



CITY COUNCIL AGENDA REPORT

Meeting Date: 3/17/2022

From: Stuart Schillinger Assistant City Manager

Subject: Agreement with Management Partners to P

Community Goal/Result

Fiscally Prudent

Purpose

Ensure that the processes for permitting, geographic information dissemination, and internal financial reporting is appropriate as the City begins the process of technology improvements.

Recommendation

Authorize the City Manager to sign an Agreement with Management Partners to perform Process Mapping and recommend Process Improvements in the areas of Community Development Permitting Process, Geographic Information System (GIS) Implementation, and Internal Financial Reporting

Background

On October 7, 2021 the City Council reviewed and accepted the Technology Master Plan created by ClientFirst. The Master Plan recommended the City embark on further automating its permitting process by bringing in additional software which would provide the City greater functionality and interaction with the public. It also recommended that the City expand its use of a GIS to allow the flow of information between departments to be easier and ensure that all geographic based information is captured in the same system. A third item in the Master Plan was to provide better availability of Financial Information to all users of the system.

The City Council Technology Subcommittee and staff determined, prior to moving to far along the path of purchasing software, it would be best to ensure that the processes we want to automate are appropriate. Staff reached out to Management Partners who have conducted process mapping and process re-engineering studies with other cities in the County and throughout the country.

Discussion

Attached for your review is the proposal from Management Partners to conduct process mapping and process engineering in the three areas listed above (Permit Processing, GIS, and Internal Financial Reporting). The overall cost of the project will be \$94,500. This is part of the expenses that were anticipated at mid-year last year when staff requested funding for projects that would be forthcoming from the Technology Master Plan.

The results of this study will assist the City in ensuring that the technological solutions that the City pursues will be correct. The City does not want to automate and lock into place a system that is not efficient and is cumbersome. The City also wants to make sure that the systems it uses are correct for the City and the people who interact with us instead of locking ourselves into a system which a software accommodates.

Fiscal Impact

The \$94,500 for this contract would be part of the \$500,000 the City Council appropriated during the mid-year process in FY 2020/21.

Measure of Success

The City's systems and process are efficient and appropriate prior to settling on software solutions that will lock the processes in place for a longer period of time.

Stuart Schillinger

Stuart Schillinger, Assistant City Manager

Clayton L. Holstine

Clay Holstine, City Manager



February 18, 2022

Mr. Clay Holstine, City Manager
Mr. Stuart Schillinger, Assistant City Manager
City Manager
50 Park Place
Brisbane, CA 94005

Dear Mr. Holstine and Mr. Schillinger:

Management Partners is pleased to provide this proposal assess opportunities to streamline processes and improve service delivery in three functional work areas in Brisbane: Community Development services, geographic information system (GIS) implementation, and internal financial reporting. Based on discussions between Stuart and Steve Toler, we understand that there is a need to review the underlying processes for each and make recommendations for improvements. In addition, Steve's discussion with Stuart indicated that a second cycle of process improvement assessment might be necessary in the future. That would include Capital Project Administration and the Finance Department's payroll, accounts payable, and accounts receivables. We can develop a proposal to examine those processes as we near completion on the first three.

We understand the City will be undergoing an unprecedented level of growth over the next ten years, primarily resulting from the development of the Baylands project. Moreover, the City is embarking on several technology projects including a replacement of its enterprise resource planning (ERP) system. As a result, it is important to ensure that the business processes for residents and internal stakeholders in the areas of planning services, building permits, code enforcement, GIS, and financial services are conducted in the most efficient manner possible. It is also important that changes to business processes coincide with implementation of technology improvements to ensure that poor or ineffective practices are not being automated.

We have prepared a workplan to address these goals. It includes reviewing existing documentation and processes, interviewing staff and stakeholders, and developing recommendations to improve these processes. Before we describe our approach, we would like to share brief information about our firm.

About Management Partners

Management Partners was founded in 1994 with a specific mission to help local government leaders improve their service to the public. Since then we have worked with cities, counties, towns, and special districts of all sizes across the United States to help them work more effectively and run more efficiently.

