



PASADENA UNIFIED SCHOOL DISTRICT  
OFFICE OF THE SUPERINTENDENT

March 23, 2006

Cynthia Kurtz  
Manager, City of Pasadena  
100 N. Garfield Avenue  
Pasadena, California 91109

Dear Ms. Kurtz:

The Governing Board of the Pasadena Unified School District wishes to create an inclusive, transparent process for conducting a management audit of the school district. Our goal is to provide the objective information needed to create a plan to most effectively and efficiently manage the District and reach our board-adopted 80% achievement targets.

To reach this goal, the Board is requesting that an advisory committee be established to participate in the selection of a qualified outside vendor to conduct an audit of the district. Our board is requesting that each of the three municipalities which make up the District – Altadena, Pasadena and Sierra Madre – select an elected representative and alternate to help us in this critical endeavor.

Attached is a draft of the Management Audit Process Charter, which the Board will be adopting at its March 28, 2006 meeting. We would appreciate it if the City of Pasadena could select an elected member and an alternate no later than April 4, 2006.

If you have any questions, please do not hesitate to contact me directly.

Sincerely,

Percy Clark Jr., Ph.D.  
Superintendent

Enclosure

## MANAGEMENT AUDIT CHARTER

<b>Element</b>	<b>Definition</b>
<b>Purpose</b>	To provide the scope and scale of a management audit needed to create a plan to most effectively and efficiently manage the PUSD.
<b>Goals</b>	A credible and transparent process that results in a board-approved set of recommendations to be implemented to ensure effective management of PUSD that will support student achievement.
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Board approves committee charter. 3/28</li> <li>• Committee members appointed. 4/7</li> <li>• Committee finalizes RFP. 4/28</li> <li>• RFP's distributed. 5/1</li> <li>• RFP's due back. 5/19</li> <li>• Committee selects firm. 5/26</li> <li>• Board approves contract. 6/1</li> <li>• Audit conducted. 6/2 to 8/15</li> <li>• Firm reports to committee. Late August</li> <li>• Committee and firm report to board. 9/19</li> </ul>
<b>Board Role</b>	<ul style="list-style-type: none"> <li>• Charter the committee.</li> <li>• Determine how to fund the audit.</li> <li>• Approve the contract for the selected firm. Meet firm representative at that time.</li> <li>• Approve budget for staffing the committee.</li> <li>• Receive, consider and approve appropriate audit recommendations.</li> </ul>
<b>Committee Role</b>	<ul style="list-style-type: none"> <li>• Edit and finalize RFP</li> <li>• Review qualifications of the firms</li> <li>• Review RFP's received from firms. Interview firms. Make a recommendation to the board for selection of a firm and the cost.</li> <li>• Receive the draft report from selected firm. The committee can fact check but not alter the auditor's recommendations.</li> <li>• Verify that the report is ready for the board and in compliance with initial RFP.</li> <li>• Be present at board meeting where firm presents findings.</li> <li>• Communicate to board at every board meeting in April/May/June.</li> <li>• Select a chair from its membership</li> <li>• Communicate regularly to the elected body they represent on the progress of the audit</li> <li>• All meetings will meet Brown Act requirements</li> </ul>
<b>Committee Membership</b>	<ul style="list-style-type: none"> <li>• PUSD School Board appoints two of its members, plus an alternate to attend if the appointees are unable to attend.</li> <li>• Pasadena City Council appoints one of its members, plus an alternate.</li> <li>• Sierra Madre City Council appoints one of its members, plus an alternate.</li> <li>• Altadena Town Council appoints one of its members, plus an alternate.</li> </ul>
<b>Supt/Staff Role</b>	<ul style="list-style-type: none"> <li>• Provide qualifications materials for any firms that responded to the request for qualifications.</li> <li>• Provide the committee with a draft RFP as a starting point for their work.</li> <li>• Respond to any requests for materials from the committee and auditing firm.</li> <li>• Provide administrative support for the committee for meeting location, scheduling meetings, meeting minutes, copies etc.</li> </ul>

Approved 3/28/06

<b>Facilitator Role</b>	<ul style="list-style-type: none"> <li>● Work with the Chair of the committee to create meeting agendas, request materials from staff, schedule meetings and interviews, draft documents, etc.</li> <li>● Facilitate committee meetings.</li> <li>● Create an executive summary of each committee meeting for distribution and communication purposes.</li> <li>● Work with the Supt to provide the support the committee requires.</li> </ul>
<b>Budget</b>	<ul style="list-style-type: none"> <li>● To be determined</li> </ul>
<b>Decision Making Processes</b>	<ul style="list-style-type: none"> <li>● To be determined by the committee.</li> </ul>