

# BAY AREA RAPID TRANSIT DISTRICT - Financial Structure Project



September 14, 2023

**BB&A**

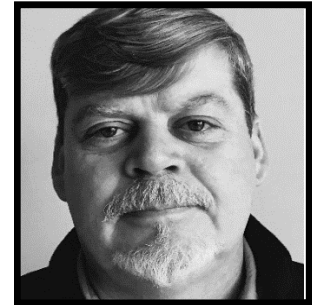
Bell Burnett &  
Associates

**UPLIFT**  
COLLABORATIVE

## Bell Burnett & Associates

BB&A's principals are long-time industry veterans of the transit and transportation sectors.

- **Alex brings 30 years of public sector experience as both a banker and consultant** having served as Head of the West Coast for Public Finance at JP Morgan, a Managing Director at Citigroup and as a Managing Director at Public Financial Management, where he spent 15 years.
- **Mike brings 40 years of public sector experience as a public sector executive and consultant.** Mike is the former Chief Financial Officer for Anaheim Public Utilities and Southern California Public Power Authority. Mike served as Interim Executive Director of the California Municipal Utility Association (“CMUA”) and Principal and Senior Director of Client Services for RW Beck’s utility businesses in California.



BB&A

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## UPlift Collaborative

UPlift Collaborative is a management consulting firm specializing in strategy development, organizational design and organizational change management. Combined experience of over 30+ years of management consulting for both large-scale and smaller organizations across the public, nonprofit and private sectors - throughout the US and globally.

- **Kristin brings over 18+ years of management consulting experience across public, private and nonprofit sectors.** Previously the head of PwC Public Sector's West Coast consulting practice, serving clients across California and the West with deep expertise in organizational transformation and change.
- **Kavita brings over 12+ years of strategy consulting,** bringing depth in strategy design, economic analysis, research design and analytics, and large-scale change management efforts.



## Team Qualifications

The reason we are a good fit is because we are a **combined consulting team with deep and far-ranging experience in finance and transformational change.**

- **We come from the public sector** and have served as Chief Financial Officer and executive consulting in many public agencies.
- **We know transit and transportation** and have worked for more than 30 years with transportation, transit and sales tax agencies, including here in the San Francisco Bay Area.
- **We have worked for BART** in the past and served as financial advisor to the Controller-Treasurer.
- **We are senior, seasoned professionals** that interact and communicate directly with executive management, elected boards and commissions all the time.



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## Project Background

### Financial Structure Project

- A performance audit of BART's financial operations was conducted and the recommendation was to **“modify the organizational structure of BART to allow for the creation of a Chief Financial Officer (CFO) within the span of control of the General Manager”, via ‘seeking legislation to amend the BART Act.’**
  - BART's Board approved the audit and recommendation on November 17, 2022.
- Objective is to **develop a comprehensive roadmap for implementing a BART financial organizational structure.**
- The ultimate desired outcome of this work is to for BART's financial teams be **structured for maximized efficiency and transparency**, under a potential new CFO.
- BART is working with a blended consulting team of Bell Burnett & Associates (BB&A) and UPlift Collaborative to complete this work.

## Team's Approach

Systematic and iterative approach to this type of work with thoughtful integration of change management strategies.

- Start by conducting interviews with executive management, department heads, and financial staff.
- Goal is to:
  - ✓ take inventory of the financial and business functions.
  - ✓ understand how the Controller-Treasurer position has historically supported the organization and its internal relationships.
  - ✓ develop list of priorities moving forward.
- Designed to help ensure that there is clear responsibility, accountability, and transparency surrounding the identified business functions and priorities and the critical next steps to support the implementation of a potential new CFO position.



# Change Management

Discover / Understand the current state and opportunities

Design / Design for the future

Report / Roadmap and report for implementation

Change Management Workstream

**Stakeholder Interviews.** 1:1 and team interviews to deepen our understanding of the current organization, and identify critical needs, gaps, and wish-fors.

**Stakeholder Mapping.** Identify and prioritize key stakeholders to engage throughout the project.

**Stakeholder Impact Analysis.** Refresh the initial stakeholder map to analyze stakeholders by their level of impact and influence in executing the organizational recommendation.

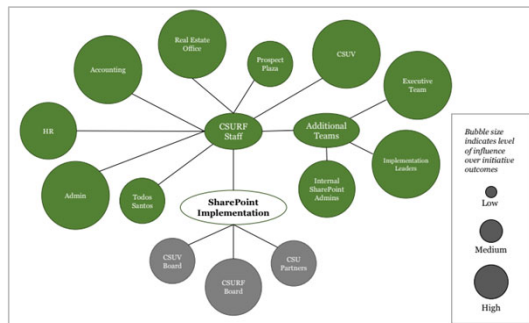
**Stakeholder Readiness.** Administer surveys to understand appetite and readiness for change.