We offer a balance of perspectives with a practitioner's bias and a proven track record of successful consulting engagements. This experience gives us a sensitivity that produces positive outcomes. We are proud to say that as a result of our quality work, many of our clients ask us to complete subsequent assignments.

- *We Know Local Government.* Our associates have served in local governments, so we have a deep understanding of the operating and political environments in which you work.
- *We Take a Collaborative Approach.* We consider ourselves part of your team and strive to ensure our work supports your overall corporate strategy and goals.
- *We Have Extensive Experience.* Each of our more than 100 associates is an expert in one or more service areas, and our firm has assisted hundreds of jurisdictions in 44 states.
- *We Have Developed Proven Methodologies.* We understand the importance of a holistic approach to improving organizations, using field-tested methods for each aspect of the work.
- *Our Work Plan is Tailored to Your Needs.* Each of our projects is individually tailored to our client's unique needs, starting with a careful learning process.
- *We Take Pride in the Quality of Our Work.* Our internal processes ensure first-rate, complete staff work and adherence to the highest of ethical standards in public service.
- *We Are Focused on Implementation.* As practitioners, our recommendations make practical sense and are able to be implemented.
- *We Provide a Full Suite of Services.* Management Partners' services include everything required to support local government leaders, including organization assessments, performance management, process improvement, strategic planning, and financial planning, budgeting and analysis.

Proposed Plan of Work

Based on our experience with organization reviews and process improvement design, and our understanding of the needs of the City, we have prepared a plan of work to achieve the goal of improving the key processes associated with the future growth of the community and the technology improvements that are underway. As mentioned previously, these will focus on Community Development processes, GIS implementation, and financial reporting. Our work plan begins with a kickoff meeting and then divides into three individual projects designed to address efficiencies in those areas. Following our detailed analyses of each of the three areas, we will prepare and present a consolidated report that summarizes our analysis and recommendations for changes to processes. We will also develop an implementation template to provide a pathway to implementation

Start Project

Management Partners will begin the project by meeting with you, the assigned project manager and other appropriate staff. The project start-up activity forms the foundation of the relationship between Management Partners' team and the City. During this initial meeting, we will confirm project deliverables for each of the three projects and due dates to ensure the project is completed on time and on budget and that our proposed scope of work is aligned precisely to meet your goals.

We understand that the work associated with this review is in addition to the normal work of the organization. Our goal is to integrate our activities in a manner that is thoughtful and minimizes disruption to the department.

We will have provided a data request prior to this meeting for all three processes and will review the material collected by staff to identify any other data needs.



Project 1 – Community Development Improvements

Activity 1.1 – Gather Information from Community Development Staff

We begin by learning about current operations and understanding the history and nature of the work arrangements in place. We will conduct approximately 10 interviews with Community Development staff and any others, as designated by you. The purpose of the interviews is to:

- Learn about the organizational structure, staffing levels and work systems;
- Understand strengths and weaknesses of the departments;
- Hear feedback about existing technology;
- Document and assess existing land management policies and ordinances;
- Understand the current culture surrounding development services; and
- Hear ideas for improving communication and service integration and ways to eliminate redundancy and unnecessary process steps.

At the City's discretion, we can convert two of the interviews indicated above into a focus group of up to 10 representatives of the developer community and other community members to hear their input about existing processes and ideas for improving the City's processes.

We will supplement information from our interviews with City staff and any focus group sessions by gathering and reviewing workflow and workload data, as available, to identify process flow bottlenecks, redundancies or inefficiencies in communication and the use of staff, technology, and other resources. Additionally, we will review the City's development codes, forms, process documents, policies and procedures, and reports.

Another important aspect of our analysis includes an assessment of the organizational structure and staffing level to identify opportunities for improving overall process efficiency. In assessing the various elements of the processes, we will supplement our analysis with applicable industry best practices based on our expertise and knowledge as a national firm.

