



THE CITY OF SAN DIEGO

OFFICE OF THE INDEPENDENT BUDGET ANALYST REPORT

Date Issued: March 30, 2021

IBA Report Number: 21-08

City Council Meeting Date: April 13, 2021

Item Number: TBD

2021 Appointment of Audit Committee Public Member

OVERVIEW

This report describes the process to appoint a member of the public to the Audit Committee for the current public member vacancy. The report begins with background information on the Audit Committee. Then we present a brief summary of the process that was used to solicit and review public member applications. This process has produced two qualified candidates from which the City Council will choose the next public member.

POLICY DISCUSSION

Background

On June 3, 2008, voters approved Proposition C which changed the City Charter with respect to the composition of the Audit Committee. Prior to 2009, the Audit Committee was comprised of three City Councilmembers. Upon voter approval of Proposition C, City Charter section 39.1 was added requiring the City's Audit Committee be comprised of two appointed members of the City Council (one to serve as Chair of the Committee) and three public members with the "independence, experience and technical expertise necessary to carry out the duties of the Audit Committee."

For calendar year 2021, the two appointed City Council members on the Audit Committee are Councilmember Vivian Moreno (Chair) and Councilmember Joe LaCava (Vice Chair). The public members include Stewart Halpern and Toufic Tabshouri. The third public member is Ricardo Valdivia, whose term expired on January 5, 2021. However, Mr. Valdivia has agreed to continue serving on the Audit Committee during the current appointment process. Charter section 39.1 provides that public members may serve until the subsequent appointment has been made.

Charter section 39.1 additionally specifies that public members of the Audit Committee serve four-year terms, and are eligible to serve up to two full consecutive terms (with one term intervening before they become eligible for reappointment). Mr. Halpern is presently in his first term (to expire January 2023); and Mr. Tabshouri is also serving in his first (to expire January 2024). The newly appointed public member's term will expire January 2025.

The City Charter requires that public member candidates be reviewed and recommended for City Council appointment consideration by a majority vote of a screening committee comprised of the member of the City Council serving as the Chair of the Audit Committee, the Independent Budget Analyst, and two outside financial experts (who are appointed by the other members of the screening committee and confirmed by the City Council). In accordance with City Charter section 39.1 and following City Council appointment action (on July 28, 2008), the screening committee is comprised of the following representatives:

- Vivian Moreno (Audit Committee Chair, City Councilmember for District 8)
- Andrea Tevlin (Independent Budget Analyst, City of San Diego)
- Tracy M. Sandoval (Chief Executive Officer, San Diego County Employees Retirement Association (SDCERA))
- Ed Kitrosser (CPA, Inactive, and Former Managing Partner of Moss Adams, LLP, San Diego Office)

The screening committee is charged with vetting the qualifications of Audit Committee public member applicants and recommending qualified candidates to the City Council for an open public member position. Once candidates have been reviewed and recommended by the screening committee during a publicly held meeting, the Council may consider candidates for appointment. ***Public members must be appointed by the Council from a pool of at least two qualified candidates for each vacant position.*** Candidates are evaluated based on the criteria set forth in City Charter section 39.1 which provides:

Public members of the Audit Committee must possess the independence, experience, and technical expertise necessary to carry out the duties of the Audit Committee. This expertise includes knowledge of accounting, auditing, and financial reporting. The minimum professional standards for public members must include at least 10 years of experience as a certified public accountant or as a certified internal auditor, or 10 years of other professional financial or legal experience in audit management.

Process for the 2021 Public Member Appointment

As stated previously, the City Charter requires each public member of the Audit Committee be appointed by the City Council from a pool of at least two qualified candidates. The IBA solicited candidate applications by various means, including:

- Posting on the City's website, as well as the City's LinkedIn and Twitter webpages
- Outreach to associations such as The Institute of Internal Auditors (IIA), the Association of Local Government Auditors (ALGA), and the California Society of CPA's (CalCPA)

- Networking and requesting candidate identification assistance, including from City Councilmember offices and others in the City

The IBA conducted reference checks, reviewed the information provided by the applicants, and reported the results of such review to the screening committee. Two individuals' applications were submitted to the screening committee, which convened on March 29, 2021. The screening committee determined the two applicants are qualified candidates, as defined by City Charter section 39.1, and unanimously recommended the City Council consider them for appointment to the Audit Committee vacancy. The two candidates for the 2021 appointment are the following individuals:

- Andy Maffia
- Anandha Subramanian

In accordance with state law, the Police Department (PD) background check will occur after the City Council selects the candidate it wants to appoint to the open position. Therefore, the Council's appointment of the selected candidate will be subject to the results of the PD background check. The IBA will notify the Council President if there is any negative information, as identified by PD, that impacts the appointment.

Candidate application forms and resumes are attached to this report (certain personal information has been redacted to protect candidate privacy).

Council Process for Appointing a Public Member to the Audit Committee

City Council Policy 000-13 sets forth a procedure for Council appointments. If the number of nominees is greater than the number of vacancies (as is the case with this appointment), Council Policy 000-13 (Procedures, section C.4.) specifies an election to fill the vacancies shall be held as follows:

- a. Vacancies will be filled one at a time. The election shall be conducted by written ballot at a scheduled meeting of the City Council. The City Clerk will provide a ballot to each Councilmember, who shall vote for the candidate he or she feels to be most qualified and then return the ballot to the City Clerk. Each Councilmember will have one vote in a round of balloting. The City Clerk shall announce the votes for each candidate at the end of the round of balloting.
- b. If a single appointment is to be made [as is the case with this appointment] and more than one qualified candidate has been nominated for the position, the Council shall vote until one candidate receives at least five Councilmember votes. If no one receives at least five Councilmember votes in the first round of balloting, the nominee with the lowest number of votes shall be dropped from the next round of balloting, unless the lowest vote-getters are in a tie situation. This procedure includes nominees who have received zero votes. New ballots will be distributed and a new round of voting will be taken. Voting will continue in this manner until a candidate receives at least five Councilmember votes and is appointed, or the Council President declares an impasse (see "d" below).

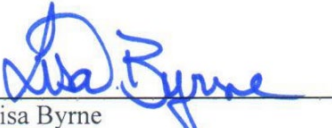
- c. [This section of the policy pertains to multiple appointments and does not apply in this case.]
- d. The Council President will have the discretion to determine when an impasse should be declared, and may declare one, after multiple rounds of voting have occurred and no candidate has received at least five Councilmember votes.

