

# ROLANDO J. MENDOZA

[rolomendo@gmail.com](mailto:rolomendo@gmail.com) • (310)968-7643 • [linkedin.com/in/rolando-mendoza](https://www.linkedin.com/in/rolando-mendoza) • <https://rolandojmendoza.com/>

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## DESIGN & CONSTRUCTION TECHNOLOGY DELIVERY EXECUTIVE

An adept leader at the convergence of design, construction, and digital innovation. For over thirty years, I've helmed significant projects worldwide, always with an eye on integrating the latest digital design methodologies with tried-and-true design and construction principles. Beyond project completion, I have a passion for mentoring the next wave of talent in the architectural and construction sectors, ensuring a continuous blend of tradition and innovation.

My diverse experiences have honed a skill set that balances the hands-on with the strategic. Familiar with the intricacies of advanced digital design and grounded in the realities of design and construction management, I pride myself on bringing projects to life while staying aligned with overarching strategic goals and objectives.

## PROFESSIONAL EXPERIENCE

### **GENSLER, Architecture and Planning, Minneapolis, MN** **2020-Present** **Regional Design Technology Director**

North Central Regional Design Technology Director, building and leading the regions group of Digital Design Delivery experts in developing an integrated building design digital strategy centered on BIM platforms, Visualization & Computational design advancing and supporting the regions multi-faceted optimization of project delivery.

#### **Key Accomplishments:**

- Digital Transformation:** Spearheaded a comprehensive digital revamp for the North Central Region, elevating the team's capabilities in the realm of modern architectural technology, thereby positioning Gensler at the forefront of the industry in terms of digital advancement.
- Community Development:** Established a robust 'community of champions' initiative, which not only amplified regional objectives but also fostered collaboration and knowledge sharing among team members, reinforcing Gensler's commitment to collective growth.
- Best Practices Framework:** Formulated and implemented a holistic set of operational standards centered on four pivotal success pillars:
  - **Integrated Design Solutions:** Introduced advanced tools and methodologies to streamline the design process, resulting in cohesive and efficient solutions.
  - **BIM Optimization:** Enhanced the Building Information Modeling (BIM) process, ensuring better project visualization, improved accuracy, and reduced rework.
  - **Computational Excellence:** Incorporated sophisticated computational design methods, leading to higher precision and innovative design possibilities.
  - **Design Resilience & Visual Storytelling:** Prioritized design resilience to adapt to changing scenarios while enhancing visual storytelling methods for compelling client presentations.
- Skills Assessment Program:** Initiated a comprehensive assessment program to gauge and enhance the capabilities of the team, ensuring that project delivery and execution were consistently aligned with the company's high standards.

***Sr. Director of Virtual Design and Construction***

Company Director of Virtual Design & Construction, leading Mortenson's innovative VDC group, in charge of collaborating with each operating and business service group, developing, managing, directing and measuring the implementation of VDC and project delivery and integration processes throughout the company, from Sports & Entertainment, Healthcare, and Infrastructure, in Wind, Solar and Power Collection.

**Key Accomplishments:****1. Strategic VDC Integration:**

- **Lifecycle Mastery:** Devised and executed a comprehensive strategy for the Virtual Design and Construction (VDC) lifecycle, fostering effective collaboration among all project stakeholders and diverse operating groups.
- **Process Refinement:** Enhanced construction processes by integrating advanced digital tools, improving accuracy, and minimizing construction risks.

**2. Innovative Group Formation & Leadership Development:**

- **Integrated Services Creation:** In collaboration with key internal entities, pioneered the formation of a dedicated functional group called "Integrated Services," to streamline and improve VDC applications across the company.
- **Future Leaders Cultivation:** Introduced a leadership development program tailored for the technical staff, emphasizing skill enhancement and promoting internal talent. This program also aimed to ensure seamless succession planning within the VDC group.

