activities are effective in supporting the teaching/learning process.
- Supervise professional and non-professional personnel assigned to the department to ensure maximum growth.
- Develop and implement corrective action needed to increase attendance, reduce dropout rates, increase student achievement and meet District standards for all schools and programs.

Apr 2006- Aug 2009 **Associate Superintendent**  
Canutillo Independent School District

Assume administrative responsibility of the district in the absence of the superintendent. Act as a liaison between the district and the community, governmental authorities, and other agencies in garnering support for the district's goals and plans. Oversee the district's regular and special academic programs and ensure that they are designed to continually improve student performance and are equitable across campuses. Coordinate the development of improvement plans and the annual update of the district's five-year plan based on an analysis of information about facilities, personnel, instructional programs, and financial allocations.

- Oversee the District's academic program departments, including Academic Language Services, Migrant Education, Accelerated Instruction, Special Education, Advanced Academics and Career and Technical Education.
- Supervise assigned campus principals.
- Provide leadership in the development of the campus improvement plans and their integration with the district improvement plan.
- Seek community support for bond issues, tax issues, and other referents that support the district's goals and objectives.
- Serve as the district's liaison with real estate developers.
- Conduct trend analyses of student counts, project growth in student populations, and utilize demographic information in order to provide recommendations concerning attendance zones, personnel, and other matters relating to district growth.

- Establish practices and procedures for keeping the Superintendent informed of the development of new plating that may affect the District's five-year plan in the area of programs, staffing, facilities, and transportation.
- Act as the District hearing officer in regard to parent, community, and employee grievances and complaints.
- Implement the Student Code of Conduct and act as the District's hearing officer in matters of student discipline.
- Establish practices and procedures to implement a secure plan of residency verification at both the campus and central office, as appropriate.
- Work with District's attorney on land acquisition projects.
- Establish practices and procedures and manage requests for the use of school facilities for non-school events.
- Assist with the development of the budgets for programs at the district level, helping to ensure that programs are cost effective and funds are managed prudently.
- Monitor and provide updates to staff on changes in federal and state law, and administrative code.
- Initiate and assist with the development of research reports regarding program efficiency, effectiveness, and value.

Jun 1997-Apr 2006    **Director, Academic Language Services**  
Canutillo Independent School District

- Provide leadership for the district's academic language services directorate and its assigned programs, including One-way and Two-way Bilingual Program, ESOL Program, Migrant Education Program, Target Grant, AVANZA Grant, Mother-Daughter / Father Son Program and Community Scholars Program
- Oversees the development of budgets for assigned programs (approximately 1.3M annually), ensures that funds are expended according to federal and state regulation, and are recorded according to generally accepted accounting principles
- Assures that policies, standards, and objectives for programs are implemented according to accrediting procedures, and funding sources
- Disaggregate and analyze student data to inform program improvement plans at campus and district level
- Assist campus and district committees in developing improvement plans, setting long and short-range goals and objectives, and modifying programs as needed for improving student performance
- Assist in maintaining a continuous program of professional development to provide for specific needs as identified through ongoing information analysis
- Work with other administrators in screening and securing qualified personnel
- Provide technical support and mentoring as needed on each campus
- Work with other administrators to identify needs for personnel, facilities, equipment, transportation, and other resources for operation of programs
- Evaluate performance of all staff assigned
- Participate in professional organizations and serves on community boards
- Assist in preparation of district annual report
- Develop and coordinate continuing research and evaluation of programs and implements changes based on findings
- Supervise the maintenance of confidentiality of student records

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May 1992-Jun 1997 **Coordinator, Project Insights**  
Canutillo Independent School District

### **TEACHING EXPERIENCE**

Aug 1989-May 1992 **Bilingual Teacher**, Canutillo Elementary School  
Canutillo Independent School District

Aug 1988-May 1989 **Bilingual Teacher**, San Elizario Elementary School  
San Elizario Independent School District

Sep 1986-May 1987 **Graduate Teaching Assistant**, History Department  
The University of Texas at El Paso

### **LANGUAGES**

English and Spanish

### **GRANT PROPOSALS (AWARDED)—PRIMARY AUTHOR**

2008	Received \$100,000 from Hunt Family Foundation for purchase of laptop computers for Northwest Early College High School.
2001	Received \$1.4 Million for Project AVANZA: A Two-Way Dual Language Initiative. U. S. Department of Education--Title VII, 2001-2006.
1999	Received \$262,000 for Program Enhancement Project (PEP): A Two-Way Dual Language Initiative. U. S. Department of Education--Title VII, 1999-2001.
1999	Received \$85,000 for Reading Is Key. Texas Education Agency--Academics 2000 Cycle 7, 1999-2001.
1997	Received \$59,440 for Reading Is Key. Texas Education Agency--Academics 2000 Cycle 3.

### **KELLOGG NATIONAL LEADERSHIP FELLOW 1995-1998**

This program enables professionals to explore new interdisciplinary pathways, develop a broader knowledge and experience base, and challenge their own perspectives on pressing issues of national and international concern. Over the course of three years, the fellowship allowed me to travel world-wide to explore creative solutions to social problems used by other cultures, including Costa Rica, Thailand, Scotland, Mexico, Israel, Jordan, Egypt, Tanzania, Guatemala, Peru, South Africa, and United States.

5/10/2010

## **STATE AND REGIONAL PROJECTS**

El Paso, Texas. "Early Reading Ability in L1 and Its Association with Subsequent Reading Ability in L2: A confirmation of the Interdependence Hypothesis," Seventeenth Annual BEEMS Conference, March 26-28, 2010.

El Paso, Texas. "Preliminary Results from a Longitudinal Study of Students' Achievement in an El Paso County School District 2002-2008." Fifteenth Annual BEEMS Conference. March 6-8, 2008.

Austin, Texas. "Dual Language Immersion: What Administrators Need to Know." Texas Association of School Administrators. January 31, 2006.

San Antonio, Texas. "Title III for New Administrators—Part 1." Title Management Institute, Texas Education Agency. May 10-1, 2005.

Montréal, Canada. "Two-Way Bilingual Program in the US-Mexico Border: Results from a Three-Year Program Evaluation." American Educational Research Association Conference. April 13, 2005

San Antonio, Texas. "A Prototype for a Comprehensive Database System Used to Create Longitudinal Academic Profiles; Leadership in Promoting High Quality Education for English Language Learners." National Association for Bilingual Education. January 19-22, 2005.

New York, New York. "Effect of two-way bilingual education on literacy/biliteracy development in Hispanic immigrant students in the U.S." Imagining Multilingual Schools: An International Symposium on Language in Education—Teachers College Columbia University. September 30-October 2, 2004.

San Diego, California. "Project AVANZA—A Two Way Bilingual Program Initiative: Promoting High Quality Education for English Learners." California Association for Bilingual Education. June 29-July 2, 2004.

Austin, Texas. "Leadership in Promoting High Quality Education for English Learners." Texas Association of School Administrators. June 13-15, 2004.

San Diego, California. "Teachers' and Principals' Perceptions on Dual Language Acquisition a Texas School District on the US-Mexico Border." American Educational Research Association. April 12-16, 2004.

Albuquerque, New Mexico. "Leadership in Promoting High Quality Education for English Learners" & "A Prototype for a Comprehensive Database System Used to Create Longitudinal Academic Profiles for All Students." National Association for Bilingual Education. February 4-7, 2004.

New Orleans, Louisiana. "Regional Showcase: Project AVANZA—A Two-Way Bilingual Program Initiative and A Prototype for a Comprehensive Database System Used to Create Longitudinal Student Profiles." National Association for Bilingual Education. January 29-February 1, 2003.

Houston, Texas. "Action Research as a Tool for Change: Case Studies from the US/Mexico Borderland and Shared Challenges of Educators, Board of Trustees Members, and Parents Implementing A Two-Way Bilingual Education Program and A Prototype for a Comprehensive

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Data Base System." Texas Association for Bilingual Education Conference. October 2-5, 2002.

Dallas, Texas. "Project AVANZA: 50/50 Two-Way Bilingual Program and Prototype for Comprehensive Database." Texas Association for Bilingual Education. October 17-20, 2001.

Phoenix, Arizona. "Conduct Your Own Longitudinal Study: A Prototype for a Comprehensive Database." National Association for Bilingual Education. February 21-24, 2001.

El Paso, Texas. "Shared Challenges of Educators and Parent Implementing a Two-Way (50/50 Model) Dual Language Program at the Elementary Level."  
Texas Association for Bilingual Education Conference. October 25-28, 2000.

El Paso, Texas. "Developing Biliteracy in a Two-Way Dual Language Classroom."  
Texas Association for Bilingual Education Conference. October 25-28, 2000.

San Antonio, Texas. "Insights on Leadership: An Administrator's Role in the Successful Schooling of Language-Minority Students" and "Partnerships for Developing Teacher Leaders."  
National Association for Bilingual Education Conference. February 15-19, 2000.

Denver, Colorado. "Focus on the Future: The Mother-Daughter/Father-Son Programs."  
National Association for Bilingual Education Conference. January 1999.

Dallas, Texas. "Making a Difference: The Mother-Daughter/Father-Son Programs." National Association for Bilingual Education Conference. February 22-24, 1998.

Albuquerque, New Mexico. "Chiapas: pasado, presente y futuro."  
National Association for Bilingual Education Conference. February 3-6, 1997.

Orlando, Florida. "Implement Your Own Summer Science Camp."  
25th Annual International Bilingual/Multicultural Education Conference of the National Association of Bilingual Education. March 12-16, 1996.

El Paso, Texas. "Project Insights: An Inquiry Based Math and Science Program for Limited English Proficient (LEP) Students." 23rd Annual Conference Texas Association for Bilingual Education. "Bilingual Education: The Gateway to Prosperity." November 8-11, 1995.

El Paso, Texas. "Project Insights Summer Science Camp: Kitchen Chemistry, Aviation and More." Emerging Literature of the Southwest Culture. 1st Annual International Conference. The University of Texas at El Paso. October 28-30, 1995.

El Paso, Texas. "Project Insights: Canutillo ISD's Math, Science and Language Initiative." A Conference for Teachers by Teachers: "Together We Shine!" Project BEEMS, College of Education, The University of Texas at El Paso, April 28-29, 1995.

### **SERVICE TO NATIONAL, STATE & LOCAL PROFESSIONAL ORGANIZATIONS & INITIATIVES / AWARDS**

2009-2010 Leadership El Paso Class of XXXI

2008 The University of Texas at El Paso, Outstanding Doctoral Dissertation Award

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2007-present Tax Investment Realignment Zone for City of El Paso  
Co-Chair (Appointed by El Paso Mayor Cook)

2007 Hispanos Triunfadores, Education Award

2006-present Institute for Language Education Policy  
Founding Member

2005-2006 Texas Association for Bilingual Education  
Parliamentarian

2003-2004 Upper Rio Grande Workforce Development Board  
Board Member (Appointed by El Paso Mayor Caballero)

2003-2007 Teachers for a New Era: Carnegie Foundation Grant to UTEP  
Assessment Workgroup & Induction Workgroup Member

2002-present National Network for Educational Renewal—NNER  
Tripartite Council Member

2002-2008 Girl Scouts of the USA  
National Nominating Committee & National Board Member

2003-2004 Kellogg National Leadership Alliance  
Board Member

2002-2005 National Association for Bilingual Education  
Treasurer & Parent Representative

2002-2005 Girl Scouts of the USA  
National Board Member

2001-2003 Texas Association for Bilingual Education  
Public Relations Committee Chair

2000-2008 Community Scholars, Inc.  
Board Member & President

1999-2001 Institute for Servant Leadership  
Board Member

1997-1999 Texas Association for Bilingual Education  
Newsletter Editor

1996-1997 Texas Association for Bilingual Education  
Public Relations Co-Chair

1996-1997 Teachers of English to Speakers of Other Languages  
President

1996 Teachers of English to Speakers of Other Languages  
Council of Presidents/Convener

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- 1995-1998 Kellogg National Fellowship Program  
Fellow Group XV
- 1995 Leadership Development Seminar  
Outward Bound Alumna
- 1993-1995 Teachers of English to Speakers of Other Languages  
Vice President and Executive Vice-President
- 1993 West Texas Writing Project  
Fellow
- 1990 & 1991 Canutillo Independent School District  
Appreciation Award
- 1985-1987 University of Texas at El Paso  
Served on President's Advisory Committee on Women
- 1984 University of Texas at El Paso  
Named in Men and Women of Mines
- 1983 University of Texas at El Paso History Department  
Admitted to Phi Alpha Theta

### **PROFESSIONAL MEMBERSHIPS**

SWABE (Southwest Association for Bilingual Education) 1990-present  
 ILEP (Institute for Language and Education Policy) 2005-present  
 TABE (Texas Association for Bilingual Education) 1990-present  
 NABE (Texas Association for Bilingual Education) 1990-2005  
 TESOL (Teachers of English to Speakers of Other Languages) 1989-present  
 NCTM (National Council for Teachers of Mathematics) 1990-1999  
 ASCD (Association for Supervision and Curriculum Development) 1990-present  
 AAUW (American Association of University Women) 1994-present  
 LWV (League of Women Voters) 1982-present

### **ADDITIONAL TRAINING AND SPECIALIZED CERTIFICATIONS**

Professional Development and Appraisal System (PDAS)  
 Texas School Improvement Initiative (TSII)  
 SPSS 16.0  
 ARC9 GIS

# MICHELLE L. KAIP

## EXPERIENCE

May 2005 – Present **CAMINO REAL HOTEL** El Paso, General Manager. Oversee all aspects of hotel operations and marketing.