In addition, under City Council Policy 000-13, it is the intent of the Council that appointees be residents of the City of San Diego. If, however, a candidate is a resident of San Diego County, but not the City of San Diego, and is uniquely qualified to serve, then the Council may make a conscious exception to this policy. Neither of the candidates for the 2021 appointment are residents of the City of San Diego, but they are both San Diego County residents and both have the unique qualifications to serve.


CONCLUSION

In accordance with the City Charter, the screening committee has reviewed applications and recommended two qualified candidates who meet eligibility requirements for Council consideration. At the City Council meeting on April 13, 2021, the Council will receive a brief presentation from each of the candidates and have an opportunity to ask questions of the candidates prior to making an appointment decision.

The IBA recommends the City Council appoint one of the two qualified candidates at the Council meeting on April 13th. The IBA's office will then ensure the PD background check process is completed, as well as work with the Audit Committee Consultant and the Office of the City Attorney to brief and orient the appointee, as appropriate.



Lisa Byrne
Fiscal & Policy Analyst



APPROVED: Andrea Tevlin
Independent Budget Analyst

Attachments:

1. Candidate Application – Andy Maffia
2. Candidate Application – Anandha Subramanian



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Application for Audit Committee Public Member Appointment

(This is a fill-in PDF form.)

If you need additional space to answer any of the following questions, please provide the information in an attachment.

Section A - General Information	
Title <input checked="" type="checkbox"/> Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Other Title:	
Name <i>(last, first, middle)</i> Andrew Stephen Maffia	
List All Other Names You Have Used in the Past Andy Maffia	
Email Address [REDACTED]	
Primary Telephone Number: [REDACTED]	Specify Type: <input checked="" type="checkbox"/> Mobile <input type="checkbox"/> Work <input type="checkbox"/> Home
Alternate Telephone (optional) Number:	Specify Type: <input type="checkbox"/> Mobile <input type="checkbox"/> Work <input type="checkbox"/> Home
Current Address <i>(number, street, city, state, ZIP code)</i> [REDACTED] Carlsbad, CA [REDACTED]	
List All Previous Residences During the Past 5 Years <i>(number, street, city, state, ZIP code)</i> N/A	

APPLICATION SUBMISSION

To submit your application, please complete and transmit the following information to the office listed below.

1. All 11 pages of the completed and signed application form,
2. A copy of your resume, and
3. Any additional information you believe relevant to your application.

Office of the Independent Budget Analyst (IBA)
 Attn: Lisa Byrne, 202 C Street, MS-3A, San Diego, CA 92101
If submitted by e-mail: e-mail to sdiba@sandiego.gov (see NOTE below)
 If submitted by fax: fax to (619) 236-6556

NOTE: To send your application as a PDF by email, print the completed fill-in form and manually sign the signature areas (do not use an electronic signature). Then scan the signed application, resume, and any other documents into one PDF file. Last, attach the scanned PDF file to an email with a subject line of "Confidential Audit Committee Application".

*****Your application is deemed submitted when you receive an acknowledgement from the IBA.*****



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Section B - Licenses or Certifications			
Type	Issuing State/Entity	License #	Date of Issue/Expiration Date
CPA	CA	93015	9/12/05 4/30/21
Section C - Education (College/University or Other Educational History)			
School	Degree	Major	Year Earned
Cal Poly - San Luis Obispo	BS	Business Administration	2001
Section D - Civic/Community/Volunteer Experience Over Past 5 Years			
Organization Name	City/State	Activity/Type of Work	Dates: From/To
Hospice of the North Coast	Carlsbad, CA	Board President	2015 Present
Miracle League	Solana Beach, CA	Coach	2012 2015
California Society of CPAs	Burlingame, CA	Audit Committee	2018 Present
United Way of San Diego County	San Diego, CA	Finance Committee	2018 Present
Section E - Professional/Other Relevant Organizations Over Past 5 Years			
Organization Name	City/State	Activity/Type of Work	Dates: From/To
CA Society of CPAs	Burlingame, CA	Member	2005 Present
AICPA	Durham, NC	Member	2006 Present
Section F - Three References Familiar With Your Qualifications for This Appointment			
Reference Name	Your Association With Reference	Telephone Number	
Robert LaCour	We are Partners together at Aldrich		
Elsa Romero	We are Partners together at Aldrich		
Dan Larson	We are Partners together at Aldrich		



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Section G - Employment History Over Past 10 Years			
Employer Name		Type of Business	
Aldrich CPAs + Advisors		CPA and Business Consulting	
Title/Position			
Partner			
Duties			
Lead the Nonprofit and Government niche for the firm			
Employer Telephone Number		Employer Website	
(760) 268-0228		www.aldrichadvisors.com	
Employer Address (number, street, city, state, ZIP code)			
7676 Hazard Center Drive, San Diego, CA 92108			
Start Date	End Date	Reason for Leaving	
10/2002	Present	N/A	
Employer Name		Type of Business	
Title/Position			
Duties			
Employer Telephone Number		Employer Website	
Employer Address (number, street, city, state, ZIP code)			
Start Date	End Date	Reason for Leaving	
Employer Name		Type of Business	
Title/Position			
Duties			
Employer Telephone Number		Employer Website	
Employer Address (number, street, city, state, ZIP code)			
Start Date	End Date	Reason for Leaving	



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Section G - Employment History Over Past 10 Years <i>(Continued)</i>		
Employer Name	Type of Business	
Title/Position		
Duties		
Employer Telephone Number	Employer Website	
Employer Address <i>(number, street, city, state, ZIP code)</i>		
Start Date	End Date	Reason for Leaving
Section H - Charter-Required Qualifications		
<p>Please explain how you meet the Charter-required qualifications described below. Reference any relevant experience, licenses or certifications/credentials that support your candidacy to serve on the Audit Committee. You may alternatively attach a cover letter to respond to this question.</p> <p>San Diego Charter Section 39.1 states, "Public members of the Audit Committee shall possess the independence, experience and technical expertise necessary to carry out the duties of the Audit Committee. This expertise includes but is not limited to knowledge of accounting, auditing and financial reporting. The minimum professional standards for public members shall include at least 10 years of experience as a certified public accountant or as a certified internal auditor, or 10 years of other professional financial or legal experience in audit management."</p> <p>I have been in public accounting since graduating college in December 2001. I moved to San Diego in 2002 where I started with Aldrich CPAs + Advisors and am now a partner there. I obtained my CPA license in 2005 and have been working with nonprofit and government clients my entire career. I currently lead the Nonprofit and Government niche for our firm and am in charge of the government sector's quality control. I have been actively involved with many nonprofit organizations throughout adulthood.</p>		



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Section I - Elected or Appointed Positions

Do you currently or have you ever served in any elected or appointed office or on any local, state, or federal government board, commission, committee, or other elected or appointed position?

