



# DR. ISAMÍ C. AYALA- COLLAZO

Ph. [REDACTED]  
iayalacollazo@pbc.gov

## SUBMITTED TO:

**Dr. David Kahn, Director**  
*Department of Human Resources*  
*Palm Beach County*  
100 Australian Avenue  
West Palm Beach, FL 33401

April 1<sup>st</sup> , 2025

## LETTER OF INTENT AND APPLICATION COUNTY ADMINISTRATOR VACANCY

This constitutes **my letter of intent and application** for the County Administrator position which will become vacant effective May 31, 2025, upon the retirement of Mrs. Verdenia C. Baker. Applying to serve **as the County Administrator of Palm Beach County** is a decision that requires profound introspection. With the benefit of having thoroughly and seriously considered the responsibilities of the position and the skills necessary to successfully perform the job duties, allow me to share what sets me apart from other candidates.



### Unique Educational Background

I am a professional **chemical engineer**, an **attorney** and a **doctor of public administration**; a combination that is inherently rare and which equips me with the formal training required to assess complex problems from multiple perspectives. The result is a proven and tested ability to find unconventional solutions.

### Experience that Matches Education

Twenty-four years of working in the public and private sectors. I obtained **both graduate degrees** while holding **full time jobs** and **building a family**. My professional path reflects consistent and progressive evolution, from working as a graduate engineer upon attainment of my undergraduate degree to serving as Assistant County Administrator for Palm Beach County.



Commencement Ceremony  
University of Baltimore  
December 2023



Palm Beach, FL



Groundbreaking Fire Station 40  
January 2022



Central County Housing Resources Center  
2024



NACO Achievement Award 2018

### Selected Through a National Search

My recruitment into Palm Beach County occurred in 2019, as **Deputy Director for the Facilities Development and Operations** (FDO) department. At the time, the County retained the services of an executive search firm (Helbling & Associates) to identify a suitable candidate to serve as FDO's Deputy Director given the impending retirement of the Director that had led the department for over 30 years. I joined the County in July 2019 and in December 2020, was **promoted to the Director position**.

### Comparable County Experience

Prior to joining Palm Beach County I was employed by **Montgomery County Government** (MCG) in Maryland as the **Chief Operating Officer** and **Deputy Director** for its Department of General Services. Based on the U.S. Census, 2023 American Community Survey data, MCG's population nears 1.1M with an area median income of \$125,371 and an employment rate of 66.9%, while PBC's stands at 1.5M with an area median income of \$84,921 and an employment rate of 57.3%. The similarities between the two counties were a key consideration for my recruitment into PBC and greatly minimized the learning curve.

### Three out of Four Levels of Government

Each level of government has its nuances, a skillful professional can effortlessly transition and perform across levels. I have successfully held positions at the **state, county** and **local** levels of government.

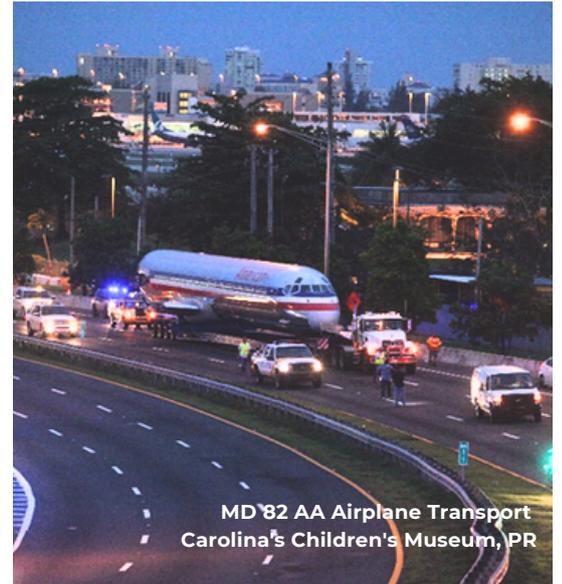
### Environmental Stewardship

A professional career that started as a graduate engineer for the Puerto Rico **Environmental Quality Board**; coupled with 45 credit hours of doctoral coursework in environmental sciences, and hands-on experience as a water utilities, environmental, health & safety engineer.

