

JUAN G. GUERRA, CPA

62B Elk Valley Road
Crested Butte, CO 81224
(956) 655-2804
sgtguerra@yahoo.com

RELEVANT PROFESSIONAL EXPERIENCE

➤ **FINANCE DIRECTOR – GUNNISON COUNTY, CO; DECEMBER 2020 – PRESENT**

RELEVANT RESPONSIBILITIES

- ◆ Responsibilities include management over all financial operations, budget oversight, financial presentation in a county of est. 20k residents and a County-wide budget of \$121 million

➤ **CITY MANAGER - CITY OF EDINBURG, TX; OCTOBER 2018 – NOVEMBER 2019**

RELEVANT RESPONSIBILITIES

- ◆ Manage the City's operations, budget, & personnel while responsibly implementing the policies of the elected officials in a city of est. 100k residents, 1,200 employees (depending on summer hiring), and an annual City-wide budget of \$180 million (depending on CIP, \$73 mil Gen Fund)

PROACTIVE ACHIEVEMENTS

- ◆ Changed the culture in the City by creating and implementing the increased expectations and accountability of employees through the Edinburg PRISM Strategic Plan (Leadership Principles and Traits)
- ◆ Modernizing fiscal management, updating fiscal policies and identifying and improved inefficient fiscal practices and staff, which allowed for over \$5 million in additional disposable funds and upgrading employee pay, fleet, capital project funding, and technology
- ◆ Re-energized and changed the Police Department leadership, policies, and tools, which led to a crime rate reduction of 20% in the first 10 months of the changes
- ◆ Led the decision to renegotiate and fix the landfill permit issues, providing for 60 years of future services equaling millions in revenues and at a savings of \$2.5 million plus ownership of land
- ◆ Worked to organize the \$44 million sports Arena TIRZ agreement capping the City's unlimited liability while also identifying and fixing the unmet obligations of another major development TIRZ
- ◆ Began efforts to implement the Baldrige Excellence Framework emphasizing leadership through organizational development, performance-based management, and long-term strategic planning
- ◆ Implemented Edinburg Academy and a Teambuilding Program, to cross-train and develop leadership within the City's employee base
- ◆ Managed the fastest growing city in the region in relation to development, population, and sales tax by ensuring Capital Project's development and movement while updating the City's planning documents
- ◆ Increased community outreach efforts and neighborhood clean-up operations
- ◆ Created a package and led a team which was selected as a Finalist for the 2019 All-America City award

➤ **CITY MANAGER - CITY OF PHARR, TX; JUNE 2015 – OCTOBER 2018**

RELEVANT RESPONSIBILITIES

- ◆ Manage the City's operations, budget, & personnel while responsibly implementing the policies of the elected officials in a city of est. 81k residents, 635-880 employees (depending on summer hiring), and an annual City-wide budget of \$150-\$190 million (depending on CIP, \$50 mil Gen Fund)

PROACTIVE ACHIEVEMENTS

- ◆ Changed the culture in the City by creating and implementing the increased expectations and accountability of employees through the Pharr PRIDE Strategic Plan (Leadership Principles and Traits)