Yes *(If yes, provide information below.)* No

Entity	Position	Dates: From/To
Entity	Position	Dates: From/To
Entity	Position	Dates: From/To
Entity	Position	Dates: From/To

Section J - Relationships/Relatives

Do you have a spouse, registered domestic partner, or legal dependent who is currently an employee or appointee of the City of San Diego?

Yes *(If yes, provide information below.)* No

Name	Position With City	Relationship to You
Name	Position With City	Relationship to You
Name	Position With City	Relationship to You
Name	Position With City	Relationship to You

Section K - Affiliations

Are you formally affiliated (as a director, officer, partner, trustee, employee, owner, advisor, or consultant) with any business entity or organization, including a non-profit corporation, that presently does business with the City of San Diego?

Yes *(If yes, please explain below.)* No



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Section L - Real Property

Do you own real property in the City of San Diego, or within two miles outside of the geographic boundaries of the City of San Diego or within two miles of any land owned or used by the City of San Diego, except real property used exclusively as your personal residence?

Yes *(If yes, please explain below.)* No

Section M - Financial and Businesses Holdings

Do you own any direct or indirect financial interest or investment in any business entity (including, but not limited to, a sole proprietorship or limited liability company) located in, doing business in, planning to do business in, or that has done business during the previous two years in or with the City of San Diego?

Yes *(If yes, please explain below.)* No

I am a partner (owner) in Aldrich CPAs + Advisors LLP. We perform CPA, wealth management, benefits consulting, Information Technology services, retirement plan services, and a wide variety of other business consulting services. The firm (originally named Grice, Lund, and Tarkington, LLP) was founded in San Diego County in 1949.

Section N - Civil Litigation or Administrative Proceeding

Are you presently a party to or involved in any civil litigation or contested administrative matter involving the City of San Diego?

Yes *(If yes, please explain below.)* No



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Section O - City Licenses, Permits, and Entitlements	
Do you hold any business licenses, permits, or other legal entitlements issued or granted by the City of San Diego?	
<input checked="" type="checkbox"/> Yes (If yes, please explain below.)	<input type="checkbox"/> No
Aldrich CPAs + Advisors holds a city of San Diego business license [REDACTED]	

Applicant Acknowledgment and Certification

By providing my signature below, I certify that all statements made in relation to my application to serve on the Audit Committee are true and complete to the best of my knowledge. I understand that I may be disqualified from serving on the Audit Committee if I knowingly make false statements or omit material information.

I understand that my application is a public record, subject to disclosure under the California Public Records Act and other applicable state law. I acknowledge that I may withdraw from the appointment process at any time, by written communication to the City of San Diego, Office of the Independent Budget Analyst.

I further understand that if I am appointed to serve on the Audit Committee for the City of San Diego, I will comply with all applicable laws and regulations related to conflicts of interest and governmental decisions, including the California Political Reform Act, California Government Code section 1090, and the City of San Diego's Ethics Ordinance. These laws include the requirement that appointees complete annual public statements disclosing certain financial holdings, personal income, property ownership, receipt of gifts, and other financial interests. Additionally, these laws may require recusal from participation in a governmental decision where a conflict of interest exists. I acknowledge and agree to comply with these laws.

Applicant Name	Signature of Applicant	Date
Andy Maffia		3/15/21
Date of Birth	Social Security Number	CA Driver's License Number
[REDACTED]	[REDACTED]	[REDACTED]

PLEASE FEEL FREE TO PROVIDE ADDITIONAL INFORMATION OR LETTERS OF ENDORSEMENT.
THANK YOU FOR YOUR INTEREST IN SERVING OUR CITY GOVERNMENT.



THE CITY OF SAN DIEGO

**General California Law Disclosures for
Audit Committee Applicants**

Audit Committee members have oversight responsibility regarding the City of San Diego (City)'s auditing, internal controls, and other financial and business practices. They may have access to confidential and proprietary City information, in the performance of their duties.

I understand that any offer of appointment by the City to me to serve on the Audit Committee is conditioned upon satisfactory completion of all of the screening processes required for the Audit Committee. Upon a determination that I meet the minimum qualifications to serve on the Audit Committee, as established by the City Charter, ordinance of the City Council, or other controlling law, I may be asked to submit my fingerprints to the City Police Department for the purpose of obtaining a criminal conviction report from the Federal Bureau of Investigation, California Department of Justice, and local law enforcement records.

The City will not obtain an applicant's credit report from a credit reporting agency unless expressly authorized under California Labor Code section 1024.5.

You are entitled to receive from the City copies of any public record (as defined by California Civil Code section 1786.53) obtained or used by the City in reviewing your application to serve on the Audit Committee.

You may waive your right to receive a copy of any public record, in accordance with California Civil Code section 1786.53, by checking this box.

I acknowledge the receipt of this disclosure, by signing below.

Applicant Name Andy Maffia	Signature of Applicant 	Date 3/15/21
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THE CITY OF SAN DIEGO

**Fair Credit Reporting Act Disclosure for
Audit Committee Applicants**

The City of San Diego (City), acting through the Office of Independent Budget Analyst and the Police Department, may conduct a background investigation related to your qualifications to serve on the Audit Committee. The City may obtain a consumer report or investigative consumer report, as defined by the federal Fair Credit Reporting Act, about you from a consumer reporting agency in connection with your application to serve on the Audit Committee. A consumer report is a compilation of information, including information about your character, general reputation, personal characteristics, and mode of living. The City may obtain information about you from personal interviews with sources, including your neighbors, friends, and associates. The City may also obtain information relating to your criminal conviction history, education, employment history, licenses, certifications, references, court records, and other background information.

You have the right, upon written request to the City made within a reasonable time after the receipt of this notice, to request disclosure of the nature and scope of any consumer report or investigative consumer report obtained by the City. If the City uses a third-party, consumer reporting agency to conduct any part of its background investigation, the City will provide to you the name of the consumer reporting agency and its address, telephone number, electronic mail address, and Internet website address, prior to the use of the third-party, consumer reporting agency. A summary of your rights under the Fair Credit Reporting Act may be found at: https://files.consumerfinance.gov/f/201504_cfpb_summary_your-rights-under-fcra.pdf. Upon request, the City will provide you with a written copy of these rights.