October 1998 – May 2005, Director of Sales Responsible for all aspects of hotel room revenues, budgeting, marketing plan and general administrative duties supervising five employees. Working with federal, state and local government group accounts and negotiating airline contracts. Maintain media and community relations. Oversee community projects and publicity.

February 1997 - October 1998, Sales and Public Relations Manager Working with federal, state and local government group accounts. Maintain media and community relations. Oversee community projects and publicity.

September 1995 - February 1997, **COLUMBIA HEALTHCARE CORPORATION**, Community Affairs Coordinator Handled the coordination of division contributions; accepted, evaluated and processed all requests. Served as the governmental relations contact; monitored campaigns, initiated internal grassroots efforts specifically addressing political issues that would drastically impact the health care industry through the direction of the national corporate offices, maintained political profiles and established contacts with key political figures. Directed all aspects of special projects that were community related.

January 1994 - August 1995 **HOLIDAY INN PARK PLACE - DOWNTOWN**, Director of Sales and Marketing Responsible for sales staff and the production of all marketing pieces used to promote the hotel.

September 1988 - January 1994 **The CAMINO REAL PASO DEL NORTE** hotel (formerly the Westin Paso del Norte hotel), Position held included Sales Manager, Account Executive and Special Event Coordinator.

**EDUCATION** Bachelor of Science in Mass Communications/ Public Relations, Boston University, Boston, Massachusetts May 1988. College of Communications

**ACTIVITIES**

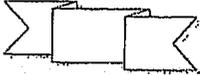
- \*Past President of the Board of Directors, Ronald McDonald House Charities
- \*Member, Association of the United States Army
- \*Member, Greater El Paso Chamber of Commerce
- \*Member, Meeting Professionals International
- \*Member, Hospitality Sales & Marketing Association International

**CONTINUING EDUCATION**

- \*CMP, Certified Meeting Professional (completion July 21, 2001)
- \*Hilton Director of Sales Orientation (completion May 23, 2001)
- \*Dale Carnegie Course (completion June 20, 1995)
  - Human Relations Award
  - Highest Award of Achievement
- \*Hospitality Enrichment Course/University of Houston (completed July 1994)
- \*Holiday Inn Worldwide Sales Manager Course (completed June 1994)

**PERSONAL**

- \* Lived in El Paso for 19 yrs.
- \* Married for fifteen years (spouse; Galen)
- \* Two children (Levi, 11 yrs. & Dallas, 9 yr.)
- \* Member of St. Clement's Church

	<p style="text-align: center;"><b>PERSONAL RESUME</b></p> <p style="text-align: center;">  </p> <p style="text-align: center;"><b>ELVIA G. HERNANDEZ</b></p>	
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**WORK EXPERIENCE**

1993-Present

***Self-employed—Tigress Enterprises***

- Special Events Coordinator
- Public Relations
- Tourism & Convention Coordinator
  
- Jan., 2007—LULAC PROJECT AMISTAD Special Events and Marketing Director  
 1501 Arizona Ave. Building 10-A  
 El Paso, TX 79902  
 (915) 533-3188

Jan., 2005-August 2006 ----- Cliff Inn Hotel ----- El Paso, TX

***Special Events & Sales Manager***

1996-2000 ----- City of El Paso ----- El Paso, TX

***City Council Representative for District #8 (Elected Official)***

- Lead one of five teams to Washington, D.C. to secure \$100,000.00 from Empowerment Zone Funding
- Organized 1<sup>st</sup> Annual Downtown Children's Christmas Light Parade
- Organized City of El Paso Millennium Celebration

1994-1996 -----El Paso Hispanic Chamber of Commerce-----El Paso, TX

***Director of Tourism and Conventions***

- Appointed Delegate to first White House Tourism Conference by Congressman Ronald Coleman
- Coordinator of the 1<sup>st</sup> Annual International Mariachi Festival (1996), an educational and cultural event attended by 30,000 people
- Brought over 25 million dollars in convention and tourism business to El Paso

- **Convention Coordinator for MAES (Mexican -American Engineers and Scientists) State Conference**

1993-1994----- El Paso Diablos Baseball Organization -----El Paso, TX

**Assistant General Manager and Director of Group Sales**

- **Bolstered attendance and regional exposure of El Paso's premier minor league baseball team**
- **Coordinator for Mexican media and community public relations liaison**

1986-1993 -----Midland Hispanic Chamber of Commerce----- Midland, TX

**President/CEO**

- **Raised membership from 65 members to 380 members**
- **Founder of Annual Mex-Tex Menudo Cook-Off**
- **Founder of Midland Partners in Education, Adopt-a-School Program, and Step Up to Success Educational Program**
- **Traveled throughout the country promoting conventions, tourism and new business for Midland**
- **Coordinator of 1988 Texas Assn. of Mexican-American Chambers of Commerce State Convention which set a record for attendance**
- **Generated 1.9 million dollars in housing funds to the Midland area for low income and senior citizen housing**

**CIVIC INVOLVEMENT**

- **Current District Director for El Paso LULAC councils, District IV**
- **Former President of Ladies LULAC Council # 9 and Council # 4329**
- **Board member of LULAC Project AMISTAD**
- **Chairperson of 1<sup>st</sup> Annual "Papeleros With A Purpose" fundraising project**
- **Vice-president LULAC Education Fund of Texas (L.E.F.T.)**
- **Board Member of the El Paso International Museum of Art**
- **Former member of Board of the Metropolitan Planning Organization**
- **Former member of the National League of Cities**
- **Former member of El Paso Convention and Visitors Bureau Advisory Board**

- **Member of El Paso Hispanic Chamber of Commerce**
- **Member of Central Business Association**
- **Member of Union Plaza Project Task Force**
- **Former member of Board of Directors for Mission Trails Association**
- **Former member of CREA Task Force (Tourism Comm.)**
- **Member of LULAC Hispanic Women's Network of Texas**
- **Former member of Women's Department of the Greater El Paso Chamber of Commerce**
- **Former Board member of Project Bravo**
- **Former Board member of Project Blueprint, United Way (Midland, TX)**
- **Former member of City Special Task Force Community Issues (Midland, TX)**
- **Former Head of Downtown Revitalization Effort and Beautification of Central Business District (Midland, TX)**

## **HONORS AND AWARDS**

- **Recipient of the City of El Paso CONQUISTADOR AWARD**
- **Inducted into the EL PASO DEMOCRATIC PARTY HALL OF FAME—2004**
- **Inducted into the EL PASO WOMEN'S COMMISSION HALL OF FAME--2000**
- **1998 REACH Award Nominee for YWCA**
- **1997 "MADRINA" AWARD from El Paso Del Norte Folklorico Assn.**
- **1997 National Women of the Year IMAGE AWARD (IMAGE of El Paso)**
- **1996 BRILLANTE AWARD awarded by TEXAS HISPANIC MAGAZINE as one of the TOP 75 MOST INFLUENTIAL HISPANICS IN TEXAS**
- **1996 AMIGO AWARD (Recognition given by MAES)**
- **1992 Awarded KEY TO THE CITY of MIDLAND, TX**

- **1985 WOMAN OF THE YEAR awarded by AMERICAN BUSINESS WOMEN ASSN.**
- **1984 LULAC COUNCIL #4329 DISTRICT & STATE PRESIDENT OF THE YEAR**
- **1984 LULAC COUNCIL #4329 DISTRICT & STATE COUNCIL OF THE YEAR**

#### **LIFETIME ACHIEVEMENTS**

- **Proud mother of 2 sons and 2 daughters**
- **Proud grand-mother ("Guela") of 9 grandchildren**

# BONNIE S. Y. ESCOBAR

## MANAGEMENT AND ORGANIZATIONAL EXPERIENCE

- Strong supervisory skills with a "take charge" attitude, while instilling a teamwork environment
- Administered these Human Resource functions: hiring, evaluation, compensation, discipline and termination
- Efficiently administered operating budgets
- Annual planning and development of departmental goals and objectives to include long range planning
- Served as Chief Development Officer and Chief Operating Officer of the Greater El Paso Chamber of Commerce Foundation
- As chief officer for the Government Relations division managed the effective research, promotion and administration of government relations involving more than 500 volunteers, 70 partners and 20 programs

## COMMUNICATION AND INTERPERSONAL SKILLS

- Exceptional communication, organizational and analytical skills with unique ability to motivate others
- Superlative public speaking skills and ability to address diverse audiences
- Excellent organizing skills emphasizing non-traditional coalitions resulting in Empowerment Zone designation
- Recruited & trained volunteer leadership and staff to carry out annual business plans
- Experienced trainer, counselor & advocate for program participants & the local Latino community
- Have presented more than 50 speeches at the local, state and national levels

## FUND DEVELOPMENT AND OVERSIGHT

- Strong grant writing skills that have resulted in more than \$2 million in one year
- Experience in managing non-profit capital campaigns that have raised nearly \$3 million
- Responsible for all Chamber development activities and functions, to include coordination of the Annual Dinner, the activities of the Foundation, the Annual Investor Campaign, Communications & Marketing, and the development of the corporation's image and brand identity.
- Responsible for the motivation of volunteers, training and supervision of staff, and to support both the development of the Chamber Annual Business Plan, and long range and strategic planning

## ADVOCACY AND COMMUNITY OUTREACH

- Keen advocate whose lobbying efforts have resulted in millions for the community
- Extensive experience in designing and implementing training programs that focus on public policy issues.
- Proven results in advocating for Latino and women's issues in the public arena
- Provided leadership to Legislative and Community Development operations for the business sector.
- Responsible for lobbying a defined local, state and federal business agenda, working in collaboration with public & private organizations, taking the lead in bringing these diverse interests together
- Advocated for and pursued appointments of Latinos to public, private, & non-profit boards & commissions

## EDUCATION

Masters in Public Administration, University of Texas at El Paso  
Bachelor of Science in Criminal Justice, University of Texas at El Paso

1997  
1985

## PROFESSIONAL EXPERIENCE

- MJD & Associates** **3/2003 to present**  
**Managing Partner** **El Paso, Texas**  
**Services Provided:** Serve as a consultant to local non-profit agencies on topics of management, fund development, grant writing and management and advocacy. Have been contracted by 8 agencies locally and have assisted in raising nearly \$3 million dollars.
- University of Phoenix** **6/2000 to 2007**  
**Course Instructor** **Santa Teresa, New Mexico**  
**Services Provided:** Teach Local and State Government courses
- Housing Authority of the City of El Paso** **8/2002 to 2/2003**  
**Grant Writer** **El Paso, Texas**  
**Key Accomplishment:** Served as the chief grant writing specialist on staff. In the six months of employment, wrote 3 successfully funded grants that totaled nearly \$1 million dollars.
- Greater El Paso Chamber of Commerce** **3/2001 to 5/2002**  
**Senior Vice President, Corporate Development** **El Paso, Texas**  
**Key Accomplishment:** Successfully identified grant funding opportunities that fit into the Chamber's long term strategic plans which resulted in \$2.1 million grant funding in one year.
- Greater El Paso Chamber of Commerce** **12/95 to 3/2001**  
**Senior Vice President, Government Relations** **El Paso, Texas**  
**Key Accomplishments:** Served as chief liaison for El Paso's Community Legislative Agenda with 70+ public and private organizations. This resulted in 100's of millions in additional revenue for El Paso. Solely developed, implemented and hosted the 1st El Paso Legislative Weekend that involved 33 legislators from Texas, New Mexico and Mexico. Spearheaded advocacy efforts for El Paso EZ, that resulted in designation in January 1999.
- Mexican American Legal Defense and Educational Fund (MALDEF)** **11/91 to 11/95**  
**El Paso Leadership Director** **El Paso, Texas**  
**Key Accomplishment:** Developed and implemented both a basic and advanced leadership program that serves the diverse needs of the El Paso community. Advocated for and saw the placement of more than 40% of program participants on boards & commissions.
- University of Texas at El Paso** **7/89 to 11/91**  
**Interim Director, Student Programs and Leadership Development** **El Paso, Texas**  
**Key Accomplishment:** Gained extensive experience in the administration & management of student activities/programs, established the first leadership development center, and organized the first UTEP Woman's Leadership conference.
- University of Texas at El Paso** **10/87 to 7/89**  
**Student Development Specialist, Student Programs Office** **El Paso, Texas**  
**Key Accomplishment:** Was instrumental in implementing new strategies for the annual Leadership Retreat. Leadership capabilities led to promotion as Interim Director of Student Programs & Leadership Development. Proficient with computers for purposes of publicity, newsletters, databases, & spreadsheet capabilities.
- Internal Revenue Service** **10/85 to 10/87**  
**Supervisory Control Clerk:** **Austin, Texas**  
**Key Accomplishment:** Contributed major sections of the new and revised Employee Handbook/Manual, which was completed in May '87. Instructed entire division on the use of new computer procedures & manuals. Received a Sustained Superior Award from the IRS Commissioner in March '87.
- St. Edward's University** **10/85 to 1/87**  
**Student Activities Assistant:** **Austin, Texas**  
**Key Accomplishments:** Developed a handbook for the Student Government and student organizations. Developed and designed a book to highlight all registered student organizations on campus.

