

**City of Miami Beach, Florida**  
**City Manager**

**Recommended for Interview Consideration**  
**Presented in Alphabetical Order**

Candidate 1.....	Anthony Alicastro Senior Management Advisor, Consultant Miami, Florida
Candidate 2.....	C. Scott Andrews Assistant City Manager City of Bakersfield, California
Candidate 3.....	Eric T. Carpenter Deputy City Manager City of Miami Beach, Florida
Candidate 4.....	Salah Czapary Director, Office of Nightlife and Culture Government of the District of Columbia Washington, DC
Candidate 5.....	Kerrith Fiddler City Administrator City of Pensacola, Florida
Candidate 6.....	J. David Fraser Senior Associate Municipal Solutions Goodyear, Arizona
Candidate 7.....	Tarik Rahmani Deputy City Manager City of Carson, California
Candidate 8.....	Jerome “Jay” C. Wilverding County Administrator (Former) San Joaquin County Stockton, California

**Miami Beach: City Manager  
Finalist Candidate Summary**

Candidate	Current				Total			Executive Leadership Experience		Experience in Priority Areas		
	Education	Organization	Title	Reporting Relationship	Employees	Budget	Municipal Experience	CM, DCM, ACM, CEO or equivalent	Director or equivalent	Economic Dev/Capital Programs	Leading Public Safety	Climate Resilience/Sustainability
<b>Alicastro, Anthony</b>	JD	Emovis	CEO	Board of Directors	650	\$900M	17	22	0	Good	Strong	Good
<b>Andrews, C. Scott</b>	EdD Org Leadership, MPA	Bakersville, CA	Assistant City Manager	City Manager	2,000	789M	22	7	5	Strong	Strong	Good
<b>Carpenter, Eric</b>	BS, Engineering	Miami Beach, FL	Deputy City Manager	City Manager	25,000	\$830M	21	9	9	Strong	Good	Strong
<b>Czapary, Salah</b>	BA, Arabic Lang & Culture	Washington, DC government	Executive Cabinet / Director	Mayor / Council	37,000	\$21B	8	2	6	Good	Strong	Good
<b>Fiddler, Kerrith</b>	MS, Constuction Mgt	Pensacola, FL	City Administrator	Strong Mayor	890	\$313.8M	21	5	10	Strong	Good	Good
<b>Fraser, J. David</b>	MPA	Boulder City, NV (Most current government)	City Manager	Board of Directors	300	\$58M	11	11	17	Good	Strong	Good
<b>Rahmani, Tarek</b>	MS, Agric Econ	Carson, CA	Deputy City Manager	City Manager	1,000	\$4B	22	2	8	Stong	Indirect (Elected Sheriff)	Good
<b>Wilverding Jerome 'Jay'</b>	BS, Bus / Acctg	San Joaquin County, CA	County Administrator	Board of Supervisors	7,800	\$2.9B	14	3	3	Strong	Indirect (Elected Sheriff)	Good

Candidate 1

## ANTHONY ALICASTRO

Miami Beach, FL |

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Highly effective administrator with extensive experience in working in the public sector and administering public assets while in the private sector. Demonstrated ability to achieve transformative results in complex and challenging political and economic environments, with broad experience in complex multinational management. Recognized for open communication, transparency, and authenticity throughout career; built trusted relationships with country presidents, national and local government agencies. Experienced in multiple boards across industries and throughout the world.

**Public asset administration and Operations:** Focused on increasing levels of customer service and satisfaction as well as improving the safety and security of operations. Led the process to achieve first-ever international certification for safety and security in Bolivia and Jamaica. Lowered operating costs through restructuring and integration of management teams.

**Strategic Planning:** Developed strategic plans, including vision and mission for multiple companies, in alignment with core values, creating updated strategy and new direction and consistently improving customer satisfaction.

**Multi-cultural/environment Management:** Managed multisite organization across seven countries in US, Canada, Latin America, and Europe, addressing diverse cultures, legal matters, business practices, and languages.

**Transformation & Change:** Led multiple transformations, including start-up and established global organizations, significantly improving company financial performance, workplace environment, and customer service.

### PROFESSIONAL EXPERIENCE

**Senior Management Advisor/ Consultant, Miami, USA**  
ongoing

2024 -

**Yunex Traffic, Project executive, Miami, USA**

2023 - 2024

Provided senior project oversight for Yunex Traffic in its \$170 million Automated Traffic Management System project with Miami-Dade County, the largest of its kind in the United States.

- Led governmental affairs and customer outreach and coordinated efforts with outside contractors and consultants.
- Represented Yunex Traffic at Commission, Mayoral and Departmental levels of Miami Dade County government.
- Provided strategic guidance and mentoring to project team.

**Senior Management Advisor/ Consultant, Miami, USA**

2021 - 2023

Provide business management advice on a consultancy basis.

- Led acquisition team on behalf of an international client in the purchase of a Florida based biotech company. Responsibilities included financial and asset due diligence, on-site inspections and meetings with senior management of target companies.
- Advised international digital media start up including corporate structure, tax optimization and business development strategy.

**Emovis, Paris, France**

2018 -

2020

*With over 650 employees in seven countries, Emovis designs, develops, implements, and operates some of the world's largest free-flow road tolling businesses in the US, UK, Ireland, and Canada. Emovis is the technology arm of Abertis, the world's largest toll road operator, managing over 5,300 miles of roads in 15 countries in Europe, the Americas, and Asia.*

**Chief Executive Officer, Emovis**

Led transformation of underperforming business: created new vision and strategic plan, revamped commercial policy, and developed innovation and technology roadmap.

- Exceeded all 2019 company financial objectives with EBITDA 15% above budget.

- Won €32 million, 50-month contract to design, deliver, operate, and maintain an innovative electronic tolling system for Ashghal, Qatar's Public Works Authority, establishing the first ever free flow toll road in Doha. Led project proposal presentation to senior Qatari officials.
- Selected by State of Utah to provide a first-of-its-kind Road Usage Charge for Alternative Fuel Vehicles (AFVs) program.
- Instituted an innovation and technology roadmap showing the development of current and future products and the commercial opportunities where they could be deployed.

**Emovis, Runcorn, England**

**2015 –**

**2018**

**Chief Executive Officer, Emovis Mersey**

Directed project delivery, business start-up, and ongoing operation of Merseyflow, a free-flowing tolling solution, on the newly-constructed Mersey Gateway Bridge on behalf of Halton Borough Council.

- Delivered the tolling system and customer call center on time and on budget. Worked closely and effectively with Halton Borough Council.
- Winner of the International Bridge, Tunnel and Turnpike Association 2018 European Toll Excellence Award.
- Led the pre-opening media and community outreach campaign, resulting in rapid public acceptance of new tolling scheme.

**Sangster International Airport, Montego Bay, Jamaica**

**2014 –**

**2015**

*Sangster International Airport is Jamaica's main tourism gateway handling approximately 3.5 million passengers annually.*

**Chief Executive Officer**

Administrator of Jamaica's largest and most strategic asset, including operations and maintenance, financial management, regulatory compliance, capital improvement program, labor relations, and stakeholder and community relations. Overall responsibility for 2014 revenues of more than \$67 million, 2014 EBITDA of \$32.3 million (+4.6% budget), and 160 employees.

- Led successful tariff negotiations with the Jamaican Civil Aviation Authority, resulting in a 70% increase in aeronautical revenues (\$22 million additional revenue per annum). Developed regulatory proposal, negotiated with stakeholders, and built consensus with airlines.
- Obtained the airport's aerodrome operator's certificate and license following an in-depth regulatory audit in 2014, the first time that this extensive audit framework, based on the International Civil Aviation Organization (ICAO) model, was utilized in Jamaica.
- Managed the business during the sale of Abertis' majority shareholder interest in the airport concession, leading management presentations to potential buyers, ensuring a smooth transition to the new shareholder, and continuity of business operations. At the request of new shareholder, remained at the airport during transition to a new CEO.

**Servicios de Aeropuertos Bolivianos S.A., Cochabamba, Bolivia**

**1998 – 2013**

*A company dedicated to the administration, modernization, and expansion of the largest and most important airports in Bolivia.*

**Chief Executive Officer**

Provided strategic, financial, and operational leadership to the three main airports in Bolivia, with responsibility for annual revenues of more than \$28 million, EBITDA of \$6.3 million, and 420 employees. Led the capital program, including master planning for airport expansions. Developed relationships with all stakeholders, including highest-level government officials.

