

**Proposal to Conduct a
Performance Audit of the
City of Rialto's Development Services Department**

Submitted to:

**City of Rialto
City Administrator's Office
150 S. Palm Avenue
Rialto, CA 92376**

by



Harvey M. Rose Associates, LLC

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October 2, 2019

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public sector management consulting



October 2, 2019

Mr. Rod Foster
City Administrator, City of Rialto
150 S. Palm Avenue
Rialto, CA 92376

Dear Mr. Foster:

Harvey M. Rose Associates, LLC (HMR) is pleased to submit this proposal to provide performance audit services to the City of Rialto.

We believe our proposal is fully responsive to the scope and objectives of the services as outlined by my phone calls with you and Mr. Sean Grayson on September 23rd and 30th respectively. Our team is well qualified to provide the requested services for a performance audit of the Development Services Department. HMR has over 40 years of experience in public sector consulting and evaluations. Our proposed team of professionals has experience conducting performance audits, management reviews, and analyses of local governments and agencies in California, including experience in the functions performed by the Development Services Department such as plan review and approval; building inspection; code enforcement; housing; economic development; and, successor agency activities.

As a company principal, I would serve as the Principal-in-Charge if HMR is selected to conduct this performance audit. I would serve as the central point of contact during the review process. My contact information is below:

Dan Goncher, Principal
Harvey M. Rose Associates, LLC
1390 Market Street, Suite 1150
San Francisco, California 94102
Phone: (415) 553-4629
Email: dgoncher@harveyrose.com

Thank you for providing our firm with the opportunity to submit a proposal to provide audit services. The attached proposal contains details of our approach to the proposed audit and our rates. We are available to respond to questions or present our proposal to the City Administrator's Office and other parties involved in the selection process upon request.

Sincerely,

Dan Goncher, Principal

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Section 1: Statement of Understanding and Project Approach

Our Understanding of the City of Rialto's Performance Audit Objectives

A. Objectives and Scope

The City of Rialto is seeking the services of an independent consultant to conduct a performance audit of the City's Development Services Department.

The objectives of the performance audit are to provide an efficiency evaluation that provides a deep and broad look at the structure of the Department and its divisions as well as its effectiveness in providing services to the public, working with other departments within the City, and effectively communicating with City management and policy makers. Further, these objectives would include identifying any deficiencies in service areas, identifying opportunities for improvement, and identifying opportunities for cost reduction and/or revenue enhancement. The performance audit should provide an in-depth evaluation of appropriate decision-making authority, effectiveness in achieving desired results, efficiency and economy in the use of resources, conformity with standard practices for similarly situated municipal departments, comparison with best practices, and compliance with relevant policies, laws, and regulations.

We would conduct the performance audit in compliance with Generally Accepted Government Auditing Standards (GAGAS) as promulgated by the U.S. Government Accountability Office (GAO). Compliance with these standards ensure that our work will be independent, our project staff appropriately trained, our firm and team will not have impairments to their independence in conducting this review, and that the team will be appropriately supervised. All findings and conclusions will be supported by adequate, documented evidence, quality control processes will be in place for the work performed, the draft report will be reviewed by appropriate representatives of the Department and the City, and the final report will be clearly written and presented.

B. General Approach to the Performance Audit

We would utilize a two phase approach to the performance audit. This would consist of an Initial Risk Assessment (Phase One) and risk focused In-Depth Analysis and Reporting (Phase Two). We first present a description of each of the tasks that would be incorporated into the performance audit below. We subsequently provide a separate summary of tasks in Table 1. This table includes a description of the tasks, the estimated number of hours, and proposed schedule. Finally, we include information on the organization, staffing, and cost of the performance audit in Table 2.