## Proficiency in Public Infrastructure

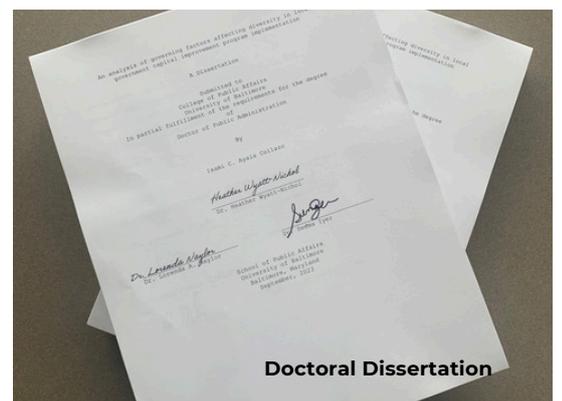
My capital improvements project portfolio includes, but is not limited to, **hospitals, museums, libraries, stadiums, apartment complexes, parks, pools, office buildings, water treatment plans, roads and bridges**. I have personally performed every phase of project management, from serving as the field engineer, to selecting architects and contractors, **negotiating contracts**, acquiring real estate, conducting **site inspections**, delivering equipment, conducting **community outreach efforts**, handling audits by external agencies, and presenting projects to elected officials. The complexity of tasks I have handled spans from simple renovations to literally transporting a commercial airplane to convert it into a permanent exhibit at a children's museum. I have delivered **multimillion dollar projects** under the most pressing circumstances serving all types of needs, from unsheltered individuals to business development.

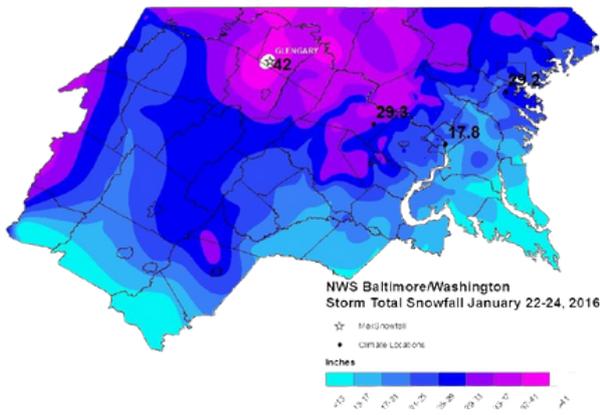
**“The complexity of tasks I have handled spans from simple renovations to literally transporting a commercial airplane”**



## Mind Equipped for Complex Data Analysis

Doctoral dissertations are solo enterprises; they are a test of ability and endurance. My **doctoral dissertation** was based on a mixed methods research design entailing the review and analysis of 10 years' worth of capital improvement data for Florida's four largest counties (i.e., almost 16,000 data points).





## Performance and Accountability Equates Trust

From 2007 to 2016, I served as the Infrastructure Manager for the Municipality of Carolina in Puerto Rico; the island’s third largest local unit of government with a population of 150,000, an annual budget of \$300M and a workforce of 1,500 employees (approximately). Following direct appointment by the Mayor (and ratification by the legislature), throughout the duration of my employment with the municipality, the Mayor repeatedly entrusted me with serving as **Acting Mayor** during his annual leave of absence. Navigating the inner workings of an elected office without being an elected official requires finesse, diplomacy and self-awareness. That is, the only role is to safeguard the office; decisions must reflect the elected official’s policies, not one’s own; a true test of character and discipline.

## Mission Attainment in PBC

July 2025 will mark my sixth year in Palm Beach County. I have approached my time at PBC with the respect it deserves. In doing so, I have dedicated countless hours to understanding the organization, an essential step to be able to support it and deliver on its mission. As FDO Director, I recommend approximately 20% of all agenda items that are considered by the BCC on an annual basis. I led the revision of the County’s Purchasing Ordinance which impacts the entire breadth of County operations, and which required close collaboration with the Clerk’s Office and industry stakeholders. At the BCC’s direction, I led the negotiation team in securing development deals with the University of Florida, and later with Vanderbilt University.

## Proven Emergency Management Skills

I have led multiple teams and served as part of governmental leadership groups through emergency management responses in varied scenarios: from **hurricanes** in the Caribbean and Florida, to **blizzards** in Maryland, inclusive of nationwide **pandemics**, and local **flooding** events.

## Collective Bargaining Negotiator

Some things can only be learned while sitting at the table; some abilities can only be proven while executing; theory will never suffice to instill the skills needed to successfully participate in collective bargaining. I served in MCG’s 2017 and 2019 **collective bargaining teams**. As a separate effort, I successfully negotiated with MCG’s union, and brought to resolution, a protracted dispute regarding compensation levels (pay equity adjustments) for the automotive technicians.

## Dual-Role Resilience

The County Administrator position requires a level of accountability and resoluteness exceeding standards. Such a commitment can be easier spoken of than shown. Since December 2023, I have successfully held a dual role in the County; I serve as an **Assistant County Administrator** and as FDO’s Director. As Assistant County Administrator I oversee the operations of the Department of Airports, the Tourist Development Council and Special Projects. As FDO Director, I support all County operations and constitutional offices spread throughout 800+ facilities, representing 14M sq. ft. of government space; I can confidently state that around-the-clock operations come as second nature.