Activity 1.2 – Create Process Maps

During this activity, we will review or create process maps as well as narrative descriptions for specific processes within the three divisions of the Community Development Department:

- Planning
- Building
- Code Enforcement

As you may know, a process map is a diagram that shows each step in a business process. Process maps are useful in ensuring each step is documented and in identifying potential changes to eliminate redundant or unnecessary steps, increase efficiency, and improve customer service. They can also serve to identify and document existing processes and procedures that work well and should remain in place. Once we have draft process maps prepared, we will review them with staff to ensure the steps we have identified are accurate.

Activity 1.3 – Conduct Analysis and Recommend Process Improvements

Management Partners' team members will analyze the information collected during the previous activities. We will assess the issues and themes from our interviews with staff, and compare current operations, staffing, structure, workflow, and the use of technology with best practices and the City's goal of improving process efficiencies.



As we examine what we have learned and documented through the process mapping activities, we will identify ways to improve development review business processes. We will also assess how well technology is being used to improve and streamline application submission and intake, plan review, permitting, and inspections within and between departments involved in development review functions.

Once the analysis is complete, we will summarize our observations and provide preliminary recommendations in a memorandum. We will also include “to-be” process maps based on the recommendations. We will review the results with you to hear feedback as well as to identify any potential implementation barriers.

Activity 1.4 – Report Results

After receiving feedback on our observations and preliminary recommendations, we will prepare a written memorandum in draft form. The report will include documentation and analysis of and recommendations to improve:

- Organizational structure,
- Staffing levels,
- Land management policies and ordinances,
- Existing processes and procedures, and
- Relevant technologies to facilitate improvements to processes, procedures or required staff training.

Management Partners will provide the draft for review by the City’s project team. At the conclusion of the review period, we will consider all changes and suggested revisions, prepare the final memorandum, and present it to the project team and City Council.

Reports prepared by Management Partners are rich in detail, with recommendations supported by quality analysis. We take pains to ensure that our analysis and subsequent recommendations are organized in an easy-to-understand format and presented in a positive manner.

We take several discrete steps to ensure quality control. The first is to prepare a draft report for managers to review to ensure that facts are accurate, and ideas are presented clearly. Management Partners retains responsibility for our professional recommendations, but we expect that vetting the draft report with management improves its utility. In addition to vetting the report for accuracy and the draft review provides an opportunity to discuss the recommendations and to identify implementation issues. Management Partners is committed to recommending actions that result in meaningful operational improvements and can be implemented in the real world. Once comments have been received, the final project report will be prepared, peer reviewed, and then transmitted to you.

Project 2 – GIS Implementation and Improvements

Activity 2.1 – Gather Information

To assist the City with the implementation of a more expansive, multi-departmental Geographical Information System (GIS), Management Partners will gather information from Brisbane staff and stakeholders who currently work closely with the current GIS system. This will allow the City’s workforce to become engaged and share their perspectives about the current roles of GIS in the City and identify opportunities to innovate and improve by enhancing the system. In addition, staff and stakeholders will help us learn about existing staffing, organizational structure, operations, policies, and practices.



- *Review background material.* We will review the material requested in our kickoff meeting to begin to formulate an understanding of departmental operations and to prepare for our interviews.
- *Conduct interviews with GIS staff.* Management Partners will interview current staff responsible of the GIS system to learn about the department's operations and systems, understand different perspectives about strengths and weaknesses, and hear ideas for improving efficiency and effectiveness in administering the system.
- *Conduct interviews with potential users of applications.* With the assistance of the Brisbane team and GIS staff, we will conduct up to five interviews department directors/managers to learn about potential new GIS applications and database layers that will improve the overall efficiency of delivering services to Brisbane residents and businesses.

At the conclusion of this activity, we will summarize results, develop themes, and identify any additional information gathering work that will round out our understanding of GIS operations.

Activity 2.2 – Conduct Analysis

During this activity, we will analyze the information collected previously. We will examine the results of our data gathering and assess the current GIS system and potential new applications. Our assessment will include the following:

- City-wide deployment of new data layers to assist decision making and drive efficiencies,
- Administration of the GIS system,
- Database administration, and
- Incorporation of the GIS system into the City's Enterprise System Catalogue.