**AWARDS AND ACCOMPLISHMENTS**

Estrella Award, Hispanic Women's Network of Texas	2004
Nominated as "Reach Award" Recipient	1999 & 1997
Recognized as "One of Ten Business Leaders to Watch" by the El Paso Times	1997
Leadership Texas Participant, Class 9	1994
"Orgullo Hispano", Outstanding Achievement for Hispanic Community, KINT Channel 26	1994
El Paso Times Notables of the Year in Community Work	1993
National Women's History Month, Unsung Heroine	1992
El Paso Times Hispanic Women to Watch	1992
IRS Sustained Superior Performance Award	1987
Outstanding Young Women of America	1985

**BUSINESS AFFILIATIONS**

Tax Increment Reinvestment Zone (TIRZ) Board, City of El Paso	2007 to present
Paso del Norte Group member	2006 to present
Association of Fundraising Professionals	2005 to present
Greater El Paso Chamber of Commerce member	2002 to present
El Paso Hispanic Chamber of Commerce, member	1991 to 1995
- Board of Directors, 1992 to 1994	

**COMMUNITY SERVICE**

El Paso Holocaust Museum and Study Center, Board member	2007 to present
El Paso Symphony Orchestra, Board member	2003 to 2009
Greater El Paso Chamber of Commerce, Board member	2002 to 2005
Paso Del Norte YWCA	2002 to present
- Board of Directors, installed 2005	
- Board Secretary, at present time	
El Paso Empowerment Zone Corporation, Board of Directors	1999 to 2002
- Board Chair, 1999	
Junior League of El Paso	1999 to 2007
Visiting Nurses Association, Board of Directors	1996 to 1999
Rio Grande Girl Scouts Council, Board of Directors	1995 to 1998
Project Change, Task Force Member	1995 to 2000
Executive Forum, member	1994 to present
-Board of Directors, 1997	
El Paso Community College, Northwest Center Community Advisory Board	1994 to 1997
El Paso Times Editorial Board Community Representative	1993
El Paso Community Foundation, Plaza Theater Restoration Board of Directors	1992 to 1993
El Paso Public Library Board Association, Board of Directors	1992 to 1997
KCOS Public TV, Community Advisory Board	1992 to 1993
City of El Paso Charitable Solicitations Commission	1990 to 1993
Hispanic Women's Network of Texas, member	1990 to present
- Chapter President, 1995 to 1997	
- State Convention Chair 1997	
Texas Women's Political Caucus Executive Committee	1988 to 1992
- Regional Vice-Chair, 1988 to 1992	
American Heart Association	1987 to 1990
- Speakers Bureau Chairperson, 1987-88	
- Community Task Force Coordinator, 1988-90	
El Paso Women's Political Caucus	1987 to 1992
Chi Omega Sorority Alumnae Association, member	1986 to present
El Paso Commission for Women, member & founder	1986 to present
Mexican American Women's National Association	1983 to 1988

**PUBLIC PRESENTATIONS**

Panel Speaker, "Getting Appointed to City Boards and Commissions", El Paso Commission for Women, February 1992

Guest Speaker, Ysleta Independent School District Career Day, Ysleta Elementary, April 28, 1992

Guest Speaker, "Leadership Development", Guatemalan Agricultural Student Training Program, January 11, 1993

Panel Speaker, Mother-Daughter Program Career Day, The University of Texas at El Paso, 200 young women, January 30, 1993

Keynote Speaker, "Addressing Diversity in the Workplace", IAAM District VI Mid-Winter Conference and El Paso Convention & Performing Arts Center, March 2, 1993

Panel Speaker, "Women at Work: Opportunities, Leadership, and Balance", Sun Towers Behavioral Health Center and El Paso Community College, 100 participants, June 24, 1993

Guest Speaker, "MALDEF Leadership Development Program", Federal Executive Association quarterly meeting, August 17, 1993

Workshop on "Developing Your Power Bases", Texas Association of Chicanos in Higher Education, El Paso Community College,

Workshop on Leadership Skills, Thomason Hospital, Health Careers Program for Area Youth, 21 participants, September 29, 1993

Guest Speaker, The University of Texas at El Paso, Border Politics Honors Class, February 14, 1994

Workshop on "Nuts and Bolts of Advocacy and Coalition Building", El Paso Public Library, February 26, 1994

Panel Speaker, "Women and the Border Economy", NAFTA Forum Series, El Paso Community College, March 10, 1994

Keynote Speaker, Women's History Month Program, "Leadership Opportunities in El Paso", United States Department of the Interior, Bureau of Reclamation, March 24, 1994

Keynote Speaker, Federally Employed Women (FEW), White Sands Missile Range, Three Crosses Chapter, 25 members, April 14, 1994

Keynote Speaker, "Developing Personal Power", American Marketing Association, June 15, 1994

Workshop on "Developing Personal Power", Employee Training for the El Paso Convention & Performing Arts Center, July 13, 1994

Panel Speaker, "Women's Ways of Leading", The University of Texas at El Paso, 100 Community participants, October 11, 1994

Workshop on "Vision Building", The University of Texas at El Paso, Emerging Leaders Program, 50 participants, October 15, 1994

Workshop on Political Involvement, Ysleta High School Student Leadership Conference, 125 participants, March 4, 1995

Guest Speaker, "Community Involvement Made Easy for Parents", Ysleta High School Parent Night, 100 participants, April 27, 1995

Keynote Speaker, "Community and Schools: Involvement is the Key", Ysleta Teachers Association Community Relations Dinner, May 11, 1995

Keynote Speaker, "The Challenge of Leadership", Asociacion de Lideres Mexico Americanos (ALMA) Annual Dinner, September 16, 1995

Guest Speaker, Inauguration for the University of Texas at El Paso Public Policy Center, "The Impact of the 1996 Elections on Legislative Initiatives that Impact El Paso", UTEP, 200 participants, November 11, 1996

Keynote Speaker, "Leadership and Latinas: Challenges and Opportunities", Texas Women's University, Hispanic Heritage Week Activities, 100 participants, September 30, 1997

Panelist, "The Politics of Infrastructure", UTEP Border Economic Conference, October 22, 1998, 100 people

ELMA R. CARRETO

**OBJECTIVE:** Continue my commitment to the City of El Paso and encourage quality of life, economic development and the general welfare of this community.

**Qualified by:**

- Registered Stockbroker - Interned with Dean Witter in the New York City (World Trade Center) spring of 1994.
- Five years of banking and sales experience with trustworthy responsibility for account management, customer needs analysis, presentation and negotiation.
- Proven marketing ability for effectively analyzing markets, targeting areas of highest returns, and developing strategies to attain sales goals.
- Five years of real estate development and construction management experience.
- Currently serving on the City Plan Commission for the city of El Paso.
- Fluent in Spanish.

**Work Experience:**

7/98 - Present

**The Broker Company**

General Manager - Responsible for the management of The Broker Company and all its affiliates, which entails management of staff, sales and marketing, leasing, real estate development, construction manager, property management, accounting and cash manager.

10/95 - 7/98

**SC Group**

Cash Management Analyst - Responsible for daily cash processing including reconciliation, cash positioning (daily forecast), investing/borrowing, internal and external electronic funds transfers (disbursements, wire, ACH, foreign exchange, international wires and auto debits) and report creation. Also responsible for managing bank services and accounts for our corporate customers (Security Capital Group, Security Capital Industrial Trust, Security Capital Pacific Trust, Security Capital Atlantic and Homestead Village Incorporated) through bank account analysis reviews and bank relations.

10/94 - 9/95

**Farah U.S.A. Inc.**

Corporate Executive Assistant to the CEO - Represented the President in all endeavours. Organized and coordinated all major sales meetings, and marketing conventions such as Market-Week in New York City, M. A. G. 1. C. in Las Vegas, and Pre-Line Shows.

5/89 - 10/94

**NationsBank (Bank of America)**

Account Executive (9/93-10/94) Head stockbroker and manager for the El Paso office for NationsSecurities.

Loan Officer (5/92-9/93) Responsible for account retention and developing new business. Qualified customers for mortgage loans, home improvement loans, small business loans, and automobile loans. Promoted to Account Executive.

International Banking Officer (5/89-5/92) Responsible for account retention and developing new business for international customers. Travelled to Mexico to solicit new business. Portfolio consisted primarily of accounts in Mexico, but included accounts from England, Japan and Argentina. Promoted to Loan Officer.

**EDUCATION:**  
1984-1989

*University of Arizona, Tucson, AZ*

Bachelors of Science in Business Administration with a major in Finance

# JOSE LUIS CARBONELL

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## EDUCATION

**St. Mary's University School of Law, San Antonio, Texas**

Juris Doctor May 2002

GPA – JD: 3.0 (Top 25% = 2.97)

**St. Mary's University School of Business & Administration, San Antonio, Texas (AACSB Accredited)**

Masters in Business & Administration, *Distinguished Graduate*

GPA: 4.0 December 2001

- Beta Gamma Sigma International Honor Society
- MBA Dean's List, Fall 1998, Spring 1999

**St. Mary's University, San Antonio, Texas (AACSB Accredited)**

**Innsbruck University, Innsbruck, Austria**

Bachelor of Business Administration in International Business

GPA: 3.53 May 1998

- The National Dean's List - 1997-1998, 1998-1999
- Dean's List, Highest Honors Spring 1998, Fall 1997; Honors Spring 1995 & 1997
- Minority Legal Scholars Program, 1997

## BAR LICENSE

State of Texas, 2002

## LEGAL EXPERIENCE

**Scott, Hulse, Marshall, Feuille, Finger & Thurmond, P.C., El Paso, Texas (September 4, 2002 – Present)**  
*Associate Attorney*

- International, Corporate and Commercial
- International
  - Cross-border transactions – assist U.S. clients in business transactions in Mexico, such as *maquiladora* operations, shelter agreements, formation of business entities and the purchase of real estate in Mexico
  - Represent foreign clients in business investments in the U.S.
  - International Mergers & Acquisitions – draft agreements and conduct due diligence
  - Draft and negotiate international agreements
  - Immigration – business and family visas
  - Customs – general import/export matters, export licenses, export compliance manuals and represent clients in seizure procedures before U.S. Customs and Border Protection
  - Represent a client obtaining a loan from the Overseas Private Investment Company (OPIC)
  - Coordinate with Mexican attorneys in various international transactions
- Corporate and Commercial
  - Formation and corporate organization of domestic business entities
  - Draft and negotiate various kinds of business agreements
  - Draft and negotiate loan documents for bank clients
  - Mergers & Acquisitions – draft agreements and conduct due diligence
- Research and write Legal Memoranda on various legal issues in the above practice areas
- Assist the firm in business development for new office in San Antonio and in developing an international law practice

**Baker & McKenzie, Abogados, S.C., Monterrey, Nuevo León, México** (July 9, 2001 – August 9, 2001)

*Law Clerk/Pasante*

- International, Corporate and Mergers & Acquisitions
- Participate in a Due Diligence relating to an International Merger & Acquisition
- Assist Mexican attorneys in corporate formation of Mexican entities
- English/Spanish translations

**Scott, Hulse, Marshall, Feuille, Finger & Thurmond, P.C., El Paso, Texas** (May 24, 2001 – July 6, 2001)

*Law Clerk*

- International, Corporate, Tax, Estate Planning, and Commercial Litigation
- Drafted an International Distribution Agreement, which involved researching and implementing appropriate business and tax planning strategies for the client
- Researched and wrote Legal Memoranda on various legal issues in the above practice areas

**Baker & McKenzie, Attorneys at Law**

*Law Clerk/Summer Associate* (May 2000 – August 2000)

**San Diego, California Office** (June 2000 – August 2000)

- International, Corporate, Labor and Employment, and Litigation
- Researched and wrote Legal Memoranda on corporate formation
- Drafted Resolutions and Powers of Attorneys for domestic and international clients
- Coordinated with Baker & McKenzie offices around the world on various projects
- Assisted litigation group in preparing for depositions and arbitration proceedings

**Tijuana, Baja California, México Office** (August 2000)

- Assisted Mexican attorneys in drafting international contracts
- English/Spanish translations

**Houston, Texas Office** (May 2000 – June 2000)

- International, Corporate, Special Projects, and Litigation
- Assisted attorneys in reviewing and drafting international agreements
- Researched oil and gas issues for projects in South America
- Researched and wrote Legal Memoranda on domestic and international contract issues

**Baker & McKenzie North American 2000 Summer Associate Meeting, Chicago, Ill.**

- Met with summer associates of all the Baker & McKenzie North American offices
- Attended writing and teamwork/teambuilding seminars

## **PROFESSIONAL AFFILIATIONS**

**The Paso Del Norte Group**

**World Trade Center El Paso/Juarez**

- Member of the Board of Directors (November 2002 – Present)
- Vice Chairman of the Board of Directors (December 2004 – December 2005)
- Secretary of the Board of Directors (November 2003 – November 2004)

**State Bar of Texas**

**American Bar Association**

## **LECTURES & SEMINARS**

Lectures on the Legal Aspects of Doing Business in Mexico from a U.S. Perspective

Lecture on U.S./Mexico Comparative Law

Universidad Panamericana de Guadalajara, Guadalajara, Jalisco, México (September 2002)

## **LANGUAGES**

Bilingual – English (native), Spanish (native)



- Coordinated with other departments, the nursing unit financial/business systems.
- Coordinated purchases of capital equipment with Nurse Managers.
- Supported the preparation of the operational budgets.
- Served as a resource to nurse managers, assistant administrators, and chief nursing officer in development of business plans/Performa for new patient care services.

*Accountant -Accounts Payable*

- Assured accounting records were prepared/maintained in accordance with hospital's accounting policies, chart of accounts and related principals/practices.
- Reviewed monthly expenses/accruals and prepared monthly journal entries for general ledger account reconciliation.
- Implemented new materials management and accounts payable system for the hospital. Trained all accounts payable staff.