## Leader Amongst Leaders

I was one of only ten individuals of MCG's Management Leadership Service chosen by the Chief Administrative Officer to constitute the **Leadership Development** Working Group, a think-tank tasked with developing a framework for ensuring leadership development within the county government.

## Professionalism

The five attached reference letters round the picture of who I am and the skillset I bring to the table. Note that three of them are part of my personnel file with PBC and were procured back in 2019 directly by Helbling and Associates without my involvement. Intentionally, I didn't procure reference letters from PBC stakeholders. The County Administrator should be a **unifying figure**, willing and able to serve all community members equally. The search underway will attract several local candidates. I see no value in encouraging allegiances that may be the source of disruption if I were not the chosen one. This County deserves to be treated with respect, a smooth and stable transition process is the least any potential candidate should be willing to offer. My **ethical compass** has a clear north, and my commitment to advocate for the County's best interests is unconditional.



## Consistent Core Competencies

Most candidates would never include with a job application a 20+ years' old reference letter. I have. The avid reader will identify the word patterns across 25 years' worth of reference letters: *exceeded expectations, exceptional quality, accuracy, intelligent, calmed/remains in control*. My performance level is an intrinsic value, meeting the standard has never been an option. I have purposefully chosen, and successfully traveled, the path labeled from **good to great**.

## Final words

In closing, I am stepping forward and submitting my application for consideration to fill the above-referenced impending vacancy out of: 1) an unquestionable respect for the Board of County Commissioners that sets the policy and the County staff that operationalizes it, 2) an unwavering commitment to Palm Beach County's mission, and 3) a deep-seated belief that the County deserves a principled, skilled, experienced, even-keeled hand to continue the outstanding 34-year work done by the previous two County Administrators.

**Respectfully,**

*Isami Ayala Collazo*

**Dr. Isamí C. Ayala-Collazo**



# ISAMÍ C. AYALA-COLLAZO

## EDUCATION

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2017-2023      University of Baltimore      Baltimore, MD

*Doctor of Public Administration*

- Dissertation Title: An Analysis of governing factors affecting diversity in local government capital improvement program implementation (<http://hdl.handle.net/11603/30033>)

2006-2016      Universidad del Turabo      Gurabo, Puerto Rico

*Environmental Sciences Doctoral Program*

- Credits approved: 45

2001 - 2006      University of Puerto Rico      Río Piedras, Puerto Rico

*Law School, Juris Doctor*

1996 - 2001      University of Puerto Rico      Mayagüez, Puerto Rico

*Bachelor of Science in Chemical Engineering*

- Graduated Magna Cum Laude

## WORK EXPERIENCE

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12/2023- Present      Palm Beach County Government, Florida

*Assistant County Administrator*

- Appointed by the County Administrator, dual role while continuing to serve as the Director for the Facilities Development & Operations department.
- Responsible for the oversight of three County departments: Tourist Development Council, Department of Airports, and Facilities Development & Operations.
- Appointed as the County Administrator's designee on the Tourist Development Council Board of Directors.
- Manage special projects as assigned by the County Administrator including spearheading the implementation of the County's new Purchasing Ordinance and negotiating complex real estate/economic development deals.

12/2020- Present

Palm Beach County Government, Florida

*Director, Facilities Development & Operations*

- Appointed by the County Administrator, ratified by the Board of County Commissioners.
- Facilities Development & Operations (FDO) is a team of 400+ employees, overseeing the County's portfolio of over 800 buildings, 14 million square feet of institutional space and a county fleet of approximately 3,500 units. The department is a countywide internal services provider comprised of seven divisions: Facilities Management, Fleet Services, Electronic Services and Security, Capital Improvements, Strategic Planning, Business Operations, and Property & Real Estate Management.
- Responsible for the implementation of the County's general government capital improvements plan which includes planning, design, development, construction, and maintenance for all general government functions (e.g., Youth Services, Community Services, Libraries, Palm Tran) as well as constitutional officers (i.e., Sherriff, Courts, Property Appraiser, Supervisor of Elections, Tax Collector, Clerk of Courts).
- Responsible for planning and management of federal funding used towards implementation of general government capital improvements plan (e.g., ARPA, CARES).
- Serves as Support Branch Director during activations of the County's Emergency Operations Center.
- Representative initiatives and projects led:
  - Negotiation of a development and conveyance agreement with the University of Florida to facilitate the construction of an educational facility.
  - Renovation of the Sherriff's headquarters facility carrying a project implementation cost \$50M+
  - Construction of the new facility for the Supervisor of Elections carrying a project implementation cost of \$60M+
  - Master planning and programming of a redevelopment plan for the South County Administrative Complex at an estimated cost of \$200M+.
  - Completion and final approval of the County's Judicial Master Plan, projecting judicial facilities needs into year 2040.
  - 12+ years old legacy project involving a significantly complex conveyance of County-owned real estate valued at \$50M for a transit-oriented development (TOD).
  - Implementation of an electric vehicle pilot program.
  - Management and implementation of a capital improvements program with 600+ open projects carrying an aggregated value of \$400M (approx.) plus and additional \$500M (approx.) projected value for the 5-year CIP.