I acknowledge the receipt of this disclosure, by signing below.

Applicant Name	Signature of Applicant	Date
Andy Maffia		3/15/21

**Applicant Authorization to Conduct Background Investigation
Fair Credit Reporting Act**

I have carefully read and understand the Fair Credit Reporting Act Disclosure. By my signature below, I authorize the City of San Diego (City) to proceed with a background investigation of my qualifications to serve on the City’s Audit Committee. I further authorize the release of my records to the City by law enforcement agencies, educational institutions (including public and private schools and universities), information service bureaus, courts (federal, state, and local), my past and present employers, and any other individuals, agencies, institutions, and other sources holding information pertinent to me.

Applicant Name	Signature of Applicant	Date
Andy Maffia		3/15/21

Please check this box to receive a free copy of any consumer report or investigative consumer report obtained by the City from a consumer reporting agency.



THE CITY OF SAN DIEGO

California Investigative Consumer Reporting Agencies Act Disclosure for Audit Committee Applicants

The City of San Diego (City) may request background information about you from an investigative consumer reporting agency in connection with your application to serve on the Audit Committee. The report ordered is defined by the Investigative Consumer Reporting Agencies Act (ICRAA), under the California Civil Code, as an “investigative consumer report.” This report may contain information about your character, general reputation, personal characteristics, and mode of living. It may also involve personal interviews with sources, including your neighbors, friends, or associates.

The City may also obtain information relating to your criminal conviction history, education, employment history, licenses, certifications, references, court records, and other background information.

If the City uses a third-party, investigative consumer reporting agency (ICRA), then the City will provide you with written notice of the ICRA’s name, address, telephone number, electronic mail address, and Internet website address before the City obtains an investigative consumer report.

Under California Civil Code section 1786.22, you have the right to view your file that the ICRA holds. By providing proper identification and duplication cost, you may obtain a copy of this information in person during the ICRA’s normal business hours and after providing reasonable notice of your request. Additionally, you may obtain a summary of all information contained in the ICRA’s file on you over the telephone, if you make a written request with proper identification for telephone disclosure and pre-pay the toll charge, if any, for the telephone call. You may also request that a copy of the file be sent to a specified address by certified mail. An ICRA complying with requests for certified mailings is not liable for disclosures to third parties caused by mishandling of mail after it leaves the ICRA.

If the City uses an ICRA, then the ICRA will provide trained personnel to explain any information furnished to you and will provide a written explanation of any coded information contained in files maintained on you. This written explanation will be provided whenever a file is provided to you for visual inspection. You may be accompanied by one other person of your choosing, who must furnish reasonable identification. An ICRA may require you to furnish a written statement granting permission to the ICRA to discuss your file in such person’s presence.

I acknowledge the receipt of this disclosure, by signing below.

Applicant Name Andy Maffia	Signature of Applicant 	Date 3/15/21
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THE CITY OF SAN DIEGO

**Applicant Authorization to Conduct Background Investigation
California Investigative Consumer Reporting Agencies Act**

I have carefully read and understand the California Investigative Consumer Reporting Agencies Act Disclosure. By my signature below, I authorize the City of San Diego (City) to proceed with a background investigation of my qualifications to serve on the City’s Audit Committee. I further authorize the release of my records to the City by law enforcement agencies, educational institutions (including public and private schools and universities), information service bureaus, courts (federal, state, and local), my past and present employers, and any other individuals, agencies, institutions, and other sources holding information pertinent to me.

Applicant Name	Signature of Applicant	Date
Andy Maffia		3/15/21

Please check this box to receive a free copy of any investigative consumer report obtained by the City from an ICRA.

ANDY MAFFIA, CPA

To become a member of the Audit Committee for the City of San Diego.

EXPERIENCE

2002 TO PRESENT

PARTNER

Aldrich CPAs + Advisors LLP, San Diego, CA · Top 75 accounting firm in the United States of America

Lead the Nonprofit and Governmental niche for the firm.

Quality Control director of government reporting for the firm.

Led hundreds of teams to successful financial statement audits and single audits under FASB and GASB standards.

Present audit, tax, and consulting results to boards of directors and management.

Consult with organizations to improve financial reporting and analysis.

Mentor team members on their career path, advancement, and how to handle challenging situations.

Educate business leaders, employees, and the general public on complex accounting and auditing standards.

Improve the accuracy and reliability of financial information through internal controls review and testing.

Streamline processes by utilizing technology to save costs and improve output.

LEADERSHIP

2019 TO PRESENT

BOARD PRESIDENT, BOARD MEMBER SINCE 2015

Hospice of the North Coast, Carlsbad, CA

Lead board meetings, Executive Committee meetings, and Finance + Investment Committee meetings.

Work with the Executive Director on strategic planning, community relations, and complex personnel matters.

2018 TO PRESENT

AUDIT COMMITTEE

California Society of CPAs, Burlingame, CA

2018 TO PRESENT

FINANCE COMMITTEE

United Way of San Diego County, San Diego, CA

EDUCATION + CERTIFICATES

SEPTEMBER 2005

CERTIFIED PUBLIC ACCOUNTANT (CALIFORNIA), LICENSE #93015

DECEMBER 2001

BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION, EMPHASIS IN ACCOUNTING AND FINANCE, CALIFORNIA POLYTECHNIC STATE UNIVERSITY, SAN LUIS OBISPO

ACTIVITIES + INTERESTS

I enjoy spending time with my family, playing and watching soccer, and being with friends. I get excited to do almost any athletic activity outdoors, volunteer in the community, and learn more about environmental issues and personal finances.

