

**STAFF REPORT FOR CALENDAR ITEM NO.: 9
FOR THE MEETING OF: January 12, 2023**

TRANSBAY JOINT POWERS AUTHORITY

BRIEF DESCRIPTION:

Appoint Andrea Miller to the position of Chief Financial Officer (CFO) for the TJPA.

EXPLANATION:

Under the Joint Powers Agreement and Bylaws of the TJPA, the 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 their 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 their office, and restoration to the TJPA all property of every kind in their possession or under their control at the end of their 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 2022, TJPA's recruitment firm, Baker Tilly/Management Partners began facilitating the recruitment of a new CFO. The project began with a meeting between Baker Tilly / Management Partners, the TJPA Executive Director and Chief of Staff to understand the major characteristics being sought in the ideal candidate and was followed by review of background materials and interviews with the Executive Director, Chief of Staff, and TJPA finance consultant to confirm a candidate profile.

Baker Tilly/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 TJPA and Baker Tilly/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, Baker Tilly /

Management Partners posted ads to finance and local government job boards. The recruitment period was open from September 14 through October 27, 2022.

Following extensive outreach, a total of twenty-three individuals submitted their resume and letters of interest for 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 Chief of Staff, the City & County of San Francisco Controller's office Director of Public Finance, and the AC Transit CFO, each of whom are knowledgeable about the financial needs of the TJPA. The second interview panel included the TJPA Executive Director and Chief of Staff.

All panelists concluded that Andrea Miller'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 CFO for the TJPA. Ms. Miller's resume is attached.

Baker Tilly/Management Partners conducted reference check interviews and the appropriate background checks; the results were favorable.

Assuming the Board makes the appointment, the Executive Director will execute an employment agreement, with salary conforming to the Board-approved pay schedule and standard benefits, consistent with the Board-approved annual budget for Fiscal Year 2022-2023. The start date would be January 17, 2023.

The TJPA Board has previously appointed Ed Harrington (then San Francisco Controller) (2001-2008), Frederick Clarke (then private consultant) (2008-2011), Sara DeBord (2011-2018), Erin Roseman (2019-2021), and Franklin Wong (2021-2022) as the TJPA's CFO. The appointment process recommended here is consistent with these past appointments.

RECOMMENDATION:

Staff recommends that the TJPA Board appoint Andrea Miller to the position of Chief Financial Officer for the TJPA.

ATTACHMENTS:

1. Andrea Miller Resume
2. Resolution

**TRANSBAY JOINT POWERS AUTHORITY
BOARD OF DIRECTORS**

Resolution No. _____

RESOLVED, That the TJPA Board of Directors does hereby appoint Andrea Miller to the position of Chief Financial Officer to the TJPA effective January 17, 2023.

I hereby certify that the foregoing resolution was adopted by the Transbay Joint Powers Authority Board of Directors at its meeting of January 12, 2023.

Secretary, Transbay Joint Powers Authority

SUMMARY

Certified Public Finance Officer with a demonstrated background in accounting, finance, budget development, human resource management, project management, financial planning, policy development, and systems implementation. More than 25 years' combined experience in public, private, and non-profit sectors.

WORK EXPERIENCE

Controller • East Bay Municipal Utility District • August 2020 – Present

- Manage Accounting Division of 40 staff responsible for financial reporting, accounting systems control, customer accounting, accounts receivable, special projects accounting, retirement system reporting, accounts payable, plant records, grants accounting, and payroll.
- Manage the year-end audit, issuance of financial reports, and preparation of the Annual Comprehensive Financial Report (ACFR). Received the Government Finance Officers Association Award for Excellence in Financial Reporting 17 consecutive years for the District.
- Present annual financial reports to Board of Directors and Finance Committee.
- Responsible for preparation and control of division budget which totals \$7.4 million.
- Oversee final implementation of Oracle Cloud accounting systems replacement project.
- Update and implement financial accounting policy and procedures.
- Review and comment on legislative bills.
- Supervise six direct reports.
- Serve as Controller of four Joint Power Authorities.

