

Carlos Rodriguez, CPA
Texas A&M University
Executive Professor
Accounting & Finance
crodriguez@mays.tamu.edu

Societal Impact Statement

I believe the sole purpose of Texas A&M University is to help our students succeed. It is up to the students themselves to define success. Our job is to give them some of the tools they will need to be successful, and to help them gain at least some clarity about their future.

The timeless qualities of a strong work ethic, integrity and service to others must always lead the way.

In my non-academic professional life, I am committed to creating high paying jobs for hard working Americans. A good job in a good work environment allows our fellow citizens to provide for their families. It gives them independence. It gives them the kind of freedom that can only be purchased through self-reliance and a job well done.

We must never let go of our founding principles. We must remember always that our rights and freedoms are endowed to us by our creator, not by people or by governments.

We must remember always that while imperfect, Capitalism is the only system that makes any sense in a sane and peaceful society.

CARLOS RODRIGUEZ, CPA

EDUCATION

TEXAS A&M UNIVERSITY – College Station, Texas
BBA, Accounting – August 1993
CPA – State of Texas

EXPERIENCE

Board of Directors for Monarch Resource Partners LLC
Board of Directors for Bold Production Services, LLC
Advisory Board for First Horizon Bank

Executive Professor of Accounting & Finance
Texas A&M University
Mays Business School Fall 2021 to present

Pegasus Optimization Managers, LLC – College Station, TX (sold to EQT/Kodiak in Oct-2019)
Chief Financial Officer (May-2016 to Dec-2019)
Private Equity Sponsor - Apollo Global Management
-Managed all financial aspects of the company: accounting, reporting, forecasting, IT and sponsor relations
-Managed all banking relationships and credit facilities
 Raised \$500 million credit facility thru syndication with 13 banks (JPMorgan – lead bank)
-Managed Successful Sale Process in Oct-2019

Encino Energy, LLC – Houston, TX
Vice President Finance & Accounting (Apr-2012 to Apr-2016)
-Managed all financial aspects of the company including reporting, forecasting, hedging and investor relations
-Managed banking relationships and credit facilities

Regency Energy Partners – Houston, TX (acquired Zephyr in Sep-2010)
Vice President of Administration (Sep-10 to Mar-12)
-Managed accounting, reporting and IT groups for two business units
 Zephyr Gas Services
 CDM Resource Management

Zephyr Gas Services, LP – Houston, TX (acquired by Regency Energy Partners in Sep-2010)
Chief Financial Officer - (Aug-08 to Sep-10)
-Raised \$7.9MM in equity
 \$4.5MM raised internally or through partner connections
 \$3.5MM raised from institutional sources
-Raised \$77.5MM in bank debt
 Refinanced all debt with existing bank and formed a three-bank syndicate of new banks
-Managed all financial aspects of the company including reporting, forecasting and investor relations
-Performed the central role in managing and executing the successful sale of the company in Sep-2010
 Served on the Exit Strategy Committee to choose an investment bank
 Worked with the investment bank to prepare the management presentation to potential buyers
 Performed the management presentations with the President
 Negotiated all aspects of the final deal with the buyers
 Communicated all aspects of the deal process with the partners

Redi Carpet, Inc. – Houston, Texas

Corporate Controller – (Jan-05 to Aug-08)

Manages the overall financial and operational reporting for the entire company

Nine reporting branches and corporate.

Assists the management group in all facets of financial analysis

Debt analysis

Acquisition valuation

Branch profitability

Manages the budget process

Manages all aspects of the year end financial statement audit and 401K audit

Accounts Payable Manager and Corporate Credit Manager report to the Controller.

NetVersant Solutions, Inc. – Houston, Texas

Regional Controller – National & Central Divisions (1/04 to 12/04)

General Summary of Duties

Managed the overall financial and operational reporting for two regions

Principal Duties and Responsibilities

Oversees, reviews and approves the monthly financial statements for each operating unit in the region

Ensures each operating unit in region has successfully implemented appropriate financial and accounting processes, systems and controls

Manages and evaluates all accounting personnel at each operating unit in region

Reviews job profitability to ensure accurate accounting, timely billing, proper recording of change orders, budget revisions and recognition and resolution of underperforming jobs

Reviews and approves sales commissions in region

Responsible for submitting recommendations for corrective action to Regional Vice Presidents

Participates in management meetings and strategy planning sessions

Consolidated Environmental Technologies, Inc. – Houston, Texas

Vice President – General Manager & Chief Financial Officer (9/00 to 1/04)

Chief Financial Officer – managed all financial aspects of the business including the accounting department, year-end audit, percentage-of-completion revenue accounting, cash flow management, medical and business insurance, 401K, banking, credit facility, etc.