Phase 1: Initial Risk Assessment

- Entrance Conference: An entrance conference would be held with management of the Development Services Department and the City Administrator's Office to: (a) introduce the project team; (b) identify managers and key contacts pertinent to the performance audit scope; (c) describe the objectives, methods, and data needs of the project team; and, (d) obtain an overview of departmental practices relevant to the respective organizational evaluations. We would submit and discuss our initial request for information to the Department at this meeting.
- Initial Documentation Request and Review To the extent possible, the information requests for the Department would be consolidated to reduce City staff time required to respond. In addition, we would work with Department staff to refine and clarify these requests and, if necessary, identify other sources of documentation if any requested materials are not available. Other information would likely be added to the list below after initial contact and discussions with Department representatives.
 - We would collect and review core information, documents, and data about the Department to develop a profile of its current resources, business processes, and operations to assess operational and system efficiencies. Information that would be requested from the Department would include: (a) Federal, State, and local laws and mandates; (b) citywide and department-specific mission statements and strategic plans; (c) key Citywide and Department written policies and procedures and internal controls, including, but not limited to, procurement and accounting, inventory/asset management, and contractor services; (d) details of budgeted and actual personnel and non-personnel expenditures and revenues for the current and past three fiscal years as well as details on all revenue sources in place and under consideration; (e) detailed organization charts, position rosters, and job descriptions; (f) flow charts of key business processes; (g) an overview of information systems used by the Department; (h) training programs and records specific to the Department; (i) workload and service level measures for all departmental functions; (j) management reports and performance measures regularly produced to track departmental productivity, efficiency, and quality; (k) any recently performed reviews or audits of the Department; (l) a list of all contracted functions; (m) office floor plans showing utilized space; (n) a list of recent development agreements between the City and/or the Successor Agency and private developers; and, (o) a list of recent properties sold by the City and/or the Successor Agency for private development.
- Initial Interviews with Key Management and Staff: We would conduct interviews with departmental personnel to clarify and confirm questions pertaining to the data and documents collected and to obtain an understanding of key business processes (e.g. building and occupancy permits, planning approval, business licensing). We would also solicit staff opinions on strengths, weaknesses, and opportunities for improvement in the Department.
- Preparation of an Initial Risk Assessment for use in Phase Two: Based on the knowledge gained from Phase One activities, the project team would prepare an initial risk assessment to help focus the in-depth analysis to be conducted in Phase Two. This would include selecting samples

of data and documentation for review and transaction testing as well as other additional information requests and interviews.

Phase 2: In-Depth Analysis and Reporting

- Analysis of Data and Transaction Testing: A detailed review of Department data and/or transaction documentation, such as approved developments and development agreements, would be conducted to assess departmental performance, efficiency and effectiveness, and compliance with laws, regulations, and policies and procedures. Follow-up interviews would be conducted to confirm or clarify our understanding of our reviews. Details of these tasks are provided below in Table 1.
- Report Preparation, Including Internal Quality Control Reviews: Based on our reviews, analysis, and interviews, the project team would prepare a draft report with evidence-based findings and recommendations. As is our company practice, all of our recommendations will be: (a) directed to a responsible party such as a Division manager; (b) based on documented evidence; and, (c) based on an assessment of the costs and benefits of implementation. The draft report would undergo a rigorous internal quality control process prior to transmittal to City staff for their review.
- Exit Conference: An exit conference would be held with departmental representatives and representatives from the City Administrator's Office to provide a forum to discuss the draft report.
- Finalization, Transmittal, and Presentation of Report: We would revise, refine, and produce a final report after obtaining feedback on the draft from departmental representatives. We would be available to present the results of the performance audit to the City Council as requested.

We would provide the City's designated project manager, likely from the City Administrator's Office, with regular status reports detailing the activities and progress during the reporting period throughout both Phase One and Phase Two of the performance audit.

C. Work Plan

To accomplish the preliminary objectives of this performance audit we would complete the 12 tasks as detailed in Table 1 below.

We estimate that the evaluation of the Development Services Department would require 432 professional hours from January to June 2020, with a final report summarizing our findings to be completed by the end of June 2020.

Table 1: Preliminary Work Plan

Phase 1: Initial Risk Assessment			
Task # & Title	Task Summary	Hours	Schedule
1: Entrance Conference	Hold entrance conference with departmental representatives and City Administrator's Office.	6	Early January
2: Collect & Analyze Core Department Information	Collect core documentation and data as described in the General Approach. Data would be analyzed to develop a profile of the Department's resources and businesses processes in order to assess structural, operational, and financial efficiencies and identify risks for more detailed review in Phase Two. In addition to the information described in the general approach, our information request would include, but not be limited to: (a) reports or studies outlining previous departmental re-organizations considered or completed in the last five years; (b) copies of agreements for major functions that have been contracted to outside vendors, including economic and workforce development; and, (c) managerial guidance provided to Department staff.	48	Early January to Mid-February
3: Interview Key Managers & Staff; Planning Commission Members	Interview key management and staff including, but not limited to: (a) the Director of Development Services (b) the Development Services Coordinator; (c) the Planning Manager; (d) the Building Manager; (e) the Code Enforcement Manager; (f) the Housing/Economic Development Project Manager; and, (g) key staff members with responsibility for managing planning, permit, and code enforcement processes; and budgeting. We would also make ourselves available to meet with individual members of the Planning Commission to obtain feedback on the Department's support of the Commission's review and approval processes.	48	Early January to Mid-February
4: Refine Project Scope; Report Results to City Administrator	Based on the information received during the Initial Risk Assessment, the Preliminary Work Plan will be revised to focus audit activities on the areas of greatest risk to the City.	8	Mid to Late February
Subtotal Hours for Phase 1		110	Early January to Late February