- ◆Great fiscal management allowing the best bond rating in Pharr's history, AA- by S&P in 2018
- ◆Great fiscal management of the organization & economy: \$6 billion in additional trade value in Pharr, 5% increase in commercial bridge crossings, decrease in unemployment rate, new taxable sales up \$95 million or 17%, Gen Fund Cash reserves up 75%, Gen Fund unrestricted fund balance up 2,787%
- ◆Turned around bad economic development projects into successful results for international trade, industrial development, and including a regional attraction utilizing performance based incentives
- ◆Identified market weakness and created an incentive program to successfully diversify housing options, resulting in an estimated 500 new residential homes and potentially \$100,000,000 in new investment
- ◆Teamed with local school district to double the size of park acreage and amenities in the city, maintain Aquatic Park, and cattle & farming program to improve quality of life options
- ◆Developed partnerships with higher education institutions to bring opportunities for higher education for the first time in Pharr's history: University of Texas – Rio Grande Valley (School of Medicine), South Texas College, and Rio Grande Valley College
- ◆Reduced property taxes by the biggest margin in the last 25 years
- ◆Returned excess utility funds back to the ratepayers for the first time in the region
- ◆Began efforts to implement the Baldrige Excellence Framework emphasizing leadership through organizational development, performance based management, and long-term strategic planning
- ◆Implemented City Manager Academy, Pharr University, City Manager Problem Solving Task Force, City Manager Workplace Experience Program, Teambuilding Program, and Employee & Family Appreciation programs to cross-train and develop leadership within the City's employee base
- ◆Championed transparency in government operations through State awards, anonymous suggestion boxes & fraud reporting boxes in every department, Internal Auditor, City-Hall on Call operations, employee surveys, citizen surveys, and social media programs aimed at Q&A with the City Manager
- ◆Improved employee pay to a professional rate within the region while implementing a living minimum wage of \$11/hour for full-time employees and developing a plan to implement an organization-wide compensation plan
- ◆Successfully negotiated 3 years collective bargaining contracts with both the Police and Fire Unions, bringing their pay to a regional level while implementing fitness for duty standards
- ◆Developed and implemented a 5 and 10-year Capital Improvement Project Plan and updated every master plan for strategic planning purposes, significantly improving the City's infrastructure
- ◆Created the City's first Human Resource Department ensuring proper professional organizational development, fair treatment of employees, and the development of a comprehensive wellness program
- ◆Created the City's first Purchasing Department ensuring purchasing operations are orderly, fair, legal, and transparent to the community
- ◆Evaluated, identified, and fixed the lack of executive management oversight between departments and the City Manager's office increasing operational synergy
- ◆Developed neighborhood clean-up programs as well as expanding active clean-up and recycling efforts
- ◆Expanded quality of life activities through efficient community events throughout all regions of Pharr
- ◆Member of the Board of Directors for the Quality Texas Foundation
- ◆Chairman for Hidalgo County Metropolitan Planning Organization's Technical Advisory Committee
- ◆Vice-Chairman for the regional Texas City Manager's Association
- ◆Advisory Board Member for South Texas College – Public Administration Advisory Board and
- ◆Member of the Pharr-San Juan-Alamo ISD Education Foundation

➤ **CHIEF FINANCIAL OFFICER - CITY OF PHARR, TX; OCTOBER 2012 – JUNE 2015**

RELEVANT RESPONSIBILITIES

- ◆Handled duties of Director for the Pharr International Bridge (Feb 2013 – Aug 2014) at the same time as those of CFO
- ◆Provide economic analysis and recommendations concerning international trade and economic development projects
- ◆Develop, implement, review, and update employee policy, financial policies, cash handling policy, investment policy, and purchasing manual

- ◆ Present fiscal analysis to the City Commission, Pharr International Bridge Board, Pharr Economic Development Corporation (PEDC), Pharr Public Facilities Corporation #1, and the Pharr Tax Increment Reinvestment Zone (Pharr TIRZ)
- ◆ Member of the collective bargaining team and assisted with negotiations, and Pharr Police Athletic League board treasurer

PROACTIVE ACHIEVEMENTS

- ◆ Identified an opportunity and strategy to potentially double the City's bridge revenues that had been overlooked for over 19 years
- ◆ Successfully lead the planning and development of international infrastructure development and funding which had been attempted in the last 10 years with minimal success
- ◆ Lead the strategic planning and multi-governmental agency coordination of a logistical port of entry
- ◆ Act as liaison for the City and lobby to local, state, and federal agencies of the USA and Mexico
- ◆ Improved the City's international trade presence and perception at the local, state, federal, professional international trade/logistical organizations via regional and state trade missions to Mexico and USA
- ◆ Developed plans for the consolidation of the area's logistical professions to improve the standing the Pharr Bridge and the City of Pharr
- ◆ Developed a plan along with the receipt of EDA grant funding to greatly increase Pharr's international trade presence via a Trade Center Building that would include USA & Mexico representatives along with trade associations and South TX College
- ◆ I professionalized the duties of Bridge Director to the point where once I left the Bridge, new duties were realized: professionally experienced and salaried Bridge Director, Assistant Bridge Director, Assistant Director of Operations, Government Affairs Liaison, and Industrial Development Manager
- ◆ Was committee member for the i69 Texas Alliance, North American Strategy for Competitiveness (NASCO), Pharr Revolving Loan, Pharr Veteran's Day Parade, Pharr Christmas Tree Lighting Parade, Pharr HUB Phestival