7/2019- 12/2020

Palm Beach County Government, Florida

*Deputy Director, Facilities Development & Operations*

- Responsible for assisting FDO's Director in the daily operation and policy implementation of the department. Five divisions assigned under the operational umbrella: Facilities Management, Fleet Services, Electronic Services and Security, Capital Improvements, and Property & Real Estate Management.
- Served as Acting Department Director during the Director's absence.

1/2018 – 7/2019

Montgomery County Government, MD

*Deputy Director/COO, Department of General Services*

- Served as the Chief Operating Officer (COO) for the Department of General Services with direct responsibility over budget preparation and management, as well as human resources. DGS has 435 approved positions, its budget has appropriations under the general fund, two internal service funds and two Non-Departmental Accounts (NDAs), totaling approximately \$156MM.
- Four Divisions/Offices assigned for direct supervision under the operational umbrella: Fleet Management Services, Facilities Management, Central Services and Contracts.
- Responsible for overall coordination of the DGS' Emergency Operations Team during weather-related and other declared emergencies.
- Served as the Department's representative on the County's 2017 and 2019 Collective Bargaining Agreement negotiation team.
- Served as the Champion for the LEARNS module of the MLS LEADS program implemented by the County Government as advised by the Leadership Development Working Group.
- Selected among County's Leadership to collaborate in the design and implementation of County-wide surveys.
- Served as a member of the Arts and Humanities Council of Montgomery County CIP Grant review panel (since 2018).

1/2016 - 1/2018

Montgomery County Government, MD

*Chief, Division of Facilities Management, Department of General Services*

- Responsible for overseeing the maintenance and operation of over 400 County owned and leased facilities covering 10MM square feet. The Division's personnel complement includes approximately 115 FTEs (union and non-union employees), providing 24/7 services with an annual budget of \$26MM. Typical service areas include: all major building systems (e.g., plumbing, HVAC, electrical, fire alarms), environmental services, pest control, refuse/recycling collection, grounds keeping, emergency operations and snow removal, among others. The Division also leads CIP efforts for: HVAC Improvements, Resurfacing, Roof Replacement, Life Safety, Environmental Compliance, Building Envelope Repairs, Planned Lifecycle Asset Replacement (PLAR) and Elevator Modernization.

- Responsible for procurement oversight and administration for all the Division's contractual resources.
- Responsible for leading the Division's response during emergency situations as part of the County's Emergency Management Group.
- Implemented an initiative to restructure the Division's operations attaining statistically significant improvements.
- Served as the Department's representative on the County's Collective Bargaining Agreement negotiation team, contributing to attaining a successful (and uneventful) negotiated agreement.
- Selected among County's Management Leadership Service (MLS) base as one of only ten individuals to constitute the *Leadership Development Working Group*, a think-tank tasked with developing a framework for ensuring leadership development within the County government.

12/2007-1/2016

Carolina Municipality, PR

*Infrastructure Manager*

- Appointed by the Mayor, to oversee infrastructure development for a municipality with approximately 180,000 citizens over an area of 47 square miles, including 4 miles of coastal shore. Responsible for the administration of city's infrastructure development and maintenance. Six departments assigned under the operational umbrella with approximately 350 employees: Planning (Social, Economic, Environmental and GIS sub-programs), Permits, Public Works, Municipal Aqueduct (drinking and wastewater treatment plants), Maintenance and Projects.
- Managed a combined budget of over \$400MM in capital projects, including key stages of site selection, planning, permitting, A/E services retention, contractor selection, project development, opening, and eventually day-to-day maintenance. Managed the construction of programmatic projects including museums, recreational facilities, and housing developments.
- In-depth understanding and proven proficiency at managing government bidding and contracting procedures with local, state and federal funds.
- Working knowledge of federal and state regulations regarding grant administration. Served as the Municipality's Point of Contact for all federal funding.
- Appointed by the Mayor as the Responsible Officer for Environmental Reviews, including compliance under NPDES MS4 permit, Emissions permits, among others.
- Key accomplishments:
  - Established coalitions with the City's business associations for the coordination of public works at the avenues where their businesses are located thus allowing us to minimize economic impact associated with construction projects.
  - Established state-level memorandums of agreement for the redevelopment of public housing and state infrastructure

maintenance.

