

# CARLOS ROBERT ESPINOZA

Clayton, NC 27527

[carlospinoza.net@gmail.com](mailto:carlospinoza.net@gmail.com)

## Professional Objective

Seeking a challenging and rewarding position in airport ground transportation. My experience is diverse, ranging from work with organizations such as schools and school districts amid change and reform, government contractors seeking new funding, and transportation companies restructuring their training.

## Work History

### **Transportation General, Inc. (2004-Present)**

#### General Manager, RDU Taxi, Inc. (February 10, 2013 to Present)

Responsible for the implementation of the Taxicab Stand Manager Concession Contract between the Raleigh-Durham Airport Authority and RDU Taxi, Inc.

- Supervision of 133 independent contractor drivers and 16 professional staff
- Vetting and interviewing of new drivers
- Suspension and termination of drivers
- Hiring and training of curbside dispatchers
- Development of staff performance guidelines and appraisals
- Development and delivery of annual driver training
- Monitoring of all drivers and vehicles to ensure compliance with contract and insurance requirements
- Removal from service of any vehicle not meeting requirements for cleanliness, interior/exterior appearance, and proper functioning of meter/credit card equipment

**Human Resources:** Recruited, interviewed, hired, and trained a 16-member staff, including cashiers, taxi booth operators, and an assistant manager. Reviewed and approved weekly payroll and conducted performance appraisals.

**Budgetary Responsibilities:** Managed the collection of payments made to the company by drivers; including credit card reconciliation, charges for RDU background checks, redemption of vouchers, and resolution of charging disputes.

**Customer Service:** Responded to passenger complaints by phone and in writing. Attained resolution of passenger grievances by refunding fares, providing complimentary transportation, and reimbursing parking charges or flight change fees when necessary. Created incentive programs to motivate drivers to service delayed flights and unassigned calls.

**Reporting Responsibilities:** Prepared daily and monthly reports, including trip counts, destination counts, and trend analysis. Used data analysis to determine times of greatest passenger demand. Developed systems to track outsourced work.

**Technology Services:** Worked extensively with Microsoft applications including, Word, Excel, PowerPoint, and Access. Set up and service of dispatch software, PCI complaint credit card processing machines, 508c software upgrades, and taxi meter calibration. Applied coordinate data to determine routes, derive destination data, and establish accident times and location.

### Training Manager, Murphy Brothers, Inc. (February 14, 2010 to February 9, 2013)

Responsible for the development and delivery of training across five taxi fleets in Northern Virginia.

- Supervised 402 independent contractor drivers from Fairfax and Loudoun County taxi fleets as part of a four-person management team
- Supervised cashiers and resolved cashiering problems, such as correcting entry errors and maintaining adequate supply of cash
- Coordinated screening and testing of driver applicants
- Worked with Fairfax County staff to evaluate, prepare, and schedule new applicants for Fairfax County driver tests
- Developed and delivered training in map reading, new driver orientation, accident investigations, and wheelchair securement procedures
- As a Virginia-certified instructor, conducted monthly defensive driving course, a requirement for drivers seeking to improve skills and remove points from their records
- Responded to passenger complaints by phone and in writing and resolved passenger grievances
- Conducted regular inspection of vehicles and collected daily trip data
- Processed daily and weekly monetary reports

### Independent Contractor (April 19, 2004 to February 13, 2010)

- Operated leased Fairfax Yellow Cab for-hire vehicle and grew a business to more than 200 regular passenger clients.
- Rewrote the new driver handbook, parts of which are still in use today.
- Provided classroom training for new drivers in Fairfax Yellow Cab, Fairfax Red Top, and Loudoun Yellow Cab.
- Served as accident investigator for fleets operating under Transportation General, Inc. and provided detailed reports and photos of accidents.

### **House Eclectic: Furniture (2003-2004)**

House Eclectic is a small business in Northern Virginia that sells furniture imported from China to retailers. During this time, the business was transitioning from managing its own warehouse to using a logistics company and an outsourced warehouse. Currently, the business is managed in Northern Virginia, but the outsourced warehousing is in Greensboro, NC.

### Business Consultant, House Eclectic: Furniture (October 1, 2003 to May 31, 2004)

Oversaw warehouse operations and managed the administrative office. Responded to customer issues of furniture damage and replacement. Worked with company owner to streamline operations and resolve employee-related problems.

### **SRI International (1997-2003)**

### Policy Analyst in the Center for Education Policy, (September 8, 1997 to September 30, 2003) Policy Division in Washington, DC

Worked as a member of several teams on a variety of evaluation projects, each with separate funding, budgets, and timelines.

**Technology Literacy Challenge Fund (TLCF) State Performance Reporting:** (1999 - 2003) Managed data collection, verification, and analysis for the U.S. Department of Education's Technology Literacy Challenge Fund. These data were collected exclusively on-line from all states and over 4000 school districts through a dedicated website designed for data entry, querying, and reporting. Analysis of TLCF data included determining characteristics of rural school districts in relation to the amount awarded.

**SITESM2/OECD U.S. Case Studies:** (1999 - 2002) In conjunction with the University of Minnesota, conducted case studies on exemplary schools and classrooms that incorporated technology to improve teaching and learning. Extensive audio and video documentation of innovative pedagogical practices using educational technology.