**Short-term Communications.** Outline internal communications needs for project awareness and education. Draft messages for BART distribution.

**Long-term Communications.** Outline communications and engagement needs for alignment to the implementation roadmap.

**Change Management Strategy + Roadmap.** Develop comprehensive organizational change management (OCM) strategy, including recommended engagement strategies and tailored communications plans for key internal and external stakeholders, to proactively inform, engage and gain support of the change.

Stakeholder Map



Short-term Communications Strategy  
Readiness Assessment  
Stakeholder Impact Assessment

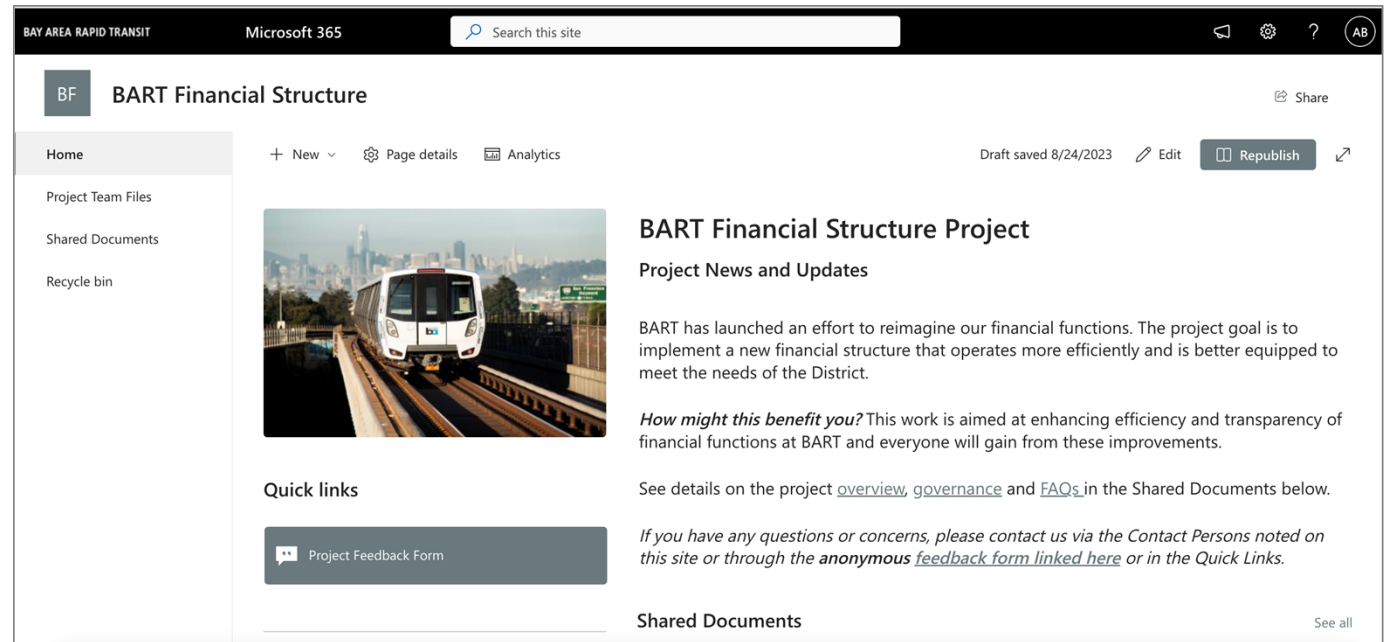
Executive Leader	Division	Operational Capacity	Spontaneity	People	Process	Policy	Technology	Communication	Alternative Workspaces Strategies	Overall
TxDOT Overall Average		76%	74%	74%	76%	72%	72%	61%	71%	69%
Strategic Director	Chief of Staff	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Operations	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Finance	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Technology	82%	80%	80%	82%	82%	82%	82%	82%	82%
Chief Administrative Officer	Chief of Operations	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Finance	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Technology	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of HR	82%	80%	80%	82%	82%	82%	82%	82%	82%
Chief Engineer	Chief of Operations	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Finance	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Technology	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of HR	82%	80%	80%	82%	82%	82%	82%	82%	82%
Chief Financial Officer	Chief of Operations	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Finance	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Technology	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of HR	82%	80%	80%	82%	82%	82%	82%	82%	82%
Chief of Customer Service	Chief of Operations	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Finance	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Technology	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of HR	82%	80%	80%	82%	82%	82%	82%	82%	82%
Chief of Strategy	Chief of Operations	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Finance	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Technology	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of HR	82%	80%	80%	82%	82%	82%	82%	82%	82%
Chief of Innovation	Chief of Operations	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Finance	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Technology	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of HR	82%	80%	80%	82%	82%	82%	82%	82%	82%
Chief of Project Management	Chief of Operations	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Finance	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of Technology	82%	80%	80%	82%	82%	82%	82%	82%	82%
	Chief of HR	82%	80%	80%	82%	82%	82%	82%	82%	82%

