
REAL ESTATE DEVELOPER

LEADERSHIP | PROGRAM DEVELOPMENT | MANAGEMENT

Accomplished management professional with 16 years of experience leading nonprofit organizations to achieving strategic objectives and operational goals. A results-based leader, innovative and resourceful with a passion for building and leading strong teams, overcoming obstacles, and exceeding expectations.

AREAS OF EXPERTISE

Strategic & Tactical Planning

Building & Nurturing Relationships

Governmental Relations

Organizational Development

Fundraising Events / Grant Writing

Real Estate Development

Directing / Managing Operations

Developing / Administering Programs

Corporate Sponsorship / Donors

Serving Diverse Populations

Community Service Organizations

Economic Development

- ❖ Progressive executive-level responsibility across multiple operational units with a deep understanding of nonprofit sector culture, 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.

PROFESSIONAL EXPERIENCE

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/Co-founder

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 various projects in various stages of development.

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.

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 20 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 Center, 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.

PROGRAM MANAGER (4/2004–4/2007)

Program manager/project manager responsible for driving program growth and overseeing as many as 30 project implementations annually.

- Outstanding leadership, performance, and individual contribution formally recognized by Metro Milwaukee YMCA senior executive team for exceeding/greatly exceeding key organizational performance objectives.
- Broadly recognized for taking ownership of the program and becoming its heart and soul with notable achievements in developing and executing program initiatives that:
 - Increased first year revenue ~30%.

- Tripling the number of families being served and directly benefiting from the program.
- Drove substantial increases in funding, from \$245K to \$735K in 36 months.
- Increasing program satisfaction across both customers and contractors.
- Actively worked within the community, directly with constituent families, community leaders, businesses, and government entities, to promote the NIP/MHR programs, promote goodwill and enhance CDC branding.
- Greater community involvement included serving as liaison between families and City of Milwaukee Department of Neighborhood services, and serving as instrumental member of team that developed standards for City of Milwaukee lead paint abatement programs.

EDUCATION

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

PROJECTS / VOLUNTEERING

RFP winner of City of Milwaukee 37th Street School RFP. To be converted to 50 Affordable Senior Living Apartments

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

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