- Sustained profitability over eight years despite a freeze in regulated tariffs and government mandated annual salary increases totalling 62% for the period.
- Grew revenues from \$16.3 million to \$28.3 million during tenure through increased focus on non-regulated sources of income, achieving 50% increase in commercial revenues in the last five years.
- Obtained governmental operational certification of the three airports for first time in their history following an intensive cycle of operational audits from both the Bolivian civil aviation regulator (DGAC) and the ICAO.
- Reduced staff costs by \$500,000 per year through a restructuring of the management teams in the three airports.
- Successfully managed the business through two sales processes, ensuring a smooth transition to the new shareholders and the continuity of the business operations.

**City and County of San Francisco**

**San Francisco International Airport**

**1990 – 1998**

**Principal Property Manager**

Managed property and concession development for over 40 airlines and concessions. Wrote lease and bid documents and negotiated airline, retail, and telecommunication leases.

**City and County of San Francisco****Office of the City Attorney****1986 – 1990****Deputy City Attorney**

Represented San Francisco International Airport in commercial and noise abatement matters. Represented San Francisco Retirement System in worker's compensation litigation. Represented Department of Social Services in child protection litigation.

**BOARD LEADERSHIP**

Servicios de Aeropuertos Bolivianos SA, Board Member

Sangster International Airport, Board Member

Chairman of the Board of the following companies: Emovis SAS Paris, France; Emovis UK; Emovis Ireland; Emovis Croatia; Emovis USA; Emovis Puerto Rico

**EDUCATION**

**Juris Doctor**, University of San Francisco School of Law, San Francisco, CA

**Bachelor of Science in Foreign Service**, Georgetown University, Walsh School of Foreign Service, Washington, DC

Member, California Bar Association

**LANGUAGES**

English, native speaker

Spanish, fluent

Italian, fluent

French, conversational

Candidate 2



## C. Scott Andrews, Ed.D., ICMA-CM

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cscottandrews@yahoo.com

Experienced, inclusive leader with a high level of emotional intelligence that possesses advanced interpersonal skills and a proactive, transparent, and collaborative management style. Over 20 years of responsible municipal management experience with substantial expertise in city management, team development, strategic planning, economic development, community engagement, conflict resolution, succession planning, public relations, recreation, collective bargaining, and capital budgeting.

### PROFESSIONAL EXPERIENCE

**CITY OF BAKERSFIELD, CA (\$789 million budget/2000 staff)**

**MAY 2022 - PRESENT**

#### **Assistant City Manager**

- Acts and serves as City Administrator, in absence of CM.
- Supervises productive teams ranging from Human Resources, Finance, Parks & Recreation, Tech Services, Economic Development, Community Relations, and Safety Risk.
- Maintains effective working relationships with local, state, regional authorities, civic organizations, and intergovernmental relationships with other cities.
- Facilitates the passage of the City's \$789 million annual budget and Capital Improvement Plan.
- Represents the City on different boards, commissions and agencies as needed.

**CITY OF COVINGTON, GA (\$157 million budget/320 staff)**

**DECEMBER 2019 – MAY 2022**

#### **City Manager**

- Serves as City's CAO to a dedicated team of 320 employees in the county seat with a daytime population of 60k residents.
- Leads a full service staff, with productive teams ranging from; Electric, Gas, Police, Fire, Airport, Stormwater, Community Development, Public Works, 911, HR, IT, and a Welcome Center.
- Partnered to bring transformative economic development projects to the community including: Rivian, the expansion of Facebook, Battery Resources, Archer and the development of Covington Town Center
- Championed the bold move to bring main street, economic development, and tourism "in-house" from the Chamber of Commerce, resulting in a renaissance of City engagement, efficiency and revenue options.
- Aids staff in facilitation of City's long-range growth. Studies undertaken include annexation study, organizational study, salary study, opportunity zone update, urban redevelopment plan, and transit study.

**CITY OF SMYRNA, GA (60,000 residents/600 staff)**

**SEPTEMBER 2017 – DECEMBER 2019**

#### **Assistant City Administrator**

- Acts and serves as City Administrator, in absence of.
- Supervises productive teams ranging from Engineering, Parks & Recreation, Economic Development, Information Technology, Museum, Library, and Environmental Services.
- Assisted M&C in the Adoption of "Hands Free" ordinance, which was adopted by other cities, followed by the State of Georgia.
- Assists with preparation of the City's \$105 million annual budget.
- Served as a catalyst for the creation of the City's open container/restaurant district resulting in exponential sales and economic development opportunities for the defined business areas.
- Aids staff in facilitation of City's long-range growth. Current studies underway include annexation study, downtown master plan, and transit study.

**CITY OF SUGAR HILL, GA (30,000 residents)**

**APRIL 2014 – SEPTEMBER 2017**

#### **Economic Development Director**

- Orchestrated a highly motivated team responsible for marketing, communications, events, outreach, and business attraction for this "Visionary Award" winning City.



- Led downtown revitalization efforts, serving as both the Secretary/Treasurer and lead staff person for the downtown development authority.
- Collaborated with consultants on traffic studies, void/retail leakage analysis, City master plans, hotel feasibility studies, greenway studies, and executed development agreements for private sector projects ranging from full-service hotels to large scale mixed-use developments.
- Initiated the largest municipal event series in Georgia and facilitated all 14 city-based interest groups.
- Led the project development and implementation of the transformation of the old city hall into an award-winning business incubator and coworking space called "The Suite Spot."

**CITY OF TEMPLE TERRACE, FL (28,000 residents)****JULY 2003 - FEBRUARY 2014****Recreation Supervisor (2009-2014), Facility Manager (2005-2009), Recreation Leader III (2003-2005)**

- Responsible for direct management of 5 recreation facilities, 15 parks, and nearly 60 staff members; divisions ranging from fitness, athletics and facility rentals to customer service and aquatics.
- Served as representative for the city's pension and contract negotiation team.

**EDUCATION & CERTIFICATIONS**

Doctor of Education in Organizational Leadership	Argosy University	2015
Master of Public Administration	Strayer University	2008
B.S. Business Management	Univ. of South Florida/Univ. of Phoenix	2007
Kennedy School of Business	Harvard University	2024
Local Governance Summer Institute	Stanford University	2023
Climate Change and Health Certificate	Yale University	2023
The Power of Team Culture	University of Pennsylvania	2022
Diversity, Equity & Inclusion Certificate	University of South Florida	2022
Leading Diverse Teams and Organizations	University of Michigan	2022

**AFFILIATIONS, ACHIEVEMENTS, ENGAGEMENT & SERVICE****International City-County Management Association**

Harvard Kennedy School Scholarship Recipient – June 2024  
 Executive Committee of ICMA Annual Conference in Long Beach (2026)  
 Selected to Institute on Race, Equity and Inclusion – 10/2022  
 Selected to Gettysburg Institute – 5/2022  
 ICMA Credentialed Manager (effective December 2020)  
 Presenter at 2021 ICMA Conference (Portland) and 2019 ICMA Conference (Nashville)  
 Selected to Management Exchange Program (Rockville, MD) 2018  
 ICMA Advisory Board on Graduate Education – 2016 - present  
 ICMA Student Chapter Founder/Mentor (Georgia Gwinnett, Clark Atlanta and Cal State Univ.)  
 Small Community Scholarship Recipient - 2011  
 ICMA Emerging Leaders Development Program - 2011-2013

**Cal-ICMA**

Appointed to Board of Directors – 2023

**Rotary Club – 2021- present**

Executive Officer (Secretary) 2024

**Cal State University – Public Policy Advisory Board Member – 2024**

President's Community Ambassadors – 2023

Leadership Bakersfield – Class of 2024

Board of Directors for Boys & Girls Clubs of Kern County - 2023

Bakersfield Sister City Board Member – 2022 to present

**Georgia City/County Management Association**

Appointed to Board of Directors 2021- 2022

Facilitator of "Next Generation" sessions and lunches for Aspiring City/County Managers

