

**STAFF REPORT FOR CALENDAR ITEM NO.: 13
FOR THE MEETING OF: January 10, 2019**

TRANSBAY JOINT POWERS AUTHORITY

BRIEF DESCRIPTION:

Appoint Erin Roseman to the position of Chief Financial Officer (CFO) of the TJPA, contingent on the Executive Director successfully completing negotiations and executing an employment agreement.

EXPLANATION:

Under the Joint Powers Agreement and Bylaws of the TJPA, the Chief Financial Officer (CFO) is a Board-appointed officer of the agency. The TJPA Bylaws describe the CFO's duties, summarized as:

- Books of Account. The CFO keeps and maintains adequate and correct books and records of accounts of the properties and business transactions of the TJPA, including accounts of its assets, liabilities, receipts, disbursements, gains, losses, capital, retained earnings, and other matters customarily included in financial statements.
- Deposit and Disbursement of Money and Valuables. The CFO deposits all money and other valuables in the name and to the credit of the TJPA with such depositories as may be designated by the Board; disburses the funds of the TJPA as may be ordered by the Board; renders to the Board, whenever they request it, an account of all of her transactions as CFO and of the financial condition of the TJPA; and has such other powers and perform such other duties as may be prescribed by the Board or the Bylaws.
- Bond. The CFO gives the TJPA a bond for the faithful performance of the duties of her office, and restoration to the TJPA all property of every kind in her possession or under her control at the end of her tenure.

As an employee of the TJPA, the CFO is responsible for the financial activities of the TJPA, including management of the finance team, debt financing, budgets and budget monitoring, financial statements and reports, project cash flow monitoring, project reimbursements, and payroll and audits. Additionally, the CFO oversees the procurement functions of the TJPA. The CFO reports to the Board of Directors as an officer of the Board; the employee also reports to the Executive Director.

In August 2018, TJPA entered into an agreement with Management Partners to facilitate the recruitment of a new CFO. The project began with a kickoff meeting between Management Partners, the Executive Director and other key stakeholders to understand the major characteristics being sought in the ideal candidate and was followed by review of background materials and individual interviews with the Executive Director, Chief of Staff, Financial and Systems Accountant, and TJPA finance consultant to further develop a candidate profile.

Management Partners developed a search strategy, which utilized a position recruitment brochure detailing TJPA's needs, expectations for the position, and the desired attributes of candidates. The brochure was posted on the TJPA website and distributed through Management Partners social media channels (LinkedIn, Facebook, Twitter) and individual professional networks. The target audience included public finance professionals working in local government. In addition to direct outreach, Management Partners posted ads to eight finance and local government job boards. The recruitment period was open from September 17 through October 12, 2018.

A total of 22 individuals submitted their resume and letters of interest in the position. Each was screened to determine if their qualifications met the established criteria. Criteria included: strength of public finance and budgeting background; experience managing the financing of major capital projects; success identifying and leveraging revenue sources; strong interpersonal skills and the ability to perform in a fast-paced, small office environment; experience developing and implementing systems for improved efficiency; and motivation for pursuing the position.

Based on initial screening, and further review with TJPA staff, the top individuals were invited to participate in the formal interview process. The first interview utilized a panel comprised of the TJPA finance consultant, Chief of Staff, and Financial and Systems Accountant. The second interview panel included the TJPA Executive Director, the City & County of San Francisco Controller, and the AC Transit CFO, each of whom are knowledgeable about the financial needs of the TJPA and understand the larger operating environment the new CFO must successfully navigate.

Both panels concluded that Erin Roseman's mix of strong technical skills, extensive finance and capital program management, political acumen, can-do management style, and enthusiasm for the vision of the Transbay Program set her apart as the best fit for the position of Chief Financial Officer for the TJPA.

Management Partners conducted reference check interviews and the TJPA completed the appropriate background checks; the results were favorable.

Assuming the Board makes the appointment, the Executive Director will complete negotiations of a satisfactory employment agreement. The agreement will be in the TJPA's standard form, with salary conforming to the Board-approved pay schedule and only standard benefits, and consistent with the Board-approved annual budget for FY18-19.

The TJPA Board has previously appointed Ed Harrington (then San Francisco Controller) (2001-2008), Frederick Clarke (then private consultant) (2008-2011), and Sara DeBord (then TJPA employee) (2011-2018) as the TJPA's CFO. The appointment process recommended here is consistent with these past appointments.

RECOMMENDATION:

Staff recommends that the TJPA Board appoint Erin Roseman to the position of Chief Financial Officer to the TJPA contingent on the Executive Director successfully completing negotiations and executing an employment agreement. The expected start date is mid March 2019.

ATTACHMENTS:

1. Erin Roseman Resume
2. Resolution

**TRANSBAY JOINT POWERS AUTHORITY
BOARD OF DIRECTORS**

Resolution No. _____

RESOLVED, That the TJPA Board of Directors does hereby appoint Erin Roseman to the position of Chief Financial Officer to the TJPA, contingent on the Executive Director successfully completing negotiations and executing an employment agreement and effective as of her start date under such employment agreement.

I hereby certify that the foregoing resolution was adopted by the Transbay Joint Powers Authority Board of Directors at its meeting of January 10, 2019.