Section 1: Statement of Understanding and Project Approach

Phase 2: In-Depth Analysis and Reporting			
Task # & Title	Task Summary	Hours	Schedule
5: Review of Economic Development Activities	Select and review a sample of recent economic development activities carried out by the Successor Agency to the Redevelopment Agency and the Department to ensure that they are consistent with Department and citywide policies and state law, and that proper due diligence is exercised by City officials. The review would include an evaluation of project outcomes compared to the Successor Agency's Long-Range Property Management Plan as well as initial goals as articulated by term sheets and other preliminary agreements.	68	March and April
6: Budgetary and Financial Review	Collect and analyze budgetary and other financial information to assess the Department's efficiency and capacity for providing a higher level of services to the public. This analysis would include a review of potential revenue enhancements, including taxes, new fees, adjustments to existing fees, and bond-financing options. We would also review the extent to which divisions are able to operate through a cost recovery model.	34	March and April
7: Staffing and Organizational Structure Analysis	Review and analyze the staffing structure and job descriptions, responsibilities, lines of authority and span of control as well as the functions currently contracted to outside third parties to identify potential inefficiencies or areas of underperformance. This analysis would include a review of training, turnover rates, as well as previously conducted studies of the Department's organizational structure, contracting, and options for consolidation. In addition, the project team would review communications within the Department and with other Departments and agencies to identify potential improvements to coordination and communication protocols.	34	March and April
8: Key Processes and Internal Controls Assessment	Based on the risk profile developed during Phase One and our initial review of information requested, we will conduct a focused review of the efficiency and effectiveness of key processes of the Department, including public outreach and the use of technological tools. This review could include: (a) the processes for reviewing and approving development applications, including turnaround time; (b) the organization of, and customer experience in, the payment processing counter; (c) the efficiency and effectiveness of code enforcement; and, (d) the public outreach and efficiency of building inspections.	56	March and April

Section 1: Statement of Understanding and Project Approach

Task # & Title	Task Summary	Hours	Schedule
9: Prepare Draft Report	Prepare draft report that would incorporate evidence-based findings from the previous tasks with appropriate recommendations.	96	By May 29, 2020
10: Conduct Exit Conference	Conduct an exit conference with departmental representatives and the City Administrator's Office to solicit feedback on report findings and recommendations and to discuss areas of disagreement.	6	Late May/ Early June
11: Finalize, Transmit, & Present Report	Revise and finalize the draft report based on feedback from departmental representatives and the City Administrator's Office as appropriate. Prepare and present report to City Council.	16	Final Report: By June 30, 2020
12: Status Reporting	Provide regular status reports detailing the activities and progress of the performance audit.	12	Early January to Late May
Subtotal Hours for Phase 2		322	Early March to Late June
Total Project Hours		432	

D. Cost Proposal

We have outlined the anticipated hours and budget for the performance audit and the aggregate not-to-exceed amount in Table 2 below. The amounts shown include all costs. We will not bill expenses incurred, such as travel or supplies, as those costs are built into our hourly rates.

Table 2: Cost Proposal

City of Rialto Development Services Department Performance Audit						
Task	Description	Task Hours		Partner-in-Charge (Goncher)	Project Manager (Malmut)	Senior Analyst (Xuereb)
1	Entrance Conference	6		2	2	2
2	Collect & Analyze Initial Documentation	48		8	16	24
3	Conduct Survey Interviews	48		14	20	14
4	Refine Project Scope & Report Results	8		2	4	2
5	Review of Economic Development Activities	68		2	6	60
6	Budgetary/Financial Review	34		2	32	0
7	Organizational Structure Analysis	34		2	32	0
8	Key Processes & Internal Controls Assessment	56		4	4	48
9	Prepare Draft Report	96		16	40	40
10	Conduct Exit Conference	6		2	2	2
11	Finalize, Transmit, & Present Report	16		6	6	4
12	Status Reporting	12		6	6	0
	TOTAL	432		66	170	196
	HOURLY RATES	\$188		\$235	\$195	\$165
	TOTAL FEES	\$81,000		\$15,510	\$33,150	\$32,340

Section 2: Company Information

A. Firm Information

Harvey M. Rose Associates, LLC (HMR), established in 1978, specializes in organizational assessments, performance audits and evaluations, budget and financial analyses, and other management review services for public sector agencies, particularly cities, counties, school districts, sewage districts and other local government entities. We have conducted more than 700 projects and analyses of public agencies, ranging from small municipalities to some of the largest and most complex governmental entities in California and the nation, with budgets exceeding \$24 billion annually. Our services have assisted many city, county, other local, and state agencies improve and measure performance, achieve cost savings and/or revenues enhancements, and allocate and manage resources in a more efficient, effective, and economical manner.