1992 - 1993      Valley Industries, Inc.      El Paso, Texas

*Accountant*

- Prepared and posted all sub ledgers for fiscal year end close.
- Prepared all bank reconciliations for two fiscal years.
- Prepared all work papers for internal audit and corporate tax returns.

1988 - 1991      I. Air Systems, Inc., El Paso Stainless Steel Fabricators Inc.,  
Visual Enterprises, Inc., and Bisali Inc.      El Paso, Texas

*Accounting Manager*

- Oversaw daily operations of accounting offices, which included supervision of 7 employees in various locations.
- Responsible for all Accounts Receivable, Accounts Payable, and Payroll.
- Prepared all quarterly and year-end tax reports to include sales tax, 941, unemployment tax, and franchise tax.
- Prepared monthly, quarterly, and year end financial statements.
- Prepared internal cost analysis for all jobs completed and in progress.
- Converted manual accounting systems to computerized automated systems.

1987 - 1988      Richard Goldberg, CPA      El Paso, Texas

- Staff Accountant.

**CIVIC AFFILIATIONS**

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2001 to present-*Junior League of El Paso*  
 2004 to present-*President Manhattan Heights Neighborhood Association*  
 2003 and 2005- *American Cancer Society Relay for Life*  
 2004 to present - *Crockett PTA*  
 2005 to present - *Building & Standards Commission -City of El Paso*

**EDUCATION**

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1986      University of Texas at El Paso  
*Bachelor Business Administration-Accounting*

REFERENCES

MARIA ONTIVEROS - DIRECTOR OF OPERATIONS

KENT GILES-CHIEF FINANCIAL OFFICER

JANINA PRADA-DIRECTOR-INFORMATION SYSTEMS

# LETICIA PÁEZ

## PROFESSIONAL OBJECTIVE

A challenging leadership position in an environment where professional experience, educational credentials, acquired expertise and well-developed personal attributes can be fully utilized; desire a position offering challenge and responsibility in serving others with the opportunity for career growth.

## SUMMARY OF QUALIFICATIONS

Have gained extensive experience in a diverse range of managerial, administrative, and personnel supervisory positions of responsibility in several challenging settings. Twenty six years experience in organizational development, marketing, fund raising, program implementation, personnel administration, grant proposal writing/administration, fiscal management, public relations and community development. Work effectively with all segments of the University community and the larger community of El Paso developing and sustaining collaborative partnerships.

Hold a Master of Arts Degree in Sociology and Master Degree in Public Administration from the University of Texas El Paso. Fluent in English and Spanish languages with well-developed oral and written communication ability. Possess well-developed organizational, communications, and interpersonal skills. Accustomed to working independently without supervision.

Personal attributes offered to a challenging leadership position include resourcefulness, creativity, loyalty, , fast-paced learner, exceptional leadership and interpersonal skills, team player, entrepreneur, dynamic personality, inclusive and collaborative decision-making leadership, extensive experience in community outreach and partnership development. Work extremely well in environments which pose challenges based on ambiguity and the need for strategic thinking. Interested in working with systems to bring about policy change aimed at enhancing the lives of the most in need, disenfranchised and underserved populations.

Professional work and accomplishments have been featured in Texas Monthly Magazine, Hispanic Business, Hispanics in Nursing Magazine, Chronicle of Philanthropy, Community Health Funding Report, and University of Chicago (Illinois) Leadership Story series.

## WORK EXPERIENCE

### UNIVERSITY OF TEXAS AT EL PASO COLLEGE OF HEALTH SCIENCES-EL PASO, TEXAS

*Assistant Dean for Community Affairs, College of Health Sciences (February 2005-present)*

Responsible for the development of community-based clinical education sites for students, provide grant administration support for faculty research activities, develop and support Post Doctoral program related activities, assist faculty with development of community-based affiliation agreements, management of community-based grant programs, and coordination of college-wide community based activities.

### UNIVERSITY OF TEXAS AT EL PASO COLLEGE OF HEALTH SCIENCES-EL PASO, TEXAS

*Special Assistant to the Associate Dean and Director, School of Nursing, (September 2004-January 2005)*

Responsible for the coordination and linkages of community resources in support of faculty educational and research activities, provide grant writing support to faculty, initiate plans and funding mechanisms for School of Nursing special projects, develop new linkages for international educational, clinical and research opportunities and provide administrative support as needed.

### UNIVERSITY OF TEXAS AT EL PASO INSTITUTE FOR BORDER COMMUNITY HEALTH EDUCATION – EL PASO, TEXAS

*Director, (March 94 – August 2004)*

Primary responsibility is the development and sustainability of partnership between the University of Texas El Paso, Texas Tech Health Sciences Center and the County of El Paso. Responsible for directing a multidisciplinary team of health care professionals, faculty, and support staff to enhance clinical education

for health professions students. Responsible for development of health policy plan and funding mechanisms to meet project goals. In accordance with partner institutions MISSION(s), direct and oversee the development of a community-based health care service system to meet the needs of medically underserved populations.

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER – EL PASO, TEXAS**  
HEALTH EDUCATION TRAINING CENTER ALLIANCE OF TEXAS – EL PASO, TX  
*West Region Administrator-Operation, (October 90 - February 94)*

Responsible for development of community based health professions training in 85 U.S. - Mexico border counties. Duties involved development of customized community intervention strategies utilizing lay community techniques, assisting with the development, design and implementation of needs assessment and community based leadership training, development of clinical education curriculum and training sites, coordination of health professions manpower recruitment and retention activities, serving as community liaison to health professions school within region, facilitating program evaluation, assisting with grant-writing to external funding sources and fiscal management.

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER – EL PASO, TEXAS**  
AREA HEALTH EDUCATION CENTER – EL PASO, TX  
*Associate Director - Educational Planning, (April 86 - February 94)*

Responsible for community development, policy implementation, and program implementation in all health professions education areas, continuing education, and learning resources. Assisted Project Director with programmatic responsibilities of Paso del Norte AHEC and Odessa AHEC programs.

**TEXAS TECH SCHOOL OF NURSING KARE NET PROJECT – EL PASO, TEXAS**  
*Site Director - Centro de Salud Familiar La Fe, (April 86 - September 91)*

Responsible for program development and implementation, personnel supervision, administration, grant proposal writing, fiscal management acquisition of external funding, and inter-project linkages and coordination with Community Health Center.

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER – EL PASO, TEXAS**  
AREA HEALTH EDUCATION CENTER – EL PASO, TX  
*Field Coordinator, (March 85 - April 86)*

Responsible for identification and coordination of community health resources to be utilized as educational training sites for medical, nursing, and allied health students. Responsible for development and implementation of corporate structure for two non-profit medical education centers. Served in the position of community development liaison.

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER – EL PASO, TEXAS**  
DEPARTMENT OF PEDIATRICS – EL PASO, TX  
*Behavioral Science Coordinator, (October 82 - March 85)*

Responsible for the Department of Pediatrics Behavioral Sciences Programs. Primary duties involved the development and coordination of community pediatrics programs and establishment of linkages between public and private organizations. Developed curriculum and initiated community based education programs for medical students. Assisted medical faculty with research as assigned.

## **EDUCATION**

UNIVERSITY OF TEXAS AT EL PASO  
*M.P.A., Public Administration, 1987*  
*M.A., Sociology, 1976 (Minor in Education)*  
*B.S., Criminal Justice, 1974 (Minor in Sociology)*

## PROFESSIONAL INTERESTS

Economic & community development issues, Public policy (special emphasis on U. S. /Mexico Border), Multicultural diversity programming, Program development (special emphasis on underserved populations), Health professions education, Hispanic health issues, Leadership development, Organizational Effectiveness, and Health Disparities

## PROFESSIONAL CONSULTATION WORK

University of Illinois Chicago Campus – Leadership Faculty  
Rockefeller Brother Fund - Leadership Mentor /Interviewer  
W.K. Kellogg Foundation - KNFP Consultant  
Merit Reviewer for U.S. Department of Health and Human Services - Special Initiative Applications  
Merit Reviewer for USDHHS Office of Rural Health Policy  
U.S. Congress-Office of Technology Assessment - Adolescent Health Issues Advisory Committee Member  
Congressional Advisory Panel on Health - Appointed by U.S. Congressman Silvestre Reyes  
Texas Comptroller John Sharp Task Force - Bordering the Future: Challenge & Opportunity  
Windrock International - International Leadership Development Consultant  
Project Consultant for The Circle - D.H.H. S. Study on Health Care Delivery and Medical Education

## PROFESSIONAL AND CIVIC ORGANIZATION MEMBERSHIPS

El Paso County Risk Pool, (Appointed by County Judge D. Briones)	2005-2007
President, YWCA of the USA	2001 – 2002
Upper Rio Grande Workforce Development Board (Mayoral Appt.)	1998 – present
El Paso Community College Foundation Board of Directors	2000 – present
National YWCA Convention Co-Chair	1998
National YWCA Board Vice President Western Region	1996 – 1998
City of El Paso Emergency Medical Services Board (appointed position)	1993 - 1995
Greater El Paso Chamber of Commerce Executive Board (elected position )	1992 – 1995
National YWCA Board of Directors	1992 – 1995
El Paso YWCA Board of Directors , President (elected position)	1991 - 1993
National YWCA Nominating Committee (elected position)	1991 - 1995
United Way Funding /Allocations Committee (appointed position)	1993
Mayor's Hispanic Roundtable (appointed position)	1990 - 1991
Lower Valley Health Care Task Force (appointed position)	1989 - present
University of Texas El Paso Professional Women's Network	1985 – present
Leadership El Paso Class 8	1985 – 1986
Texas Rural Health Association	1985 – 1986
Hispanic Health Issues Task Force (Past Chairman)	1985-1986
National Council for International Health (Member)	1984-1985
El Paso City-County Health Issues Steering Committee (Chairperson)	1984-1985

## MOST RECENT PROFESSIONAL HONORS AND AWARDS

President's Advisory Committee on Women	2005-2007
UTEP AWARE (Appointed position)	2005
Named to the 2001 One Hundred (100) Most Influential Hispanics Listing	
El Paso Women's Hall of Fame (Inductee)	1997
Texas Commission for Women (Gubernatorial Appointment)	1995
Texas Quadricentennial Commission (Gubernatorial Appointment)	1995
W.K. Kellogg Foundation Fellowship	1989 – 1992
U.S. Department of Health and Human Services Secretary's	
Council on Health Promotion and Disease Prevention (Appointed position)	1992 – 1994
El Paso Women's Hall of Fame Nominee	

1991

Traveled extensively in Chile, Ecuador, China, Brazil, Indonesia, France, Italy, Ireland, Switzerland, Spain, Africa, Austria, Hungary, and Germany.

# JOEL ARRIGUCCI

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## PROFESSIONAL EXPERIENCE

**Homeless Outreach Coordinator**  
**Department of Veterans Affairs**

4/2006-Present  
El Paso, Texas

Oversee all aspects of Healthcare for Homeless Veterans, including special needs outreach program, transitional housing program, and all aspects of services available to veterans through the Veterans Administration. Provide clinical services to homeless veterans.

**Clinical Therapist**  
**Department of Veterans Affairs**

2/2005-Present  
El Paso, Texas

Provided outreach services to military veterans that suffer from mental illness. Conduct homeless assessments and formulate treatment plans. Refer veterans to VA clinic for medical, psychiatric, and substance abuse treatment, accordingly. Provided intensive case management to insure treatment compliance and relapse prevention. Helped veterans with benefit application process. Linked veterans to affordable housing and housing resources, including the Housing Authority of El Paso and HUD.

**Clinical Therapist**  
**CHILD PROTECTIVE SERVICES (contract basis)**

9/1996-5/2005  
El Paso, Texas

Provide in-home psychotherapy on a wide range of issues including marital, family, and individuals. Conduct psychosocial assessments and formulate treatment plans. Refer clients to psychiatrists, psychologists, or outside agencies for further assistance in accordance with psychosocial assessment. Testify in court regarding welfare of children. Resource for schools, CPS caseworkers, and family law judges on psychosocial issues dealing with child abuse and welfare.

**In-Patient Psychotherapist**  
**EL PASO PSYCHIATRIC CENTER**

3/1997-2/2005  
El Paso, Texas

Provide psychosocial assessments for patients. Provide individual and family therapy for patients --from children to elderly. Facilitate treatment groups with diverse populations, as assigned, on a daily basis. Collaborate as a treatment team member, twice weekly, to assess the treatment progress and the discharge date of each patient. Developed a resource directory. Refer patients to diverse services and placements as needed upon discharge.

**Intake Supervisor**  
**EL PASO MENTAL HEALTH MENTAL RETARDATION CENTER**

6/1996-9/1996  
El Paso, Texas

Supervised a team of professional intake specialists that screened children and adolescent clients for program eligibility. Ensured intake and program compliance with state mandates and guidelines. Oversaw outreach counseling services to public schools, El Paso County Juvenile Detention Facility, and underserved communities.

# JOEL ARRIGUCCI

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**Out-Patient Psychotherapist**

9/1996-3/1997

**WILLIAM BEAUMONT ARMY MEDICAL CENTER**

El Paso, Texas

Performed individual, marital, and family therapy to military dependants and retirees. Strong voice in weekly treatment team meetings to develop and implement treatment plans. Facilitated survivors of incest women's group.

**Director of Professional Service**

1995-1996

**FAMILY SERVICE OF EL PASO**

El Paso, Texas

Provided management, direction, and administration to all programs offered by Family Service. Ensured highest levels of quality control, accountability, and cost-effectiveness of programs. Facilitated meetings with therapists to formulate and develop therapy plans. Ensured contractor compliance with stipulations to ensure actualization of service goals. Kept abreast of therapists' caseloads.