We will prepare our observations and preliminary recommendations and meet with City leaders to review them. This will be an opportunity to discuss what we learned and observed in our analysis and hear feedback about the opportunities for improvement we have identified. This discussion provides a preview of the issues and recommendations that will be addressed in the project report.

Activity 2.3 – Report Results

Once we have received feedback about the various recommendations and improvement opportunities, we will prepare a draft memorandum that includes our analysis and recommendations for actions improving GIS implementation and utilization in the City. We will present the draft for review and comment. At the conclusion of the review period, we will consider all changes and suggested revisions and prepare the final report.

Project 3 – Internal Financial Reporting Process Improvements

Activity 3.1 – Gather Information

As outlined above, gathering information to document policies and procedures, identify current issues and potential innovations and improvements will be a key part of improving internal financial reporting for the City of Brisbane. We gather information as described below.

- *Review background material.* We will review the material previously requested to begin to formulate an understanding of how the Finance Department reports actual and budgetary transactions and to prepare for our interviews and survey.
- *Conduct interviews.* Management Partners will interview the Finance Department director and staff members to learn about the department's current reports, operations and systems;



understand different perspectives about strengths and weaknesses; and hear ideas for improving internal financial reporting.

Activity 3.2 – Conduct Analysis

During this activity, we will analyze the information collected previously. We examine the results of our data gathering and assess the City’s current internal financial reporting methodology, including the following:

- Existing reporting that focuses on budget versus actual reporting,
- Capital Improvement Project reporting,
- Adequacy of current financial management system to provide budget and actual expenditure data,
- Technology tools and needs,
- Application of best practices, and
- Other opportunities to increase efficiency, effectiveness of internal financial reporting.

We will prepare our observations and preliminary recommendations and meet with City leaders to review them. This will be an opportunity to discuss what we learned and observed in our analysis and hear feedback about the opportunities for improvement we have identified. This discussion provides a preview of the issues and recommendations that will be addressed in the project report.

Activity 3.3 – Report Results

As in the prior processes, Management Partners will prepare a draft memorandum report that includes our analysis and recommendations for the improving the internal financial reporting for the City of Brisbane. We will present our report in draft form and invite comments. At the conclusion of the review period, we will consider all changes and suggested revisions and prepare the final project memorandum.

Prepare Consolidated Executive Summary Memorandum

Following the conclusion of our three projects, we will prepare a consolidated memorandum that summarizes the detailed project memoranda and provide a draft for your review. Upon review, we will finalize the consolidated memorandum and prepare an implementation template to assist the City with executing the recommendations contained in the reports.

Management Partners has a strong bias for action. Our reports and resulting recommendations become tools for setting priorities, and for developing work plans. After completing the project report, we will prepare a draft Implementation Action Plan incorporating each recommendation in the project report. The draft action plan sets forth the steps required for implementation, assigns responsibility for action, and an assigned priority level (immediate, near or long term) for initiating each recommendation.

The action plan is prepared as a draft and becomes final once the director integrates the action steps into the work plan develops dates for planned completion. The action plan offers an important management tool for actual implementation of the work reflected in the project report.

Our Experience and Qualifications

The following list shows California jurisdictions that we have assisted in the recent past to assess organization operations and recommend efficiencies

- | | |
|--|-----------------|
| ▪ Alameda County | ▪ Arcata |
| ▪ Alameda County Transportation Commission | ▪ Berkeley |
| ▪ Albany | ▪ Beverly Hills |



- Brea
- Brentwood
- Concord
- Cypress
- Fairfield
- Fremont
- Fullerton
- Hayward Area Recreation and Park District
- Huntington Beach
- Metropolitan Transportation Commission
- Milpitas
- Mission Viejo
- Monterey County
- Moorpark
- Napa
- National City
- North Coast County Water District
- Novato
- Orange County Employees Retirement System
- Orange County
- Pacifica
- Perris,
- Pinole
- Pleasant Hill
- Pleasanton
- Riverside
- Sacramento
- San Bernardino County
- San Bruno
- San Francisco
- San Gabriel Valley COG
- San Joaquin County
- San Jose
- San Leandro
- San Marino
- San Mateo County
- Santa Clara County
- Santa Cruz Water Department
- Santa Rosa
- Scotts Valley
- Simi Valley
- Tracy
- Transbay Joint Powers
- Union City
- Vallejo
- Walnut Creek
- Westminster
- Woodland