The firm is a privately held California-based limited liability corporation. Our headquarters are located in San Francisco and a satellite branch is located in San Jose. Our headquarters are located at:

1390 Market Street, Suite 1150
San Francisco CA 94102

The firm is owned by four partners, each with experience ranging from 11 to 37 years of auditing and analyzing local government operations, primarily in California. All four partners are actively involved in managing services performed by the company.

All company partners are authorized to execute contracts:

Fred Brousseau (415) 553-4627	Severin Campbell (415) 553-4647	Dan Goncher (415) 553-4629	Cheryl Solov (408) 299-6435
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Our organizational structure is relatively flat, meaning that decision-making is simple, the firm's partners and their areas of specialized expertise are easily accessible to all staff, and all staff members are flexible and work together in different team configurations based on what is best for the project and client. Sharing of skills and experience is strongly encouraged in our organization so that everyone benefits from all dimensions of our deep local government experience.

As a result, our project teams are flexible and able to respond quickly and effectively to client needs. If the need for a particular skill set is determined to be necessary midway on a project, project staffing can readily be enhanced to ensure that we provide our clients with the best possible final product.

The project team for this proposed performance audit is shown below. Their resumes are attached to this proposal.

B. Key Project Personnel

Key personnel are presented below. All personnel presented below for the evaluation of the Development Services Department are employees with Harvey M. Rose Associates, LLC.

Dan Goncher	Principal In Charge (primary contact person)	415-553-4629	\$235 per hour
Christina Malamut	Project Manager/Principal Analyst	415-553-4626	\$195 per hour
Cody Xuereb	Senior Analyst	415-553-4634	\$165 per hour

Harvey M. Rose Associates, LLC would base its fees on the fee schedule above. The hourly rates shown are based on the final scope and deliverables proposed. Our hourly rates cover staff time and all related expenses including travel, per diem costs, shipping, report preparation, and all others. Our policy is to bill monthly in arrears but we are open to other arrangements proposed by the City.

Section 3: Qualifications and Experience

A. Firm Description and Experience

Harvey M. Rose Associates, LLC (HMR) is a California-based, limited liability corporation. Our firm has been providing performance assessments and related analytical services to cities and other local government entities since 1978.

HMR specializes in management and organizational reviews and consulting services for the public sector. During the 40-year history of our firm, HMR has conducted comprehensive organizational assessments, performance audits, and management reviews of virtually every type of local government agency. We have reviewed the budget and operations of enterprise agencies (such as utilities, wastewater, airports, hospitals, ports, and transit agencies) and non-enterprise agencies (such as public works, community development departments, finance, human resource and information technology departments, parks and recreation, planning, procurement, and others). We have also reviewed the activities of redevelopment agencies, including the San Bernardino International Airport Authority, the Inland Valley Development Agency, the Southern California Logistics Airport Authority, and the Victorville Redevelopment Agency, among others.

Highlights of HMR's experience and qualifications for providing organizational evaluations and management review services include:

- Serving continuously as Budget and Legislative Analyst to the Board of Supervisors of the City and County of San Francisco on a contract basis since 1979, conducting organizational assessments and performance audits, reviewing legislation for fiscal impact, providing policy analyses on legislative proposals, and conducting an annual detailed review of the Mayor's proposed budget for all City agencies.
- Serving continuously as contract Management Auditor to the Board of Supervisors of the County of Santa Clara since 1980, conducting organizational assessments, performance and program evaluations, special studies and risk assessments as directed by the Board, and annually reviewing the County Executive's recommended budget for all County departments.
- Conducting organizational assessments, performance audits, fiscal reviews, management reviews and special studies of schools and special districts including the Sacramento Regional Sanitation District, the Santa Clara Valley Water District, Beverly Hills Unified School District, Los Angeles Unified School District, East Side Union High School District in San Jose, and others.
- Conducting organizational assessments, performance audits, management reviews, fiscal reviews and special studies for California counties including Riverside, Sonoma, Los Angeles, San Bernardino, Sacramento, Humboldt, Mendocino, Amador, Solano, Marin, San Mateo, Orange, San Diego, Ventura, Kern, Fresno, Monterey, Santa Cruz and other counties.
- Conducting organizational assessments, performance audits, fiscal reviews, management reviews and special studies for officials in numerous California cities, including the Los Angeles

City Controller, the City Attorney of Fresno, the City Manager of Oakland, the City Manager of Colton, and the Mayor of San Jose, among others.

B. Key Personnel Qualifications

Key personnel are presented below.