**3. Project Excellence & Delivery:**

- **Key Projects Execution:** Led the VDC contributions for high-profile projects such as the Allegiant Stadium in Las Vegas and the Chase Center Arena in San Francisco, leveraging advanced digital construction technologies. This leadership resulted in better decision-making, cost savings, and efficient timelines.
- **Problem Solving:** Tackled unique challenges in projects, such as the intricate renovation for the Climate Pledge Arena in Seattle, where the team showcased exceptional expertise in top-down construction and digital simulations.

**4. Operational Efficiency and Best Practices:**

- **Standards Development:** Established a set of best practices and standards that centered on Integrated Design Solutions, BIM Optimization, Computational Excellence, Design Resilience, and Visual Storytelling. These standards served as a guiding blueprint for the regional teams to ensure quality and consistency.
- **Digital Proficiency Enhancement:** Initiated a robust skills assessment program, focusing on enhancing project delivery and execution capabilities, ensuring that the team remained at the forefront of VDC advancements.

**5. Community Building & Collaboration:**

- **Digital Pioneering:** Rapidly recognized and addressed the region's need for digital capabilities, setting operational excellence goals that aligned with the company's broader vision.
- **Regional Support Network:** Founded a community of experts and champions to endorse and drive regional initiatives, fostering a culture of collaboration and shared expertise.

**Notable Projects:**

- **Allegiant Stadium, Las Vegas:** Employed advanced digital construction technologies, optimizing coordination, and reducing both construction time and cost.
- **Chase Center Arena, San Francisco:** Helmed the \$1.4B project, ensuring a seamless coordination and on-time, on-budget delivery.
- **Climate Pledge Arena, Seattle:** Piloted an intricate renovation, leveraging advanced construction methodologies and teamwork.

**Executive-Project Integration**

Focused on the revolutionary integration of Virtual Design and Construction (VDC) digital advancements at WDI. Spearheaded the corporate shift towards a Data-Driven, Model-Centric Project Delivery Practice, managing portfolios across the US and Asia.

**Key Accomplishments:****1. Innovative Leadership in VDC Adoption:**

- **Model Integration:** Successfully integrated Virtual Design and Construction (VDC) practices across multiple Disney Park projects, allowing for more cohesive and efficient workflows.
- **Digital Twin Creation:** Pioneered the development of a "Digital Twin" for select attractions, enabling real-time monitoring and predictive maintenance.
- **Tech Collaboration:** Collaborated with leading tech companies to infuse advanced visualization and augmented reality tools, enhancing design presentations and stakeholder engagements.

**2. Project Excellence in Shanghai Disney Resort:**

- **Design Leadership:** Played a pivotal role in leading the project integration for Shanghai Disney Resort, ensuring that designs were cohesive, met brand standards, and resonated with local culture.
- **Sustainability Focus:** Introduced and championed eco-friendly construction practices, resulting in the resort achieving notable environmental benchmarks.
- **Localization Initiatives:** Fostered relationships with local artisans and cultural experts to weave authentic Chinese elements into the resort's thematic narratives.

**3. Regulatory Collaboration & Advocacy:**

- **Policy Influence:** Built a strong relationship with Shanghai regulatory authorities, leading to expedited permitting processes and streamlined inspections.
- **Standard Setting:** Collaborated with local construction associations to raise awareness about best practices in themed construction, setting a precedent for future international projects in China.
- **Knowledge Exchange:** Organized multiple workshops and training sessions to bridge the knowledge gap between Imagineering best practices and local construction norms, resulting in a harmonized approach to project delivery.

**4. Risk Management & Cost Efficiency:**

- **Budget Control:** Implemented stringent cost monitoring and control strategies, ensuring the resort was completed within budgetary constraints without compromising quality.
- **Safety Protocols:** Established a robust safety culture, resulting in one of the lowest accident rates among similar scale projects globally.
- **Innovative Problem Solving:** Devised unconventional yet effective solutions to tackle unique construction challenges, such as water table issues and rapid urban development around the project site.