In addition, we are pleased to offer the references below, which all involved process improvements. You are welcome to contact any of them about our performance. Our website, managementpartners.com, has information about all our past clients, which includes hundreds of jurisdictions in 44 states.

City of Norman, Oklahoma ⇒ Development Review Process Improvement

Management Partners was retained by the City of Norman to streamline development review functions and identify recommendations to reduce review cycle times. We worked with staff in all departments involved in development review (Community Development, Public Works, Utilities and Fire) to understand their current processes and develop process maps for six major types of applications. We also conducted customer interviews and compared Norman's key processes with peer organizations. After providing recommendations to the City's Management Team, we facilitated a three-day process improvement workshop based on the GE Work-Out™ technique. The workout included employees responsible for application intake, plans review, permitting, inspections and customer service. Project recommendations addressed operations and business processes, staffing and succession planning, customer service, use of technology, and performance management.

Contact: Mr. Darrel Pyle, City Manager
 201 West Gray, Norman, OK 73070
 (405) 366-5402
darrel.pyle@normanok.gov



City of Belmont, California ⇒ Payroll Function Organizational Assessment

The City engaged Management Partners to conduct an assessment of the payroll function within the City organization with a goal to identify recommendations to strengthen payroll administration and assess the organizational assignment of payroll. Our work consisted of interviews of finance and human resources professionals that oversaw the payroll function, a focus group workshop of operating department staff, and assessing gaps in the use of the outsourced payroll software solution the City used. Payroll was being administered by the human resources department after the switch from an in-house software solution to a third-party payroll processing vendor.

Our analysis identified recommendations to improve the administration of payroll within the organization. Those recommendations included transferring payroll oversight to the finance department, strengthening collaboration between finance and human resources in from onboarding and separation of employment to benefits administration and administration of overtime hours in accordance with the Federal Labor Standards Act. We also identified significant reporting issues that existed in the payroll provider's software solution and recommended a comprehensive review of the implementation of payroll, working with the software vendor to address the critical changes necessary, and provide training to payroll, finance, human resources, and operating department staff to better utilize the functions of the system.

Contact: Afshin Oskoui, City Manager
One Twin Pines Lane, Suite 340, Belmont, CA 94002
(650) 595-7408
aoskoui@belmont.gov

City of Santa Cruz, California ⇒ Building Process Review 2021

Management Partners was retained to conduct a high-level review of the operations of the Planning and Community Development Department and other departments that work closely with the building processes. We conducted interviews with staff involved in those processes, developed and deployed a survey to individuals that had worked with the City in the past several years, and developed and deployed a staff survey to allow staff to provide input. The work focused on customer service (both external and internal), communication processes, and business technologies currently in use and under consideration and the recommendations resulting from the report provided improvements to help the City improve in those areas. We also provided an Implementation Action Plan to assist with implementation of the recommendations.

Contact: Ms. Sara De Leon, Principal Management Analyst
Planning and Community Development
809 Center Street, Room 10, Santa Cruz, CA 95060
(831) 420-5245
sdeleon@cityofsantacruz.com

Mr. Lee Butler, Planning Director
Planning and Community Development
809 Center Street, Room 10, Santa Cruz, CA 95060
831-420-5030
lbutler@cityofsantacruz.com



City of Pleasant Hill, California → Pleasant Hill Building Permit Intake Process Review

The City of Pleasant Hill engaged Management Partners to assess the City's building permit intake and review process. We provided practical recommendations for improving the process so allows customers to be most successful and enables the City's employees to provide a relatively seamless service as a coordinated, professional team with a common set of objectives. Our areas of focus included leadership and management of the departments involved in the review, the permit tracking system as an important tool, and the need for agreed upon processing standards and schedules.