Dan Goncher, Principal in Charge: Mr. Goncher is a Principal with extensive experience evaluating and conducting investigations and technical analyses for public sector agencies. Mr. Goncher has managed and conducted organizational and efficiency reviews, performance analyses, budget analyses, management audits, investigations, and special studies in the areas of city planning, utility billing, redevelopment activities, capital programs, public works, wastewater, public health, transportation, real estate, housing, government operations, and others. His project work has taken place in the City and County of San Francisco, the counties of San Bernardino, Los Angeles, Sacramento, Santa Clara, Santa Cruz, and Maui as well as the cities of Los Angeles, Colton, Beverly Hills, Sacramento, Berkeley, Alameda, and Sunnyvale. Mr. Goncher also has experience as a White House Intern and as a Policy Analyst for the British Parliament. Mr. Goncher earned a Master of Public Policy degree from the University of California, Berkeley and received his B.A. (with honors) from American University in Washington, D.C.

Christina Malamut, Project Manager/Principal Analyst: Ms. Malamut has strong experience in local government evaluations. Ms. Malamut has conducted financial, operational, and policy evaluations of a wide variety of government programs, including an analysis of the impact of City permitting and timelines on commercial vacancies in San Francisco; a performance audit of the San Francisco Office of Economic and Workforce Development's planning for major capital projects to address economic impacts on small businesses; a staffing analysis of the Maui County Department of Liquor Control; and, a financial assessment of the City of Upland. Ms. Malamut earned a Master of Public Policy degree from the University of California, Berkeley and a BA in Economics from the University of Pennsylvania.

Cody Xuereb, Senior Analyst: Mr. Xuereb has valuable experience in performance evaluations and audits, staffing analysis, budget analysis, and policy analysis. His recent work includes a performance audit of workforce development programs in San Francisco; co-project manager for implementation of a new case management system for the San Francisco Juvenile Probation Department; and, a budget and trend analysis for the San Francisco Juvenile Probation Department. Mr. Xuereb earned a Master of Public Policy degree from University College London and a BA in Political Economy from University of California, Berkeley.

C. Relevant Projects

The following is a list of notable completed projects by HMR that are relevant to our proposed work on the Development Services Department.

Management Audit of the San Francisco Planning Department

Our firm conducted a management audit of the San Francisco Planning Department for the San Francisco Board of Supervisors, which reviewed and assessed all aspects of the Department's operations and identified opportunities for improving its economy, efficiency, and effectiveness. The audit found

that the Department was not operating in compliance with State time limits on development project applications; staffing was not sufficient to effectively manage the backlog of Planning Code enforcement caseloads; the Department's Public Information Center was poorly managed; and, that the Department did not have a single integrated system for tracking staff hours and application revenues, among other findings. The audit included 13 finding areas and 86 recommendations that addressed those findings.

Performance Audit of the City of Los Angeles' Process for Planning Conditions for Development

This performance audit evaluated the efficiency and effectiveness of the City's process to ensure that conditions placed on development projects are met by developers. The audit found that the City had not established an adequate process for reviewing, approving, and overseeing development projects that ensures that the final project conforms to the intent of the decision maker. Further, the audit found that no single City department manages development projects from the project review through project construction and completion. The audit included six finding areas and 27 total recommendations for improvement.

Investigation of Alleged Intrusion into the Operations of the Los Angeles County Department of Regional Planning

The objective of this investigation was to review eight instances of potentially inappropriate intrusion into the operations of the Department of Regional Planning by members of the Board of Supervisors and their deputies. The allegations pertained to a community standards district; a mitigation monitoring program; a homeless project; wildfire hazard planning and mitigation; staff attendance at two professional conferences; green building, low impact development, and drought tolerate landscaping ordinances; development of the State legislative agenda; and, deputy director promotions. Our investigation found insufficient evidence to fully substantiate the former Director of Regional Planning's eight allegations.

Annual Budget Review for the City and County of San Francisco

Under contract with the San Francisco Board of Supervisors, we review the annual budgets for all County departments including the City Planning Department, Department of Building Inspection, and Office of Economic and Workforce Development. Our budget review evaluates the sufficiency of funding sources, efficiency of operations, and capacity of the organization to achieve its goals.

Annual Budget Review for the County of Santa Clara

Under contract with the County of Santa Clara Board of Supervisors, we review the annual budget for all County departments. Our firm has served this role on an ongoing basis since 1981.

Sacramento Regional County Sanitation District Contributing Agencies Evaluation

The purpose of this project was to conduct a revenue audit of four contributing agencies to the Regional Sanitation District. This project assessed the calculation, collection, and transmittal of sewer impact fees and sewer use charges, and found that errors in billings were often caused by a lack of information regarding new construction and tenant improvements relayed to the billings department.

