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**PROFESSIONAL** We Energies, Milwaukee, WI.  
**EXPERIENCE** **Director- Administrative Services**

**October 2004 to Present**

Lead a department of over 200 management and union-represented employees and contract staff in providing internal services such as facility management, cafeteria and catering, printing, mail, security, library research, and real estate management services to the entire corporation. Manage a budget of over \$20 million. Key results achieved include: improving internal customer satisfaction to highest levels ever, reducing employee injuries by over 90%, increasing expenditures with minority and women owned businesses by over 400%, improving employee engagement grand mean scores by 15% and establishing a corporate wide business continuity structure. Also member of a number of corporate senior advisory committees, including: corporate diversity, business continuity, information security management, risk management and employee benefits.

*Assistant to the Chairman*

**May 2003 to October 2004**

Appointed to the position by former Wisconsin Energy Corporation's Chairman and CEO, Richard Abdoo. Led a cross-functional team (WEC Performance Report team) in capturing and reporting performance information from all WEC companies, identifying areas where additional performance information was needed, and identifying performance improvement opportunities. During this assignment, I implemented a process to more efficiently gather, evaluate and report performance information. Also, increased awareness of the report among employees and explained the importance of transparency. The 2002 WEC Performance Report (prepared in 2003) was a finalist for the Best Sustainability Report award.

*Supply Chain Manager*

**July 1997 to May 2003**

Led the development and implementation of a corporate-wide vision, strategy and initiation of policy for the implementation of procurement, inventory management and accounts payable processes that supported over \$350 million in corporate purchases of goods and services. Led a department of over 50 management and union represented employees with a budget of \$5 million. Achievements included: generating over \$8 million in total lifecycle cost savings in 2002; developing Service Delivery Agreements and related performance metrics with internal clients; leading the hiring of the director-supplier diversity to grow purchases from women and minority-owned businesses; and increasing use of electronic procurement strategies, such as reverse auctions, to reduce costs and improve requisition-to-purchase cycle time; led the development of operational excellence strategies in Administrative Services and Supply Chain; and successfully led the WE-WG Administrative Services and Supply Chain merger consolidation teams.

***Manager-Load Management and Member-Primergy merger team  
October 1994 to July 1997***

Led the effort to increase commercial/industrial customer participation in electric load curtailment programs, and to design new pricing and load curtailment options. Managed a \$3 million annual operating and capital budget, and a team of eight engineers, marketing specialists and a computer analyst. Selected to work on special assignment to the Northern States Power-Wisconsin Energy merger Sales and Marketing process design team, where we designed new sales and marketing processes. Led the team responsible for the design of sales and marketing information in the Customer Solutions System (CSS) technology initiative.

***Manager-Energy Cooperatives  
December 1992 to October 1994***

Assigned to this special assignment by the company's President and COO to lead the design, sale and operation of energy cooperatives as a load curtailment alternative to meet increasing electric demand. Managed a staff of five consultants, engineers and a computer analyst. Responsible for a \$10 million, five-year operating and capital budget. Worked with large commercial and industrial customers to identify opportunities for electric load curtailment. Established a cross-functional support team from Marketing, Customer Service, Information Systems and System Operations, while working with several outside consultants, to design and implement the program. Achieved growth results: the number of customers participating in load curtailment programs or rates increased by 300% over a 3-year period, and gave C/I customers direct access to real-time energy data.

***Manager-Customer Service, Southern Region  
January 1991 to December 1992***

Led the day-to-day customer service activities in the region, including sales of conservation programs, engineering services for commercial and industrial customers, meter reading, meter servicing and testing, customer accounting, customer billing and community relations activities. Managed a staff of 35 supervisory professionals, engineers and clerical support employees, and a \$1.5 million annual operating budget. Established Credit Bureau reporting to lower collectibles.

***General Supervisor-Community Services  
May 1989 to January, 1991***

Responsible for managing customer service programs targeted to low-moderate income households and non-profit community based organizations. Administered the division's \$1 million annual operating budget. Supervised a staff of 12 community relations coordinators, specialists and clerical support employees. Reviewed and approved all annual service contracts for the installation of energy efficient measures. Implemented a new budget review process, which pushed decision-making down to the project management levels, resulting in improved employee accountability and job satisfaction.

**Wisconsin Natural Gas Company, Racine, WI.  
*Supervisor-Purchasing and Stores***

**February 1986 to May 1989**

Responsible for leading the purchase of non-fuel goods and services for the corporation. Negotiated all corporate contracts, and supervised all storeroom operations. Supervised a staff of six purchasing buyers, maintenance and clerical support employees, and coordinated the functions of all store's operations. Identified the need for and coordinated the development of a computerized purchasing and accounting system, resulting in annual savings of over \$50,000.

**Wisconsin Electric Power company, Milwaukee, WI.**

***Energy Management Engineer***

**January 1984 to February 1986**

Performed energy audits for commercial and industrial customers, analyzed customer data and submitted reports containing recommendations for energy efficiency improvements.

**EDUCATION**

**University of Wisconsin - Milwaukee, Milwaukee, WI.**

**1996 to 1998**

Executive Master's Degree in Business Administration.

**University of Wisconsin – Madison**

**1984 to 1985**

Energy Management Engineering diploma

**Arizona State University, Tempe, AZ**

**1982 to 1983**

Finished coursework in Masters of Science degree in Chemical Engineering.

**Illinois Institute of Technology, Chicago, IL.**

**1978 to 1982**

Bachelor of Science degree in Chemical Engineering.

**ADDITIONAL  
SKILLS**

Bilingual (Spanish/English)

Proficient in many computer-based applications (MS Excel, Word, VISIO, Power Point, etc.)

**RECOGNITION**

Selected to the 1982 *Who's Who Among Students in American Colleges and Universities*

Selected to the 1996 *Milwaukee Business Journal* "40 Under 40" recognition of leaders

**AFFILIATIONS**

Wisconsin Foundation for Independent Colleges: member – Board of Directors.

Hispanic Chamber of Commerce of Wisconsin: corporate member.

Employee Mutual Benefits Association: Past President and member - Board of Directors.

AIDS Resource Center of WI – Board of Directors and chairman, Development Committee

**REFERENCES**

Available upon request.