

## EXECUTIVE DIRECTOR – COMMUNITY PLANNING

### LEADERSHIP | PROGRAM DEVELOPMENT | MANAGEMENT

Accomplished Executive Professional with 20 years of experience leading nonprofit and for profit organizations to achieving strategic objectives and operational goals. An entrepreneur and results-based leader, innovative and resourceful with a passion for building and leading strong teams, overcoming obstacles, and exceeding expectations.

### AREAS OF EXPERTISE

<b>Strategic &amp; Tactical Planning</b>	<b>Building &amp; Nurturing Relationships</b>	<b>Governmental Relations</b>
<b>Organizational Development</b>	<b>Fundraising Events / Grant Writing</b>	<b>Real Estate Development</b>
<b>Directing / Managing Operations</b>	<b>Developing / Administering Programs</b>	<b>Corporate Sponsorship / Donors</b>
<b>Serving Diverse Populations</b>	<b>Community Service Organizations</b>	<b>Economic Development</b>

- ❖ Progressive executive-level responsibility across multiple operational units with a deep understanding of nonprofit sector culture and government relations, operations, and challenges.
- ❖ Change-agent minded leader able to effectively assess organizational strengths, weakness and opportunities and develop strategies to optimize operations, maximize effectiveness, and achieve results.
- ❖ Well balanced trust-based leadership and management style that promotes collaboration, accountability, excellence, and mutual respect.
- ❖ Passionate about motivating others to meet and/or exceed objectives and skilled at attracting, developing, and retaining a highly talented staff.
- ❖ Able to do more with less.

### PROFESSIONAL EXPERIENCE

#### **T&R Developments, LLC, Milwaukee, WI**

**9/2020-present**

T&R Developments is a full fledged Real Estate Development/Owners Representative Services Company—Rafael entered the real estate market as a small-scale investor, but after completion of the ACRE Program, Rafael began to once again pursue his passion of being a real estate developer. Leveraging the relationships he has made, Rafael has been able to cross over into the for profit development world rather seamlessly with projects in various stages of development.

#### **T&R Investment Properties, LLC, Milwaukee, WI**

**6/2014-present**

T&R Investments is a Real Estate Investment and Property Management Company Operated by Rafael and his wife Theresa Garcia. Both born and raised in Milwaukee, Rafael and Theresa own and manage real estate in the same neighborhoods they live, work and play

#### **INDEX Development, Milwaukee, WI**

**6/2015-present**

Index Development Group, LLC (IDG) is a commercial real estate development collaborative established by five graduates of the Associates in Commercial Real Estate (ACRE) Program. ACRE is the industry-leading initiative that recruits and retains minorities for professional careers in the field of commercial real estate. Owner/Developer--Villard Commons Apartments, **Winner of Mayor's Design Award--**

#### **Community First, Milwaukee, WI**

**3/2011-present**

A community based non-profit organization that utilizes its expansive network of relationships to positively impact neighborhood revitalization efforts. Community First works collaboratively with funders, government, community representatives and stakeholders to empower Tri-sector (public/private/non-profit) partnerships with an outcome of advancing the neighborhoods plan. Owner/Developer--37<sup>th</sup> St School Senior Apartments

**EXECUTIVE DIRECTOR--FOUNDER**

Multi-faceted executive responsible for building, directing, and managing a highly successful 501(c)3 organization that has met or exceeded core organizational goals and objectives for 40 consecutive quarters.