Performance Audit of the San Francisco Housing Authority

This performance audit evaluated the economy, efficiency, and effectiveness of the San Francisco Housing Authority's (SFHA) financial, operational, and program management. This audit found that the SFHA faced significant financial challenges due to its dependence on HUD funding and that SFHA had poor and inadequate financial management practices, which exacerbated its situation. The audit also

found that the SFHA Commission provided inadequate oversight, SFHA had not had sound procurement practices for at least three years, and that management and operational weaknesses have had a direct impact on the performance of programs and services at SFHA. The audit resulted in 43 recommendations directed to the SFHA Acting Executive Director or the SFHA Commission, which agreed or partially agreed with all 43 recommendations.

Performance Audit of San Francisco's Workforce Development Programs (ongoing)

Our firm is currently conducting a performance audit of the City of San Francisco's workforce development programs. This review is covering all workforce development programs operated by the Office of Economic and Workforce Development as well as the City's enterprise and general fund departments.

Performance Audit of the Finances of the City of Victorville

In May 2012, HMR conducted a limited scope performance audit for the 2011-2012 San Bernardino County Civil Grand Jury on the finances of the City of Victorville, including development activities of the Victorville Redevelopment Agency and the Victor Valley and the Victor Valley Economic Development Authority (VVEDA). We found that the City, acting as the VVEDA, mishandled tens of millions of dollars through poorly planned and executed development projects in the VVEDA redevelopment area. More than 20 recommendations for improvement in financial oversight and management and for loan repayment were provided to the City.

Performance Audit of San Bernardino International Airport Operations, Development, and Construction Activities

In June 2011, HMR conducted a performance audit for the 2010-2011 San Bernardino County Civil Grand Jury on the operations, development, and construction activities of the San Bernardino International Airport. The report had five finding areas, including scathing findings on the Airport Authority's internal controls, construction management practices, equipment acquisition process, contractor relations, and on the settlement of a lawsuit with a contractor. Shortly after the report was published, the airport was raided by the Federal Bureau of Investigation, the long-time executive director resigned, and the Airport cut ties with its long-time contracted construction manager.

Section 4: References

<p>Joe Maestretti, Chief Financial Officer Sacramento Regional County Sanitation District 10060 Goethe Road Sacramento, CA 95827 (916) 876-6116 maestrettij@sacsewer.com</p> <p>Revenue and control audits of four contributing agencies to the Sacramento County Regional Sanitation District.</p>	<p>Edward Wright, Legislative Aide Supervisor Gordon Mar, Chair of Government Audit & Oversight Committee City Hall 1 Dr. Carlton B. Goodlett Place, Room 244 San Francisco, CA 94102 (415) 554-7464</p> <p>Annual performance audits of various City departments and functions at the request of the Board of Supervisors.</p>	<p>Charles Umeda, Judge, Rancho Cucamonga District Superior Court Former Legal Advisor, San Bernardino County Civil Grand Jury 8303 Haven Avenue Rancho Cucamonga, CA 91730 (909) 709-5609</p> <p>Performance Audits of the San Bernardino International Airport and the City of Victorville</p>
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Appendix A: Resumes

POSITION: Principal – Harvey M. Rose Associates, LLC

EXPERIENCE: ***Project Management and Analysis***

Plan, manage, and conduct performance and management assessments and audits on a wide variety of issues for local government clients as needed. Also provide fiscal, legislative, and budget analysis of proposed resolutions, ordinances and supplemental appropriation requests from departments and programs for the City and County of San Francisco Board of Supervisors.

Public Works, Transportation and Land Use Projects

- Budget Analysis of Public Improvement Costs, City of Los Angeles
- Analysis of Inter-Agency Coordination of Development Projects, City of Los Angeles
- Nationwide Benchmarking Study of Planning Functions, City of Los Angeles
- Review of Management Functions of Regional Planning Department, County of Los Angeles
- Performance Audit of San Bernardino International Airport Operations, Development and Construction Activities
- Audit of Controls to Ensure Proper Billing of Sewer Impact and Use Fees, Sacramento Regional County Sanitation District
- Risk Focused Process Audits of Various Divisions, Port of Los Angeles
 - Managed Review of Grants Management and Capital Assets for Port Police, Goods Movement, and Information Technology Divisions; Assisted with Reviews of Human Resources
- Performance Audit, Port of Los Angeles Real Estate Division
- Project Manager, Performance Audit, Victorville Municipal Utility Services, Southern California Logistics Airport, and the City of Victorville
- Project Manager (Multiple Annual Audits), Proposition 39 Audit of Beverly Hills Unified School District's Measure E Bond Fund Program and associated Capital Development Activities
- Performance Audit, Los Angeles World Airports Capital Development Program
- Project Manager, Study of Impact of Transportation Network Companies in City of Sunnyvale
- Project Manager, Performance Audit of Affordable Housing Policies and Programs, City and County of San Francisco
- Performance Evaluation, State of Colorado Division of Water Resources- Dam Safety Branch
- Review, Transportation Impacts of Proposed California Pacific Medical Center- Cathedral Hill Hospital Development
- Operational Performance Audit, Colton Electric Utility
- Energy Efficiency Analysis, Alameda Power and Telecom
- Annual Review of \$163 million Department of Public Works budget, City and County of San Francisco
- Annual Review of \$838 million San Francisco International Airport Budget