REASON FOR LEAVING

- ◆ Career Advancement

➤ **FINANCE DIRECTOR - CITY OF PHARR, TX; JULY 2007 – OCTOBER 2012**

RELEVANT RESPONSIBILITIES

- ◆ Responsibilities included management over all financial operations and utility billing functions

PROACTIVE ACHIEVEMENTS

- ◆ Came into a very unreliable finance department, reorganized the finance staff and operations from the ground up to create stable reliable operations
- ◆ Identified major financial weaknesses and developed a long-term viability plan to correct numerous fiscal weaknesses as well as ensuring they don't occur in the future
- ◆ Greatly improved the City's fiscal position by developing and implementing fiscal policies and fixing the General Fund fund balance from a negative \$6 million to positive \$8 million in 2 years
- ◆ Professionally communicated with confrontational politically unstable Commission
- ◆ Completed the annual audit and financial report on time for the first time in 19 years
- ◆ Created the City's 1st budget manual and training session
- ◆ Created a teamwork atmosphere in the Finance Department and began the internal training of accounting personnel
- ◆ Upgraded the expectations of the Utility Billing division and fired/hired capable staff to meet them
- ◆ Prepared the City's 1st ever CAFR and submitted it to GFOA for the Certificate of Achievement, awarded this certificate 8 straight years
- ◆ Completely modified the budget document to a more updated and professional standard and was awarded the City's 1st ever GFOA award for the Distinguished Budget Presentation, awarded this certificate 8 straight years

- ◆Developed an investment report that meets professional investment requirements and was awarded the Governmental Treasury Organization of Texas' Certificate of Distinction
- ◆Modified the City's website to become the first regional city to win the Gold Leadership Circle to the City of Pharr for its online fiscal transparency
- ◆Successfully managed the City's finances through the regional economic downturn while developing a plan and fully met the goals of funding the contingency balances for the major funds
- ◆Played major role in development of component units, TIRZ, as well as their developmental funding
- ◆Played major role with the start-up of the Pharr Events Center operations
- ◆Provided fiscal guidance and oversight to City, Economic Dev Corp, and component units on major economic and industrial development packages

REASON FOR LEAVING

- ◆Career Advancement

➤ **ACCOUNTING MANAGER - CITY OF FORT WORTH, TX; DECEMBER 2006 – JULY 2007**

RELEVANT RESPONSIBILITIES

- ◆Responsibilities included management over accounting division employees & budget, financial reporting, single audits, general ledger, capital assets & CIP, grants, accounts payable, and payroll

PROACTIVE ACHIEVEMENTS

- ◆Analyzed, identified, recommended & implementing improvements for reorganization of Accounting Division - train, reorganize duties, increase expectations
- ◆Lead a strike team to analyze risks associated with current city-wide payroll activities
- ◆Initiated the development of an audit preparation procedural manual, the organization of debt schedules, and managed the proper ledger tracking of investments
- ◆Researched, analyzed, and identified effects of legislation for the CFO
- ◆Started the development of a trust for retiree benefit funding per GASB 45
- ◆Assisted with technical assistance on the new Barnett Shale gas well revenues of \$376 mil

REASON FOR LEAVING

- ◆Family emergency

➤ **DIRECTOR OF FINANCE - CITY OF SHERMAN, TX; JANUARY 2005 – DECEMBER 2006**

RELEVANT RESPONSIBILITIES

- ◆Prepared budgets, forecasts, audits, and financial external & internal reports
- ◆Purchased investments and assisted with the issuance and retirement of debt instruments
- ◆Consistently worked in teams from all government fields to update service fees/consumption rates, analyze costs, integrate software, improve utility operations, and determine project feasibility
- ◆Assisted with TIF expansion feasibility, airport growth requirements, city-wide ERP IT system upgrade selection, solid waste software conversion, early debt redemption feasibility, utility rate increases, utility billing date consolidation, FEMA reimbursements, and risk management
- ◆Member of the Grant Writing Team, City-Wide Wi-Fi Team, and IT Software Upgrade Team
- ◆Responsible for IT, Treasury, Finance/Accounting, purchasing, and Utility Billing/Collection

PROACTIVE ACHIEVEMENTS

- ◆Organized the debt and investment activities, identifying errors and cost saving measures >\$300k
- ◆Oversaw and managed the overhaul of all degreed employees in the Finance Department,
- ◆Improved internal control in Finance and functionality of Utility Payment department
- ◆Implemented a city-wide fraud reporting program
- ◆Updated the City's investment policy earning their first ever Investment Policy Certificate of Distinction

REASON FOR LEAVING

- ◆Career advancement.