General Manager – managed all aspects of the operation. Direct reports include the Controller, Manager of Engineering, Service Manager, 2 Senior Construction Managers, and the Billing Manager. Responsibilities included contract review, customer relations, and negotiating with vendors in addition to handling all day-to-day problems, business issues and personnel issues. During employment, CET grew from \$4.5 million in revenues to \$17 million in revenues. During this time, I managed all process improvements and system implementations. Additionally, I was responsible for organizing all departments and defining staffing needs as well as recruiting and hiring for all office positions and field project management positions.

INFINITI ENTERPRISES – Houston, Texas

Founder & President (2/00-9/00)

- ◇ Infiniti Enterprises is a professional firm that specializes in the handling of mergers and acquisitions between privately held companies and publicly traded national companies.
- ◇ Infiniti Enterprises assists clients in all aspects of selling their business. This includes identification of prospective buyers, preparation of company profiles and financial data, deal structure analysis, scheduling of buyer meetings and purchase price negotiation.

COMFORT SYSTEMS USA - Houston, Texas

Mergers & Acquisitions (8/97-2/00)

- ◇ Performed lead acquisition role in identifying potential acquisition candidates, pre-due diligence, purchase price negotiation, deal structure and managed all other aspects of the transaction process.
- ◇ Started the Acquisition Integration Department shortly after the company went public. Responsible for hiring, training and management of staff. Developed initial integration program.
- ◇ Hired, trained and managed Due Diligence Department. Responsible for development and process improvement of due diligence program.

ADAC HEALTHCARE INFORMATION SYSTEMS – Houston, Texas

Financial Analyst (3/97-8/97)

- ◇ Prepared and analyzed quarterly income statement forecasts.
- ◇ Coordinated analyses of three-year forecasts based on projected market potential, market share and growth.
- ◇ Maintained detailed analysis of revenue and gross margin breakdowns.
- ◇ Managed revenue recognition for all major contracts based on applicable GAAP and progress toward achievement of milestones necessary to recognize revenue.
- ◇ Benchmarked revenue recognition and software capitalization policies against other companies in the industry.
- ◇ Worked with operations managers in formulating and tracking expense budgets.
- ◇ Assisted budget managers in mitigating overages and identifying cost savings.

NABORS INDUSTRIES – Houston, Texas

Senior Accountant (10/95-2/97)

- ◇ Prepared monthly reporting for six business divisions. Prepared monthly and year-to-date analysis of financial and operational results and capital expenditures as compared to budget.
- ◇ Prepared financial statements and footnote disclosure items.
- ◇ Prepared detailed budget and forecast presentations for Board of Directors.
- ◇ Compiled and analyzed financial data for press releases.
- ◇ Verified company compliance with debt covenants.
- ◇ Developed financial model of company activity for investor relations.
- ◇ Assisted in the preparation of SEC filings including forms 10-K, 10-Q and S-4.

KPMG PEAT MARWICK – San Antonio, Texas

Senior Accountant (8/93-10/95)

Intern (Spring 1992, Spring 1993)

- ◇ Participated and coordinated client service engagements in the manufacturing, retail, banking, broker dealer, mutual fund and energy industries.
- ◇ Supervised the preparation of all aspects of financial statements, including planning, financial statement preparation, evaluation of compliance with technical requirements and research of reporting and regulatory issues.
- ◇ Formulated formal recommendations to client management related to internal control and operational efficiencies.
- ◇ Trained supervised and evaluated the work of professional staff.
- ◇ Documented the controls in place and operational structure of several companies.

FROST NATIONAL BANK – San Antonio, Texas

Intern (Summer 1991, 1990, 1989)

- ◇ 1991 - Monitored and analyzed general ledger activity for the commercial department.
- ◇ 1990 - Verified bank deposits from armored trucks to main vault
- ◇ 1989 - Bank Teller – downtown lobby