Finance and Government Operations Projects

- Manager, Annual Review of Mayor's Proposed \$11 billion two-year budget for the City and County of San Francisco Board of Supervisors including Department of Public Works and San Francisco Public Utilities Commission
- Performance Audit of Workforce Development Programs, City and County of San Francisco
- Analysis of Proposed FY 2017-19 and FY 2019-21 Budget, Oakland City Council (including Planning and Building; Economic and Workforce Development)
- Manager, Management Audit of the Santa Clara County Sheriff's Office

- Manager, Performance Evaluations of the Weld County Board of County Commissioners and Clerk and Recorder's Office
- Analysis of Permitting Processes for Certified Farmers Markets, City and County of San Francisco
- Analysis of Citywide Procurement Processes, City and County of San Francisco
- Audit of Santa Clara Stadium Authority Finances, City of Santa Clara
- Audit of Financial Condition and Unfunded Liabilities, City of Upland
- Performance Audit, San Francisco's Lead Worker, Standby, Acting Assignment, and Supervisory Differential Pay Practices
- Fiscal and Legislative Analysis, City and County of San Francisco Proposed Resolutions and Ordinances
- Performance Audit of Citywide IT Purchasing, City and County of San Francisco
- Performance Audit of Citywide Ethics Program, City of Long Beach
- Comparative Analysis of Labor Standards Enforcement, City and County of San Francisco
- Close-out Audit of the Santa Clara County Cal-ID Fingerprinting Program
- Low-Income Investment & Lending Reviews, Federal Reserve Bank of San Francisco

Health and Social Services Projects

- Performance Audit of the Department of Liquor Control (including staffing), Maui County Council
- Annual Review of \$1.6 billion Department of Public Health budget, City and County of San Francisco
- Management Audit, Santa Clara County Behavioral Health Services
- Project Manager, Performance Audit of the City and County of San Francisco Children's Fund as managed by the Department of Children, Youth, and their Families
- Performance Audit, Sacramento Housing and Redevelopment Agency
- Performance Audit, San Francisco Housing Authority
- Special Study, Investigation of the Los Angeles County Elder and Dependent Adult Abuse Prevention Services and Program
- Special Study, Investigation of the Los Angeles County Foster Youth Abuse Prevention Services and Program

Education, Recreation and Culture Projects

- Audit of Beach Concession Agreements, City of Long Beach
- Review of Los Angeles Community College District's Process for Procuring Inspector General Services
- Nationwide Benchmarking Study of Warehouse Management & Inventory Control, Los Angeles Unified School District
- Project Manager, Performance Audit of Alemany Farmers' Market, City and County of San Francisco

PROFESSIONAL HISTORY:

Harvey M. Rose Associates, LLC, *Principal*, 2019- Present
 Harvey M. Rose Associates, LLC, *Senior Manager*, 2013- 2018
 Harvey M. Rose Associates, LLC *Principal Analyst*, 2011-2013
 Harvey M. Rose Associates, LLC, *Senior Analyst*, 2008 - 2011
 Alameda Power and Telecom, *Consultant*, 2008
 United Kingdom Office of Climate Change, *Intern*, 2007
 City of Berkeley-Office of the Mayor, *Policy Analyst*, 2007
 Federal Reserve Bank of San Francisco, *Bank Examiner*, 2000-2006
 The White House, *Intern*, 1998

EDUCATION:

Master of Public Policy, Goldman School of Public Policy, University of California at Berkeley, 2008
Bachelor of Arts in Communications, Legal Institutions, Economics, & Government; American University, 2000

M. CHRISTINA MALAMUT

POSITION: Principal Analyst – Harvey M. Rose Associates, LLC

EXPERIENCE: *Project Analysis*

Conducts performance and management audits, financial analyses, policy analyses and budget and legislative analyses for cities, counties and other governmental agencies.