Contact: Ms. June W. Catalano, City Manager
100 Gregory Lane, Pleasant Hill, CA 94523
(925) 671-5270
jcatalano@pleasanthillca.org

Our Team

We have a strong project team that is well qualified to complete this work for Brisbane. Steve Toler will serve as project director and will oversee the substantive work of the project. Amy Paul will serve as project manager and will be responsible for execution of the project. They will be supported by Dan Marks, Joan Schoening, John Stufflebean, Michelle New, and Jessica Oliphant. Brief qualifications of each team member are provided below.

Steve Toler, Partner

- Has vast experience in **budgeting and revenue forecasting**, financial management and reporting, accounting, purchasing, information technology management, water and wastewater rate modeling, regional shared services planning, organizational development and training, labor relations and negotiations, business continuity planning, risk management, economic development and redevelopment, tax ballot measures, and **public engagement**.
- Joined Management Partners after spending **nearly 20 years in local government public service** working for the cities of Cupertino, Foster City and Millbrae, California.
- With Management Partners he has led over a dozen fiscal planning efforts for cities and special districts. These have all involved the construction of interactive fiscal models. The models include a dashboard which quickly displays key fiscal indicators such as fund balance, annual deficit or surplus and where all key assumptions are displayed and can be varied.
- As **budget director** of Foster City, he implemented collaborative approaches with departments to prepare their **operating budgets and five-year financial plans and capital improvement plans**. He performed the personnel, services and supplies, and capital outlay analyses required to ensure a more realistic need for budgeted resources to help departments achieve the City Council's goals.
- Serves clients across the Pacific Northwest and West Coast, including recent engagements for the cities of Belmont, East Palo Alto, El Cerrito, Scotts Valley, Tracy, and Union City in California, as well as Tigard, Oregon and the cities of Newcastle, Kenmore and Sammamish in King County, Washington.



Amy Cohen Paul, Corporate Vice President

- Has more than 30 years of experience in **local government management, performance measurement and strategic planning.**
- **Improved the development review function in Largo, North Port, and St. Augustine, Florida;** Missouri City, Texas; the California cities of Gilroy, Manhattan Beach, Pasadena, Santa Cruz, Santa Rosa, San Leandro, and Stockton; Aurora, Colorado; Howard County, the Maryland-National Capital Park and Planning Commission and the City of Rockville, Maryland; Sandy Springs, Georgia; Lexington and Louisville, Kentucky; and Oklahoma City and Norman, Oklahoma.
- Has assisted a wide variety of cities, counties, special districts and individual government departments and agencies with **visioning, strategic planning, goal setting, public engagement activities and other large- and small-scale facilitations.**
- Assists public agencies in **developing strategic and business plans**, conducting organization reviews, implementing organizational improvements, identifying alternative service delivery methods, and **designing and implementing performance management systems.**
- Was one of the **original management team of the International City/County Management Association's Center for Performance Measurement** and helped produce ICMA's training materials on outcome measurement. Editor of the book *Managing for Tomorrow: Global Change and Local Futures* and is the author of many articles in professional publications, including *The Municipal Year Book*.



Dan Marks, Special Advisor, AICP

- More than 23 years of experience as a local government planner, including **14 years as a community development director and planning director.**
- Brings a deep understanding of the **complexities of the development review and approval process**, the policy and political context for decision-making, and years of experience successfully managing departments through the **ups and downs of the development cycle and fiscal constraints.**
- Areas of expertise include management and budgeting, **permitting procedures**, community engagement and facilitation, zoning, historic preservation, policy development, **sustainable development practices** and the California Environmental Quality Act.
- Worked as a **planning consultant** and for non-profit organizations in various capacities.



Joan Schoening, Senior Management Advisor

- Developed broad technical expertise in information technology (IT) during her 28 years in local government.
- Served as information technology manager in the City of Foster City for 13 years, where she oversaw diverse and complex technology projects while working closely with multiple City departments to align business objectives with solutions.
- Developed policies and procedures and implemented best practices for city-wide related technology projects.