➤ **DIRECTOR OF FINANCE - CITY OF LA FERIA, TX; 2002- 2005**

RELEVANT RESPONSIBILITIES

- ◆Oversaw the coordination and payments for capital projects
- ◆Managed the City's financial records, investments, and accounts,
- ◆Prepared annual budgets, forecasts, audits, and financial external & internal reports
- ◆Presented financial reports to media and elected officials
- ◆Performed supplementary duties as the Human Resource Manager, MIS Manager, Activity/Utility Cost Analyzer, Office Manager, Purchase Manager, Deputy Tax Collector, and Court Administrator

PROACTIVE ACHIEVEMENTS

- ◆Implemented the conversion of the police department's computer system and network
- ◆Produced and received the City's first ever national financial report award: Certificate of Achievement for Excellence in Financial Reporting
- ◆Produced and received the City's first ever national budgeting award: Distinguished Budget Presentation Award
- ◆Early implemented GASB-34

REASON FOR LEAVING

- ◆Career advancement.

➤ **FINANCE ACCOUNTANT FOR CITY OF LA FERIA, TX; 2000-2002**

RELEVANT RESPONSIBILITIES

- ◆Assisted in the preparation of annual budgets, amendments, audits, and the training of personnel
- ◆Maintained, assigned value of, and tracked the fixed assets, inventories, and major projects
- ◆Performed cost accounting and provided assistance in balancing and correcting the general ledger
- ◆Trouble-shot, reconciled, updated, and verified bank statements, investments, loans, cash collection, purchase orders, performance measures, accounts payable, and accounts receivable

➤ ***LOGISTICAL OPERATIONS AUDITOR SUPERVISOR - UNITED STATES MARINE CORPS; 1998-2000**

RELEVANT RESPONSIBILITIES

- ◆Coordinated, monitored, and reconciled fourteen logistical programs for thirteen work centers
- ◆Audited and analyzed operational and financial information ensuring capability and effectiveness
- ◆Conducted semi-annual operational audits and initiated the improvement of twelve work centers
- ◆Implemented, managed, and conducted training for over one hundred fifty personnel
- ◆Lead, managed, motivated, disciplined, and evaluated employees

PROACTIVE ACHIEVEMENTS

- ◆Spearheaded an overhaul of the Maintenance Management Office (Center of Operations)
- ◆Recognized for outstanding performance with two accelerated promotions and eight awards

REASON FOR LEAVING

- ◆End of enlistment.

➤ ***LOGISTICAL OPERATIONAL DATA ANALYST - UNITED STATES MARINE CORPS; 1996-1998**

RELEVANT RESPONSIBILITIES

- ◆Assisted the department manager in ensuring thirteen work centers were operating in accordance with all business policies

RELEVANT EDUCATION AND SPECIALIZED TRAINING

- Member of and in Good Standing: ICMA #690663 & GFOA #300139045
- Harvard training: Government Performance; 9/2018
- Lean Six-Sigma - Yellow Belt; 8/2018
- Licensed Customhouse Broker (CHB); 3/2015; # 30697
- Chartered Global Management Accountant (CGMA); 12/2013, # 110042638
- Certified Public Manager (CPM); 12/2006
- Certified Government Finance Officer (CGFO); 4/2005, #198
- Certified Public Accountant (CPA) in the state of Texas; 10/2004, #85217
- Masters of Business Administration (MBA), University of Texas-Pan American; 2001, GPA: 3.455
- Bachelors of Business Administration, Campbell University; 2000, with honors: Magna Cum Laude
- *Operational/Logistics Management Supervisor Course; 1999
- *Military Leadership Training; 1998

SKILLS AND STRENGTHS

- Great Leadership
 - Proactive & Progressive • Team-Player • Well Organized
- Great Verbal and Written Communication Skills • Results Oriented • Self Motivated
 - Work Well Under Pressure and Stress • Bilingual - Fluent in English & Spanish
 - Politically Astute

HONORABLE MENTION

Volunteered for active duty in the U.S. Marine Corps after the terrorist attack on September 11, 2001; honorably served in 2002 as Military Police