- Results driven executive manager with an entrepreneurial mindset and a passion for leveraging people, process, and technology to achieve optimal organizational results.
- Conceived, developed, and executed organization development plan that created Community First in 2011.
- Hands-on managing director well versed in planning, directing, and managing core operations including:
  - **Strategic Planning & Facilitation:** Leading strategic planning processes and translating the organization's missions and goals into operating plans with clear benchmarks and annual objectives.
  - **Organizational Development & Capacity Building:** Designing and providing assistance to community-based/non-governmental organizations in the areas of board and program development, community assessment, and process/outcome evaluation.
  - **Budget Management:** Developing and monitoring program and organizational budgets including designing financial protocols and procedures to control costs and monitor disbursements.
  - **Policy Development & Analysis:** Well-versed in collaborating with government agencies, community groups, community leaders, and other influencing entities to develop effective policy positions.
  - **Advocacy Work & Constituency Building:** Extensive experience working with community members, leaders, businesses, and government entities brand building and promoting organization and programs.
  - **Grant Development/Management:** Successful grant writing as well as proper stewardship and reporting to various funding entities.
  - **Real Estate Development:** Versed in Low-Income Housing Tax Credit (LIHTC) Development along with State and Federal Historic Tax Credits with projects in various stages of development.

**YMCA Community Development Corporation, Milwaukee, WI****4/2004–12/2011**

Community based Development organization focused on Neighborhood revitalization, community engagement and housing rehabilitation.

**EXECUTIVE DIRECTOR (4/2007–12/2011)**

Principal executive chartered with leading, expanding, and managing staff and programs.

- Provided executive vision, strategy, and program leadership to develop and implement community-focused growth strategies that drove 252% growth over 48-months during very difficult economic conditions.
- Responsible for organizational planning and all aspects of administering a \$1.2M annual budget.
- Recruited, hired, developed/mentored and directly managed staff of six: a project manager, four Community Development Specialists and an administrative support specialist.
- Created and developed several YMCA programs including: "Backpacks for Strong-Kids", which resulted in over 3000 backpacks filled with school supplies given out at 3 area locations to underserved youth.
- Responsible for the successful administration of over \$5M of direct service neighborhood revitalization resulting in over 200 units of housing rehab.
- Recruited by City of Milwaukee CDBG to train, mentor and repair other CDBG funded organizations.

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## EDUCATION

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B.S. in Business Management—Minor Human Services, Cardinal Stritch University, Milwaukee, WI

A.C.R.E. Program (Associates in Commercial Real Estate) Marquette University 2015-2016

A.C.R.E. Practicum Fellow 2017-2018

Cardinal Stritch Mission Fuel Non-profit Business Innovation program 2017-2018

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## PROJECTS / VOLUNTEERING

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Currently Developing a \$7.6M dollar expansion of Victory Christian Academy on Milwaukee's Southside.

Winner of City of Milwaukee Mayor's Design Award/winner 37<sup>th</sup> Street School RFP. Converted to 49 Units of Historical Senior Living Apartments. \$10M Renovation. Placed in service 2021

Awarded \$5.9M in Wisconsin Low-Income Housing Tax Credits (LIHTC) through Index Development for Villard Commons. New Construction 43-unit Housing Development in conjunction with our development partner Brinshore Development placed into service 2020

Continuing to help over 500 low to moderate income families to remain in their homes by providing substantial home repairs through The Wauwatosa CDBG Program and The City of Milwaukee NIP Program.

Created/implemented "Backpacks for Strong Kids" program, annually filling thousands of backpacks with school supplies and distributing them at three urban YMCA centers.

Created/implemented Y-Warmer Winters program that assisted 100 elderly or handicapped persons with winterization/installation.

Compel Them to Come (A family support organization), Board Member

Washington Park Partners Housing Committee, former Board Chair

Near West Side Partners Housing Committee, former Board Member and past Board Chair

Near West Side Partners Commercial Corridor Committee, Board Member

Member of United Nations Habitat III and conference participant, Quito, Ecuador 2016

UW-Milwaukee Educational/Humanitarian P2P member, Havana, Cuba 2017

Big Brothers Big Sisters Mentor to Shawndell, 3-2018-present

Cardinal Stritch University Alumni Board past member

TransCenter for Youth Board Member 2019-present

TransCenter for Youth Financial Committee 2020-present

Board Member—Victory Christian Academy 2022-present

Historic Preservation Commission City of Milwaukee 2021-present. 2022 elected Vice Chair