AWARDS

Carnegie Medal for Civilian Heroism

Citizenship Medal for Heroism

Spirit of Courage Award



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Section B - Licenses or Certifications			
Type	Issuing State/Entity	License #	Date of Issue/Expiration Date
Certified Internal Auditor		80553	10/6/08 12/31/20
Certification in Risk Management Assurance		11499	6/20/13 12/31/20
Certified Information Security Auditor		13110086	8/9/13 12/31/20
Section C - Education (College/University or Other Educational History)			
School	Degree	Major	Year Earned
University of Pittsburgh	Masters in Business Administration	Accounting and Finance	2003
Section D - Civic/Community/Volunteer Experience Over Past 5 Years			
Organization Name	City/State	Activity/Type of Work	Dates: From/To
Section E - Professional/Other Relevant Organizations Over Past 5 Years			
Organization Name	City/State	Activity/Type of Work	Dates: From/To
Institute of Internal Auditors- San Diego Chapter	San Diego	Volunteer/ Vice-President	2016 to present
Section F - Three References Familiar With Your Qualifications for This Appointment			
Reference Name	Your Association With Reference	Telephone Number	
Ryan Buell	CEO of my Organization	██████████	
Dennis Klahn	Client	██████████	
Andy Hall	Client	██████████	



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Section G - Employment History Over Past 10 Years		
Employer Name	Type of Business	
Sayva Solutions	Consulting Firm	
Title/Position		
Managing Director of Advisory Services		
Duties		
Conduct internal audits, provide Sarbanes Oxley consulting, perform investigations, perform risk assessments, perform information security assessments		
Employer Telephone Number	Employer Website	
(858) 242-5676	www.sayvasolutions.com	
Employer Address (number, street, city, state, ZIP code)		
3636 Nobel Drive, Suite 400, San Diego, CA-92122		
Start Date	End Date	Reason for Leaving
1/7/2019	Present	Currently Working here
Employer Name	Type of Business	
Resource Global Professionals	Consulting	
Title/Position		
Partner- Governance, Risk and Compliance		
Duties		
Conduct internal audits, provide Sarbanes Oxley consulting		
Employer Telephone Number	Employer Website	
	www.RGP.com	
Employer Address (number, street, city, state, ZIP code)		
4747 Executive Drive, San Diego, CA-92121		
Start Date	End Date	Reason for Leaving
7/1/2016	1/6/2019	Change in management philosophy
Employer Name	Type of Business	
Illumina	DNA Sequencing Machine Manufacturer	
Title/Position		
Senior Manager of Internal Audit		
Duties		
Conduct internal audits, provide Sarbanes Oxley consulting, perform investigations, perform risk assessments		
Employer Telephone Number	Employer Website	
	www.Illumina.com	
Employer Address (number, street, city, state, ZIP code)		
4500 Illumina Way, San Diego, CA-92121		
Start Date	End Date	Reason for Leaving
6/1/15	6/30/16	Entrepreneurial opportunity



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Employer Name	Type of Business	
PriceWaterhouseCoopers LLP	Consulting	
Title/Position		
Manager of Ris Advisory Services		
Duties		
Conduct internal audits, provide Sarbanes Oxley consulting, Perform QAR		
Employer Telephone Number	Employer Website	
	www.pwc.com	
Employer Address (number, street, city, state, ZIP code)		
5375 Mira Sorrento Place, San Diego, CA-92121		
Start Date	End Date	Reason for Leaving
8/1/2014	5/31/2015	Too much Travel
Employer Name	Type of Business	
Century Bank	Bank	
Title/Position		
Audit Manager		
Duties		
Perform internal audits, fraud investigations, process optimization, Sarbanes Oxley compliance		
Employer Telephone Number	Employer Website	
	www.centurybank.com	
Employer Address (number, street, city, state, ZIP code)		
102 Fellsway West, Somerville, MA-02145		
Start Date	End Date	Reason for Leaving
12/1/2014	7/15/2016	Relocate from east coast to San Diego to support wife's career
Employer Name	Type of Business	
Boston Private Bank and Trust Company	Bank	
Title/Position		
Senior Internal Auditor		
Duties		
Perform internal audits, fraud investigations, process optimization, Sarbanes Oxley compliance		
Employer Telephone Number	Employer Website	
Employer Address (number, street, city, state, ZIP code)		
10 Post Office Square, Boston, MA-02109		
Start Date	End Date	Reason for Leaving
3/1/2012	11/30/2012	Visa situation



THE CITY OF SAN DIEGO

Section G - Employment History Over Past 10 Years <i>(Continued)</i>		
Employer Name	Type of Business	
RSM McGladrey	Consulting	
Title/Position		
Supervisor Risk Advisory Services		
Duties		
Conduct internal audits, provide Sarbanes Oxley consulting, Perform QAR, Perform investigations		
Employer Telephone Number	Employer Website	
	www.rsmus.com	
Employer Address <i>(number, street, city, state, ZIP code)</i>		
80 City Square, Boston, MA-02129		
Start Date	End Date	Reason for Leaving
7/1/2006	2/28/2012	Too much Travel
Section H - Charter-Required Qualifications		
<p>Please explain how you meet the Charter-required qualifications described below. Reference any relevant experience, licenses or certifications/credentials that support your candidacy to serve on the Audit Committee. You may alternatively attach a cover letter to respond to this question.</p> <p>San Diego Charter Section 39.1 states, "Public members of the Audit Committee shall possess the independence, experience and technical expertise necessary to carry out the duties of the Audit Committee. This expertise includes but is not limited to knowledge of accounting, auditing and financial reporting. The minimum professional standards for public members shall include at least 10 years of experience as a certified public accountant or as a certified internal auditor, or 10 years of other professional financial or legal experience in audit management."</p> <p>I have more than 15 years experience helping companies with their corporate governance needs including internal audits, risk assessments, fraud investigations, information technology control assessment. During these years I have successfully partnered with audit committees and management to enhance the control environment without impeding independence.</p> <p>Over the years I have had the opportunity to perform all the tasks that have been identified in the charter from working with external audit firms, overseeing the work of internal auditors, performing quality assurance reviews, performing performance reviews, working with various stakeholders to resolve issues, setting up internal audit departments, overseeing internal audit departments.</p> <p>Status quo is unacceptable and I constantly work with the various stakeholders to improve and optimize. I will bring a similar mind set to the Audit Committee and serve to the best of my abilities.</p>		



THE CITY OF SAN DIEGO

Section I - Elected or Appointed Positions

Do you currently or have you ever served in any elected or appointed office or on any local, state, or federal government board, commission, committee, or other elected or appointed position?

Yes *(If yes, provide information below.)* No

Entity	Position	Dates: From/To
--------	----------	----------------

Entity	Position	Dates: From/To
--------	----------	----------------

Entity	Position	Dates: From/To
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Entity	Position	Dates: From/To
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Section J - Relationships/Relatives

Do you have a spouse, registered domestic partner, or legal dependent who is currently an employee or appointee of the City of San Diego?