**5. Team Collaboration & Culture Promotion:**

- **Cross-functional Synergy:** Strengthened inter-departmental collaboration by organizing regular integration meetings, leading to the seamless blending of art, engineering, and operations.
- **Cultural Sensitivity Training:** Initiated programs to educate the global team on Chinese customs, norms, and expectations, fostering mutual respect and understanding.
- **Mentorship:** Developed a mentorship program focused on nurturing the next generation of Imagineers, ensuring continuous innovation and creativity within the organization.

**Highlight Project: Shanghai Disney Resort**

An \$8B flagship project, this was Disney's inaugural resort in Mainland China. The expansive resort featured:

- Six distinct themed lands
- Two luxurious themed hotels
- A sprawling entertainment district with shopping and dining venues
- A Broadway-caliber theatre

Recognized jointly for excellence in utilizing Building Information Modeling (BIM), the project received the esteemed grand prize at the 2015 'Innovation Cup', awarded by the China Exploration & Design Association in conjunction with Autodesk.

**Managing Director**

Led business development, management, deployment, and product development leadership and guidance of a 50-member team in the implementation of GT's unique design and construction technology solutions and practice.

**Key Accomplishments:****1. Global Expansion & Business Development:**

- **Market Penetration:** Successfully introduced and established Gehry Technologies' unique design and construction technology solutions in new markets, specifically in Latin America and Asia.
- **Strategic Alliances:** Formed key partnerships with architectural firms and construction conglomerates, leading to the firm's solid footing in international markets.
- **Revenue Generation:** Spearheaded efforts that resulted in the capture of projects worth \$11.2M, significantly boosting the company's portfolio and financial health.

**2. Operational Excellence & Team Management:**

- **Team Leadership:** Managed and mentored a 30-member team, emphasizing collaborative design practices and ensuring seamless coordination across various disciplines.
- **Workflow Optimization:** Implemented advanced design and construction methodologies, streamlining the project execution process and enhancing deliverable quality.
- **Growth in Adversity:** Oversaw the company's sustained growth and expansion even during economic downturns, setting it apart from competitors.

**3. Client Acquisition & Relationship Building:**

- **High-Profile Engagements:** Secured and managed key accounts, including industry giants like ICA, Grupo CARSO, Oberecht, and the Metro Authority in Mexico, elevating the company's reputation on a global stage.
- **Client Retention:** Established a robust feedback and iterative improvement system, leading to high client satisfaction and repeat engagements.
- **Bespoke Solution Development:** Created tailored technological solutions for different clients, ensuring they received maximum value and project success.

**4. Innovation & Technology Integration:**

- **VDC Adoption:** Championed the integration of Virtual Design and Construction (VDC) across numerous projects, providing clients with unparalleled visualization, optimization, and coordination capabilities.
- **Process Automation:** Successfully automated various design and construction processes, from initial designs to fabrication, resulting in reduced lead times and cost savings.
- **Cutting-Edge Project Delivery:** Utilized advanced technology tools like BIM and computational design to offer innovative solutions, placing the firm at the forefront of architectural technology.

**5. Training & Knowledge Sharing:**

- **Skill Enhancement:** Organized periodic training sessions for team members to stay updated with the latest advancements in architectural technology and best practices.
- **Client Workshops:** Conducted workshops for clients to better understand the capabilities of VDC, BIM, and other technologies, helping them make informed decisions.
- **Industry Influence:** Played a significant role in advocating for the adoption of advanced design technologies in the broader architectural and construction community.

## **EDUCATION & CERTIFICATIONS**

<b>Massachusetts Institute of Technology, Cambridge, MA</b> Dual Degree Master of Architecture and Master of Science in Architecture/Design and Computation	<b>2001</b>
<b>Florida A&amp;M University, Tallahassee, FL</b> Bachelor of Science in Architecture	<b>1992</b>
<b>Stanford University Center for Integrated Construction Engineering (CIFE)</b> VDC Certification/Leadership Forum Member	<b>2012</b>

## **LANGUAGES**

**Spanish** - Bilingual proficiency  
**Mandarin** - Elementary proficiency

## **AWARDS & RECOGNITION**

AIA TAP BIM Awards- 2005, 2008, 2012 and 2014 Alpha Rho Chi Medal Recipient- MIT, 2000