- Adept at building strong partnerships with IT staff, department personnel, vendors and contractors.
- Participated on public safety technology subcommittees and several county-wide initiatives and was a staff liaison for a Citizen's Advisory Committee.
- Former state and local board member for Municipal Information Systems Association of California (MISAC) and currently volunteers assisting the MISAC board with special projects.

John Stufflebean, Special Advisor

- **More than 36 years of experience** in local government, including 24 years as a department head, **primarily in public works.**
- Served as **director of environmental services for the cities of Sunnyvale and San Jose**, California, overseeing wastewater collection and treatment, water supply, watershed protection, waste management, environmental policy, and the business administration of the utilities.
- Supervised a staff of **more than 500 employees in San Jose and an annual budget of \$250 million.** In Sunnyvale supervised a staff of 115 with an annual budget of \$125 million.
- Also served as **director of environmental management** for the City of Kansas City, Missouri; **director of solid waste management** in Maricopa County, Arizona; and solid waste manager in Pima County, Arizona.
- After retiring from the City of Sunnyvale in 2016, served as a **sustainability consultant** to four organizations in Australia. **Registered professional engineer.**



Michelle New, Principal Management Analyst

- Joined Management Partners in 2021 after 15 years with the City of Santa Maria, where she worked first as a management analyst in the City Manager's Office and then as the human resources manager, responsible for oversight of all aspects of the human resources function.
- During her tenure, Michelle developed an award-winning succession planning program, streamlined multiple paper processes, actively participated in employee negotiations, coordinated the city's performance, disciplinary and investigative issues and was involved in the citywide budget.
- She also participated in the coordination of the city's COVID-19 response as one of two contact tracers.
- Michelle graduated from Cal Poly, San Luis Obispo with a bachelor's degree in political science and from California State University with a master's degree in public administration, San Luis Obispo with a bachelor's degree in political science and from California State University with a master's degree in public administration.
- She served as a Central Coast regional co-chair of the Municipal Management Association of Southern California (MMASC) and is the founding member of the region's annual Women in Leadership event.
- Since joining Management Partners has **assisted with workshop facilitations and strategic planning** projects, prepared **personnel handbooks**, conducted **recruitments**, completed detailed **analysis**, gathered and analyzed information for **organization assessments**, and assisted with a variety **of complex projects.**



Jessica Oliphant, Management Analyst

- Experienced in many facets of local government management, including budget preparation and analysis, process improvement, community engagement, and understanding the fiscal impacts of policy changes.
- Served as a budget analyst in the Finance Department of the City of Kansas City, Missouri and was a Cookingham-Noll City Management Fellow in Kansas City's City Manager's Office. Duties included analyzing large fiscal datasets, developing fixed cost rates, analyzing historical budget trends, and improving the process of applying to the City's Board and Commissions.
- Won an All-America City award based on her research of innovative programs in response to the Covid-19 pandemic.
- Also served in the AmeriCorps VISTA program, as a research assistant examining management techniques, and as an intern in the ACLU's Women's Rights Project.
- Received a master's degree in public administration from New York University's Wagner Graduate School of Public Service and a Bachelor of Arts degree in public policy, also from New York University.



Hours and Cost

Management Partners anticipates devoting 507 hours of our staff time to complete the plan of work described above. The total cost of this project is \$94,500, which includes all fees and expenses. The table below summarizes the hours and costs for each activity.

Activity	Hours	Cost
1 – Start project	24	\$5,300
2 – Community Development Process Improvement	254	50,400
3 – GIS Implementation Strategy Process Improvement	117	18,500
4 – Internal Financial Reporting Process Improvement	76	13,900
5 – Consolidated Executive Summary Memorandum and Implementation Template	36	6,400
TOTAL	507	\$94,500

The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal. Please let me know if we can provide any additional information.

Sincerely,

Jerry Newfarmer
President and CEO



Accepted for the City of Brisbane by:

Name: _____

Title: _____

Date: _____