Yes *(If yes, provide information below.)* No

Name	Position With City	Relationship to You
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Name	Position With City	Relationship to You
------	--------------------	---------------------

Name	Position With City	Relationship to You
------	--------------------	---------------------

Name	Position With City	Relationship to You
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Section K - Affiliations

Are you formally affiliated (as a director, officer, partner, trustee, employee, owner, advisor, or consultant) with any business entity or organization, including a non-profit corporation, that presently does business with the City of San Diego?

Yes *(If yes, please explain below.)* No



THE CITY OF SAN DIEGO

Section L - Real Property

Do you own real property in the City of San Diego, or within two miles outside of the geographic boundaries of the City of San Diego or within two miles of any land owned or used by the City of San Diego, except real property used exclusively as your personal residence?

Yes *(If yes, please explain below.)*

No

Section M - Financial and Businesses Holdings

Do you own any direct or indirect financial interest or investment in any business entity (including, but not limited to, a sole proprietorship or limited liability company) located in, doing business in, planning to do business in, or that has done business during the previous two years in or with the City of San Diego?

Yes *(If yes, please explain below.)*

No

Section N - Civil Litigation or Administrative Proceeding

Are you presently a party to or involved in any civil litigation or contested administrative matter involving the City of San Diego?

Yes *(If yes, please explain below.)*

No



THE CITY OF SAN DIEGO

Section O – City Licenses, Permits, and Entitlements	
Do you hold any business licenses, permits, or other legal entitlements issued or granted by the City of San Diego?	
<input type="checkbox"/> Yes (If yes, please explain below.)	<input checked="" type="checkbox"/> No

Applicant Acknowledgment and Certification

By providing my signature below, I certify that all statements made in relation to my application to serve on the Audit Committee are true and complete to the best of my knowledge. I understand that I may be disqualified from serving on the Audit Committee if I knowingly make false statements or omit material information.

I understand that my application is a public record, subject to disclosure under the California Public Records Act and other applicable state law. I acknowledge that I may withdraw from the appointment process at any time, by written communication to the City of San Diego, Office of the Independent Budget Analyst.

I further understand that if I am appointed to serve on the Audit Committee for the City of San Diego, I will comply with all applicable laws and regulations related to conflicts of interest and governmental decisions, including the California Political Reform Act, California Government Code section 1090, and the City of San Diego’s Ethics Ordinance. These laws include the requirement that appointees complete annual public statements disclosing certain financial holdings, personal income, property ownership, receipt of gifts, and other financial interests. Additionally, these laws may require recusal from participation in a governmental decision where a conflict of interest exists. I acknowledge and agree to comply with these laws.

Applicant Name	Signature of Applicant	Date
Anandha Sundaesan Subramanian	<i>Anandha Sundaesan</i>	1/16/20
Date of Birth	Social Security Number	CA Driver's License Number
██████████	██████████	██████████

**PLEASE FEEL FREE TO PROVIDE ADDITIONAL INFORMATION OR LETTERS OF ENDORSEMENT.
THANK YOU FOR YOUR INTEREST IN SERVING OUR CITY GOVERNMENT.**



THE CITY OF SAN DIEGO

**General California Law Disclosures for
Audit Committee Applicants**

Audit Committee members have oversight responsibility regarding the City of San Diego (City)'s auditing, internal controls, and other financial and business practices. They may have access to confidential and proprietary City information, in the performance of their duties.

I understand that any offer of appointment by the City to me to serve on the Audit Committee is conditioned upon satisfactory completion of all of the screening processes required for the Audit Committee. Upon a determination that I meet the minimum qualifications to serve on the Audit Committee, as established by the City Charter, ordinance of the City Council, or other controlling law, I may be asked to submit my fingerprints to the City Police Department for the purpose of obtaining a criminal conviction report from the Federal Bureau of Investigation, California Department of Justice, and local law enforcement records.

The City will not obtain an applicant's credit report from a credit reporting agency unless expressly authorized under California Labor Code section 1024.5.

You are entitled to receive from the City copies of any public record (as defined by California Civil Code section 1786.53) obtained or used by the City in reviewing your application to serve on the Audit Committee.

You may waive your right to receive a copy of any public record, in accordance with California Civil Code section 1786.53, by checking this box.

I acknowledge the receipt of this disclosure, by signing below.

Applicant Name	Signature of Applicant	Date
Anandha Sundaresan Subramanian	<i>S. Anandha Sundaran</i>	1/16/20



THE CITY OF SAN DIEGO

**Fair Credit Reporting Act Disclosure for
Audit Committee Applicants**

The City of San Diego (City), acting through the Office of Independent Budget Analyst and the Police Department, may conduct a background investigation related to your qualifications to serve on the Audit Committee. The City may obtain a consumer report or investigative consumer report, as defined by the federal Fair Credit Reporting Act, about you from a consumer reporting agency in connection with your application to serve on the Audit Committee. A consumer report is a compilation of information, including information about your character, general reputation, personal characteristics, and mode of living. The City may obtain information about you from personal interviews with sources, including your neighbors, friends, and associates. The City may also obtain information relating to your criminal conviction history, education, employment history, licenses, certifications, references, court records, and other background information.

You have the right, upon written request to the City made within a reasonable time after the receipt of this notice, to request disclosure of the nature and scope of any consumer report or investigative consumer report obtained by the City. If the City uses a third-party, consumer reporting agency to conduct any part of its background investigation, the City will provide to you the name of the consumer reporting agency and its address, telephone number, electronic mail address, and Internet website address, prior to the use of the third-party, consumer reporting agency. A summary of your rights under the Fair Credit Reporting Act may be found at: https://files.consumerfinance.gov/f/201504_cfpb_summary_your-rights-under-fcra.pdf.

Upon request, the City will provide you with a written copy of these rights.

I acknowledge the receipt of this disclosure, by signing below.

Applicant Name	Signature of Applicant	Date
Anandha Sundaresan Subramanian	<i>S. Sundaresan Subramanian</i>	1/16/20

**Applicant Authorization to Conduct Background Investigation
Fair Credit Reporting Act**

I have carefully read and understand the Fair Credit Reporting Act Disclosure. By my signature below, I authorize the City of San Diego (City) to proceed with a background investigation of my qualifications to serve on the City's Audit Committee. I further authorize the release of my records to the City by law enforcement agencies, educational institutions (including public and private schools and universities), information service bureaus, courts (federal, state, and local), my past and present employers, and any other individuals, agencies, institutions, and other sources holding information pertinent to me.