**Post Adoption Program Director**

1994-1995

**FAMILY SERVICE OF EL PASO**

El Paso, Texas

Ensured the acquisition of services for families that have adopted children through the State of Texas adoption program. Established and maintained systems within the agency which supported the mandate and guidelines of the Post Adoption Program contract with the State of Texas. Networked with colleagues around the state of Texas to ensure programs are providing the latest service solutions.

## PROFESSIONAL MEMBERSHIPS

Member, ACADEMY OF CERTIFIED SOCIAL WORKERS

Qualified Clinical Social Worker, NATIONAL ASSOCIATION OF SOCIAL WORKERS

Diplomate in Clinical Social Work, NATIONAL ASSOCIATION OF SOCIAL WORKERS

REFERENCES AVAILABLE ON REQUEST

**JOEL ARRIGUCCI**  
LCSW, DCSW

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**REFERENCES**

Judge Max Higgs  
Probate Court  
El Paso County Courthouse

Judge Patricia Macias  
(Former Family Court Judge)  
388<sup>th</sup> Judicial District

Rafael Aguirre  
Faculty Associate  
Texas Tech School of Medicine

George Reynoso is a 53 year-old native El Pasoan and sole proprietor of All That Music, the regions largest independent music store. He founded his company in 1980. He graduated from Burges High School in 1971 and UT-El Paso in 1977 with a degree in mass communications. He is a former broadcaster having worked at a number of El Paso and Houston, Texas radio & TV operations in the 70's & 80's. In the last 25 years he has been active in a number of organizations, including 1992 - Chairman East Council of the El Paso Chamber of Commerce, Leadership El Paso Class 15, 1994 - Chair for the "Friends of Rosa Guererro" a group he founded to fundraise for a film that would capture the legacy of Rosa Guererro's message of unity and understanding between all cultures. 1995 - Chairman of the Business Committee for the Arts. He served on the first El Paso Museum of Art advisory board for two consecutive terms from 1992 -1995. Chaired the Public Opening Committee for the dedication of the new El Paso Museum of Art building downtown, and was Chairman of the EPMA public advisory board 2001-2003. He was recently asked by the family of recently deceased and longtime broadcast pioneer Steve Crosno, to produce and coordinate the public memorial service set for the El Paso County Coliseum for September 2006. He presently serves on the City of El Paso's Ethics Review Commission.

## **CELIA M. BERTON**

Highly motivated and challenge-oriented professional with 40 years of protocol, public relations, management and supervisory experience. Focused on excellence in job performance and promotes teamwork to obtain optimal results. Possess superb skills in tact and diplomacy to mediate and resolve sensitive situations. Agile in multitask environments with wide scope of activities requiring precise attention to detail. Excellent interpersonal, organizational and communication skills. Computer: Microsoft Office, Excel. Languages: Fluent Spanish; Conversational French and Italian.

### **PROFESSIONAL EXPERIENCE:**

Editor, "The Spotlight," monthly newsletter of The Greater El Paso Chamber of Commerce -**2005- present**  
**Contract part-time position**

#### **Duties:**

Review, edit and compile a variety of material from Chamber members and staff for publication in the monthly newsletter.

Prepare press releases for local media for Chamber staff and events.

### **RETIRED: January 2003- US Government Service -45 years**

Position: Protocol Officer, US Army Air Defense Artillery Center, Fort Bliss, Texas -33 years

#### **Duties:**

Had responsibility for administering the Distinguished Visitors Program for the U.S. Army Air Defense Artillery Center, Fort Bliss, Texas. As advisor on all protocol issues and events to the commanding general, senior commanders and foreign staffs, ensured all courtesies and amenities were commensurate with the rank and position of American and foreign dignitaries.

Directed and supervised a staff of 4 civilians and 5 military personnel.

Evaluated requests from United States and foreign governments to visit Fort Bliss, Texas. Researched availability of the installation's resources and facilities to support the scope of the visit.

Researched and identified religious, cultural and dietary "flash points" of foreign countries to ensure visitors the proper courtesies and amenities. Coordinated security for the distinguished visitors.

Planned and coordinated visitors itineraries with US government agencies, State Department, foreign embassies, consulates, congressional offices, state and local government offices and agencies.

Planned and coordinated all arrangements for social events, (breakfasts, luncheons, dinners, receptions) i.e., location, menus, guest lists, invitations, programs, gifts, seating arrangements, entertainment and media. Coordinated conferences and symposiums.

Researched and prepared narrative material, reports, and speeches.

Official escort for Ft Bliss distinguished visitors on cultural tours of El Paso, Texas, southern New Mexico and Juarez, Mexico.

Fiscal manager for the commanding general's hospitality budget. Ensured compliance was in accordance with military regulations.

Advised and assisted El Paso organizations on protocol matters, on request.

### **EDUCATION**

University of Texas at El Paso, El Paso, Texas, Business Major - 60 Credit Hours

School of Protocol, Washington, D.C.

Cross Cultural Communications Course, State of Florida

Extensive Management Training Seminars, US Army

**INTERNATIONAL WORK AND RECOGNITION**

- 1956-1962 Paris, France Secretary, US Embassy, Military Assistance Advisory Group, Paris, France  
Secretary, Supreme Headquarters, Allied Powers, Europe (SHAPE), Paris
- 1965-1968 Naples, Italy Secretary, Headquarters, Allied Forces, Southern Command,. USAF  
Section, Naples, Italy
- 1994 Member, Hospitality Committee, Mexico Foreign Relations Office during  
El Paso, TX-Juarez, Mexico a visit by Mexico's Diplomatic Corps for a pre-NAFTA site visit to El  
Paso- Juarez region.
- 1997 Tokyo, Japan Member of Japanese Army & Air Force training conference.

**AWARDS**

- 2003 El Paso Conquistador Award  
2003 Superior Civilian Service Medal- US Government 2003  
2002 US Government 45 yr service recognition by President George W. Bush  
1999 Ft Bliss representative to YWCA REACH Awards.  
1998 Association of the US Army Supervisor of the Year Finalist  
1997 US Government 40 year service recognition by President William Clinton  
1996 Inducted into the Military Order of St Barbara  
1992 Achievement Medal for Civilian Service  
1981 The Greater El Paso Chamber of Commerce Award for Community Service.

**COMMUNITY INVOLVEMENT: Past and Current**

- Board Member: YWCA 2003-2004  
International Museum of Art 2000-2004  
Burnham Woods Charter School 1998-2003  
VIVA El Paso 1998-2001  
Lighthouse for the Blind 1985-1987  
Armed Forces YMCA Advisory Board 1982-2002
- Member: Curriculum Committee, Leadership El Paso The Greater El Paso Chamber of Commerce  
Women's Club of El Paso – Publicity Chairman 2004 -2006  
El Paso Council for International Visitors 1999-present  
YWCA Table Captain 1989- 2004  
Alumna of Leadership Texas 1992  
Alumna of Leadership El Paso, 1990  
Armed Forces Committee, Greater El Paso Chamber of Commerce 1985-2002  
Executive Forum 1982- present
- Volunteer: El Paso Hispanic Chamber of Commerce- 2003  
Docent – El Paso Museum of Art - 2004  
XII Travelers of the Southwest Dedication and Banquet Committee -2007

**Mayoral Appointments;**

- Commissioner, Charitable Solicitations Commission 2003  
Community Development Steering Committee 1992-1994  
Affordable Housing Steering Committee 1990-1992  
El Paso Bicentennial Commission 1975

## Tim J.S. Heise

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### Education

- Fall 06 – Present University of Texas at El Paso, BA in Economics. Exp Grad: Fall 2010  
Fall 04 – Present Piedmont Virginia Community College. AS in General Studies. Exp Grad: Winter 09  
Spr 03 – Jun 08 Clackamas Community College (OR). AAS in Emergency Management. Grad: Jun 08

### Experience

- Jun 07 – Present *Boy Scouts of America- Yucca Council – Trp. 168. Assistant Scoutmaster*. El Paso, Texas  
Serve with young men from the ages of 12 – 18. Teach outdoor and life building skills. Plan and attend outdoor activities and volunteer opportunities.
- Aug 07 – May 08 *Texas Tech University HSC – School of Medicine. Sr. Office Assistant*. El Paso, Texas  
Worked within the Office of Student Affairs at the Paul Foster School of Medicine. Coordinated the visiting 4<sup>th</sup> year medical student program. Wrote various parts of the Dean's letters for graduate medical students. Kept all department records. Worked with multiple academic specific computer programs. Researched and provided academic data on request.
- Jun 07 – Aug 07 *University of Texas at El Paso Police Dept. Emergency Management Intern*. El Paso, Texas  
Researched EM policies/procedures of other institutions of higher learning and the El Paso City/County EM Plan. Researched Psychological First Aid and other mental health response for a post-active shooter university setting.
- Nov 98 – Nov 04 *Virginia Army National Guard. Combat Medic (91W10)*. Petersburg, Virginia  
Served as a Medic for a Combat Unit (2<sup>nd</sup> / 111<sup>th</sup> FA). Deployed for multiple disasters. Army Achievement Medal. Armed Forces Reserve Medal. Armed Forces Expeditionary Medal.
- Mar 03 – Sept 03 *Virginia Army National Guard. Security Guard (Armed)*. Ft. Pickett, Virginia  
Patrolled a military installation to preserve security and order. Directed traffic.
- Aug 01 – Apr 02 • *Virginia Army National Guard. Accounting Specialist*. Camp Eagle (Tuzla), Bosnia  
Managed purchasing process for the US Military in SFOR 10 Operations. Performed a wide variety of clerical account-keeping and related tasks. Researched and provided financial data on request.
- Jun 03 – Jun 04 *Monticello Fire-Rescue – Station 11. Firefighter*. Charlottesville, Virginia  
Jun 00 – Jan 03 *Midlothian Volunteer Fire Dept – Station 5 & 16. Firefighter/EMT-B*. Midlothian, Virginia  
Responded to incidents requiring firefighting, emergency medical care, and other public service. On occasion made initial determination of necessary personnel, equipment and suppression and containment tactics until relieved by superior officer.

### **Training**

05/2005 Spanish Immersion Program, 3 Weeks, San Jose, Costa Rica  
07/2001 US Army Accounting OJT, 4 Weeks, Germany/Bosnia  
05/2000 Firefighter Recruit School #8, Chesterfield Co. Fire & EMS (VA)  
09/1999 US Army Adv. Individual Training, Combat Medic, 8 Weeks, Ft. Sam Houston, Texas  
05/1999 US Army Basic Training, 7 Weeks, Ft. Jackson, South Carolina

### **Certifications**

12/2007 Completion of the Adv Professional Series, Emergency Management Institute, FEMA  
07/2005 Associate Emergency Manager (VaAEM), Va Dept of Emergency Management  
06/2000 Firefighter II, Va Dept of Fire Programs

### **Publications**

Heise, T. (in submission). [Review of Are We Ready? Public Health since 9/11 by D. Rosner & G. Markowitz] El Paso Physician.

Heise, T. (2008, October 19). Moral Turpitude. El Paso Inc, p. 6A.

Heise, T. (2008). [Review of Are We Ready? Public Health since 9/11 by D. Rosner & G. Markowitz] Journal of Health Care for the Poor and Underserved, 19(3), 1011.

## TJ Karam - Bio

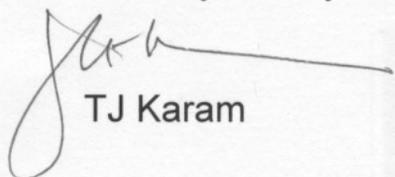
To whom it may concern:

I received my bachelor degree in Public Relations from Texas Tech University and I received my master's degree in Electronic Commerce from the University of Dallas. While in Graduate School, I traded securities as a licensed stockbroker for Fidelity Investments in Dallas.

Upon returning to El Paso, in 2002, I worked as the El Paso and Juarez Market Representative for Prologis, which is the largest Industrial REIT in the world. I then joined my brothers and created K Trinity Investments in which we developed a couple of small strip centers and managed and leased space for over 100,000 square feet in El Paso.

After years of gaining knowledge and experience, I realized the importance of focusing on Downtown El Paso, and formed The El Paso Project, LLC. TEPP was created to bring a residential component to Downtown El Paso. Our current project is the First Avenue Lofts for which we obtained funding from the TIRZ Board. This has given me an insight in how the private sector deals with the TIRZ Board. I believe that I would be an excellent candidate for the TIRZ Board.

Thank you for your consideration.

A handwritten signature in black ink, appearing to read 'TJ Karam', with a long horizontal line extending to the right.

TJ Karam

6.11.09

# Annette Gutierrez

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**Experience** February 2009-Present  
Rio Grande Council of Governments, El Paso, TX  
Executive Director

- Serve as the Chief Administrative Officer. Advise elected officials on policy issues, provide meaningful and relevant Board of Directors meetings, provide leadership and effective service delivery to the organization, and establish partnerships with local, state and federal agencies, universities, and nonprofits. Prepare an Annual Budget of the Council and execute all other duties and responsibilities vested by the Board of Directors.

