

By Legislators Maffucci and Yudelson

Intro. No. ____

RESOLUTION NO. ____ OF 2025

**CONFIRMING APPOINTMENT TO THE COUNTY OF MONROE INDUSTRIAL
DEVELOPMENT AGENCY**

BE IT RESOLVED BY THE LEGISLATURE OF THE COUNTY OF MONROE, as follows:

Section 1. In accordance with Sections 856 and 916 of the General Municipal Law of New York State, the following appointment is confirmed:

County of Monroe Industrial Development Agency

- Miguel Velázquez of 53 Wren Field Lane, Pittsford, New York 14534, for a term to begin immediately, and who shall serve at the pleasure of the Legislature.

Section 2. This resolution shall take effect in accordance with Section C2-7 of the Monroe County Charter.

File No. 25-0381

ADOPTION: Date: _____

Vote: _____

Miguel A. Velázquez

53 Wren Field Lane
Pittsford, NY 14534
585.967.2123
mvelazquez@myrta.com

Highly motivated, task-oriented and talented professional. Proven track record of achieving results through creative initiatives, technical knowledge and leadership skills. Motivated to using best practices and business process methodologies resulting in improvements and efficiencies for an organization. Proven ability to drive successful implementations of corporate initiatives in different areas and functions.

QUALIFICATION HIGHLIGHTS

- Team Leadership
- Project Management
- Strategic Planning
- Workflows and Process
- Facility and Capital Strategy
- Process Improvement Methodology
- Policy Development
- Incentive Development and Implementation
- Financial Planning

CAREER SUMMARY AND HIGHLIGHTS

Executive

- Chief Executive Officer of a one thousand employee organization responsible for drafting the strategic direction by formulating the mission, vision, strategic pillars and tactics to move the organization towards a common goal that provides excellence in customer service and financial sustainability.
- Member of executive teams responsible for the long-term growth, operational efficiencies and service improvements of the organizations.
- Responsible for the measurement and tracking of operational performance metrics.
- Tasked with delivering presentations and presenting business cases before the Board of Commissioners, community stakeholders and government officials.
- Responsible for the creation, staffing and oversight of multiple business units.
- Involved in key community-based organization's Boards and committees in order to advance community efforts and represent the interests of the organization.

RELEVANT WORK HISTORY

Rochester Genesee Regional Transit Authority (RGRTA) is a public benefit corporation which provides public transportation to over 11 million customers per year in the Counties of Monroe, Genesee, Livingston, Orleans, Wayne, Wyoming and Seneca.

2023-Present **Chief Executive Officer** | RGRTA, Rochester, NY

- Successfully managed a large, complex, and diverse organization that operates to provide service to its customers.
- Directed and coordinated Authority wide activities in the areas of operations, maintenance and personnel.
- Launched innovative transportation solutions.
- Navigated through service adjustments impacting customers and communities by delivering data based informed decisions with clarity.
- Developed and maintained effective relationships and facilitated open communication channels with all business related segments including: the general public, businesses, government officials, and community organizations.
- Interacted regularly with employees, customers, the public, elected officials and other stakeholders to educate and promote Authority related services.
- Supported a positive culture and strong public image promoting the agency and its services.
- Developed and maintained a working relationship and 2-way communication with Board members.

2014-2022 **Chief Operating Officer** | RGRTA, Rochester, NY

- Responsible for overseeing key areas of the organization: Information Technology, Service Planning, Scheduling, Fleet Maintenance, Fixed Route Service Delivery, Paratransit Services and regional operations.
- Review the performance of 8 vice-presidents, directors and managers, and oversee their professional development.
- Ultimately responsible for over 50 employees across 8 different subsidiary companies.
- Responsible for the strategic planning and budgeting of all aspects of operations and service delivery, which amounts to a budget of nearly \$70M dollars.
- Developed long term capital planning and investments in facilities, technologies and vehicles.
- Worked with community stakeholders to develop a long range service plan.
- Determined the appropriate performance metrics, goals and the necessary related analysis to ensure continuous improvement.
- Oversaw a 10-year technology roadmap that aligns with the organization's mission, mission and associated initiatives.
- Involved in collective bargaining contract negotiations and drive to agreements that are fiscally responsible.
- Ensured practices and initiatives that provide for a high level of employee engagement.
- Planned and implemented the overhaul of a 40 year old service profile, which will result in new customer service offerings.
- Oversaw paratransit service delivery and ensure that the needs of the community are addressed.
- Supervised the creation of policies and standard operating procedures that help in the efficient management of the organization's operations.
- Analyzed and determined the need for resources that will improve the effective delivery of services.