**Georgia Municipal Association**

Appointed to Equity & Inclusion Advisory Council – 2022

Presented GMA session on Inclusive Leadership – 3/2022

"Visionary City" Winner – Covington – 2022

"Most Active City in Georgia" – Sugar Hill - 2017

**Toastmasters International**

Founder and member – Sugar Hill, GA - 2016, Bakersfield, CA - 2022

**National Development Council** – Economic Development Finance Professional Certification – 2017

Gwinnett Chamber of Commerce – Community Wellness Award - 2016

Explore Gwinnett: "Friend of Gwinnett Tourism" winner - 2014

Georgia Academy for Economic Development - 2014

Georgia Downtown Association

Georgia Downtown Association Board Member - 2015 - 2017

Downtown Development Authority Advanced Training - 2015

**Florida City/County Management Association**

"If You Care, You Do" Award Recipient - 2013

Emerging Leader Scholarship Recipient - 2012

Professional Development Committee - 2012-13

National Recreation and Park Association

Certified Parks and Recreation Professional (CPRP) Certification – 2011-2017

Aquatics Facility Operator Certification - 2007 – 2017

Georgia Piedmont Technical College Board Member - 2020 - 2021

Gwinnett Tech Marketing and Management Advisory Board member – 2014-17

Lanier High School Advisory Board Member – 2015-17

Leadership Newton County – Class of 2021

Selected to Leadership Cobb County – Class of 2019

Selected to Leadership Gwinnett County – Class of 2018

Distinguished Gentlemen Mentor Program - Lanier High School - 2015-2017

Kiwanis – 2014-2017

General Manager for Continental Basketball League's Tampa Bay Saints – 2012-2015

Assistant Coach for King and Strawberry Crest High School Basketball teams 2011-2014

Candidate 3

**ERIC T. CARPENTER, P.E.**



## **EXPERIENCE**

**City of Miami Beach, Miami Beach, FL**

**(May 2013 to Present)**

**Deputy City Manager/Assistant City Manager/Director of Public Works**

- Since April of 2021 I have served as the Deputy City Manager with a responsibility for all areas of the City including delegated signature authority and duty to serve as the City Manager any time the Manager is away from the office. Specific programs included the General Obligation Bond Program that successfully passed a \$159M bond referendum for Art and Culture in 2022. Led the collective bargaining team that negotiated contracts with all five of the bargaining units in the City. Also served as a trustee of the Miami Beach Police and Fire Fighter Pension Fund one of the ten largest pension funds in the state with assets under management in excess of \$1.1 billion.
- From August of 2015 to April 2021 Assistant City Manager with an expanding portfolio of Departments and Divisions that were direct reports. These include Public Works, Parks and Recreation, Capital Improvement Projects, Parking, Building, Planning, Code Compliance and Economic Development. I report directly to the City Manager and oversee activities related to the infrastructure, public engagement, permitting and economic well-being of the City of Miami Beach, with significant direct interaction with the Mayor and Commission. That has included periods where I have been responsible for over 800 employees and at any given time there are more than 100 capital projects in different stages of planning, design, and construction with a 5-year capital budget of nearly one billion dollars.
- Lead negotiator on several public/private partnerships and property acquisition projects valued more than \$750M that resulted in approximately 15 acres of additional park space within some of the most densely populated areas of Miami Beach; public improvements valued at more than \$75M as well as affordable and workforce housing units to provide additional opportunities to diversify the residential population of the City.
- Led the program to complete the renovation of the Miami Beach Convention Center, a nearly \$600M improvement of the 40-year-old building, to make it competitive for high end convention events that will continue to contribute to the economic stability of Miami Beach and Miami-Dade County.
- Principle Administrator tasked with the public education leading up to the referendum and implementation upon passage of a \$439M general obligation bond program. Financial planning to raise over \$300M in capital for the City of Miami Beach program to provide for adaptation to sea level rise through creative methods such as tax increment financing and stormwater utility structuring. Led the preparation of documentation to meet State criteria and negotiated with Miami-Dade County for the creation of a Community Redevelopment Agency in the North Beach area that will fund improvements to that area for years to come.
- Navigated the challenges of operating a primarily tourism economy through the Covid-19 pandemic with significant mid-year budget adjustments and furloughs of employees to avoid the need for more sweeping layoffs.
- During tenure as Public Works Director from May 2013 to April 2018 served as Department Head responsible to manage a Sanitation operation (providing municipal solid waste services as well as cleaning services for public spaces, 19 hours per day seven days a week, to keep a busy urban area and tourist destination clean); Property Management (responsible for maintenance and upkeep of over 4 million square feet of space within 96 buildings); Engineering and Operations (that manage the operation and maintenance of approximately 23 million gallon per day water/wastewater system, a very complex stormwater system); Fleet Management (responsible for the maintenance, upkeep, operation and capital replacement of a fleet of approximately 1,200 vehicles and equipment); Transportation (responsible for a public transportation system and traffic engineering functions).

**City of Doral, Doral, FL**  
**Director of Public Works**

(February 2006 to May 2013)

- Responsible for building a four-person maintenance operation into a full-service Department handling all aspects of approximately 55 miles of roads including landscaping, engineering, permitting, capital projects, creation of a stormwater utility, property management and public transportation. Implemented the first public transportation system in Doral, the Doral Trolley and played an integral role in the construction of a new \$22 million Government Center, \$8 million Public Works facility and approximately \$30 million in new parks construction. Also served as the City's Emergency Manager.

**Cherokee Enterprises Inc., Miami Lakes, FL**  
**Project Manager**

(July 2002 to February 2006)

- Entrusted to coordinate and implement large-scale stormwater management and roadway restoration projects. The work consisted of sites located throughout south Florida and involved the replacement of roadway drainage systems, roadway repairs as well as the maintenance dredging and improvement of canals and culverts. Responsibilities included: interfacing with different agencies and officials including the South Florida Water Management District, as well as various County and municipal entities to ensure the projects were in alignment with the goals of each contributing entity; coordinating with design engineers, geotechnical engineers, and surveyors, to complete engineering designs in the most efficient manner possible; managing the work flow and backlog in order to expedite the construction at over 400 sites.

**PMK Group Inc., Kenilworth, New Jersey**  
**Project Manager**

(November 1997 to July 2002)

- Responsible charge for multiple projects involving many facets of environmental and geotechnical engineering as well as construction management throughout the NY/NJ/CT area. Entrusted with managing large scale multidisciplinary engineering projects including site acquisition and redevelopment for several municipal entities, permitting and cost estimating for remediation and development of property with environmental issues including former Superfund sites; preparation of public bid documents; oversight of construction activities; and interfacing with regulatory agencies. Primary responsibilities included client relations, technical review for accuracy of work performed by colleagues, coordination of staff, and decision-making responsibilities for all aspects of project execution and billing.

**CERTIFICATIONS/QUALIFICATIONS**

- Florida Licensed Professional Engineer PE #0061421
- 14 years as member of Board of Directors for South Florida Branch of APWA (Chairman 2017-19)
- Awarded 2010 Government Engineer of the Year by Miami-Dade Branch of ASCE
- Florida Department of Transportation Intermediate MOT Certification
- Army Corp of Engineers Construction Quality Management for Contractors

**EDUCATION**

- B.S. Engineering, Major in Civil, Minor in Chemistry, University of Maryland (Class of 1997)
- Continuing Education courses in Pressurized Water Flow, Pipe Design, Traffic Calming, Construction Quality Management, Construction Health and Safety, Issues in Design/Build Construction, New Developments in Greywater Irrigation, Problems and Risks Associated in Green Construction, Issues in Environmental Remediation, Brownfield Redevelopment, as well as Laws and Rules for Engineering Principles.

**COMPUTER SKILLS**

- MS Office, Microsoft Word, Excel, Access, Power Point, and Outlook, Microsoft Teams, GIS, Zoom

**PROFESSIONAL AND PERSONAL REFERENCES**

Available upon request

Candidate 4



# SALAH CZAPARY

◆ Washington, D.C. 20009 ◆

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## CAREER SUMMARY:

Accomplished executive leader with over 7 years' experience in municipal government. Expertise in public safety, community development, and municipal services. Skilled at navigating bureaucracy, working with press and legislators, bridging community needs with government operations, and fostering successful public-private partnerships for transformational change.

## KEY QUALIFICATIONS:

### Executive Leadership

- Serves in the Executive Cabinet of the Mayor of Washington, D.C., and previously the Executive Staff of the DC Metropolitan Police Department.
- Manage operations and agency relations within a government with over 37,000 employees.
- Provide strategic guidance as a close advisor to the Mayor and the DC Council.

### Public Safety

- Extensive experience managing public safety operations at a 4,000+ person agency, including crisis management during significant events like January 6th, 2021 and President Biden's Inauguration.
- Co-Chairs the Multiagency Nightlife Public Safety Taskforce.

### Community and Economic Development

- Serves as the primary liaison for the \$7 billion hospitality sector within the government.
- Crafts and advises on legislation, policy, and grant programs serving the industry.
- Leads initiatives to support community growth by attracting large events, including the National Independent Venue Association Conference and World Pride 2025.

### Municipal Services and Operations

- Provides oversight of operations in commercial corridors, including street repairs, park upkeep, waste management, parking changes, and public transit projects.
- Manage relationships and coordinates with Main Streets and Business Improvement Districts.