April 2003 - Present  
Rio Grande Council of Governments, El Paso,  
TX Regional Services Director

- Provide leadership, development, implementation, and financial management of Regional programs, which include: Emergency Communications, Community & Economic Development, Emergency Preparedness, Criminal Justice, Law Enforcement Training Academy, Citizen Emergency Response Teams, Automatic External Defibrillators, Texas Review and Comment System and Contract Administration. Supervise personnel, schedule work, provide written and oral directions, conduct and assess yearly employee evaluations. Prepare highly complex annual program budget, which consists of various start and end dates, as well as a variety of indirect cost rate allowances. Procure capital equipment and goods of services, which may include establishing Request for Proposals and Request for Qualifications. Provide reports to Executive Director, as requested, and participate on personnel policy updates. Meet with state and federal agency department heads, elected officials, and private sector officials with regard to program policy issues.

August 2001 - April 2003  
Rio Grande Council of Governments, El Paso, TX  
Regional Services Manager

- Serve under the direction of the Regional Services Director. Directly manage the Economic & Community Development Programs, prepare Regional Services Budget for the Regional Services Director, and serve as direct Supervisor to Regional Services staff under the direction of the Regional Services Director. Responsible for having a working knowledge of all program efforts within the Regional Services Division of the Rio

Grande Council of Governments. Work with elected officials, public agencies and non-governmental organizations in addressing economic and community development program concerns.

July 1999 - August 2001

Rio Grande Council of Governments, El Paso, TX

Economic Development Coordinator

- Under the direction of the Regional Services Director, coordinate economic development activities for job creation and business development, technical assistance to local governments, small businesses, and development groups in the region, and assisting clients in the preparation of assistance proposals, within the six-county region of the West Texas Economic Development District. Coordinate Economic Development Administration planning grant activities, to include preparing the grant application and submitting progress reports.

January 1999 - May 1999

University of Texas at San Antonio, Center for Economic

Development Business Economic Research Associate

- Serve as a liaison between the Center and community members from the Multi-community project in Dimmit and Sa Salle County. Collect and analyze local, state and federal data that pertains to economic development. Prepare reports for the Director that pertains to economic issues in South Texas.

September - December 1999

University of Texas at San Antonio, Center for Economic

Development Graduate Research Assistant

- Prepare Neighborhood Housing Services of Dimmit County newsletter. Serve as a liaison between the Center and community team members from the Multi-community project in Dimmit and La Salle County. Prepare annual report on behalf of the Neighborhood Housing Services of Dimmit County for the Meadows Foundation.

<b>Education</b>	1996-1999	University of Texas at San Antonio,	San Antonio, TX
		<ul style="list-style-type: none"><li>• Master's of Public Administration</li><li>• 2nd Place finish in team MBA case competition, Southwest Texas Junior College</li></ul>	
	1991-1995	St. Mary's University	San Antonio, TX
		<ul style="list-style-type: none"><li>• Bachelor of Arts, Political Science</li><li>• Dean's List, Fall 1994, Spring 1995</li></ul>	
	1988-1991	Eastwood High School	El Paso, TX
		<ul style="list-style-type: none"><li>• High School Diploma</li></ul>	

### **Related Professional, Civic Experience and Activities**

- Chihuahuan Desert Resource Conservation & Development Area, Inc., President, 2005 - Present
- Cancer and Chronic Disease Consortium, Board of Director
- Cancer and Chronic Disease Consortium, Finance Committee member
- Chihuahuan Desert Resource Conservation & Development Area, Inc., Secretary, 2003 - 2004
- Southwestern States Resource Conservation & Development, Board of Directors, Secretary, 2003-2007
- Trained Mediator, El Paso County Dispute Resolution Center

# GILBERT GUILLÉN

## EDUCATION:

### University of Texas at El Paso

One University Avenue

El Paso, Texas 79968

Graduated May, 1985 with a Bachelor of Science  
Degree in Pre Law/Criminal Justice. (Outstanding  
Academic Honors Spring '85)

Attended August 1980 through May 1985.

### Cathedral High School

1309 North Stanton

El Paso, Texas 79902

Attended 1976 through 1980 (Honor Roll all four years)

### St. Patrick's Elementary

1111 North Stanton

El Paso, Texas 79902

Attended 1968 through 1976

## WORK EXPERIENCE:

June 2006 to  
December 2007

United Way of Southwest New Mexico.

106 Water Street

Las Cruces, NM 88001

### President & Chief Executive Officer

Overall management, administration, operation,  
finances and stakeholder relations of the agency;  
Recommended policies & provide direction to the Board  
of Directors; Establish strategic direction and set  
measurable goals; Oversee and work with 26 partner  
agencies; Establish and adhere to agency budget and  
monitor fiscal responsibilities; Maintain a year round  
presence and responsible for accountability to the  
community; Develop and enhance positive relationships  
and communications with board members, agency  
executives, elected officials, civic & business  
organizations, local media and other non-profits;

Recruit, train and supervise staff and volunteers; Make presentations to community, government and business groups; and represent the United Way and its member agencies throughout southern New Mexico and Texas.

August 2003 to  
March 2006

the BHI - Border Health Institute  
500 West Overland, Suite 100  
El Paso, Texas 79901  
Chief Executive Officer

Administration, management and overview of all activities of the Border Health Institute. Coordination of the entire re-creating and planning process for the Medi-Park District; marketing efforts to and corporate recruitment of related companies. Established and maintained working relationships with various levels of politicians, city staff, property owners, chambers of commerce, other economic development groups and all utility companies. Recruit, train and supervise staff and volunteers; Prepared Legislative reports as needed; Responsible for budget and fiscal management of the program; primary contact for media & press releases; and presentations to community and business groups.

May 2002 to  
August 2003

Big Brothers Big Sisters of El Paso  
1724 Wyoming  
El Paso, Texas 79902  
Program Director

Management and overview of the School-Based mentoring program. Responsible for Grant administration, reporting, compliance, and overview. Recruit, training, supervise and monitor staff and volunteers; supervision of budget and fiscal management of the program; coordinate special events and fundraisers, provide media & press releases; and presentations to community, schools and business groups.

August 1994 to  
February 2002

Comedy Defensive Driving School  
9530 Viscount  
El Paso, Texas 79925  
Owner

Charged with a franchise operation. Oversaw the established of a new curriculum recognized by the state of Texas and certified the Texas Education Agency.

Developed the curriculum models, processing methods, and selected films. Responsible for all reports to the State, municipal court, and justice of the peace. Assured that the company was in compliance of the law at all levels. Trained, monitored, and assured the certification of all instructors. Handled all personnel matters, accounting functions, fiscal budgets, and sales forecast. Developed all marketing/advertising, plans of action, and all community relations including non-profit special events.

Sept. 1996 to  
Present

City of El Paso  
Downtown Development Office. 6<sup>th</sup> Floor  
#2 Civic Center Plaza  
El Paso, Texas 79901  
Chairman, Union Plaza Executive Committee  
(non salaried position)

Established the physical boundaries for the district. Oversaw and co-authored the new city ordinance. Oversaw the construction of the project from start to finish. Coordinated all efforts between the City, property owners, utility companies, the contractor, and the State. Acted as spokes person for the project, prepared all printed materials, press releases, marketing, and media packets. Responsible for representing the District with developers and all interested parties.

June 1992 to  
March 1995

Greater El Paso Chamber of Commerce  
10 Civic Center Plaza  
El Paso, Texas 79901  
Assistant Vice President

In charge of Membership Department, the Chamber Branches (8), and the Development Department. Responsibilities included: writing and carrying out the Division's Plan of Action; setting and meeting the Division's Budget; supervising a staff of four and ten board members; over-seeing the Division's Activities and working directly with volunteers; write and press releases and PSA's, prepare the Division articles for the newsletter and represented the chamber as needed with the media; be the lead staff coordinator for the Annual Golf Tournament; identify and recruit companies and volunteers for the chamber as well as event and program sponsors; headed the chamber's networking

events and worked closely with the other five Chamber divisions to meet the needs of the members.

June 1991 to  
May 1992

El Paso Hispanic Chamber of Commerce  
2829 Montana, Suite B-100  
El Paso, Texas 79903  
Vice President

Responsible for Membership recruitment and Development of campaigns. Responsibilities included identifying prospective businesses and companies to join and become involved with the chamber as well as the administration and coordination of chamber meeting and events.

January 1987 to  
January 1989

United Way of El Paso County  
1918 Texas Avenue  
El Paso, Texas 79901  
Marketing Associate

Responsible for carrying out the annual United Way fund raising campaign. Preparations of campaign information material, gathering of statistics and data to form the basis of the campaign development. Recruit, train, and supervise professional volunteers. Develop and conduct year round communication programs with corporation, agencies, and media.

June 1987 to  
January 1989

A.O. Smith Water Products Company  
10767 Gateway West, Suite 600  
El Paso, Texas 79935  
International Coordinator

Assigned to the marketing department. I was primarily responsible for coordination of the International Operations. Duties included production scheduling, materials planning, supervision of personnel at various plants, and coordination of shipping details. In addition, was responsible for global market studies, order review and approval and direct customer contact and follow-up. Directly worked with vendors on international projects as well as other manufacturers and other departments and divisions of A.O. Smith.

December 1986 to  
June 1987

El Paso Independent School District  
6531 Boeing Drive  
El Paso, Texas 79925  
Substitute Teacher

Responsible for preparing and conducting class lectures;  
reading, following, and carrying out written lesson plans.  
Intermediate through high school levels.

September 1985 to  
October 1986

George S. Thomson Company, Inc.  
3738 Durazno  
El Paso, Texas 79905  
Quotations/Sales

Responsible for all formal quotations, price updating and  
automatic computer discounts. Fully trained on  
Burroughs Series B96 specializing in order entry and  
inventory control.

October 1980 to  
June 1985

Boyd Engineering Supply Company  
1801 Magoffin  
El Paso, Texas 79901  
Sales Representative

Responsible for Twin Plant business and Mexican  
market. Prior positions included; purchasing agent,  
warehouse foreman, counter sales, and truck driver.

June 1984 to  
December 1984

University of Texas at El Paso  
One University Avenue  
El Paso, TX 79968  
Work Study

While working my way through college I held two  
positions. The first was with the Development Office as  
- a Public Relations Runner. The second was at the  
University Playhouse as an assistant shop foreman.

June 1972 to  
December 1980

Esparza's Café  
404 Durango  
El Paso, Texas 79901  
Busboy/Dishwasher

General clean up and dishwashing.

**PERSONAL  
INFORMATION:**

DOB:  
TEL:  
RES:  
E-MAIL

**BACKGROUND  
INFORMATION:**

Boards/Committees

City of El Paso Medical Cabinet Lyceum - Mayor's Appointment  
City of El Paso Union Plaza Board of Appeals, Board Member  
City of El Paso Five Year Economic Development Plan, Executive  
Committee Member - Mayor's Appointment  
City of El Paso Building Board of Appeals, Board Member  
Project Bravo, Board Member  
Chairman, El Paso Youth Network  
Texas Youth Commission, Board Member  
Viva El Paso, Board of Directors  
Sacred Heart Parish Council, Board Member  
Centro De Salud Familiar La Fe - Clinic, Board of Directors  
Cathedral High School Development Association Board Member  
Junior Achievement, Professional Advisor  
Cathedral High School Capital Campaign, Co-Chairman  
Alumni Division  
El Paso Boys and Girls Club, Capital Campaign Division Captain  
Juntos Art Association, Board Member  
U.S. Border Patrol Community Relations, Board of Directors

Activities

El Paso Boys Club Volunteer Counselor  
KXCR Radio, Community Disc Jockey  
College: Pre Law Association, Circle K Club, Student  
Government, and Traffic Court Liaison  
High School: Student Council, Basketball, Soccer Team  
Captain,  
Speech & Debate Team, Drama Club, and Choir  
Elementary: Football, Basketball, and Track

Clubs

National Forensic League  
U.T.E.P. Circle K Club  
U.T.E.P. Pre Law Association (vice president)  
National Dean's List Member  
Association de Charros Los Camperos

Awards

National *Who's Who in Executives & Professionals*  
Sierra Club *Altar Boy of the Year Award*  
Hero Radio's *Local Hero*  
Texas State *Impromptu Finalist*  
El Paso Regional *Impromptu Champion*  
United Way *Million Dollar Producer Award* Recipient  
KBNA Radio *Hidalgo Award* for Hispanic Leadership  
Nominated as the *Outstanding Young El Pasoan*  
Recognized as one of El Paso's *Top 5 Community Leaders* in  
the El Paso Times' "Best of the Border"  
KINT-TV 1994 *Orgullo Hispano Award*  
*Who's Who Among American High School Students*

**SPECIAL SKILLS:**

Bilingual: English-Spanish; speak, read, and write fluently  
Public Speaking  
Multi-tasking  
Group Training  
Computer: PC Literate; Burroughs Series B96, specializing in  
inventory Control, order entry, and pricing; IBM AS-400 Office  
Vision.  
Notary Public

**Add'l TRAINING**

The Grantsmanship Center: Grant Writing Seminar.  
American Planning Association – TX Chapter: Planning for Staff,  
- Elected & Appointed Officials – *What You Should Know*

**NOTE:**

Any additional information may be supplied upon request.

REFERENCES:

Business

Since 1992      Javier Jimenez

Since 1989      Fermin Acosta

Since 1998      Antonio Rico

Personal

Since 1977      Mark Ramos

Since 1976      Steve Mondragon

Since 1990      Ignacio Escandon

## **Elke Cumming**

### **Summary of Qualifications**

- Sixteen years of community development experience in U.S. Border and Latin America.
- Ability to work effectively in various organizational and political structures.
- Extensive experience in grant writing and community project implementation.
- Master of Public Health Candidate - University of Texas School of Public Health
- Languages; Fluent: English, Spanish and Guarani.