2010-2014 **Chief Information Officer** | RGRTA, Rochester, NY

Information Technology

- Developed and oversaw the growth of the technology department by over 70% in 7 years.
- Responsible for setting the vision and planning of the most ambitious technical project in the Authority's history: a 22 million dollar project for the implementation of a suite of technologies which will have a deep impact on customer service, operational efficiencies and the bottom line of the Organization. For example, launched WHERE'S MY BUS (WMB) which utilizes GPS and communication technology that allows customers to track their RTS bus via text message and/or email.
- Responsible for managing numerous technology implementation projects.
- Implemented process improvement methodologies to consistently lower technical support response time by 40%.
- Created programs to control IT asset management.
- Lead the creation of numerous requests for proposals leading to vendor selection and contract agreements.
- Negotiated various contracts for the purchase and implementation of systems.
- Develop and administer budgets for the investments in technology for the organization.
- Created partnerships with local higher educational institutions to design innovative solutions, while fomenting business relations.
- Responsible for directing the work of systems analysts, computer programmers, support specialists, network administrators and systems engineers.
- Constantly conducting strategic planning and drafting the path for the role of technology within the organization and setting the goals for the team.
- Key decision maker in the design of technologies for the future Downtown Transit Center.

Performance Measurements – Research and Development

- Responsible for the team conducting all measurements of the organization's performance, with the goal of conducting Lean Six Sigma methodologies to improve processes that result in better organizational performance, cost reductions and customer satisfaction.
- Implemented processes to conduct Management By Facts (MBFs) on areas of low performance and systematically improve those areas.
- Responsible for overseeing the analysis of data to find our root causes and provide solutions.
- Continuously look for areas that may yield a financial benefit to the organization.
- Charged with implementing rigorous quality control, data integrity and statistical analysis.
- Key in the analysis and implementation of processes to improve the "on-time performance" (percent of time that buses run on schedule) to record high numbers.

Project Management Office

- Responsible for supervising and directing the efforts of the Project Management Office, which currently oversees a Project Portfolio of just under \$125M. Projects range from the technical deployments to process re-engineering efforts.
- Helped develop project management processes to improve the success rate of project delivery.
- Developed system for companywide project management through organizational matrix approach.
- Spearhead project portfolio review effort to update, communicate and maintain project deadlines in order to ensure successful implementation of projects.

2000-2010 **Director of Information Technology** | RGRTA, Rochester, NY

- Tasked with finding new ways to help customers and the organization profit from how data is used while focusing on managing budgets and processes to eliminate or reduce costs
- Responsible for directing the work of systems analysts, computer programmers, support specialists, administrative assistants and project managers
- Constantly conducting strategic planning and drafting the path for the role of technology within the Organization and the setting the goals for the team
- Responsible for setting the vision and planning of the most ambitious technical project in the Authority's history. This is a 22 million dollar project for the implementation of a suite of technologies which will have a deep impact on customer service, operational efficiencies and the bottom line of the Organization
- Participate in Leadership Team meetings and provide Executive Team information in order to help determine both technical and business goals
- Assign and review the work of team lead subordinates
- Evaluate the newest and most innovative technologies and determine how these can help the organization
- Overall management of information systems and computing resources for the entire organization
- Develop requirement definitions, write SOWs, evaluate proposals and select firms as part of the procurement process for projects
- Develop and administer budgets and schedules for information technology business operations and capital projects
- Created partnerships with local higher educational institutions to design innovative solutions, while fomenting business relations
- Projects:
 - Deploying a companywide Voice over IP telephone system
 - Re-developing customer technical support process
 - Implementing Lean Six Sigma process for maintenance department
 - Developing plan for supporting Board members technical and communication needs

1999 - 2000 **Systems Administrator** | RGRTA, Rochester, NY

- Responsible for company wide Information System's projects planning and implementation
- Provide the upkeep, maintenance and security of networks
- LAN/WAN (Local Area Network/Wide Area Network) design and administer an organization's local area network; direct the network, and its related computing environment, including hardware, systems software, applications software, and all other computer-related configurations
- Setup and supervise services for over 20 different DSS sites for remote access to company resources
- In charge of leading, training and supervising technical classes
- Conduct training on an advance level of various software programs.
- Deliver assistance as a consultant to other companies.
- Troubleshoot and repair PC systems maintaining them in optimum conditions.

EDUCATION AND TRAINING

Simon School of Business

University of Rochester | Rochester, NY

Master's in Business Administration

Beta Gamma Sigma - member

University of Rochester | Rochester, NY
Bachelor's Degree
Dean's List

Rochester Institute of Technology, | Rochester, NY
College of Computing and Information Sciences – Partially Completed

SPECIAL SKILLS AND OTHER ACHIEVEMENTS

- University of Rochester Outstanding Academic Achievement Certificate for two consecutive years.
- University and National Dean's list
- Member of Beta Gamma Sigma International Business Honor Society
- Bilingual: Fluent in English and Spanish.

OTHER ACTIVITIES AND AFILIATIONS

- Board member of the regional advisory board for Excellus Blue Cross Blue Shield
- Member of Nazareth University Board of Trustee
- Member of the executive committee and board of the Rochester Monroe Anti-Poverty Initiative
- Member of the Lifespan board of directors
- Co-chair of the Together Now Board
- Past Board Member of the Catholic Family Center and Finance Committee
- Past Board Member of Rochester Hope
- Past Board Member of the Red Cross
- Past Board Member of the Al Sigl Community of Agencies
- Past Board Member and Chair of the Ibero American Action League
- Latino Leadership Development Program – class president
- Thayer Leadership Program