Public Works, Transportation, and Land Use Projects

- Policy analysis, Impact of City Permitting Processes and Timelines on Commercial Vacancies (2018), City and County of San Francisco
- Policy analysis, Preventing and Filling Commercial Vacancies in San Francisco (2017 Update), City and County of San Francisco
- Policy analysis, Estimated Taxes and Fees for Proposed and Potential UCSF Projects, City and County of San Francisco
- Performance audit, Public Works Department, Rialto, CA (*on-going*)
- Performance audit, Evaluating the Office of Economic and Workforce Development's Planning for Major Capital Projects to Address Economic Impacts on Small Businesses, City and County of San Francisco
- Performance audit, Evaluating the Precision of Internal Systems Used to Assess and Collect Wastewater Fees, Sacramento Regional County Sanitation District

Finance and Government Operations Projects

- Special study, Evaluating Operating Budget Development and Expenditure Controls, San Francisco Bay Area Rapid Transit District
- Performance audit, Evaluating the Financial Condition and Internal Controls of the City of Upland, CA
- Performance audit, Evaluating Financial Management of Affordable Housing Bond Program, City of Portland (*on-going*)
- Performance audit, Evaluating Internal Controls and Implementation of Bond Program to Improve City Parks, City of Portland
- Financial analysis, including evaluation of reserve balances, of the City of Colton, CA
- Financial analysis, including evaluation of reserve balances, of the City of Claremont, CA
- Financial analysis, including evaluation of reserve balances, of the City of Torrance, CA
- Financial analysis, including evaluation of the Orange County Fire Authority, CA
- Policy analysis, Community Supportive Banking Options (2017 Update), City and County of San Francisco
- Policy analysis, Social Responsibility Measures for the Largest U.S. Banks, City and County of San Francisco
- Annual operating budget review, Department of Children, Youth, and Families, San Francisco
- Annual operating budget review, Department of Public Health, San Francisco
- Annual operating budget review, Human Services Agency, San Francisco
- Legislative and fiscal impact analysis for proposed legislation for the Budget & Finance Committee of the San Francisco Board of Supervisors

Social Services, Housing, and Health Projects

- Performance audit, Department of Liquor Control, Maui County
- Performance audit, Animal Services, Sonoma County, (*on-going*)
- Policy analysis, Economic and Administrative Costs Related to Alcohol Abuse in the City and County of San Francisco

Public Safety Projects

- Management Audit, Sheriff's Office, County of Santa Clara

PROFESSIONAL

HISTORY:

Harvey M. Rose Associates, LLC, *Principal Analyst*, 2017 – Present
San Francisco Budget and Legislative Analyst's Office, *Analyst*, 2016
U.S. Department of Education, Policy and Program Studies Service, *Policy Consultant*, 2016
UC Berkeley Department of Economics, *Graduate Student Instructor*, 2014-2016
City and County of San Francisco, Office of the Chief Data Officer, *Graduate Intern*, 2015
Recyclebank, *Manager—Data Management*, 2012-2014

EDUCATION:

Master of Public Policy, Goldman School of Public Policy, University of California, Berkeley
Bachelor of Arts in Economics, University of Pennsylvania

POSITION: Senior Analyst – Harvey M. Rose Associates, LLC

EXPERIENCE: *Project Analysis*

Participates in legislative analysis, fiscal and policy analysis, performance audits and applied research

Finance and Government Operations Projects

- Established Research and Planning Unit, San Francisco Juvenile Probation Department
- Completed multiple data collection efforts, surveys, and analysis, San Francisco Juvenile Probation Department
- Co-project manager for implementation of new case management system, San Francisco Juvenile Probation Department
- Budget and Trend Analysis, San Francisco Juvenile Probation Department

Professional Experience

- Set up completely new Research and Planning Unit in the San Francisco Department of Juvenile Probation, including drafting charter, setting up data request procedures, developing grant function, and recruiting three full time staff.
- Conducted analysis and delivered presentations to the Juvenile Probation Commission and Board of Supervisors.
- Carried out multiple data collection efforts, surveys, and analysis to answer pressing questions from stakeholders and department leadership for the San Francisco Juvenile Probation Department.
- Co-Project Manager for the implementation of a new case management system for the San Francisco Juvenile Probation Department.
- Produced regular briefings for the Minister of the Cabinet Office and the Prime Minister on progress towards the United Kingdom government's welfare and employment commitments, including analysis, of fiscal/budget needs and providing recommendations on policy options.
- Led analytical support to the Chief Economist for the cross-government review of Public Sector Efficiency and joint HM Treasury/Government Economic Service/Government Finance Profession Value Mapping project for the United Kingdom Department of Communities and Local Government.

PROFESSIONAL

HISTORY:

Harvey M. Rose Associates, LLC, *Senior Analyst*, 2019–present

San Francisco Juvenile Probation Department, *Research and Planning Manager*, 2018-2019

San Francisco Juvenile Probation Department, *Senior Administrative Analyst*, 2017-2018

United Kingdom Cabinet Office, *Principal Analyst*, 2016-2017

United Kingdom Department of Communities & Local Government, *Head of Analysis*, 2015-2016

United Kingdom Department of Communities & Local Government, *Lead Analyst*, 2013-2015

Center for Economic Performance, London School of Economics, *Research Assistant*, 2012-2015

EDUCATION:

Master of Public Policy, University College London

Bachelor of Arts, Political Economy, University of California, Berkeley