- Managed over \$400 million in capital projects without any findings from the Puerto Rico's Comptroller Office
  - Supervised the design, construction and maintenance of several new facilities including Puerto Rico's largest Children's Museum, a History and Art Museum and a Contemporary Art Museum
  - Successfully supervised the maintenance of an intricate network of primary, secondary, and tertiary roads.
  - Supervised the maintenance of over 200 municipal facilities, ranging from parks and community centers to coliseums, museums, water parks, stadiums, and the City Hall.
  - Sustained a high approval rate on permits, mainly driven by a highly effective pre-submission orientation process aimed towards assuring citizens' knowledge of the statutory requirements prior to presenting their applications.
  - Managed the design and construction of a 109-bed public tertiary hospital, \$52MM investment including \$9MM worth of medical equipment.
  - Managed the operation of two water supply plants and one water treatment plant with overall capacity exceeding 2MGD.
  - Maintained and revised, as necessary, the Territorial Ordainment Plan, the document that under Puerto Rico law governs municipal development.
  - Effectively managed and implemented programs under American Recovery and Reconstruction Act, Federal Transit Administration, Corporation for National and Community Service, Department of Energy, HOME and CDBG grants.
- Served as Acting Mayor.

9/2007-12/2007  
*Litigation Associate*

E. Umpierre-Suarez Law Firm, PR

- Litigation Division. Construction law, civil litigation and financial industry practice. Secondary notary public functions.

10/2005-9/2007  
*Environmental, Health & Safety Engineer*

Osram Sylvania, PR

- In charge of overseeing company's operations as related to environmental aspects including but not limited to: PRASA, EQB, DOT & EPA regulations. Job duties also include implementation of OSHA's requirements regarding employee health and safety.

8/2004-10/2005  
*Assistant Director*

Carolina Municipality, PR

- Land Use and Infrastructure Division, Municipal Aqueduct Department. In charge of overseeing Department's technical operations. Typical duties included budgeting, personnel evaluation,

supervision and task assignment, allocation of human and material resources for attaining Department's objectives and administration of external contracts for operation and maintenance of the Department's facilities.

9/2002-7/2004

Carolina Municipality, PR

*Engineer In Training*

- Land Use and Infrastructure Division, Municipal Aqueduct Department. In charge of overseeing Wastewater Treatment Plant Operations and assuring WWTP NPDES permit compliance. Also provided support for the Drinking Water Plant Operation, Dual Water System Operation, Gas Extraction and Flare Unit Project, and for the Anti Saline Intrusion Barrier Project. Typical duties included preparation of reports and DMRs to be submitted to EPA and PREQB, selection and coordination of equipment acquisition procedures including budget administration, review of laboratory results regarding WWTP operation, consultation and coordination with regulatory agencies regarding permit implementation, supervision of maintenance and repair jobs, administration of operation and maintenance contracts, supervision of maintenance employees, development and implementation of maintenance programs, overseeing contractor's jobs and supervision of field personnel, among others.

7/2001-8/2002

PR Environmental Quality Board

*Graduate Engineer*

- Worked for two divisions Water Quality Area, Underground Storage Tanks Management Division and Land Pollution Regulation Program, Hazardous Waste Permitting Division. In charge of coordinating the technical area for one of the top projects of the Division. Coordination performed included personnel management and scheduling (about 7 environmental scientists), materials management, data analysis, work assignment and follow-up as needed. Other related duties included evaluation of corrective action work plans and project implementation and permitting procedures for facilities with underground storage tanks under PR-EQB regulations, evaluation of technical data and laboratory analyses for soil and groundwater contamination and of proposed remedial technologies. Compliance inspections (field visits and oversights) for selected sites were included within job requirements. Facilities under evaluation included gasoline service stations, storage areas, among others.

6/2000 – 12/2000

Kimberly Clark Co., WI

*Intern Engineer*

- Child Care Division. Job duties included research and development of new products, manufacturing plant operations support and coordination, supervision of skilled personnel during hand preparation of research products and supervision of personnel in charge of setting and preparing focus groups for product analysis.

## BAR ADMISSIONS

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Puerto Rico

## ACCREDITATIONS AND LICENSES

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Florida State Board for Professional Engineers, License No.88333

Maryland State Board for Professional Engineers, License No. 49482

Puerto Rico Department of State Engineers and Land Surveyors Board,  
Professional Engineer License. No. 19070

Puerto Rico Department of State, Class IV Drinking Water Plant Operator  
License No. P-1920 (Inactive)

Puerto Rico Department of State, Class IV Wastewater Plant Operator  
License No. U-2120 (Inactive)

Puerto Rico Supreme Court Notary Public No. 16515 (Inactive)

Puerto Rico Supreme Court, Mediator Certification No. M-0588 (Inactive)

## AWARDS

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2024 Palm Beach County Golden Palm award