### Communication Skills

- Communicates complex information for diverse

audiences, leads focus groups, and community engagement academics.

- Advises on communication strategy, including drafting press releases and representing the government at press conferences and oversight hearings.
- Produced an Emmy-nominated public service announcement.

### Financial Management

- Advises the Mayor on the city's \$20 billion budget, ensuring fiscal responsibility.
- Serves as a surrogate advocating for the passage of the city budget to both the DC Council and residents.
- Secures and manages public-private partnerships for municipal projects and programming.

### Human Resources and Labor Relations

- Led recruitment, training, and professional development programs, including serving as the final authority on reserve police officer appointments and disciplinary cases.
- Managed labor relations with three labor unions for issues arising out of collective bargaining agreements.
- Serves on the Tipped Worker Coordinating Council and as a government liaison for various industry councils.

### Procurement And Capital Projects

- Oversee procurement processes for large equipment purchases and major consulting services, including a cultural assessment of the DC MPD.
- Worked on large capital projects, such as the relocation of the MPD headquarters.

### Innovation And Best Practices

- Evaluates and improves existing processes, including implementing electronic routing for all documents at the Office of the State Superintendent and discontinuing over 50 paper documents at the MPD.

## PROFESSIONAL WORK EXPERIENCE:

11/2022 – present: Director, Office of Nightlife and Culture, Government of the District of Columbia

- Serve as an appointed leader, confirmed unanimously by the DC Council, in Mayor Muriel Bowser's executive cabinet, overseeing operations within a government of over 37,000 employees.
- Provide expert feedback on public safety and economic development policy decisions impacting the nighttime economy to the Mayor, DC Council members, Chief of Police, and other cabinet members.
- Co-chair of Nightlife Multiagency Public Safety Taskforce
- Champion of a significant Public Safety Partnership with DoorDash, providing dashcams to all ride-share and delivery drivers.
- Hosts Active Shooter/Threat and Stop the Bleed training for stakeholders across government and private sector, maintaining Federal Law Enforcement Training Center certification as an Active Threat Trainer.
- Collaborates with community stakeholders, such as Business Improvement Districts and Main Streets, to conduct public safety walks, engage government resources, create public safety plans, and address quality of life issues affecting residents and businesses.
- Manage relationships with business stakeholders' post-enforcement actions or crime incidents, ensuring understanding of



government actions and appropriate responses.

- Represent the government at conferences, summits, special events, and press conferences.

## **12/2016 – 2/2022: District of Columbia Metropolitan Police Department (MPD)**

### **Special Assistant and Deputy Chief of Staff to the Chief of Police**

- Served in the executive leadership of the Metropolitan Police Department (MPD), a 4,000+ person agency with a 500 million-dollar budget, serving as the primary law enforcement agency in the Nation's Capital. Regularly liaised with other law enforcement agencies and emergency services providers operating in the District and region.
- Led and drafted the Community Policing Working Groups Reports of 2019 and 2021, assembling diverse stakeholders from across communities and industries to provide recommendations to the Mayor and Chief of Police.
- Led the Community Engagement Academy from 2018-2022, providing 300+ residents with insights into MPD's policy and operations, fostering transparency and community trust.
- Oversaw the reorganization of MPD community outreach, enhancing the effectiveness and efficiency of community-police relations, aligning with the City's focus on improving quality of life and public safety.
- Produced the "Chat with the Chief" webinar program for Chief Contee to speak directly to staff and community members about emerging issues, programs, and trends, showcasing strong communication skills and innovation in public engagement.
- Hosted domestic and international delegations to showcase MPD's training, facilities, and programs, underscoring experience in global networking and representing the City's interests.
- Devised and executed an MPD Youth Summit to elevate the voices of students in the discourse around policing in and around schools, demonstrating a focus on community development and youth engagement.
- Planned and ran an awards program that honored MPD officers who responded to the Capitol on January 6th, attended by 1,000+ individuals, and worked with community partners to produce a documentary-like video memorializing the day, highlighting event planning and community collaboration skills.
- Managed internal communication from the Executive Staff to members and served as speech writer for the Chief of Police, ensuring clear and effective communication within the organization.
- Responded to all officer-involved shootings and serious uses of force to craft legally required community briefings based on available evidence and body-worn camera footage, showcasing crisis management and transparency.
- On January 6, 2021, tasked with coordinating liaison officer response and transportation to Capitol Police Headquarters after MPD invoked mutual-aid agreements with surrounding jurisdictions, and sourced additional communication equipment for responding agencies, demonstrating leadership and operational coordination.
- For the 2021 Presidential Inauguration, coordinated operations and credentialing of ~100 reserve officers to serve as liaisons to out-of-state law enforcement agencies, providing additional security given heightened security protocols, showcasing experience in managing large-scale events and inter-agency collaboration.

### **Chief of Staff, Professional Development Bureau & Director, Strategic Engagement Office**

- Administered a bureau of over 800 sworn and professional staff, leading police officer recruitment, initial and in-service training at the Metropolitan Police Academy, human resources, testing, promotions, discipline, and EEO.
- Led the procurement for an independent cultural assessment, ultimately conducted by the Police Executive Research Forum, to determine the overall health of MPD's policy and practice, demonstrating expertise in evaluation and process improvement.
- Led the effort to commit MPD to the 30x30 initiative, aiming for 30% of new hires to be female by 2030. By 2022, 27% of MPD new hires were female, and the department was 22% female, roughly 11% above the national average.
- Oversaw promotional exams in 2019 and 2021, leading efforts to align the 2021 promotional testing process with COVID health protocols, ensuring safe and effective operational management during the pandemic.
- Drafted wide-ranging policy for the department, from Ride-Along program protocols to Police Officer Redeployment,
- Provided advice on personnel matters and served as a deciding official in disciplinary cases and represented the agency as an expert witness in depositions.
- Formed a new office focusing on recruiting both paid and volunteer talent, growing to 17 full-time sworn and professional staff and over 150 volunteers. The office oversaw the Reserve Corps, Domestic Violence Liaison Program, Collegiate Internship Program, and Ride-Along Program, demonstrating innovation in talent acquisition and management.
- Guided processes involved in recruitment, hiring, training, and re-qualification of all volunteers, sworn and civilian, as well as

managing a yearly marketing budget of over \$400,000.

- o Led COVID-19 response by coordinating agency-wide contact tracing, daily testing, and welfare check protocols.
- o Served as the final hiring authority for all reserve police officers, approving or denying appointments based on review of background investigations that included both open-source and law enforcement-sensitive searches, fingerprinting, medical, psychological examinations, and polygraph testing.
- o Developed policy and directives to govern the MPD Reserve Corps and Volunteer Corps training, operations, and deployment.
- o Drove process changes for officer scheduling and performance management.
- o Engaged with the Black Student Unions of DC in 2020 to form a collaborative course with George Washington University, demonstrating a commitment to community engagement and education.
- o Hosted the Volunteer Law Enforcement Officers Alliance Conference in October 2018.

#### **Reserve Police Officer**

- o Served as an armed officer responding to numerous active-threat situations, including shootings, stabbings, riots, providing both investigative and life-saving responses.

#### **INTERNATIONAL WORK EXPERIENCE:**

##### **08/2013 – 05/2015: Community Engagement Leader, Nahj Training and Development, Amman, Jordan**

- o Led community engagement among Syrian refugees in Amman, Jordan connecting stakeholders to empowerment programming focused on integration into Jordanian society.

##### **08/2012 – 01/2013: Security Team Coordinator, Baha'i Temple of South America, Santiago, Chile**

- o Served as a full-time staff member establishing a security team to provide round-the-clock protection for the construction site, offices, and assets valued at millions of dollars.

##### **06/2010 – 09/2011: Security Officer and Team Lead, Baha'i World Center, Haifa Israel**

- o Led the international team tasked with maintenance of the UNESCO World Heritage Site & served as a security officer working alongside local law enforcement and security officials.