Applicant Name	Signature of Applicant	Date
Anandha Sundaresan Subramanian	<i>S. Sundaresan Subramanian</i>	1/16/20

Please check this box to receive a free copy of any consumer report or investigative consumer report obtained by the City from a consumer reporting agency.



THE CITY OF SAN DIEGO

California Investigative Consumer Reporting Agencies Act Disclosure for Audit Committee Applicants

The City of San Diego (City) may request background information about you from an investigative consumer reporting agency in connection with your application to serve on the Audit Committee. The report ordered is defined by the Investigative Consumer Reporting Agencies Act (ICRAA), under the California Civil Code, as an “investigative consumer report.” This report may contain information about your character, general reputation, personal characteristics, and mode of living. It may also involve personal interviews with sources, including your neighbors, friends, or associates.

The City may also obtain information relating to your criminal conviction history, education, employment history, licenses, certifications, references, court records, and other background information.

If the City uses a third-party, investigative consumer reporting agency (ICRA), then the City will provide you with written notice of the ICRA’s name, address, telephone number, electronic mail address, and Internet website address before the City obtains an investigative consumer report.

Under California Civil Code section 1786.22, you have the right to view your file that the ICRA holds. By providing proper identification and duplication cost, you may obtain a copy of this information in person during the ICRA’s normal business hours and after providing reasonable notice of your request. Additionally, you may obtain a summary of all information contained in the ICRA’s file on you over the telephone, if you make a written request with proper identification for telephone disclosure and pre-pay the toll charge, if any, for the telephone call. You may also request that a copy of the file be sent to a specified address by certified mail. An ICRA complying with requests for certified mailings is not liable for disclosures to third parties caused by mishandling of mail after it leaves the ICRA.

If the City uses an ICRA, then the ICRA will provide trained personnel to explain any information furnished to you and will provide a written explanation of any coded information contained in files maintained on you. This written explanation will be provided whenever a file is provided to you for visual inspection. You may be accompanied by one other person of your choosing, who must furnish reasonable identification. An ICRA may require you to furnish a written statement granting permission to the ICRA to discuss your file in such person’s presence.

I acknowledge the receipt of this disclosure, by signing below.

Applicant Name Anandha Sundaresan Subramanian	Signature of Applicant 	Date 1/16/20
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THE CITY OF SAN DIEGO

**Applicant Authorization to Conduct Background Investigation
California Investigative Consumer Reporting Agencies Act**

I have carefully read and understand the California Investigative Consumer Reporting Agencies Act Disclosure. By my signature below, I authorize the City of San Diego (City) to proceed with a background investigation of my qualifications to serve on the City’s Audit Committee. I further authorize the release of my records to the City by law enforcement agencies, educational institutions (including public and private schools and universities), information service bureaus, courts (federal, state, and local), my past and present employers, and any other individuals, agencies, institutions, and other sources holding information pertinent to me.

Applicant Name	Signature of Applicant	Date
Anandha Sundaresan Subramanian	<i>S. Sundaresan Subramanian</i>	1/16/20

Please check this box to receive a free copy of any investigative consumer report obtained by the City from an ICRA.

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OVERVIEW

Highly driven internal audit leader with entrepreneurial spirit with over 15 years' experience with 7+ years in with Big 6 consulting firms. Self-motivated, able to set effective priorities to achieve immediate and long-term goals and meet operational deadlines. Solid credentials: CPA, CIA, CISA, CRMA, ACA, MBA. Experienced with IDEA and Tableau data analytics tools.

PROFESSIONAL EXPERIENCE

Sayva Solutions, San Diego

Managing Director Advisory Services

January 2019 - Present

- Responsible for managing and executing various internal control related projects across industries. Projects include performing internal audits, internal control assessment and rationalization, enterprise risk assessment, data governance.
- Perform enterprise risk assessments for clients and put a plan in place to address risks that will prevent them from achieving their goals and objectives.
- Assisting companies to get ready for compliance with 404(b) of the Sarbanes Oxley act by assisting companies with training employees, performing gap assessment, implementing internal controls to better the control environment, creating templates to document the evidence of execution of the controls.
- Assisting companies with data governance by inventorying data, creating data maps, and creating data governance programs.
- Overseeing the work of the team and helping them with development and career advancement.

Resources Global Professionals (RGP), San Diego

Director of Risk Advisory and Client Service

July 2016 - January 2019

- Responsible for managing Governance, Risk and Compliance engagements including internal audits, SOX engagements and ERM for clients in LA, OC and San Diego.
- Assisting clients with SOX compliance through control rationalization assessments, rationalization discussions with client's external auditors, socialize and implement remediation plans and oversee the testing to ensure quality work is provided to the client in agreed upon timeframe.
- Assisting clients transitioning from 404(a) to 404(b) to meet the requirements of IPE, documentation of controls with requirements stemming from PCAOB audit requirements.
- Piloted testing of controls from RGP's office's in India and Philippines to help companies reduce their cost of compliance. Created a model that ensures quality testing and increased reliance from the external auditors.
- Conducting SOX and IA round tables and training to educate on internal controls and evangelize RGP brand.

Illumina, San Diego

Consultant

June - August 2015

Senior Manager of Internal Audit

September 2015 – July 2016

- Developed the 2016 internal audit plan by performing risk assessment. Revamped the risk assessment process to have management and stake holder involvement and buy-in.
- Improved the control environment in various departments (including customer support, Revenue, Fixed Assets) by working with management to implement controls that are effective and efficient.

Anandha S. Subramanian

- Developed and trained employees and management on the importance of controls and its impact on the organization.
- Worked on creating partnership with various departments to enhance the control environment and be available as a resource to develop best practices.
- Developed and implemented methodologies to enhance the internal audit function to meet industry standards.

PricewaterhouseCoopers LLP, San Diego **Manager, Risk Assurance**

August 2014 – June 2015

- Assisted the internal audit department of a multi-billion dollar bank in validating management actions in response to Consent Orders and MRA's relating to their AML KYC programs.
- Planned and executed a control gap analysis and identified remediation controls for a fortune 500 client that implemented an ERP system. Helped management design controls to strengthen the control environment. Worked closely with management and built strong relationships.
- Completed the Quality Assessment Review of an internal audit department to assess compliance with the standards established by the Institute of Internal Auditors.
- Completed an assessment of the audit universe assessment process for the internal audit department of a major financial institution in the Bay area. Suggested changes to the process to ensure a risk based methodology.