2018 NACo Award, Montgomery County, Using GIS Maps to Improve  
Contract Management

Puerto Rico Engineers and Land Surveyors College, 2010 *Mujer de  
Vanguardia* award

## ORGANIZATIONS

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Class of 2023, Leadership Palm Beach County



**DEPARTMENT OF GENERAL SERVICES**

Marc Elrich  
*County Executive*

David Dise  
*Director*

March 31, 2025

Dr. David Kahn  
Director, Human Resources  
100 Australian Ave.  
West Palm Beach, FL 33401

Re: Dr. Isami Ayala-Collazo

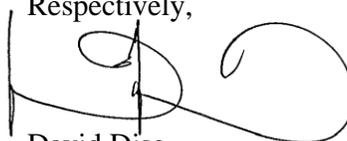
Dr. Kahn,

It is with pleasure that I write this letter of reference concerning Dr. Isami Ayala-Collazo (Isami) with whom I worked for many years in the Montgomery County Department of General Services. Isami came to us as Chief of DGS' Division of Facilities Maintenance (DFM) In this position, Isami transformed an underperforming operation into one that became recognized as efficient, customer service oriented and professional. Maintaining an inventory of over 10M square feet of owned and leased commercial, industrial, and office space in over 400 facilities and with limited fiscal resources, she vastly improved materials management, field order completion and overall efficiency. As the first woman to lead this operation, she was highly respected by professional and trades staff.

Because of her superior performance as DFM Chief and knowing the wealth of experience she brought from prior positions before coming to Montgomery County, I did not hesitate to promote her to Deputy Director and Chief Operating Officer as soon as that position became open. As COO she assumed responsibilities over Fleet Management, Budgeting, Contracting, Archives and Records Management, Print/Mail services, as well as her DFM portfolio. Leading a diverse team of skilled craftspeople and professionals with an operating budget exceeding \$150M and 385 full time positions for over two years, Isami once again excelled and improved every aspect of the operations through detailed analysis, decisive leadership and clear communications.

My only disappointment with Isami was when she informed of her intent to take employment in Palm Beach. I have no doubt she has made it a better place, and strongly encourage you to consider her for any task to which she applies.

Respectively,



David Dise



OFFICE OF HUMAN RESOURCES

Marc Elrich  
*County Executive*

Traci L. Anderson  
*Director*

March 31, 2025

Dr. David Kahn  
Director  
Department of Human Resources  
Palm Beach County  
100 Australian Avenue  
West Palm Beach, Florida 33401

Dear Dr. Kahn

I am writing to strongly recommend Isami Ayala-Collazo for the position of County Administrator. I've known Isami since 2018, and over the years I have observed her to be a diligent and exceptional leader, attentive to the needs of employees at all levels of the organization, and one who does not shy away from challenging issues.

Isami and I worked in partnership during 2018-19, when I led the County's labor and employee relations activities. During the fall of 2018, Isami, as the Deputy Director and Chief Operating Officer in Montgomery County's Department of General Services, played a critical role in addressing several longstanding issues that vexed the department. The employees' union was critical of the department's compensation for mechanics and had filed several grievances in the matter. Isami developed a comprehensive salary recommendation, including recognition of past experience and accounting for a measure of backpay. Isami actively participated in the County's negotiations with the employees, during which a settlement was reached to perfect salaries for mechanics. Isami's leadership and contributions to this work resulted in the union's withdrawal of the grievances, and assured an equitable pay schedule for employees, which continues to serve as the framework for mechanics' pay today. I can attest that this work laid a foundation for the County's continuing partnership with employees and their representatives to address wage equity.

Moreover, Isami demonstrated exceptional skill in labor relations, during the County's term bargaining in 2019. She was able to navigate the often-inhospitable negotiations environment and promote productive discussions with union representatives. Isami led bargaining subcommittees, delving deep into areas of disagreement and used data-driven recommendations to reach agreement. She operated with transparency and clarity of purpose, and her voice, patience and singular focus on getting to center, greatly aided us in successfully reaching agreement with the union.

*Letter of Recommendation – Isami Ayala-Collazo*

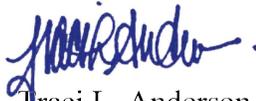
March 31, 2025

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Isami is a leader who tirelessly advocates for good government, service to the community, balance and fairness in handling employee issues, and recognizes that employees are the single most important asset to our organization's success. I have no doubt that Isami will bring tremendous resolve, a wealth of expertise and commitment, as Palm Beach County's next County Administrator.

Please feel free to contact me if you have questions or would like to discuss this recommendation further, by cell at [REDACTED] or by email at [Traci.Anderson@montgomerycountymd.gov](mailto:Traci.Anderson@montgomerycountymd.gov).