#### **EDUCATION**

##### **Naval Postgraduate School**

Master of Arts, *Homeland Security & National Defense*  
*Expected Graduation: March 2025*

##### **Georgetown University Law Center**

Police for Tomorrow: Fellowship in Innovative Policing  
*Graduated: October 2018*

##### **The George Washington University**

Program for Excellence in Municipal Management  
*Graduated: September 2020*

##### **California University of Pennsylvania**

Bachelor of Arts, *Arabic Language and Culture*  
*Graduated: May 2015*

#### **AWARDS**

2018: MPD Lifesaving Medal  
2019: Mission Award by Homeland Security Today  
2020: Leadership Award for Volunteer Police Service Programs by the International Association of Chiefs of Police, MPD Achievement Medal (awarded twice)  
2021: Ribbon of Valor for duty on January 6<sup>th</sup>, 2021  
2023: Reed Award  
2023: Best DC Public Official, Runner-up, The Washington Blade  
2024: Emmy Nomination for Production of Winter Sober Ride Campaign

# Candidate 5

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**SUMMARY OF QUALIFICATIONS:**

- Over 20 years of Public Sector experience
- Over 10 years of professional experience in commercial and residential Architecture, Engineering, and Construction
- Over 10 years of Public Works experience
- Certified General, Roofing, Plumbing Contractor, and Mechanical Contractor
- Certified Floodplain Manager and Distribution Operator Level 3
- Qualified Stormwater Management Inspector
- Expertise in Microsoft Office, AutoCAD, 3DS Max, Photoshop, and ArcGIS

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**EDUCATIONAL BACKGROUND:**

<b>Master of Science in Construction Management</b> FLORIDA INTERNATIONAL UNIVERSITY, Miami, FL College of Engineering	2008
<b>Bachelor of Design in Architectural Studies</b> FLORIDA INTERNATIONAL UNIVERSITY, Miami, FL School of Architecture	2003
<b>Bachelor of Architecture</b> FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY, TALLAHASSEE, FL School of Architecture	2022

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**EXPERIENCE PROFILE:****CITY ADMINISTRATOR****City of Pensacola, Pensacola, FL**

October 2021 – Present

- Under the supervision of the Mayor and within the framework of established City policies, this position is responsible for the daily operations of the City through the overall management of available human, financial, and material resources. The incumbent is required to exercise keen judgment, imagination and foresight in making strategic administrative and management decisions to ensure the effective and efficient delivery of municipal services and the implementation of adopted policies and ordinances.
- Directs and supervises all department administrators, to include but not limited to all normal director level staff of a local municipality, the Director of a natural gas company, an international airport, a sea port, the Police Chief, and Fire Chief, and their employees in the efficient, effective and economical delivery of municipal services; provides direction and guidance to ensure that mayoral policies and initiatives are properly implemented.
- Develops and maintains an organizational structure of offices, positions and units within the City, establishes operational goals, monitors performance and takes corrective action deemed necessary for the efficient and effective operation of the City.
- Assists the Mayor with strategic short and long-range planning for the City: participates in planning efforts at the local and regional level; keeps Mayor apprised of developments at the state and federal level that impact the City; monitors pending legislation for impact on the City; oversees compliance with new legislation.
- Responsible for assisting in the preparation of the annual budget; prepares departmental budget for the Office of the Mayor; reviews departmental budget requests from all City functions for inclusion in the administrative recommendation to the City Council and administers the annual City budget in a manner that maintains an efficient balance between the quality and cost of government.
- Reviews and approves or disapproves the hiring, termination or changes in status and salaries of non-administrator positions placed under him/her; evaluates administrator performance.
- Represents the Mayor and the City at various meetings, functions, and events: serves as a liaison to various civic or governmental organizations and committees, taskforces, boards, and commissions; confers regularly with officials from other municipalities, the chamber of commerce, authorities, and commissions; provides information about City operations.

**DEPUTY CITY ADMINISTRATOR**  
**City of Pensacola, Pensacola, FL**  
July 2019 – October 2021

- Assumes full management responsibility for assigned functions, services, and activities of the City specific to Community Development including oversight of assigned departments and/or divisions engaged in the practice of community or economic development and constituent services; through providing direction to

assigned staff on implementing mayoral policy and direction and ensuring City goals are carried out by departments

- Facilitates Mayoral policy-making, coordinate and supervise the timely implementation of policy decisions, communicate Mayoral policies to elected officials, City employees and the community.
- Synthesizes input and ideas from City staff, the private sector, non-profit organizations and the academic community to inform the Mayor's policy formulation process.
- Writes policy and position statements and provides direction and information to Communications staff to support the development of communications materials for new programs and initiatives.
- Works with Directors and department staff to design action plans and milestones for implementing mayoral initiatives.
- Provides ongoing leadership and project management, oversees progress on implementation and keeps the Office of the Mayor informed on project status, progress in policy areas and developing events.
- Develops and maintains positive working relationships with community organizations, residents, the business community, non-profit organizations, government agencies and represents the Office of the Mayor at key events.

**DIRECTOR PUBLIC WORKS & ENGINEERING**

**City of Kissimmee, Kissimmee, FL**  
December 2014 – July 2019

- Oversees a Department with 105 employees
- Manages a budget of over \$40 million.
- Responsibilities include overseeing all of Engineering, Stormwater Utility, Traffic Operations, Sanitation, Street Maintenance, Stormwater, Construction Projects, Engineering Plan Review, and Inspection of Public and Private Construction Projects.

**ASSISTANT PUBLIC WORKS DIRECTOR/CAPITAL PROJECTS MANAGER**

**City of North Miami, North Miami, FL**  
November 2010 – December 2014

- Directly Supervised Operations and Divisions of the Public Works Department including Water and Sewer utilities, the Construction and Facility Maintenance of city buildings, Streets, and right-of-way, Stormwater, Sanitation, Fleet Management
- Managed over \$20 million dollars in capital improvement projects
- Serve as construction/project manager for the city's municipal buildings and capital improvement projects
- Coordinate work efforts of external consultants to ensure compliance with the city's quality assurance policy
- Construction Administration, and Contract Administration in regard to capital improvement projects for Public Works Department, and preparing Budget items
- Applied principles and practices of planning, directing, designing and coordinating a variety of citywide projects, to include beautification projects.
- Assisted with the planning the implementing of policies and procedures as it pertained to the Sanitation Division

**ENGINEER**

**City of Miami Gardens, Miami Gardens, FL**  
August 2007 – November 2010

- Performed construction engineering inspections for Public Works Department
- Served as construction/project manager for the city's Public Works Department municipal building and capital improvement projects
- Coordinate work efforts of external consultants to ensure compliance with the city's quality assurance policy
- Construction Administration, and Contract Administration in regard to capital improvement projects for Public Works Department
- Performed plan review of civil engineering drawings for construction of private and public utilities

**ENGINEER****City of Hallandale Beach, Hallandale Beach, FL**

October 2006 – August 2007

- Performed administrative and technical engineering work for environmental, water, waste water, and roadway projects
- Served as project manager for the city's capital improvement projects
- Coordinated work efforts of external consultants to ensure compliance with the City's quality assurance policy
- Over saw CDBG projects from the design and construction phases
- Construction Management

**ENGINEER DRAFTER II****Miami-Dade County, Miami, FL**

December 2003 – December 2005

- Synthesized maps, plans, aerial photography, survey notes, and other cartographic records
- Checked and verified plats for subdivisions prepared by land surveyors for official recording
- Prepared plans and detailed lay-outs for water mains, sewer mains, canals, and drainage systems
- Supervised junior staff in sub-professional engineering assignments

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**PROFESSIONAL AFFILIATIONS:**

Association of State Floodplain Managers	Florida Water & Pollution Control Operators Association
Florida City and County Management Association	Florida Floodplain Managers Association

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**TECHNICAL PROFICIENCY:**

<b>Microsoft:</b> Microsoft Office
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Candidate 6



# J. David Fraser

## CONTACT

✉ Davefraser14@gmail.com

🏠 [Redacted]  
Cheyenne, WY 82001

## Education

### Master of Public Administration

Marriot School of Management  
Provo, UT

### Bachelor of Arts in Political Science

Brigham Young University

## At A Glance

**28 Years of Management Experience**

**14 Years Municipal Management**

**14 Years Association Executive**

**4 Time City Manager**

**2 Time Executive Director**

**4 Board of Directors Positions**

## Profile

My experience as a municipal league Executive Director and City Manager have uniquely qualified me for this position. Throughout my career I've proven I have the skills and expertise needed to ensure cities of all sizes – rural to metropolitan- thrive

## WORK EXPERIENCE

### SENIOR ASSOCIATE

**Municipal Solutions – Goodyear, AZ | 2013 – Present**

- Provide Intergovernmental Consultation to private industry, including Fortune 500 companies.
- Perform Efficiency Studies for local governments to identify opportunities for cost savings and enhanced service provision.
- Promote excellence in local government through a menu of services including executive recruitment, sharing of best practices, and partnership creation.

### EXECUTIVE DIRECTOR

**Wyoming Association of Municipalities | 2019 – 2024**

- Refocused the Association's advocacy process to achieve greater legislative success; including passage of bills, establishing an optional municipal sales tax and creation of municipal storm water utilities.
- Established improved public information and media relation strategies to advance the local government agenda.
- Promote excellence in municipal government through training and advisory services.
- Managed successful Constitutional Amendment campaign establisher broader municipal investment authority.