### **Relevant Professional Experience**

*August 2008 – Present*

Special Assistant to the CEO – Operations  
YWCA El Paso Del Norte Region  
El Paso, Texas

- Manages facilities including oversight of maintenance
- Supervises Warehouse operations
- Oversees elderly and homeless bridge housing facilities
- Provides technical support and oversight for Childcare and School Age programs
- Serves as staff liaison for association and regional advocacy efforts

*September 2007-August 2008*

School Age Health Director  
YWCA El Paso Del Norte Region  
El Paso, Texas

- Directed Organizing Agency activity of Paso Del Norte Health Foundation School Age Health Initiative.
- Researched model programming in child health and recommended initiative strategies.
- Directed YWCA Community Development Corporation housing programs.
- Provided oversight to YWCA facilities operations on interim basis (April 2008- August 2008).

*October 2004-September 2007*

Community Development Director  
YWCA El Paso Del Norte Region  
El Paso, Texas

- Managed YWCA Community Development Corporation (CDC) multifamily housing programs.
- Developed affordable housing strategic plan and budgets.
- Authored funding proposals and managed grant contracts.
- Created programming for homeless and older adult housing beneficiaries.
- Served as Interim Director for Transitional Living Center homeless program (May-Oct 2006).

*January 2000- October 2004*

Self Help Program Coordinator.  
El Paso County, Community Development Division  
El Paso, Texas.

- Initiated El Paso County Self Help Center with TDHCA Self Help Center housing and infrastructure grants in five *colonias*.
- Implemented TDHCA Bootstrap Owner Builder construction loan program.
- Coordinated Office of Rural Community Affairs funded water infrastructure grants
- Supervised 11 AmeriCorps and VISTA members in community housing and health activities.
- Acted as County liaison to various community forums and partnerships.

*August 1996— December 1999*

Program Manager. Border WaterWorks.  
A partner agency of the El Paso Community Foundation  
El Paso Texas.

- Collaborated with Texas state agencies, municipalities, service providers and residents to implement water and wastewater projects serving 1,500 households.
- Conducted Small Towns Environmental Project (STEP) assessment of El Paso County *colonias*.
- Supervised *Cuando el Agua Trabaja en Pro de la Salud* environmental education project and partnered with *Juntas Municipal* and *Regional de Agua y Saneamiento* in Juarez and Chihuahua to expand constructed wetland sewerage project in San Ysidro, Mexico,
- Partnered in successful grant applications for over \$970,000 private, state and federal funding.

*May 1995 - June 1996*

Health Program Coordinator.  
United States Peace Corps,  
Asuncion, Paraguay.

- Provided supervision, counseling, crisis intervention and technical support to 67 Peace Corps Volunteers in Health Extension, Nursing and Environmental Sanitation projects.
- Collected project data and developed quarterly and annual Peace Corps reports.
- Assisted in planning, logistics and budgeting for Volunteer in Service Trainings.
- Evaluated project grant proposals for USAID and Peace Corps Partnership.
- Planned and led technical training workshops for 80 Volunteers and Paraguayan health workers.

*February 1993 - May 1995*

Peace Corps Volunteer, Rural Health Extension.  
United States Peace Corps,  
*Departamento San Pedro, Paraguay.*

- Facilitated planning, funding and construction of water project serving 900 individuals.
- Conducted needs assessment for four rural communities.
- Established maternal child health education program for 135 families.
- Directed anti-parasite program, dental health and health education serving 410 children.
- Implemented training for seven midwives in patient management and improved perinatal care.

### **Education**

Master of Public Health candidate, UT Houston School of Public Health. Degree expected 2008.  
BA Spanish, Concentration Biology, State University of New York at Binghamton, 1992.  
YWCA: Momentum Leadership Facilitator, Racial Justice Facilitator and Advocacy Training.  
U.S. Peace Corps Training: 7/92-9/92 Antigua, Guatemala, 2/93-4/93 Aregua, Paraguay.

### **Volunteer Activities**

Board President, *Clinica Guadalupeana*, nonprofit clinic serving El Paso *colonias*. 2005 - Present.  
Immediate Past Board President, Habitat for Humanity El Paso Affiliate. January 2006 – Present.

# SOFIA LARKIN

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## PROFESSIONAL EXPERIENCE

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### COMMUNITY SCHOLARS (2006-PRESENT)

#### Executive Director:

- Developing annual and multi-year budgets for board approval; developing fundraising strategies to support the corporation's programs; preparing grant reports and annual summaries for donors and board members
- Responsible for ensuring that the corporation is in compliance with all federal, state, and local laws, including those related to tax, labor, unemployment, and safety; filing all essential paperwork to government regulatory agencies and insurance companies to eliminate lapses in coverage or penalties; records maintenance
- Primary contact for all board members, foundations, businesses, donors, program participants, media and members of the community
- Hiring and terminating of staff and program participants; supervision of staff, which includes program coordinator, supervisors, an administrative assistant and a bookkeeper; preparing annual staff evaluations; training and staff development

### TIDAL WAVE SPAS & POOL SUPPLIES (1999-2004)

#### Customer Relations Manager:

- Key point of contact between clients, vendors, and owner; customer service; generated business

### KELLY SERVICES (1996-1999)

#### Senior Account Manager:

- Managed office and staff; intermediary between clients, temporary employees and corporate office

### EL PASO COUNTRY DAY SCHOOL (1995-1996)

#### Early Childhood and Secondary Instruction:

- Development and implementation of curriculum in English and Spanish; created reading program partnership between Pre-K and 3<sup>rd</sup> graders who acted as mentors

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## EDUCATION

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B.A. in English/Spanish from the University of Texas at El Paso, 1991  
Loretto Academy, 1987

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## COMMUNITY SERVICE

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County of El Paso Ethics Board  
Junior League of El Paso  
Mesita Elementary PTA  
Storytelling at local public schools including Mesita Elementary, Helen Ball Elementary, and La Fe Preparatory School

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*Laurie Paternoster*

**Professional**

Co-Founder and Marketing Director

Lynx Exhibits, 300 W. San Antonio, El Paso, Texas, 79901,

Lynx is a private museum and traveling exhibit hall currently displaying Mazes & Motion, our eighth exhibit. I am responsible for all public relations, marketing and advertising, as well as daily operations of the exhibit hall.

Founded in 2007, Lynx attracts more than 40,000 visitors a year. The company was named a 2008 Future 15 Emerging Business by the El Paso Hispanic Chamber of Commerce and was voted Best Summer Camp 2008 and Best Field Trip 2009 by readers of El Paso Magazine.

Founder and president

Our Father's Foundation, 301 W. Overland, El Paso, Texas 79901.

Our Father's Foundation is a private family foundation created in 2003. Its mission is to support innovative and effective El Paso area programs that empower women and children by helping women establish economic self-sufficiency and by bettering the lives of children in need.

**Work History**

Writer/communications consultant, 2001-2007

Served as spokesperson for former Mayor Carlos Ramirez and Kenna Ramirez. Project manager for a variety of community projects such as Christmas Wonderland in 2001 and First Ladies Children's Summit in 1999.

Received Mayor's Award for the Christmas Wonderland event, which brought 30,000 predominantly underprivileged children into a warehouse of animated holiday scenes and provided them with hands-on workshops focusing on cultures around the world, dance and music performances and a hot lunch.

First Ladies Summit brought then Texas First Lady Laura Bush to El Paso to meet with the wives of state and local dignitaries in Texas and the Mexican states along the border.

Business Editor/Assistant Managing Editor, 1995-1999

El Paso Times, P.O. Drawer 20, EL Paso, TX 79901

Named Business Editor for the El Paso Times in 1995, became Assistant Managing Editor in 1997.

Selected for Leadership El Paso in 1996, awarded SBA District Media Advocate in 1996, received Keep it In El Paso award from Hispanic Chamber in 1997, named El Paso Times Manager of the Year in 1997. Became assistant managing editor of the Times in 1998.

Assistant Regional Administrator for Public Affairs and Communications and Assistant Regional Administrator for Women's Business Development, 1992-1995

U.S. Small Business Administration Regional Office, Denver, Colorado

Also spent several terms as acting deputy regional administrator and acting regional administrator.

Handled international and national publicity for SBA's Rocky Mountain Trade Corridor Conference in September 1993 for US, Canada and Mexico.

Coordinated SBA Town Hall multi-state meeting in 1993 for then-First Lady Hillary Bush and SBA Administrator Erskine Bowles.

Served as regional office liaison to the Governor's Small Business Council in Colorado, the Minority Business Advisory Council and the Women's Economic Development Council.

Coordinated regional SBA awards program for small businesses, presented multiple workshops on writing tips and press releases for agency staff, wrote the agency's Congressional Briefing Book. Created agency's first crisis management plan for dealing with press and public.

Earned several special awards and commendations from the SBA. Appointed by then Colorado Gov. Roy Romer to chair the state Women's Economic Development Council which then created the first permanent state Women's Business Office (requiring legislative approval), sponsored the first statewide summit of all women's organizations resulting in a list of implementable goals for the governor, and created the first Camp for Entrepreneurs, teaching high school girls business of owning a business.

Reporter and/or editor for six newspapers 1977-1992

Newspapers include the Denver Business Journal, the Denver Post, The Dallas Morning News, The Houston Post, The El Paso Times and the El Paso Herald-Post.

**Community**

Active board member, project manager and volunteer whose contributions include establishing the first Teens for a Cure breast cancer awareness program in the Southwest (Susan G. Komen Breast Cancer Foundation – El Paso Affiliate); chairing Leadership El Paso for the Greater El Paso Chamber of Commerce; presiding over the FEMAP Foundation - a binational support of women and children's health and financial programs along the border; helping coordinate the first visit of the Texas Arts Commission Board to El Paso; and helping establish the Women's Fund of El Paso - a visionary network of women helping women. Currently a board member for the YWCA and Coronado High School PTSA, a trainer for the Girl Scouts of the Desert Southwest and a University of Texas at El Paso Miner Mentor.

**Professional Associations**

Texas Public Relations Association, Public Relations Association of the Southwest, Texas Association of Museums, Border Association of Museums, El Paso Chamber of Commerce, El Paso Hispanic Chamber of Commerce, Leadership Texas, Executive Forum.

**Education**

Bachelor of Journalism, University of Missouri-Columbia - 1977

# Ken & Barbara Given

## RESUME OF KENNETH C GIVEN

BORN 9-22-19 IN JOLIET, ILL. ATTENDED GRAMMAR SCHOOL IN ALBUQUERQUE AND THEN CHICAGO, ILL. GRADUATED HIGH SCHOOL, CHICAGO, ILL 1937. ATTENDED UNIVERSITY OF ILLINOIS URBANA, ROOSEVELT COLLEGE 1937-1940.

DECEMBER 1941 ENLISTED IN ARMY AIR CORPS, MARCH 1942 ASSIGNED TO AIR CORPS O.C.S., GRADUATED IN JUNE, 1942 AS 2<sup>ND</sup> LIEUTENANT.

ASSIGNED TO WRIGHT-PATTERSON A.F.B. JUNE 1942., (WORLD HEADQUARTERS, AIR TECHNICAL SERVICE COMMAND). BECAME OFFICER IN CHARGE OF PROCUREMENT FOR ALL GROUND EQUIPMENT IN DECEMBER 1942. THIS INCLUDED ALL MECHANICAL EQUIPMENT, HAND EQUIPMENT, COMPRESSORS, GENERATORS, VEHICLES, CRASH BOATS, HANGARS. WAS ALSO U.S.A. REP ON MULTI NATIONAL ADVISORY COMMITTEE. HEADED BY R.A.F WING COMMANDER, INCLUDED RUSSIAN, U.S.A NAVY, R.C.A.F., AS MEMBERS. WE MET AT THE VARIOUS AIRCRAFT PLANTS.

DISCHARGED FROM SERVICE IN SEPT, 1945, RANK OF MAJOR.

OCTOBER 1945-1951, SENIOR EXECUTIVE AT ALDENS, ASSISTANT TO MERCHANDISE V.P.

1951-1957 OWNED SMALL CHAIN (4) OF HARD LINE STORES IN DETROIT.  
1957-1999 OWNED GIVEN PAINT MFG CO. EL PASO, TX. MULTIPLE STORES IN EL PASO, NEW MEXICO, DENVER, AND PHOENIX. RETIRED IN 1999.

OTHER ACTIVITIES OVER THE YEARS-V.P. KIWANIS, V.P. CORONADO, C.C., BOARD MEMBER HUCTION DAY CARE CENTER, PRESIDENT OF TEMPLE MT SINAI MEN'S CLUB, PRESIDENT JEWISH COMMUNITY COUNCIL (INCLUDED JEWISH COMMUNITY CENTER, JEWISH FAMILY SERVICE) CHAIRMAN UNITED JEWISH APPEAL, BOARD MEMBER EL PASO CRIME STOPPERS ( 16 YEARS, STILL ACTIVE), AND A NUMBER OF OTHER CIVIC ORGANIZATIONS.