Sincerely,

A handwritten signature in blue ink, appearing to read "Traci Anderson", with a period at the end.

Traci L. Anderson

Director

Office of Human Resources



**HELBLING**  
& ASSOCIATES, INC.

Friday, May 3, 2019

PERSONAL AND CONFIDENTIAL REFERENCE ON: **Isami C. Ayala Collazo**

Submitted by: Helbling & Associates, Inc.

By: Mr. Angel Matos-Garcia  
40<sup>th</sup> District Representative  
Commonwealth of Puerto Rico House of Representatives  
[REDACTED]

Summary of Comments:

Angel has known Isami for approximately 12 years. Angel and Isami partnered on many projects while Angel served within the Mayor's Cabinet. Projects ranged from museums and hospitals to schools and infrastructure projects. Occasionally, Angel and Isami attended galas / award ceremonies for the projects they worked on. Isami acted the same outside of the office as she did internally day-to-day.

Overall, Isami is extremely top notch. She was the best employee Angel has ever worked with.

In regards to Isami's work ethic, she is very driven and dedicated. Isami works within the schedule without excuses. If Isami only has 24 hours to achieve a deadline, she is willing to put in the time and effort to ensure the utmost quality and precision.

As a leader, Isami has a strong and straight arrow management style. Isami respects individuals at every level within an organization. Additionally, she handles the truth with accuracy. Employees under Isami's umbrella of leadership greatly appreciated her abilities and methodology.

Angel does not have any criticism pertaining to Isami nor could he confidently indicate any areas for improvement. Isami is approachable and always open to discussions. Furthermore, she is calm and even-keeled. Angel never saw Isami become angered / mad. Most importantly, Isami upholds the best interest of any organization she serves. Angel witnessed this first-hand during Isami's tenure with the Carolina Municipality in Puerto Rico.

With that said, Angel firmly believes regardless of one's rank, everyone should seize opportunities to broaden their skills and abilities.

In relation to verbal and written communication, Angel gives Isami 20 out of 10 rating. In addition to Isami's technical intelligence, she understands her audience and how to approach them. Whether Isami interacts with the Mayor or a laborer, she is engaging and always on point. Isami is simply the best.

If the opportunity presented itself, Angel would absolutely hire Isami. Angel would love for Isami to return to Puerto Rico, but Angel knows the island's salaries cannot compete with the United States'.



**HELBLING**  
& ASSOCIATES, INC.

Tuesday, April 30, 2019

PERSONAL AND CONFIDENTIAL REFERENCE ON: **Isami C. Ayala Collazo**

Submitted by: Helbling & Associates, Inc.

By: Mr. Jorge Ferra  
Consultant – Civil Engineering

[jorgeferra@mac.com](mailto:jorgeferra@mac.com)

Summary of Comments:

Jorge has assisted the Mayor of Carolina, Puerto Rico since 2007 as a Civil Engineering Consultant for the municipality.

Jorge has known Isami since 2003. At that time, she worked with the water department. However, Jorge and Isami partnered on several projects. In 2007, the Mayor hired Isami to become the Infrastructure Manager for the municipality. Examples of notable projects Jorge and Isami completed include a children's museum, which won "Best Public Work of the Year" in 2012, and a hospital project in Carolina. Isami served as the manager on behalf of the Mayor and Jorge served as the advisor.

Jorge greatly enjoyed his time working with Isami. Jorge believes she was the best person to work with. Isami is very intelligent. She is capable of leading multiple tasks and completing them quickly.

Isami clearly communicates objectives and her expectations. Similarly, if a superior gives Isami a project, she will complete it to their standard(s). However, Isami is not hesitant to share her opinion(s). Her employees respected these qualities because everything was "on the table". Isami does not hide anything.

One characteristic that sets Isami apart from others is her calm approach to situations or problems. Jorge and Isami faced many obstacles, and there was not a single problem she could not solve. Additionally, she is extremely intelligent. Isami is both an engineer and lawyer by trade, so the way she thinks and finds resolutions is unique. Isami always remains in control and thoroughly contemplates all aspects. Isami never jumps to conclusions or overreacts. Overall, Jorge thinks highly of Isami.

Jorge and Isami also interacted outside of work. For example, they visited existing building designs in Ohio and Maryland during the beginning stages of children's museum project. After observing the sites scheduled for that day, Jorge and Isami gathered for dinner and / or drinks.

In relation to a potential area for improvement, Isami is a perfectionist. In some instances, this is a great quality. However, Jorge believes perfection is not needed in every situation.

Isami can do whatever she sets her mind to; there is nothing that she cannot do in Jorge's opinion.



**HELBLING**  
& ASSOCIATES, INC.

Tuesday, April 30, 2019

**PERSONAL AND CONFIDENTIAL REFERENCE ON: Isami C. Ayala Collazo**

Submitted by: Helbling & Associates, Inc.