### CITY MANAGER

**City of Boulder City, NV | 2013-2017**

- Manage City Operations including administration of a \$58,000,000 budget and supervision of over 300 full/pt employees.
- Negotiated over \$288,000,000 in long-term solar revenue for the City, allowing the City to pay off 100% of general fund debt in a two-year period.
- Successfully negotiated fifteen separate collective bargaining agreements, none of which required arbitration.
- Managed the operations of two golf courses (one 18-hole and one 27-hole). Also managed the lease for an additional 18-hole private club.
- Managed contracted operation of a special events center and restaurant with three- meal daily service.

### EXECUTIVE DIRECTOR

**Nevada League of Cities & Municipalities | 2003-2013**

- Developed the League's first multi-year Strategic Plan to sharpen the League's vision and expand the League's influence with the State and Federal governments.
- Developed innovative new League programs including league sponsored web-based community streaming video services and a supplemental retirement pool to better serve member municipalities and diversify League revenue sources.
- Achieved 100% League membership for Nevada cities and significantly expanded corporate participation and sponsorship in League programs
- Administered health insurance pool for municipalities, counties, schools and special districts.
- Served as municipal representative on State advisory boards including State-wide Transportation Technical Advisory Board (Nevada Department of Transportation), Private Activity Bond Advisory Committee (Nevada Department of Business and Industry) and the Advisory Committee for Participatory Democracy (Secretary of State).

## Other Experience

**BOARD OF DIRECTORS,  
National League of Cities  
2007 to 2010**

**GOVT. AFFAIRS POLICY  
COMMITTEE, ICMA 2005 to  
2012**

**BOARD OF DIRECTORS, NE  
Municipal Power Pool 1998  
to 2003**

**BOARD OF DIRECTORS, KS  
Municipal Gas Agency  
1998 to 2003**

**BOARD OF DIRECTORS, KS  
Muni. Energy Agency 1998 to  
2003**

## WORK EXPERIENCE (CONTINUED)

### CITY ADMINISTRATOR

City of Beloit, KS | 1998 - 2003

- Supervised daily operation of all City Departments including Airport, Police, Fire, Parks & Recreation, Transportation, Finance and Administration as well as the Electric, Water and Waste water Utilities.
- Led the City in proactive, goal-oriented planning which included updating the City's Comprehensive Plan, Capital Improvement Plan and City Code; as well as updating the City's Comprehensive Policy Manual.
- Supervised significant capital projects including construction of a Fire Station, Electric Substations, Airport Hangar and Runway improvements, Street Construction and Water/Wastewater improvements.
- Collaborated with local College and Hospital in creating a consortium to own and operate a multi-use Wellness/Recreation Center.
- Increased Utility Cash Reserves by 390% with no increase in utility rates while pursuing an aggressive capital replacement schedule.

### CITY MANAGER

City of Buchanan, Michigan | 1996-1998

Directed City operations and projects and provided staff support and expertise to community advisory boards and committees.

- Acquired State Brownfield Redevelopment funds for Demolition, Environmental Re-mediation and Redevelopment of City-owned Industrial Park.
- Managed Human Resources including negotiation of Collective Bargaining Agreements.
- Supervised Capital Projects including Street Reconstruction, Bridge Replacement and Water Tower Restoration-including Capital Budgeting, Bond Issuance and State Appropriations.

Candidate 7



# TR TARIK RAHMANI

Experienced Local Government Management Executive

Executive Leader who is passionate about strategically bringing people, information, innovation and technology together to solve problems, improve outcomes, and inspire excellence.



[www.linkedin.com/in/tarikrahmani](https://www.linkedin.com/in/tarikrahmani)

[tarikrahmani@gmail.com](mailto:tarikrahmani@gmail.com)

## Areas of Expertise

- ❖ Budget, Accounting & Internal Control
- ❖ Treasury & Investment
- ❖ Local Government Strategic Planning
- ❖ Inter-governmental Relations
- ❖ Public Information & Engagement
- ❖ Capital Improvement Programs
- ❖ Information Technology & Innovation
- ❖ Labor Relations
- ❖ ERP Implementation
- ❖ Public Works & Utilities
- ❖ Sustainability
- ❖ Economic Development
- ❖ Organizational Assessment
- ❖ Performance Management

## Experience

2021 -PRESENT  
League of  
California Cities  
Los Angeles, CA

### President of Finance

Represents the Department on the League's Board of Directors and works in conjunction with the other members of the Executive Committee to support the priorities of the

California cities and overseeing the Mayors and Council Members goals. Assisting and providing high-quality service to cities and their citizens

2022 - PRESENT  
City of Carson  
Carson, CA

### Deputy City Manager

Reports directly to the City Manager and manages the Sustainability, Innovation and Performance Management Department.

of the City's operating budget, Capital Improvement and Infrastructure Program, financial and fiscal programs, and on-going enhancement of the City's revenues.

Oversees: Finance Department, Information Technology & Security Department, Public Information Office, Innovation, Sustainability, and Performance Management Office

- Serves as the City's Chief Financial & Innovation Officer responsible for the financial development and management

• Works closely with the City Manager and Executive Management Team to monitor the organizational structure, staffing, service levels, and administrative systems required to accomplish the goals and vision of the City Manager and the City Council effectively and efficiently.

2019 - 2023  
City of Carson  
Carson, CA

### Finance Director

Serves as the City's Chief Financial Strategist and responsible for the financial development and management of the City's operating budget, Capital Improvement and Infrastructure Program, financial and fiscal programs, and on-going enhancement of the City's revenues.

- Reports directly to the City Manager and manages a department of approximately 38 full-time and 10 part-time employees which includes Revenue, Financial Accounting, Purchasing and Budget divisions.
- Works closely with the City Manager and Executive Management Team to monitor the organizational structure, staffing, service levels, and administrative systems required to accomplish the goals and objectives of the City Manager and the

City Council effectively and efficiently.

- Responsible for all strategic and tactical matters related to budget management, cost benefit analysis, forecasting needs, and securing of new funding.
- Leads the technical and managerial competency in accounting, internal control, auditing, budget, forecasting, financial analysis, planning, debt issuance and management, risk analysis, allocation of resources and service levels to meet residents and business community.
- Oversees the operation of Finance division functions, activities and programs, sets objectives and manages the performance of subordinate staff engaged in defined activities.



2014 - 2019  
Bellevue, WA

#### Executive Finance Officer

The eCityGov Alliance is a government agency that was formed by nine Washington State cities and over 20 public agencies located in the Puget Sound (Seattle area) as an inter-local governmental partnership with a mission of providing convenient and consistent online services to the public.

- Ensures that eCityGov Alliance Programs, from proposal development throughout execution, are compliant with the goals set by the Executive Board. This includes

developing strong business plans and managing programs to the plan, providing necessary resources and adhering to budget authority.

- Leads the responsibility for all finance services and activities including accounting, budget, contracts, grants management and risk management.

2014 - 2019  
City of Bellevue  
Bellevue, WA

#### Finance Manager

- Oversees the City's fiscal operations including accounting, budget, treasury, payroll, retirement, revenue, purchasing and procurement, Utility rates financial models and budget analysis programs through subordinate staff.

- Member of City's Management team supervises staff and manages the daily operations of all financial and business-related operations. Leads and manages the City's Performance Management program

- Develop and direct goals, objectives, policies, and procedures for the City's

financial operations. Recruiting, training, developing and supervising financial and administrative staff, ensuring performance expectations are communicated and met

- Built strong and productive relationships between city departments, and external stakeholders and outside agencies to foster a climate where the organization can accomplish its priorities set by the City Council and City Manager

2011-2015  
City of Seattle  
Seattle WA

#### Finance and Operations Manager

- Manages the City's operating budget by developing and providing recommendations for strategies, policies, and long and short-term goals to effectively deliver the Mayor and City Council priorities

- Plans, organizes, directs, and coordinates the work of supervisory, professional, technical, and administrative personnel; delegate authority and responsibility; and select, supervise, train, and evaluate staff

- Leads teams tasked with analysis of the City budget, policies, systems and processes and develop recommendations for improvements to ensure quality services across the organization's various lines of business

- Provides regular and reliable coaching and feedback to ensure exceptional customer service

- Leads and oversees the development of the City's annual budget with Mayor's Office, City Budget Office and City Council

- Manages the development of the Annual Operations Plan, subject to the Council

approval, that authorizes operating and capital budget allocations, as well as personnel allocation, and identifies revenues to support planned expenditures

- Year-end revenue and expenditure projections; preparation of 6-year financial plan; and fund balance reviews.