Century Bank, Medford MA **Audit Manager**

Dec 2012 to July 2014

- Created and implemented annual risk assessment to identify the internal audit universe and the internal audit plan.
- Spearheaded the Bank's compliance with the 2013 COSO framework. Completed the gap assessment and identified remediation controls. Trained management and process owners on the changes due to COSO 2013 and its impact on the control environment.
- Planned, executed, reviewed and reported on multiple risk based internal audits and special projects. Presented to the audit committee on the audit scope, observations, impact and recommendations.
- Spearheaded the institutions compliance with SOX. Oversaw the control rationalization, updates to the narratives and risk control matrices, creation and updation of the test plans, reviewed the testing and remediation plans, and assessed the deficiencies identified.

Boston Private Bank and Trust Company, Boston MA **AVP/ Senior Internal Auditor**

Mar 2012 to Nov 2012

- Planned, executed and reported on risk based internal audits (both operational and financial) including Residential Mortgage Origination, Wire Transfer, Deposit Operations, Bank Investments and Treasury Management, Account and Payment Services and ATM Operations, Finance, Accounts Payable, Fixed Assets and Vendor Management. Process improvements suggested were well received by management.
- Evaluated design of new TDR process and conducted monthly testing of loan modifications.
- Piloted continuous auditing approach for key areas through the use of ACL.

RSM McGladrey Inc, Boston MA **Supervisor, Risk Advisory Services**

Jul 2006 to Feb 2012

- **SOX readiness & compliance:** Experienced in all aspects of SOX engagements for organizations across multiple industries including manufacturing, bio-tech, retail and banking from preparing risk assessments, analyzing and documenting process work flows, control gap analysis, walkthroughs, test

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plan creation, testing for control effectiveness, evaluating deficiencies and root cause analysis and presenting to Audit Committee.

- **Internal Audit Expertise:** Managed the internal audits for a \$10 billion retailer for the past 5 years. Led all the internal audits of various functions in the company including Human Resources, Payroll, Accounts Payable, Treasury, Risk Management, Loss Prevention, Accounts Receivable, Retail Revenue, Travel and Entertainment, Inventory, Environmental Services department, Credit Card processing, Financial Close process, Construction and Real Estate department.
- **Process Enhancements:** Conducted a critical assessment of manufacturing client’s controls around revenue recognition and inventory. Identified enhancements to controls that were implemented by management. Led to 99% accuracy in inventory reporting and accurate revenue recognition leading to better management reporting and analysis.
- **Client relationships:** Dedicated to building lasting and meaningful relationships with clients and ensuring that client expectations are met at all times.
- **Project Management:** Successfully and efficiently managed multiple SOX and Internal Audit engagements ensuring client is updated and satisfied throughout the relationship.
- **Staff Development:** Managed up to 4 seniors in various engagements and always ensured that staff on the job gets value from engagements and are contributing to the success of the job.
- **IT General Controls (ITGC) and other IT projects:** Experienced in performing design analysis and testing of IT general controls for SEC and non-SEC clients. Performed system implementation reviews and assisted clients in the development of Disaster Recovery and Business Continuity Plans.
- **Quality Assessment Review (QAR):** Performed the QAR of the internal audit department of one of leading discount retailers in USA.

The Timberland Company, Stratham NH.
Senior Internal Auditor

Jul 2005 to Jul 2006

- **Efficiency Enhancements:** Conducted operational and process audit engagements based on management requirements and recommended control improvements which were successfully implemented.
- **Financial Investigation:** Successfully completed a financial investigation at the Distribution Center in Netherlands. Worked effectively on the project to expose all the allegations and reported to the management.

PriceWaterhouseCoopers LLP, Boston MA.
Audit Senior Associate- Consumer and Industrial Products group

Feb 2004 to Jul 2005

- **Efficient time management:** Led teams of 2 to 3 individuals and supervised multiple audit engagements in the manufacturing and retail industry. Planned and performed all aspects of the audit from planning through completion, including reporting results to the management.
- **Financial Analysis:** Performed trend analysis, variance analysis, benchmarking analysis and ratio analysis as part of the risk assessment and planning process for audit engagements.
- Participated in teams involved in evaluating the controls relating to financial statement reporting for compliance under section 404 of the Sarbanes Oxley Act. Provided meaningful recommendations based on objective analysis and presented recommendations to senior management.

EDUCATION

Degree /Certificates	University / Institute	Year
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Certification in Risk Management Assurance (CRMA)	IIA	2013
Certified Information Systems Auditor (CISA)	ISACA	2010
Certified Internal Auditor (CIA)	IIA	2008
Certified Public Accountant (CPA) (Inactive)	AICPA	2005
Masters of Business Administration (MBA)	University of Pittsburgh, Pittsburgh PA Joseph M. Katz Graduate School of Business	June 2003
Chartered Accountant (ACA)	The Institute of Chartered Accountants of India (ICAI)	November 1999
Bachelor of Commerce [Honors]	Sri Sathya Sai Institute of Higher Learning, India	May 1996

Byrne, Lisa

From: [REDACTED]
Sent: Tuesday, March 23, 2021 1:30 PM
To: Byrne, Lisa
Subject: [EXTERNAL] Re: Audit Committee Application

****This email came from an external source. Be cautious about clicking on any links in this email or opening attachments.****

Hi Lisa,

Couple of updates. All my licenses are renewed until 12/31/2021.
Currently I work as Director of Enterprise Risk Management for Dexcom. I started here in April 2020.

Regards,
Anan

On Tuesday, 23 March, 2021, 01:12:27 pm GMT-7, Byrne, Lisa <lbyrne@sandiego.gov> wrote:

Hi Anan,

We are pulling together a screening committee meeting for next Monday to review candidate qualifications. In lieu of having you fill out a new application, would you email me to confirm that the information in your application is still current (see attached application)? If anything has changed, please email me the updated information (or confirm that nothing has changed). I did note your listed certificates were shown as expiring in December 2020, so please provide updated information, if applicable. I will need to attach the email you send as an addendum to your application.

So that I can get the information distributed in time for next Monday's screening committee meeting, please email me your response by 10 am Thursday. Let me know if you have any questions.

Thanks in advance,

Lisa

Lisa Byrne, Fiscal & Policy Analyst

Office of the Independent Budget Analyst | City of San Diego | 202 C Street, Third Floor | San Diego, CA 92101

lbyrne@sandiego.gov | 619-236-5917

Office of the IBA: providing the City Council and the public with clear, objective, and unbiased information and analysis