By: Mr. Fernando Bonnin, AIA  
Founder and President  
BMG Consulting PSC  
[REDACTED]  
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**Summary of Comments:**

Fernando has been in the architectural industry for 25 years. Fernando first met Isami in 2012 when they partnered for over five years on a 109-bed hospital project in Puerto Rico.

Isami is a "one of a kind" employee who brought a disciplined attitude to the work place. She is sharp and "to the point". Isami was the driving force and benchmark on the hospital project and an extreme workaholic. She had high expectations for her staff and held them accountable. Isami proved to be a great asset on the project. The project involved converting an existing building into a hospital. Fernando and his firm were extremely impressed with Isami's performance, attitude, and discipline. She is a force to be reckoned with. Fernando has never worked with anyone like her; Isami maintains control at all times.

As a leader, Isami is extremely professional; she is all business and no joking around. In the Latin culture, her attitude was unique, because there is a tendency to work while also kidding around. Isami supervised many employees and expected them to operate with her same level of professionalism. She commands and garners the respect of her employees, and she respects them in return. Isami's work ethic mirrors that of a military leader. When Fernando first met Isami, he quickly realized that she had high demands. After a few months of partnering together, Isami and Fernando discovered newfound respect for each other as they were both strongly invested in the project. The work Isami and her team performed was very complicated, but she upheld extreme fairness with her demands.

Isami is both an engineer and a lawyer by trade, which brings a unique combination of skills to a project. As a communicator, every word she spoke and every email / letter she wrote was clear and concise. Her oversight included many areas such as construction, equipment, inspections, etc. Isami strives for positive results and will put in the hours necessary to complete a task / project. If eight hours is not enough time in the day, Isami will work 10 to 12 hours, whatever it takes. She is devoted 100% to her work, which is a characteristic Fernando does not see in most people on the island. Isami's drive is never ending.

In regards to Isami's ability to handle pressure and criticism, Fernando believes she composed herself exceptionally well. If Isami was ever nervous, she never showed it. She always remains calm and

collected. Isami understands that some situations are inevitable, but she never raises her voice or becomes frustrated. She takes time and careful consideration to determine the best solution.

Fernando seldom interacted with Isami outside of the workplace. Isami tended to avoid mixing her personal and professional life. Occasionally, Fernando saw Isami at an event or out and about, but they did not socialize. Isami was always pleasant, but that is just the way she operated.

Fernando could not indicate any areas for Isami to improve on. One can guarantee Isami will deliver on every job.

Fernando was not surprised to learn Isami may consider a new opportunity. Isami always seeks new challenges. If something piques Isami's interest, she will go after it. Fernando was extremely sad when Isami left Puerto Rico. Isami is excellent, and the island needs her talent. If the organization offers Isami the position and she accepts, they won the lotto. As previously mentioned, she is a one-of-a-kind workhorse who is extremely intelligent. She also possesses the "soft skills" to deal with people and not just the engineer component of the job or the "hard skills".

March 11, 2004

To Whom It May Concern,

I am writing with regard to Isami Ayala-Collazo's two co-op terms at Kimberly-Clark (June – December 2000). I understand that she has applied for a promotion and I would like to recommend that you consider her 6 months of Kimberly-Clark work experience in her time of service.

Through this letter, I would like to comment on both her technical and supervisory experiences associated with her two co-op terms. Overall, Isami exceeded expectations as a co-op and performed above and beyond most full-time entry-level employees.

**Technical Experience:**

While working at Kimberly-Clark, Isami led high profile projects related to fastener performance and skin wellness. Her research supported the development and launch of HUGGIES® PULL-UPS® Disposable Training Pants with Easy Open Sides®. Some of her activities included:

- supporting trials
- leading an on-going weekly test panel
- conducting product aging studies
- performing small scale clinical studies and a large scale consumer use test

Throughout her work term, she demonstrated strong skills in designing studies, testing products, analyzing complex data, making product design recommendations, and documenting results in reports. All of her work was completed on or ahead of schedule and exhibited exceptional quality and accuracy.

**Supervisory Experience:**

In order to complete her numerous project activities, Isami utilized and directed numerous individuals from various functions including operations, product preparation services, quality labs and testing agencies. She effectively directed and interacted with individuals. Many enjoyed working with her and appreciated her skills in managing people and providing clear work direction.

For a young scientist, Isami effectively managed people and projects. She analyzes complex data, draws meaningful conclusions, and makes appropriate recommendations. She is has been an exceptionally talented employee. If you have any questions, please contact me by phone at ( [REDACTED] ) or by email at [mruman@kcc.com](mailto:mruman@kcc.com).

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