Finance Director • City of Pinole, CA • August 2015 – July 2020

- Managed year-end audits and completion of the Annual Comprehensive Financial Reports (ACFR) for fiscal years ending June 30, 2015 through 2019. Received the Government Finance Officers Association Award for Excellence in Financial Reporting 21 consecutive years for the City.
- Developed annual operating and capital budgets for fiscal years (FY) 2016-17 through 2019-20 which totaled \$42 million in FY 2019-20. Received the Operating Budget Excellence Award from the California Society of Municipal Finance Officers.
- Developed the five-year capital improvement plan in close collaboration with the City Engineer.
- Provided quarterly financial reports and proposed budget amendments to City Council.
- Managed investment portfolio which averaged \$41 million, and prepared quarterly investment reports.
- Financial management for Pinole-Hercules Water Pollution Control Plant upgrade project which was jointly funded by both agencies. Presented quarterly financial status reports to the Pinole-Hercules Wastewater Subcommittee.
- Prepared Development Impact Fee Reports for fiscal years ending June 30, 2018 and June 30, 2019. The June 30, 2018 report included a 10-year recap and analysis.

- Presented annual Utility Users Tax Analysis to City Council.
- Oversaw bi-weekly payroll and benefits administration.
- Oversaw accounts payable and accounts receivable functions.
- Assessed operations and developed financial policies and procedures which included: Grants Management Policy, Capital Assets Policy, Pension Investment Policy, and Unclaimed Funds Policy.
- Managed the procurement and implementation of new finance and human resource software which replaced a more than 20-year-old system.
- Supervised staff of three.

Assistant Finance Director ▪ City of Pleasanton, CA ▪ June 2014 – July 2015

- Managed year-end audit and completion of the ACFR.
- Managed preparation of mid-term and mid-year budget reviews.
- Assessed operations and developed financial policies and procedures.
- Implemented online purchase card reconciliation. Developed procedures and trained cardholders and statement reviewers.
- Reviewed and approved claim payments and check registers.
- Acted in Director of Finance's absence: Reviewed and approved Council agenda items, purchase orders, journal entries, and wire transfers.
- Supervised finance staff of 12 which includes two management staff.

Budget Administrator ▪ City of Richmond, CA ▪ August 2006 – May 2014

- Coordinated development of the City's annual operating and capital budget which totaled \$400 million; and, development of the five-year capital improvement plan and mid-year budget review.
- Received Government Finance Officers Association and California Society of Municipal Finance Officers Distinguished Budget Awards eight consecutive years.
- Oversaw preparation of performance measure reports and development of the Cost Allocation Plan.
- Assisted in the development of the Long-Term Financial Plan, Five-Year Strategic Business Plan, and ACFR.
- Prepared revenue and expenditure analysis and projections for all funds.
- Managed position control and provided data analysis for labor negotiations.
- Presented financial information before City Council, Finance Committee, and neighborhood councils.
- Authorized requests for budget transfers and amendments approved by Council.
- Approved purchase orders eligible to carry forward at year-end.
- Updated and implemented financial accounting policy and procedures.
- Facilitated annual budget kick-off and training with all departments.

- Assisted in the implementation of a new finance and human resources software.
- Acted in Finance Director's absence: approved Council agenda items; authorized invoice payments, wire transfers, and personnel actions.
- Supervised staff of six management level employees.

Senior Accountant ▪ City of Richmond, CA ▪ November 2005 – August 2006

- Assisted in the preparation of the annual operating budget and mid-year review.
- Prepared monthly variance analysis reports.
- Analyzed revenue and expenditure accounts, and prepared journal entries.
- Assisted departments with budget preparation, analysis, and requests for budget amendments.
- Provided training and technical assistance to department users.

EDUCATION

Master of Public Administration - April 2011
Golden Gate University, San Francisco, CA

Bachelor of Arts in Human Development, minor in Business Administration - June 2000
California State University, Hayward, CA

Associate in Science in Business Administration - May 1994
Contra Costa College, San Pablo, CA

CERTIFICATION

Certified Public Finance Officer (CPFO) – May 2022

SKILLS

- Microsoft Office: Word, Excel, Outlook, Power Point, Publisher, and Visio
- Public Sector Accounting software: Oracle Cloud, Tyler Incode, MOM, Mitchell Humphrey, Tyler MUNIS, SAP
- Agenda management software: SIRE and Agenda Plus

PROFESSIONAL AFFILIATIONS

- Government Finance Officers Association (GFOA)
- California Society of Municipal Finance Officers (CSMFO)
- Association of Government Accountants (AGA)

COMMITTEES

- State Controller's Office Local Advisory Committee on Financial Reporting – December 2020
- Government Finance Officers Association Committee on Governmental Budgeting and Fiscal Policy – September 2021