

R9 D OVERVIEW OF PROPOSED CITY MANAGER INTERVIEW PROCESS;  
INTERVIEWS OF FINALISTS: ANTHONY ALICASTRO, ERIC T. CARPENTER,  
TARIK RAHMANI, AND JEROME "JAY" C. WILVERDING; AND SELECTION OF  
CITY MANAGER.

Applicable Area:

# MIAMI BEACH

## COMMISSION MEMORANDUM

TO: Honorable Mayor and Members of the City Commission

FROM: City Attorney Ricardo J. Dopico  
City Clerk Rafael E. Granado

DATE: July 24, 2024

TITLE: OVERVIEW OF PROPOSED CITY MANAGER INTERVIEW PROCESS; INTERVIEWS OF FINALISTS: ANTHONY ALICASTRO, ERIC T. CARPENTER, TARIK RAHMANI, AND JEROME "JAY" C. WILVERDING; AND SELECTION OF CITY MANAGER.

### **RECOMMENDATION**

N/A

### **BACKGROUND/HISTORY**

On April 18, 2024, the City Commission directed the City Clerk and City Attorney to initiate the process of selecting and appointing a new City Manager. GovHR USA, a government executive recruitment firm, was selected by the City Commission to assist with the search and selection process, which resulted in attracting 124 applicants from 29 states, including 59 applicants from within Florida. GovHR USA selected eight semi-finalists based on their experience and suitability for leading Miami Beach, conducted first-round reference checks, social media checks, and personal interviews, and will conduct background checks on the finalists. At the July 9, 2024, Special Commission Meeting, the City Commission discussed the selection process for the new City Manager and reviewed the eight semi-finalists presented by GovHR USA. From this review, Anthony Alicastro, Eric T. Carpenter, Tarik Rahmani, and Jerome "Jay" C. Wilverding were selected as finalists for the City Manager position.

The next steps in the process include in-person interviews by the Mayor and Commissioners with the finalists on July 23, 2024, followed by public interviews during the Commission Meeting on July 24, 2024.

### **ANALYSIS**

#### **I. Introduction**

The purpose of this memorandum is to outline the proposed interview process for the selection of the City Manager, scheduled for July 24, 2025. This process involves individual public interviews of the finalists: Anthony Alicastro, Eric T. Carpenter, Tarik Rahmani, and Jerome "Jay" C. Wilverding, followed by the City Commission's selection of the City Manager.

#### **II. Proposed Interview Process**

1. **Timing and Format:** Each finalist will be allocated 30 minutes for an individual public interview with the City Commission. The City Clerk will monitor time and allow a 2-minute grace period at the 28-minute mark to facilitate a conclusion.
2. **Questioning Protocol:** During the public interviews, questions posed to candidates will be drawn exclusively from a Master List. Commissioners have contributed to this list to

ensure a comprehensive range of topics. Follow-up questions may be asked based on the candidates' responses.

3. **Commissioner Participation:** To accommodate time constraints, each Commissioner will have the opportunity to pose at least two questions to every candidate during the interviews.
4. **Additional Considerations:** In addition to the public panel interviews, each Commissioner will have an opportunity to conduct one-on-one interviews with all finalists to further inform their decision-making process.

### III. Employment Law Considerations

It is crucial to emphasize that the selection of the City Manager constitutes a significant policy decision with employment law implications. Federal, State, and City anti-discrimination laws, including the City's Human Rights Ordinance, prohibit discrimination based on various protected classes. These include:

- Race
- Color
- National Origin
- Religion
- Sex
- Intersexuality
- Gender Identity
- Sexual Orientation
- Marital and Familial Status
- Age
- Disability
- Ancestry
- Height
- Weight
- Hair Texture and/or Hairstyle
- Domestic Partner Status
- Labor Organization Membership
- Familial Situation
- Political Affiliation

### IV. Guidelines for Questioning

While questions on the Master List will be vetted for compliance with anti-discrimination provisions, Commissioners must remain vigilant during follow-up questions to avoid any semblance of bias related to protected characteristics. Common pitfalls involve questions concerning gender, age, or disability. Examples of acceptable and unacceptable questions are provided as follows:

- Acceptable: "How long did you stay in your last role?"
- Not acceptable: "How old are you and when did you first start working?" (Age discrimination)
  
- Acceptable: "Do you have any commitments that might prevent you from performing the functions of City Manager?"
- Not acceptable: "Are you married? Are you single? Do you have any children or are you planning to have children?" (Familial status discrimination)