- Oversee the enterprise activities including vendor contracting, operational support, financial analysis and revenue forecasting/ performance monitoring

- Possess an in-depth understanding of a robust municipal finance operations and partnerships with the citywide departments with ability to be strategic and see the big picture



2008-2011  
Seattle Department  
of Transportation  
Seattle WA

#### Senior Economist

- Identification and estimation of the economic and financial consequences of the local and national economy, policy and management decisions on the City's revenues and expenditures forecast
- Forecasting the City's revenues, expenditures, econometric modeling, economic-impact analysis, and financial modeling to help the Mayor and City Council adopt a balanced operating and capital budget
- Applied econometric and financial models to the City's major departments and programs including Transportation, Planning and Economic Development, Information Technology, Public Libraries System, Utilities and financial feasibility analyses for public and private developments
- Surveyed and analyzed three public policy areas: Transportation, Affordable Housing and Local Economic Development with key policy recommendations to the Mayor and City Council
- Developed rate proposals for the Seattle department of Transportation. Structured cost centers, sources of data, and basis of various forecasts to be part of the City's biennial rate adjustment process for various permit fees and charges
- Leads a team of operational and capital budget analysts to help develop the City's biennial operating budget, carrying out budget-related functions, and overseeing fiscal and financial planning activities
- Provides technical assistance, training, and support to the City departments in performing financial functions.

2002-2008  
Las Cruces  
Public Schools District  
Las Cruces, NM

#### District Officer -Accountability, Assessment & Research

- Prepare statistical data models, matrices, analysis and reports for all district schools and projects
- Use advanced modeling techniques such as mixed models, competing risk models, and econometric models
- Assists in both-district wide and state testing programs and data analysis for long and short-term plans
- Generates programs for departments conducting different types of analysis (budget, federal programs, policies)
- Assists in research and interpretation of research by statistical and econometric forecasting methods
- Uses the district databases and information systems to provide timely information to facilitate decision-making (STARS: Student Teacher Accountability Reporting System, ESIS).

## Education

2004

#### Masters of Science:

Agriculture Economics & Economics  
New Mexico State University; Las Cruces, NM  
Minor: Econometrics and Statistical Modeling

2001

#### Bachelors of Science:

Enterprise Financial Management  
University of Carthage; ESAM, Tunisia  
Minor: Economic Policy

## Language

Fluent (written and verbal) in French



## Awards

- ELGL Top 100 Local Government Influencer
- The Los Angeles Business Journal 2022 CFO Award Finalist - Los Angeles, CA
- The Los Angeles Times 2021 CFO & CEO Leadership Award - Los Angeles, CA
- The City Manager's 2017 Innovation Award -Bellevue, WA
- The Best Educator of the year, 2006 -Las Cruces, NM

## Selected Publications

Ward, F. A., B. H. Hurd, T. Rahmani, and N. Gollehon (2006), **Economic Impacts of Federal Policy Responses to Drought in the Rio Grande Basin, Water Resources**. New Mexico State University and USDA, Economic research Service <http://onlinelibrary.wiley.com/doi/10.1029/2005WR004427/epdf>

Tarik Rahmani, Lenda Crawford (2012), **Seattle Department of Transportation, Street Use Cost Center, Rate Model Methodology** [https://docs.google.com/document/d/1ETU6blkqFOJaZRU-wG7PIkwD5oG-4\\_vleMjl3DzDjcg/edit](https://docs.google.com/document/d/1ETU6blkqFOJaZRU-wG7PIkwD5oG-4_vleMjl3DzDjcg/edit)  
W. Hoppler, S. Mallory, T. Rahmani (2013), **Seattle Municipal Buildings. 2011-2012 Energy Performance Report** <http://www.seattle.gov/Documents/Departments/OSE/EBR-muni-buildings.pdf>

T. Jones, T Rahmani (2016), **eCityGov Alliance 2017-2018 Budget**. [http://www.ecitygov.net/Document%20for%20Links/Budget%20Documents/02\\_2017-2018%20Budget%20Workbook\\_eCityGov%20Alliance.pdf](http://www.ecitygov.net/Document%20for%20Links/Budget%20Documents/02_2017-2018%20Budget%20Workbook_eCityGov%20Alliance.pdf)

## Financial Systems & Analytics:

- ERPs & Financial Systems: PeopleSoft, Summit, Oracle, JD Edwards, Munis, Hyperion, Amanda, Power BI, Tableau
- Querying and reporting from large-scale databases (SQL, SAP, PeopleSoft, Summit, Hansen, AS400, ESIS, SQL)
- Statistical and Econometric Programming (SAS Enterprise, SAS/BASE, SAS/JMP, EViews, SPSS, Excel).
- GAMS Optimization Software, linear and non-linear programming
- Survey Analysis Scantron software (Scan Tools II, Design Expert), hardware, and digital scanners (OpScan).
- Platform/Applications: Windows/NT, MS Office (Excel, Word, Visio, Access, PowerPoint, Outlook Exp)

## Professional Affiliations

- The California Society of Municipal Finance Officers
- The League of California Cities
- The Government Finance Officers Association
- Member of Seattle City Club
- Member of the Seattle SAS Users Group, and Pacific NW SAS Users Group: <http://goo.gl/Qynzjk>
- Member of New Mexico State University's Sam Steel Society: <http://goo.gl/qD89rS>
- Board member of the Washington Moroccan Association (WAMA): [www.wama-us.org](http://www.wama-us.org)
- Board Member of the Arab Center of Washington (ACW): <http://www.arabcenter.net/>

## Conference Presentations and Participation:

- 2021: State and Local Roles in Building and Measuring Fiscal Resilience (League of California Cities Annual Conference)
- 2019: California Society of Municipal Finance Officer (Annual Conference)
- 2018: Law, Taxes & Accounting for Not-for-Profit Organizations (Clark Nuber, Bellevue)
- 2017: 7 Habits Signature Program (Dancing Shepherd, Seattle)
- 2017: Financial Planning and Analysis -AICPA (Las Vegas)
- 2017: Courageous Conversations, Beyond Diversity -Pacific Educational Group (Bellevue)
- 2017: Great Leaders, Great Teams for The Public Sector (Bellevue)
- 2017: Fierce Conversations -Fierce Inc (Bellevue)
- 2016: It's Not What We Say, It's How We Say it -CPM (Bellevue)
- 2016: Information Technology Financial Management Association Conference (Seattle)
- 2014: DRIVE Conference: Data, Reporting, Information, Visualization and Exchange (Bellevue)
- 2013: American Library Association - Mid-Winter Annual Conference (Seattle)
- 2012: Computational Finance and Financial Econometrics, University of Washington (Seattle)
- 2010: United States Census, Automated Export System (AES) Compliance Seminar (Seattle)
- 2009: Pacific Northwest SAS Users Group Conference (Portland, OR)
- 2009: City of Seattle, Race and Social Justice Training Seminar (Seattle)
- 2007: GFOA, "What Every Finance Professional Needs to Know about Internal Controls"
- 2007: NMSU "Leadership Institute for teachers/MC2 Program" - Mathematically Connected Communities



## CAREER AT A GLANCE



Budgeting and Analysis, Land Use, Public Engagement, Cultural Arts, Downtown Preservation, Public Works & Utilities, Alternative Transportation, Sustainability, Project Management, Labor Relations, Inter-governmental Relations, Economic Development, Organizational assessment

2019 - Present  
Deputy City Manager | CITY OF CARSON

2015 - 2019  
CFO | eCityGov Alliance

2015 - 2019  
Finance Manager | CITY OF BELLEVUE

2008 - 2015  
Finance Operations Manager | CITY OF SEATTLE

In the past 12 years, galvanized the financial operations and enhanced the budget process of 3 organizations ranging in size from small, medium to large, multibillion-dollar operating budget with focus on new funding strategies and long term financial planning

### CITY OF CARSON

Management of complex budget & financial affairs of Cities

Greatly Enhanced Efficiency & Productivity

Expertise in Implementation of Technology & Innovation

Bond Issuance, Debt Financing, & Management

- Improved City of Carson's Bond rating to an "AA -" for the first time since 1980s.

- Helped increase Carson's General Fund reserve reaching the highest levels.

- Fiscal Year 19-20 showed the highest GF reserve at \$45.2M (48% of budget)

- State Auditor has recently ranked Carson in the top quintile(69th out of 454) of cities in California for finance resilience

- Led Carson's Pension Obligation Bond financing which resulted in eliminating City's outstanding UAL to CalPERS and saving the City approximately \$47.3 million over the next 20 years.