**Evaluation of Standards-based Teacher Education Project, Council for Basic Education (CBE):** (1998 - 2002) Provided technical assistance to CBE as part of a formative evaluation of the Standards-based Teacher Education Project. Investigated and reported upon the progress of six participating higher education institutions to reform teacher preparation programs to more closely align with K-12 content standards. Participating institutions are located in Georgia and Indiana.

**Evaluation of Educational Technology Policy and Practice, Planning and Evaluation Services, U.S. Department of Education.** (1998 - 2001) Served as co-leader of sub-task, with responsibilities for development of state and district profiles of technology policy, state data collection efforts on technology, and effective use of data on technology.

**Evaluation of the Virtual High School Consortium, Concord Consortium and Hudson Public Schools.** (1997 - 2002) Conducted evaluation of the Virtual High School, a Technology Innovation Challenge Grant project consisting of a consortium of high schools that offered network-based courses (netcourses) taught by consortium teachers for students in consortium schools.

**Institution-wide Reform, National Science Foundation (NSF).** (1997 - 2000) Co-authored summative evaluation of Institution-wide Reform, an NSF grant-making program designed to initiate reform in the teaching of fundamental science and mathematics courses. Conducted online surveys and review of proposals from 59 institutions.

**Collaboratives for Excellence in Teacher Preparation, National Science Foundation.** (Ending 1/31/2000) Co-authored summative evaluation of five higher education institution collaboratives designed to increase the quantity and enhance the quality of mathematics and science teachers. Conducted online surveys and site visits and reviewed of annual reports and memoranda.

## **Other Professional Experience**

**Project Associate, Middle Grade School Policy Initiative, Council of Chief State School Officers, Washington, DC (1995 - 1997).** Evaluated, researched and provided technical assistance on professional development to educators in fifteen states as part of a national middle grades education reform initiative funded by the Carnegie Corporation of New York. Disseminated information and resources to state education agencies. Investigated and recommended qualitative research software and assisted in the research for middle grades school reform implementation guide. Published the project's print and online newsletter and established Internet discussion groups for state and university project directors. Designed and implemented professional development conferences for principals and principal-teacher teams. Facilitated state teams at Resource Center for Educational Equity conference. Wrote, edited, and proofed reports and publications.

**Research Associate, Urban Youth Initiative, Center for Early Adolescence, University of North Carolina at Chapel Hill (1993 - 1995).** Provided technical assistance, information, and support services to seven school districts participating in the Edna McConnell Clark Foundation's, Program for Student Achievement. Conducted three research-based formative evaluations of school districts' implementation of middle school reform efforts. Participated in the development of instruments and interview protocols for district audits for middle school reform and the creation of a resource manual of promising teaching practices for the Jefferson County Public Schools (Louisville, KY). Assisted in the organization of conferences and developed a management plan for projects of the center's education division.

**Director of Math/Science/Technology Mentoring Program, The Science Center of Connecticut, West Hartford, Connecticut (1992 - 1993).** Implemented year-round mentoring program in Hartford's elementary and middle schools as part of the Connecticut Pre-Engineering Program. Responsibilities included student selection, mentor recruitment and training, and development of marketing and training materials. Organized school-based as well as extracurricular activities in conjunction with local colleges and universities. Maintained extensive contact with Hartford Public Schools' teachers, administrators, and students.

**Manager of School-Based Programs and Project Manager, The Greater Hartford Chamber of Commerce, Hartford, Connecticut (1989 - 1992).** Coordinated implementation and operation of two innovative school-based programs serving more than 650 students. Supervised professional school-based staff of nine working in six schools in Hartford, administered annual budget of approximately \$575,000, and interacted with both school system personnel and the private sector. Developed and implemented a formal management plan including articulated goals and objectives, job expectations, policies, and reporting processes. Refined and implemented a management information system. Prepared grant applications and proposals; administered grants and prepared narrative and financial reports.

**BRIDGE Program Specialist, The Greater Hartford Chamber of Commerce Hartford, Connecticut (1987 - 1989).** Held primary responsibility for the students in two schools for innovative public/private dropout prevention program. Conducted workshops for middle and high school students in life skills, work readiness skills, pre-employment skills and study skills. Developed work sites for students and monitored their performance. Assisted in the compilation of data base for BRIDGE evaluation; assisted in the writing and production of grant proposals; made presentations on BRIDGE program at local, state, and national conferences.

**Program Instructor and Employment Specialist, Hartford Neighborhood Centers Hartford, Connecticut (1985 - 1987).** Developed and implemented curriculum for "Education for Work," an in-school career exploration and training program for middle and high school students with a wide range of backgrounds and learning styles; worked in conjunction with school staff.

## Academic Background

B.A., Psychology (1987), Central Connecticut State University  
Elected to Psi Chi, national honorary society in Psychology.

Graduate course work in qualitative research and program evaluation (1995)  
University of North Carolina at Chapel Hill.

- Participated in designing the formative and summative evaluation of new curricula for University of North Carolina medical school.
- Interviewed students and faculty and reviewed implementation plans and committee reports.
- Designed preliminary database for data collection and feedback to medical school curriculum committee and faculty.