Secretary, Transbay Joint Powers Authority

ERIN ROSEMAN

PUBLIC ADMINISTRATION PROFILE

Operations • Financial Management • Communication

Dynamic professional with a talent for leading and implementing policies and processes to ensure management goals are met. Results-driven leader able to effectively present concepts and ideas to diverse work groups and citizens. Exceptional ability to analyze, interpret, apply, and discuss policies. Rational and critical thinker with superior organizational and people skills and decision-making abilities. Extremely dedicated and resourceful. Committed to professional development of self and staff to enhance organization.

Core competencies include:

- Financial Management
- Service-Oriented
- Innovative
- Communication
- Process Improvement
- Detail-Oriented

PROFESSIONAL EXPERIENCE

CITY OF ARLINGTON –Arlington, TX

2008-present

Assistant Director of Fiscal Policy, Finance Department and Municipal Court

Responsible for the planning and monitoring of the day-to-day operations of various divisions in the Finance Department and Municipal Court including the leadership, general supervision, and performance evaluation of assigned staff. Assist with achievement of City goals and objectives as set forth by the City Council and City Manager. Provide technical and professional recommendations related to policy, program development, financial and general management, and operations of key functions. \$4M departmental budget, 50 staff

Key Achievements:

- Managed and produced Annual Operating Budget (\$400M), Capital Budget (\$90M), and Capital Improvement Plan, developed financing strategies to achieve City goals, revenue enhancements and maximization;
- Directed cash and debt management activities for City, for a portfolio of approx. \$400M. Collaborated with Financial Advisors and Bond Counsel on structuring debt issuances and complex financial issues. Interfacing with City Council, City Manager's Office, and City Departments to achieve City's fiscal stewardship goals.
- Developed and Implementing a Strategic Plan to mitigate risks in Finance Department including in-depth review of all divisions and all processes, focusing on internal controls, cash management, recommended new efficiencies and best practices; developed performance measures to ensure a culture of accountability;
- Led and managed the outsourcing of the print operations of the City and local state university. Negotiated multimillion dollar contracts with several vendors and interlocal agreement to achieve outsourced print operations for both entities;
- Executed interpersonal skills in establishing and maintaining strong partnerships between Finance Department and other City Departments while leading a cross departmental work group for budget reduction and efficiency opportunities, at the request of the City Manager's Office.

Previous Positions: Cash And Debt Administrator, Budget Administrator, Knowledge Services Manager, Project Coordinator, Senior Management Analyst

CITY OF FORT WORTH –Fort Worth, TX**2006-2008****Management Analyst II, Budget Department**

Analyzed, researched, and recommended department operational budgets to formulate the city’s annual budget. Resolved and coordinated with city staff in budget development, implementation, complex and routine budget management, and re-estimate expenditure forecasting. Analyzed, reviewed, and revised annual budget documents for accuracy and relevance to include: program objectives and measures, improvements, and reductions. Analyzed economic indicators for city’s long range financial forecast. Monitored and projected sales and property tax revenues. Reviewed and analyzed budget impacts for Mayor and Council Communication. Developed department budget presentations and briefed management on recommendations.

Key Achievements:

- Monitored expenditures, revenues, and performance measures for departments totaling approx. \$130 million
- Trained city fiscal staff on budget development process and budgeting software

CITY OF GRAND PRAIRIE –Grand Prairie, TX**2004-2006****Urban Fellow and Graduate Management Intern, City Manager’s Office**

Provided City Manager’s Office with objective, detailed, operational analysis for focused projects in various departments. Interfaced with City Council, City Executives, and citizens to achieve project and City goals.

Key Achievements:

- Completed a cost analysis for continued use of groundwater wells. Determined cost effectiveness and projections for annual costs. Recommended course of action for continued cost effectiveness.
- Prepared the 2004 and 2005 Indirect Cost Study. The resulting study provided cost estimates for indirect costs charged to grants and other City funds in the annual budgets.
- Reviewed and analyzed storm water utility fee accounts and process. Provided of a new fee structure recommendations. Presented the recommended action to a Council Committee and City Council for approval. Updated the ordinance to reflect approved fees. Created new work process flow for administering the new ordinance.

WOODFOREST NATIONAL BANK –Mesquite, TX**2000-2002****Branch Manager**

Demonstrated exceptional performance in overseeing the day to day operations of successful full service retail banking branch including operational and sales staff. Branch offered retail banking and investment banking opportunities to individuals and commercial entities.

EDUCATION

Master of Public Administration , The University of Texas at Arlington	August 2006
Master of City and Regional Planning , The University of Texas at Arlington	August 2006
Bachelor of Arts Political Science , The University of Texas at Arlington	December 2003
Minor, Business Economics	

PROFESSIONAL AFFILIATIONS

Board Member & Treasurer , North Central Texas Regional Certification Agency	January 2017-Present
Audit Committee , Texas Court Clerk’s Association	January 2016-Present
GFOA Budget Reviewer , Government Finance Officers Association	December 2009-present
Bond Oversight Committee , Arlington Independent School District	May 2010-May 2011
Urban Fellow , North Central Texas Council of Governments	October 2004-May 2006