- Acceptable: "Accurately describe the job and ask if the candidate can perform all functions."
- Not acceptable: "Do you have a disability? Have you ever filed a worker's compensation claim?" (Disability discrimination)

**FISCAL IMPACT STATEMENT**

N/A

**Does this Ordinance require a Business Impact Estimate?** N/A  
(FOR ORDINANCES ONLY)

If applicable, the Business Impact Estimate (BIE) was published on N/A.  
See BIE at: <https://www.miamibeachfl.gov/city-hall/city-clerk/meeting-notices/>

**FINANCIAL INFORMATION**

N/A

**CONCLUSION**

It is imperative that Commissioners adhere strictly to these guidelines to ensure a fair and legally compliant interview process. The Office of the City Attorney and the Office of the City Clerk remain available to address any questions or concerns regarding this process.

**Applicable Area**

Citywide

**Is this a "Residents Right to Know" item, pursuant to City Code Section 2-17?**

No

**Is this item related to a G.O. Bond Project?**

No

**Was this Agenda Item initially requested by a lobbyist which, as defined in Code Sec. 2-481, includes a principal engaged in lobbying?** No

If so, specify the name of lobbyist(s) and principal(s):

**Department**

City Clerk

**Sponsor(s)**

**Co-sponsor(s)**

**Condensed Title**

City Manager Selection Process: Public Interviews and Finalist Selection. (CC/CA)

Candidate 1  
Anthony Alicastro

# ANTHONY ALICASTRO

Miami Beach, FL |

| [anthonyalicaastro@gmail.com](mailto:anthonyalicaastro@gmail.com) | [linkedin.com/in/anthony-alicastro/](https://www.linkedin.com/in/anthony-alicastro/)

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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**  
2020

2018 -

*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

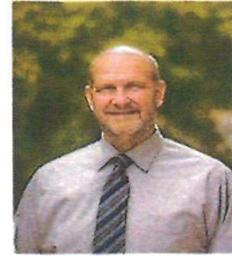
Spanish, fluent

Italian, fluent

French, conversational

Candidate 2  
Eric T. Carpenter

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



(May 2013 to Present)

## **EXPERIENCE**

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

(February 2006 to May 2013)

**Director of Public Works**

- 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**

(July 2002 to February 2006)

**Project Manager**

- 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**

(November 1997 to July 2002)

**Project Manager**

- 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 3  
Tarik Rahmani

# 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.



[Redacted]



[www.linkedin.com/in/tarikrahmani](http://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

- 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.

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

**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.

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.

- 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.

- 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.

- 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

- 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/1ETU6blqFOJaZRU-wG7PIkwD5oG-4\\_vleMjI3DzDjcg/edit](https://docs.google.com/document/d/1ETU6blqFOJaZRU-wG7PIkwD5oG-4_vleMjI3DzDjcg/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.
- 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.
- Helped increase Carson's General Fund reserve reaching the highest levels.
- Led a successful Transaction & Use Tax (Measure K) on November 3, 2020 generating \$12 million new revenues.
- Fiscal Year 19-20 showed the highest GF reserve at \$45.2M (48% of budget)
- Conducted citywide audit of Oil Refineries identifying more than \$4 million additional annual revenue in Oil Business Tax.
- State Auditor has recently ranked Carson in the top quintile (69th out of 454) of cities in California for finance resilience

### CITY OF BELVUE

- Oversaw development of the City's \$480 million budget and 1,380 FTE operating budget
- Negotiated agreements and updated policies to strengthen the Reserve Fund to reach record-high levels
- Collaborated with 14 departments and City Council on managing a structurally balanced budget while maintaining the City's AAA bond rating
- 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
- closing \$117 million in General Fund deficits and rebuilding fiscal services to record-high levels
- Operations analysis and management of a breadth of City services including police and fire functions; health and human services; public works and utilities
- 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
- Helped stabilize the City's budget following the Great recession,

Candidate 4  
Jerome "Jay" C.  
Wilverding

## 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  
Central Valley local government

Mar 2021 to Mar 2024

#### **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  
Central Valley local government

Apr 2013 to Mar 2021

#### **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  
East Bay Area local government

Nov 2010 to Mar 2013

#### **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:**

- **Wilkes University, Wilkes-Barre, PA** **Certified Internal Auditor** 1984  
Bachelor of Science in Business/Accounting 1980 **Certified Fraud Examiner** 1994

**COMPUTER SKILLS:**

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