Long-term Communications Strategy  
Change Management Strategy + Roadmap



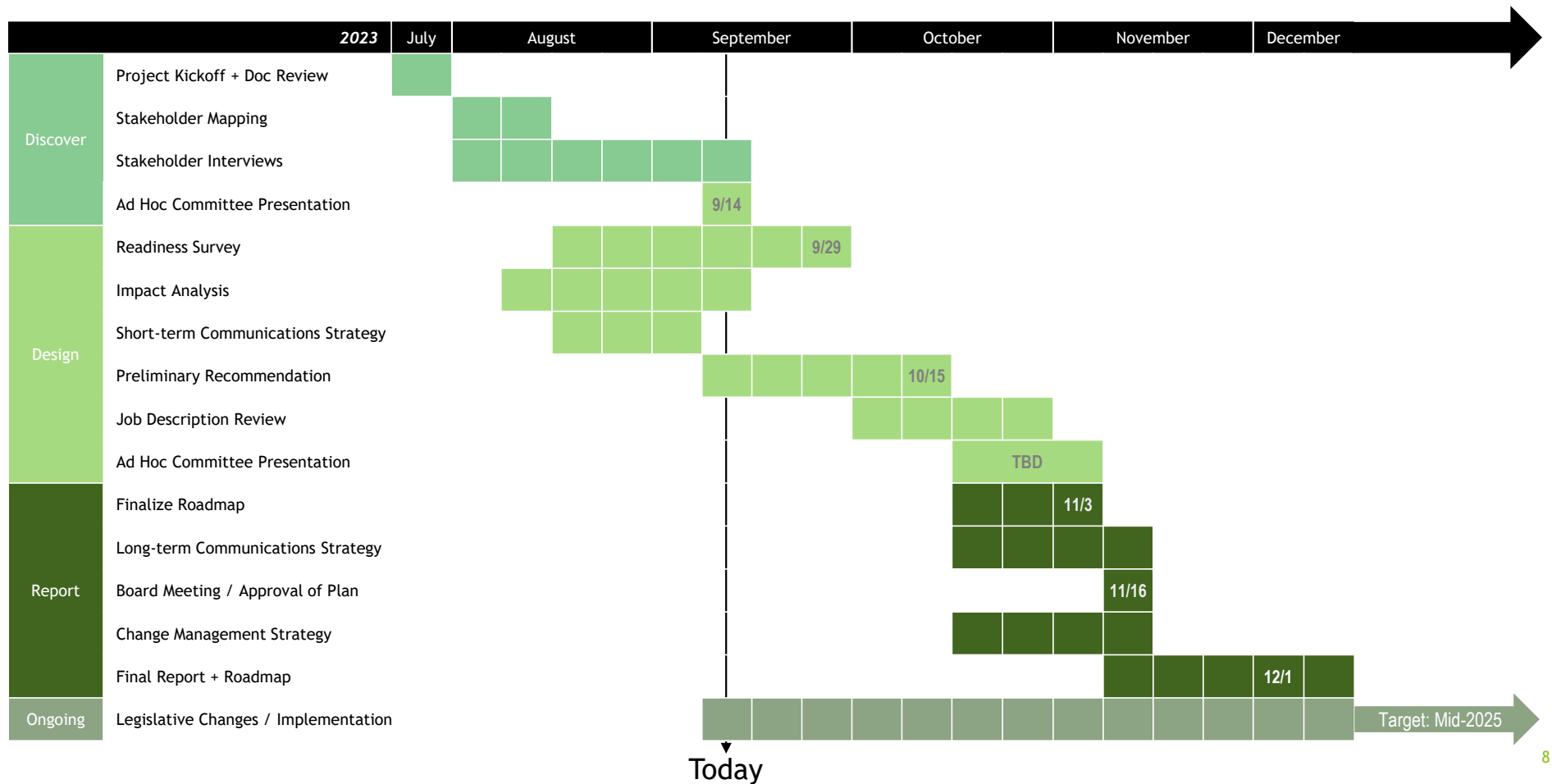
## Progress to Date

- Since beginning on August 1, 2023, the consulting team has conducted 18 interviews with executive management and staff.
- We have also been focusing on communication and change management strategies, including MyBART, FAQs and an upcoming survey.





# Project Timeline



## Appendix



## Disclaimer

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