CURRENTLY RETIRED

## VON C. WASHINGTON SR

### EDUCATION

B.A.	Political Science (Social Statistics)	
	Virginia State University	1979
	Material Acquisition Management College	1990
	Systems Management Course Work	
	Golden Gate University	1989
	U.S. Army Logistics Management College	
	Operations Research / Systems Analysts Course	1986

### YEARS OF PROFESSIONAL EXPERIENCE

Systems Analyst	20
Project Manager	18
Systems Analysis	18
Operations Research Analyst	10

### RELEVANT EXPERIENCE

Owner of Integrated Defense Applications LLC., dba IDA Technology providing contractual independent consulting and management and systems analysis services to multiple government organizations and civilian defense firms. Currently providing senior analyst and management services to Army Evaluation Center (AEC) to support the testing and analysis of all Integrated Air and Missile Defense (IAMD) tactical programs for the Fires Directorate (FD). Provide senior project leader management for the Army Evaluation Center (AEC) Field Office, El Paso, Texas. in the areas of operational test planning and analysis for air defense weapon systems under evaluation. Provide senior technical analyst support for Future Combat Systems (FCS), PATRIOT, MEADS, SLAMRAAM, C-RAM and Integrated Air Space & Missile Defense (IAMD) System-of-Systems (SoS) weapon systems operational test planning and analysis. Develop test & evaluation (T&E) strategy in response to defense acquisition program management objectives and recommend evaluation position on key programmatic and T&E issues.

Experienced in Army weapon systems; operational test development, evaluation and planning, data base management, program management and acquisition of Army Air Defense missile systems. Provided technical support on Patriot Post Deployment Build-6 (PDB-6) Limited User Test (LUT), PATRIOT PAC-3 Configuration-3 and Initial Operational Test & Evaluation (IOTE), Counter Rocket, Artillery, Mortar (C-RAM) test planning and evaluation. Developed Joint/Theater level system interoperability evaluation strategy and modeling and simulation accreditation process for the Missile Defense Agency (MDA) Missile Defense System Exerciser (MDSE) hardware-in-the loop (HWIL) simulation. Developed data handling and quick-look analysis plan for Theater Missile Defense Army Warfighting Experiment (TMD-AWE). Participate in air defense systems documentation reviews associated with Air and Missile Defense weapon systems development, test and evaluation. Documents reviewed include; Mission Needs Statement (MNS); Capabilities Development Document (CDD); Test and Evaluation Master Plan (TEMP); Operational Issues and Criteria; test plans and system threat assessments for ASMD systems. Contributed significantly to the AEC Field Office in strategy development, planning and execution of weapon systems test and evaluation for developmental and fielded air defense systems.

As THAAD Program Plans Coordinator for Lockheed Missiles and Space Company, responsibilities included: primary Lockheed representative to White Sands Missile Range (WSMR) and THAAD Project Office for THAAD test range planning and range integration activities. THAAD Program Office representative. Responsible for the development, planning and coordination of all

THAAD WSMR resources required to support THAAD missile buildup and live missile firings; to include review and coordination of technical specification requirements. Performed duties as the RAM representative for Lockheed WSMR. Directed development of facilities requirements for the EMD THAAD Missile Assembly Building and THAAD Warehouse Facility. Responsible for review and coordination of all LMSC THAAD range documentation; to include THAAD WSMR Operations Requirements (OR) and THAAD data handling plan and THAAD WSMR safety requirements. Prepared program and test activity status reports and briefings.

As TRADOC Weapon Systems Manager, responsible for weapon properly defined and tested. Participated in air defense systems documentation reviews associated with user requirements (MNS and ORD) and supporting documentation (O&O plans, Threat Assessments, and Operational Issues and Criteria). Responsible for establishing, implementing and managing user systems management of Line-of-Sight Forward Heavy (ADATS), Bradley Stinger Fighting Vehicle and Non Line-of-Sight (NLoS). Responsible for insuring user's system requirements are incorporated into the multi-billion dollar Line-of-Sight Forward Heavy Program and Bradley Stinger Fighting Vehicle Program. Verified and monitored the design, development and execution of all test and evaluation programs to ensure user requirements policy on all matters relating to system requirements, test and evaluation, program execution, budget development and program issues. Prepared program / test and evaluation briefings and papers presented at all levels of the Army, OSD and Congress. Directed the development of Forward Area Air Defense Systems weapon capabilities software characterization for modeling simulation in the Line-of-Sight Forward Heavy COEA. Established critical project team to verify and review reliability, availability and maintainability progress of the Line-of-Sight Forward Heavy system in support of a major weapons system program fielding decision. Performed duties as voting member of RAM Scoring Committee for Line-of-Sight Forward Heavy. Introduced a new weapons procurement strategy for the Bradley Stinger Fighting Vehicle system to address user requirements. Developed test plans and strategy for the program using the TRADOC Battle Labs Concept. Directed analysis of Bradley Stinger Fighting Vehicle system growth plan to meet projected threat capability. Headed United States Army Air Defense Artillery School Bradley Stinger Fighting Vehicle Fielding Team to field systems to active Army units. Coordinated a comprehensive rewrite of the Non Line-of-Sight system requirements to address an expanded role of the system as a combined arms weapons system. Developed and participated in test program planning. Headed team which prepared analysis of air threat for Forward Area Air Defense weapon systems.

As Test Design and Evaluation Operations Research Systems Analyst (ORSA) for Test and Experimentation Command (TEC), responsible for the designing, resourcing, implementing, analyzing and reporting of a full range of large scale operations tests and field experiments. Chaired experimentation task groups consisting of scientists, electrical and mechanical engineers, programmers, data managers, budget analysts and field operations officers. Responsible for the development of test design plans, detailed test plans and the collection, reduction, management and analysis of test data. Provided on-site data management of test team. Proficient in the use of micro and mini-computers (DOS and UNIX environments) and statistical analysis packages. Coordinates with proponent agencies to identify test objectives and issues and to develop test design to meet objectives. Evaluated and rated contractor performance products. Authored and presented test design plans, test overview briefings and test reports. Primary government test and evaluation representative for Forward Area Air Defense Systems. Prepared and implemented \$28 million test budget for the Forward Area Air Defense System (FAADS) series of operational tests.

As Test Design and Evaluation ORSA, developed force on force operational test methodology for the Line-of-Sight Forward Heavy (Martin Marietta ADATS) FDT&E / IOT&E and Pedestal Mounted Stinger (Boeing Avenger) FDT&E / IOT&E. Co-authored test design plans. Designed data management plan, definition of data sources, selecting data collection techniques and directed data management cell. Developed automated data collection process. Developed automated mathematical and statistical routine / algorithms to assist comprehensive analysis of test data.

As Test Design and Evaluation ORSA, developed force on force operational test concept paper for Non Line-of-Sight Weapon System (NLoS). Reduced broadly stated goals and requirements to testable issues and statistically measurable observations.

As an Officer in the United States Army Air Defense Artillery, assignments required demonstrated expertise in: tactical employment of all ADA weapon systems, leadership, innovation, budget, training and personnel management, supply and inventory control, maintenance and field operations. Assignments included; Platoon Leader; Assistant Operations Officer; Property Book Officer; Company Commander; Executive Officer; Operations Research Systems Analyst; Test Control Officer and Weapons System Manager. Military Education; Combined Army Services Staff School; Air Defense Officer Advance & Basic Course; Improved HAWK Missile Officer Course; Nuclear-Biological-Chemical Warfare School and Air Ground Operations Course.

## PUBLICATIONS

### Principal Author:

“Milestone B (MS-B) Operational Test Agency Milestone Assessment Report (OMAR) for Integrated Air and Missile Defense System-of-Systems prepared for U.S. Army Test and Experimentation Command (ATEC), 2009.

“Missile Defense System Exerciser Accreditation Report for the Post-Deployment Build-6 (PDB-6) Limited User Test (LUT),” prepared for U.S. Army Test and Experimentation Command (ATEC), 2006.

“Patriot Advanced Capability-3 (PAC-3) Limited User Test (LUT) Modeling and Simulation Accreditation Plan for the Missile Defense System Exerciser (MDSE),” prepared for AEC, ADAED, May 2006.

“Patriot Advanced Capability-3 (PAC-3) Configuration-3 Initial Operational Test and Evaluation Modeling and Simulation Accreditation Plan for the Theater Missile Defense System Exerciser,” prepared for AEC, ADAED, March 2002.

“Patriot Advanced Capability-3 (PAC-3) Configuration-3 Initial Operational Test and Evaluation Accreditation Plan for the Extended Air Defense Test Bed,” prepared for AEC, ADAED, February 2002.

“AEC Test Report, PATRIOT Light, Limited Objectives Experiment (LOE),” prepared for AEC, ADAED, August 2000.

“AEC TMD-AWE After Action Review,” prepared for OEC, ADAED, August 1996.

“Test Concept Paper for the Line-of-Sight Forward Heavy, Force Development Test and Experiment (FDT&E),” prepared for U.S. Army Test and Experimentation Command (TEC), 1987.

“Test Concept Paper for the Pedestal Mounted Stinger, Force Development Test and Experiment (FDT&E),” prepared for U.S. Army Test and Experimentation Command (TEC), 1987.

“Test Concept Paper for the Non Line-of-Sight Weapon System,” prepared for the U.S. Army Test and Experimentation Command (TEC), 1986.

**Contributing Author:**

“Detailed Test Plan, “Missile Defense System Exerciser,” Post-Deployment Build-6 (PDB-6) Limited User Test (LUT),” prepared for Missile Defense Agency (MDA) Joint National Integration Center(JNIC) and the U.S. Army Test and Experimentation Command (ATEC), 2006.

“Missile Defense System Exerciser Accreditation Report for the Patriot Advanced Capability-3 (PAC-3) Initial Operational Test & Evaluation (IOTE),” prepared for U.S. Army Test and Experimentation Command (ATEC), 2002.

“Counter Rockets, Artillery, Mortar” (C-RAM) Demonstration Evaluation Plan, prepared for AEC, ADAED, November 2004.

“Air and Missile Defense Battalion Operational Assessment Report” prepared for AEC, ADAED, August 2004.

“PAC-3 Configuration-3 IOTE Test Evaluation Report,” prepared for AEC, ADAED, April 2003.

“PATRIOT Advanced Capability-3 Configuration-3 Initial Operational Test and Evaluation Interoperability Demonstration Test Procedures” February 2002.

“PATRIOT Advanced Capability-3 Configuration-3 Initial Operational Test and Evaluation Interoperability Demonstration Detailed Test Plan” January 2002.

“PAC-3 Configuration-3 Test Evaluation Report,” prepared for AEC, ADAED, November 2000.

“PAC-3 Configuration-2 Test Evaluation Report,” prepared for OEC, ADAED, November 1996.

“TMD-AWE Test Evaluation Report,” prepared for OEC, ADAED, November 1995.

“Test Report, Line-of-Sight Forward Heavy Force Development Test and Experiment (FDT&E),” prepared for U.S. Army Test and Experimentation Command, 1990.

“Detailed Test Plan, Line-of-Sight Forward Heavy Force Development Test and Experiment (FDT&E),” prepared for U.S. Army Test and Experimentation Command, 1988.

**PROFESSIONAL and COMMUNITY AFFILIATIONS**

El Paso Armed Services YMCA (Board Member)  
8a Government Contractors Association (Board Member)  
El Paso Hispanic Chamber of Commerce (Member)  
Married Life Fellowship Coordinator, ALFC  
Leadership El Paso Alumni Association  
Military Operations Research Society  
Past Vice-President, Omar N. Bradley Chapter of Association of the United States Army  
United States Army Officer (Retired)

## AWARDS

2006 - Small Business Administration Minority Veteran Owned Small Business of the Year  
El Paso, Texas

2008 - El Paso Hispanic Chamber of Commerce - Entrepreneurial Spirit of the Year Award

## SECURITY CLEARANCE

Active TOP SECRET Clearance

## EMPLOYMENT HISTORY

2008 - Present	Integrated Defense Applications	Chief Executive Officer
2003- 2007	Monument Technical Services, Inc	President
1995 - 2003	Monument Management, Inc	Consultant
1993 - 1995	Lockheed Missiles & Space Co.	THAAD Program Plans Coordinator
1991 - 1993	U.S. Army	TRADOC Weapons System Manager
1990 - 1991	U.S. Army	Executive Officer, Deputy Commanding General, Fort Bliss, TX
1985 - 1990	U.S. Army	Test Design and Evaluation Operations Research / Systems Analyst
1980 - 1985	U.S. Army	ADA Officer

**From:**  
**Sent:** Monday, May 12, 2008 7:51 PM  
**To:** Rosales, Veronica (ED)  
**Subject:** TIRZ Board of Directors Vacancy  
Ms. Rosales,

First let me introduce myself. I retired last November from the Department of Homeland Security (DHS). When DHS was created on 3/1/2003, I became the first Director for the El Paso Field Office of Customs and Border Protection. Prior to 3/1/2003, I had been the INS Director in El Paso. I had encumbered that position since 1995. When I retired, I had served 38 years in federal government. Eleven of those years were spent working at the American Embassy in Mexico City. When I left Mexico in 1995, I was the INS Attache for Latin America and Caribbean Region.

Upon my arrival in El Paso, I quickly realized that the ports of entry were the economic life-blood of our community. I immediately reached out and partnered with the Central Business Association and Foreign Trade Association to ensure we were working with the common goal of facilitating the entry of legitimate border crossers who were coming to shop in El Paso. One of my last acts as Director was to obtain funding to remodel the Paso del Norte Bridge to meet the needs of a growing city. Upon completion of the \$28M project, the current 9 vehicular lanes will increase to 11 and the 5 pedestrian lanes will increase to 11. This project was closely coordinated with the cities of El Paso and Cd. Juarez, and with the private sector. The project will be completed in 6/2009.

I have worked closely with the current and past mayors and chamber of commerce presidents of El Paso and Juarez, and with the CBA (Mike Dipp, Tanny Berg, George Salom, Mike Breitingner).

The reason I provide this information is because of my interest in continuing to serve my community. I understand that there is a vacancy on the TIRZ Board and I wish to be considered for the position.

Thank you for your time.

Luis Garcia

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