- Led a s successful Transaction & Use Tax (Measure K) on November 3, 2020 generating \$12 million new revenues.

- Conducted citywide audit of Oil Refineries identifying more than \$4 million additional annual revenue in Oil Business Tax.

### CITY OF BELVUE

- Oversaw development of the City's \$480 million budget and 1,380 FTE operating budget

- Collaborated with 14 departments and City Council on managing a structurally balanced budget while maintaining the City's AAA bond rating

- Negotiated agreements and updated policies to strengthen the Reserve Fund to reach record-high levels

- Developed and implemented technology and innovative communication tools to improve the public's access to budget and financial information

### CITY OF SEATTLE

Oversaw the development and management of the City's \$4 billion and 11,200 FTE operating budget

- Operations analysis and management of a breath ofCity services including police and fire functions; health and human services; public works and utilities

- Helped stabilize the City's budget following the Great recession,

closing \$117 million in General Fund deficits and rebuilding fiscal services to record-high levels

- Provided strategic vision to improve the City's budget process

- Key member of the Mayor's cabinet, Operations Committees, Labor Policy Committee and Emergency Operations Committee

Candidate 8

## **JEROME C. WILVERDING**

Stockton, CA 95219

[jwilverding@comcast.net](mailto:jwilverding@comcast.net)

### **ACHIEVEMENTS**

- Extensive administrative, accounting, operations, and internal auditing background.
- Experience in local government, technology, telecommunications, and manufacturing.
- Effectively manages executive, high-level professional, and clerical staff.
- Experience with mergers and acquisitions, tax revenue negotiation, and union labor negotiations.
- System implementation leadership including Workday, PeopleSoft, and Oracle.

### **PROFESSIONAL EXPERIENCE:**

**SAN JOAQUIN COUNTY**, Stockton, CA

**Mar 2021 to Mar 2024**

Central Valley local government

#### **County Administrator**

- Chief Administrative Officer for this \$2.9 billion county with an employee base of nearly 8,000.
- Reporting directly to a 5-member Board of Supervisors, responsible for implementing policy direction and accomplishing the Board's Strategic Priorities.
- Responsible for the County's annual budget, capital planning, Information Technology programs and initiatives, and human resource utilization.
- Directly responsible for five central service divisions and administrative oversight for the 20 operational departments within the County, including a County hospital and clinic system.
- Managed the day-to-day operations of a County executive team of 16 with an operating budget of over \$6 million.

**SAN JOAQUIN COUNTY**, Stockton, CA

**Apr 2013 to Mar 2021**

Central Valley local government

#### **Auditor-Controller**

- Chief Financial Officer for this \$2.9 billion county.
- Responsible for all centralized countywide accounting operations which include property tax, general ledger, accounts payable, payroll, auditing, the cost plan, and intergovernmental transactions.
- Provided centralized accounting services for 26 County departments and over 200 Special Districts.
- Responsible for Internal Auditing of the County departments and affiliated organizations.
- Key interface between the Assessor and Treasurer for billing and allocation of all property taxes.
- Worked closely with the County Administrator and Board of Supervisors on projects and initiatives.
- Managed a department of over 30 staff with an operating budget of over \$6 million.

**CONTRA COSTA COUNTY**, Martinez, CA

**Nov 2010 to Mar 2013**

East Bay Area local government

#### **Chief Accountant**

- Division financial manager for this \$4.5 billion public sector operation. Responsible for revenue accounting, district apportionments, cash accounting, and division revenue budgets.
- Responsible for funding county operations and affiliated cities, schools, special districts.
- Reporting to the County Auditor-Controller, responsible for coordinating tax-related functions with the Offices of the Assessor and Treasurer-Tax Collector.
- Supervise eight professional accounting staff.



**EAST BAY MACHINE AND SHEET METAL, Concord, CA**

**Dec 2009 to Oct 2010**

Specialty metals manufacturer and fabricator

**Consultant**

- Support the President and CFO in day-to-day financial operations of this \$5 million company, including accounting, reporting, and special projects.
- Perform analysis regarding capital equipment and raw materials procurement.
- Assist in preparation of budgets and forecasts for the company.
- Provide any recommendations to management regarding improvements in efficiency and control.

**MOZZARELLA FRESCA, INC., Concord, CA**

**May 2007 to Feb 2008**

National producer of fresh mozzarella, ricotta, and mascarpone cheeses

**Corporate Controller**

- Chief financial manager for this \$60 million unit. Reporting directly to the President, responsible for all accounting, reporting, treasury, and audit functions of the company.
- Responsible for budgets and forecasts of the company, including plans for achieving corporation financial and operational goals and objectives.
- Primary financial liaison between the company and its \$900 million parent, Sorrento Lactalis American Group.

**ROBERT HALF INTERNATIONAL, Oakland, CA**

**Mar 2008 – Dec 2008 &**

International agency for staffing finance and accounting professionals

**Oct 2004 – May 2007**

**Recruiting Manager**

- As a former client of this \$3 billion service organization, successfully shifted into a sales environment by becoming one of the division's top producers in the Bay Area for 2005 and 2006.
- Built networking relationships with a wide range of client organizations ranging from \$5 million private firms to Fortune 500 companies in industries.
- Experience evaluating, interacting, and placing finance and accounting professionals at all levels, from Financial Analysts and Staff Accountants to Finance Directors and CFOs.

**TEMPLE-INLAND CORPORATION, Antioch, CA**

**Mar 2001 to Jul 2004**

Northern California District of the Temple-Inland Packaging Division

**District Controller / Plant Controller**

- Directed all financial and various operational functions of this \$250 million District using JD Edwards ERP applications and Hyperion Essbase.
- Managed plant Controllers and accounting staff at four separate manufacturing facilities.
- Responsible for managing standard cost system and managed capital expenditure project accounting.

**RESOURCEPHOENIX.COM, Alameda, CA**

**Jan 2000 to Jan 2001**

Outsourced financial services provider

**Controller**

- Built a new accounting department serving five client companies using a virtual private network.
- Led the migration process of converting clients onto Oracle financials which included development of the financial reporting package, chart of accounts, and the close routine.
- Directed multiple accounting professionals reporting through three accounting managers.

**AIRTOUCH COMMUNICATIONS, San Francisco, CA****Sept 1996 to Nov 1999**

Wireless Telecommunications Service Provider (Now part of Verizon Wireless)

**Manager, Financial Operations**

- Directed the finance functions over Corporate Headquarters and Domestic Cellular Operations for this \$30 billion organization.
- Progressive responsibilities included all corporate general ledger activities, implementation of complex GAAP accounting (FX translation, hedging, equity accounting), and various financial reporting using Oracle financials and Hyperion for consolidation.
- Reengineered the corporate headquarters accounting department, as well as designed and implemented company-wide finance processes for budgeting, inter-company transactions, and pensions.

**FIBREBOARD CORPORATION, Walnut Creek, CA****Jan 1990 to Sept 1996**

Building Materials Manufacturer (Now owned by Owens Corning)

**Internal Audit Manager**

- Implemented a new internal audit department within this \$400 million company which planned and performed audits and analysis for manufacturing operations and corporate administrative functions.
- Proposed and initiated an enterprise-wide conversion of Fibreboard's general ledger system to JD Edwards. Led the migration effort along with the Corporate Controller and IT Director.
- Reported directly to the CFO, while making periodic presentations to the Board of Directors.

**FOSTER FARMS, Livingston, CA****Oct 1985 to Jan 1990**

\$4 billion poultry and turkey producer

**Senior Internal Auditor**

- Planned and performed a wide variety of operational audits and special reviews, including manufacturing, distribution, and inventory management.
- Also performed year-end financial audits of the consolidated financial statements.
- Worked on design and development of a new machine center driven standard cost system.

**AMERICAN SAVINGS & LOAN, Stockton, CA****Dec 1981 to Oct 1985**

\$10 billion financial services institution (formerly State Savings)

**Internal Auditor**

- Performed all phases of financial and operational audits covering corporate operations, branches, construction lending, real estate, and foreclosure.
- Participated in enterprise data conversion programs.

**EDUCATION AND CERTIFICATIONS:**

- |   |                                   |      |
|---|-----------------------------------|------|
| • <b>Wilkes University, Wilkes-Barre, PA</b>    | <b>Certified Internal Auditor</b> | 1984 |
| Bachelor of Science in Business/Accounting 1980 | <b>Certified Fraud Examiner</b>   | 1994 |

**COMPUTER SKILLS:**

PeopleSoft, Oracle, JD Edwards, QuickBooks, Hyperion, Advanced Excel/Word/PowerPoint