

**SECOND AMENDMENT  
TO PROFESSIONAL SERVICES AGREEMENT NUMBER F002543  
WITH MATRIX CONSULTING GROUP, LTD.**

This First Amendment to Agreement number F002543, dated October 19, 2022, ("Agreement") is made as of this \_\_\_\_\_ day of \_\_\_\_\_, 2024, by and between the City of Santa Rosa, a municipal corporation ("City"), and Matrix Consulting Group, LTD, a California Corporation ("Consultant").

**RECITALS**

- A. City and Consultant entered into the Agreement for Consultant to prepare the Development Services Strategic Plan on March 3, 2020.
- B. City and Consultant entered into the First Amendment on March 27, 2024 for the purpose of extending the Time of Performance.
- C. City and Consultant now desire to amend the Agreement for the purpose of amending the scope of services, increasing compensation, and extending the time of performance.

**AMENDMENT**

**NOW, THEREFORE**, the parties agree to amend the Agreement as follows:

1. Section 1. Scope of Services

Exhibit A to the Agreement is supplemented by Exhibit A-1 to this Amendment.

2. Section 2. Compensation

Exhibit B to the Agreement is supplemented by Exhibit B-1 to this Amendment. Section 2(c) is amended to increase the compensation payable to Consultant under the Agreement by \$49,980 to read as follows:

"Notwithstanding any other provision in this Agreement to the contrary, the total maximum compensation to be paid for the satisfactory accomplishment and completion of all tasks set forth above shall in no event exceed the sum of two million, seven hundred ninety-nine thousand, nine hundred, nine dollars and no cents. (\$141,480.00). The City's Chief Financial Officer is authorized to pay all proper claims from Charge Number GL Key 080401."

3. Section 12. Time of Performance

The last sentence of Section 12 is amended to read as follows:

"Consultant shall complete all the required services and tasks and complete and tender all deliverables to the reasonable satisfaction of City, not later than December 31, 2025."

All other terms of the Agreement shall remain in full force and effect."

Executed as of the day and year first above stated.

**CONSULTANT:**

**CITY OF SANTA ROSA**  
a Municipal Corporation

Name of Firm: Matrix Consulting Group, LTD

TYPE OF BUSINESS ENTITY (*check one*):

- Individual/Sole Proprietor
- Partnership
- Corporation
- Limited Liability Company
- Other (please specify: \_\_\_\_\_)

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

*Signatures of Authorized Persons:*

By: \_\_\_\_\_

Print Name: Richard Brady

Title: President

By: \_\_\_\_\_

Print Name: Courtney Ramos

Title: Vice President & Secretary

APPROVED AS TO FORM:

\_\_\_\_\_  
Office of the City Attorney

ATTEST:

\_\_\_\_\_  
City Clerk

City of Santa Rosa Business Tax Cert. No.

9997036411

Exhibit A-1 – Scope of Services  
Exhibit B-1 - Compensation

**Proposal to Develop a Code Enforcement  
Strategic Plan**

SANTA ROSA, CALIFORNIA

April 15, 2024

**matrix**   
consulting group



April 15, 2024

Gabe Osborne  
Planning and Economic Development Director  
City of Santa Rosa  
100 Santa Rosa Avenue  
Santa Rosa, CA 95404

Dear Mr. Osborne:

Our team recently had the pleasure to speak with you and Serena Lienau about amending our current contract to develop a Strategic Plan for Code Enforcement. We are excited about the opportunity to assess the City's code enforcement practices and to provide the City with a plan to provide more proactive and efficient service to the City. In this document you will find an overview of our proposed task plan and schedule. We are amendable to discussing alternative approaches to the task plan and schedule presented in this proposal to best meet the needs of Santa Rosa.

If you have any questions regarding the proposed scope of work, please reach out to Aaron Baggarly at [abaggarly@matrixcg.net](mailto:abaggarly@matrixcg.net) or 803-622-9910. Aaron will serve as the lead on this project.

We look forward to the opportunity to continue partnering with the City of Santa Rosa on this engagement.

A handwritten signature in blue ink, appearing to read "Richard Brady".

Richard Brady, President  
Matrix Consulting Group, Ltd.

## 1. Proposed Task Plan

The following task plan presents our proposed efforts to develop a Strategic Plan for the City's code enforcement. This task plan focuses on developing an understanding of current code enforcement operations, review and reengineer process, increase technology utilization, define key performance indicators, assess staffing and organizational structure needs to meet desire level, and assist with equipping staff to provide predictable and timely services.

### **Task 1** | **Develop a Current State Profile of Current Code Enforcement Operations.**

To effectively evaluate code enforcement operations, we need to develop an understanding of the key issues impacting and shaping service requirements. We will conduct interviews with code enforcement staff, PED, City Attorney, and the City Manager's Office to develop an understanding of current operations, processes and service levels. These interviews will focus on exploring issues and attitudes in the following areas:

- City's philosophy on their approach and level of service desire for code enforcement activities.
- Adequacy of service levels, and perceived gaps in existing levels of service.
- Use of technology in the review process.
- Identification of the code enforcement workload.
- Organizational structure of code enforcement.
- Staffing levels and basic job responsibilities of each staff member.
- Document the current coordination mechanism and procedures in place to coordinate service delivery among staff and other departments/divisions who provide code enforcement services.
- Document current performance targets for code investigations, follow up, compliance achievement, etc.
- Overview of current technology systems and their utilization.
- Document current educational and information sharing for code enforcement activities.

The project team will prepare a current state profile that presents our understanding of the organization, staffing, and operations related to the provision of code enforcement services in the City. This profile will then be presented to the City’s project team for their and staff review. Once completed and reviewed, the current state assessment will provide the basis for analysis conducted and completed in subsequent study tasks.

Task Deliverable – A current state profile summarizing staffing levels, roles, responsibilities, technology usage, and workload for code enforcement staff.

**Task 2 | Diagram Code Enforcement Business Processes.**

During this task, the focus will be the development of detailed process diagrams for the primary code enforcement business processes. We will develop current state workflows that show the existing processes with information detailing which departments and staff are involved in each process, whether each step is manual or automated, the handoffs between individuals and departments, the data required from each step, and the timeframe for completion. The process mapping will clearly display all applicable touch points between City staff and the public as well as how technology is integrated into the process.

As a result of this task, the City will be provided with detailed process flow diagrams for their primary code enforcement processes. These diagrams will provide both staff and the public with the ability to clearly understand code enforcement processes. Diagrams will be utilized to identify potential chokepoints in the process and future recommendations to create more efficient processes.

Task Deliverable – Detailed code enforcement business process flow diagrams.

**Task 3 | Compare Code Enforcement Operations to Industry Best Practices.**

The purpose of this task is to evaluate the code enforcement services provided by the City in the context of best management practices in the profession. When conducting the best management practices assessment, each operational area would be assessed against a unique set of management practices. We will evaluate the programs and practices of the various staff involved in providing code enforcement services in areas such as staffing, management and strategic planning, processes utilized, employee training, communication, timelines, technology, educational materials, website, etc.

The best practice assessment will provide an analysis that includes the identification of areas where the City currently meets or exceeds the best practice and, more importantly, those areas where current gaps and shortcomings exist and therefore present

opportunities for improvement of existing operations. The best practice assessment will begin to clearly identify major operational issues and will include preliminary analysis of applicable workload and process data.

**Task Deliverable** – An evaluation of City’s code enforcement practices compared to best practices and a summary of issues identified from this assessment.

#### **Task 4 | Conduct Workshop to Develop Mission, Vision, and Values.**

The project team would undertake a working session with the Code Enforcement Team to develop a draft mission, vision and set of value related to their operations. The project team will lead brainstorming sessions, focused visioning exercises and other efforts to assist the City in developing a draft mission, vision, and values statements.

The results of this session, representing the draft mission, vision and values would then be shared with all code enforcement staff, PED, and the City Manager’s Office to receive feedback. Following the gathering of this input, the project team would provide a summary of all feedback received and the project team will refine and edit the mission, vision, and values statements.

**Task Deliverable** – Creation of a mission, vision, and values statement for code enforcement operations.

#### **Task 5 | Analysis of Code Enforcement Services, Technology, Processes, Staffing and Organizational Structure.**

This task involves an evaluation of work practices, technology use, service levels, processes, staffing, and organizational structure for providing code enforcement services. This analysis will provide context for recommended changes. We will address these issues by employing the following approaches:

- **Evaluate current technology systems.** This task will focus on understanding and assessing current technology systems utilized by the City for code enforcement services. The project team will evaluate the current code enforcement software suite(s), degree to which staff have access to the programs, how mobile and handheld devices are used in the field, and the degree to which current systems result in efficient information-sharing and elimination of duplicative input. We will also evaluate how proposed changes to the use of technology may impact efficiencies and operations. Identify current issues related to accessibility and training related to the use of technology systems.

- **Analyze current processes to identify improvement opportunities.** The project team will evaluate current workflows and processes, laws and regulations to identify issues that are driving any inefficiencies in processes, communication, collaboration, or other issues that impact the efficiency of the various code enforcement investigations, follow-ups, enforcement processes, etc. This task may result in alternative process approaches that will streamline processes. As a result, a “to-be” process diagram will be created for each process. Finally, the project team will assess the impact of technology and organizational changes to the code enforcement processes. This task will result in proposed process workflow diagrams and impacts of technology changes to the process. In addition to the proposed “to-be” process diagrams, narrative will accompany the diagrams to provide context of the proposed changes and the associated impacts.
- **Evaluate the adequacy of service levels in context of workload.** The focus of this subtask is for the project team to conduct an in depth analysis of historic workload and service levels. This analysis will include the review of three years of code enforcement workload (proactive and reactive caseload). Analysis will include the number of investigations completed, timeliness of conducting reactive investigations, notice of violations issued, follow-up investigations, and enforcement action taken. This will include an evaluation of the workload but also timelines for providing these services. Additional analysis will focus on the identification of opportunities to streamline internal processes and assignments as well as work practices to increase productivity and/or enhance their effectiveness. Also, we will identify the degree to which work tasks are not being accomplished due to lack of staff and assess the extent to which tasks could be absorbed through streamlining of work process, if at all. The result will be a comprehensive assessment of the level of service historically provided, workload, and service level recommendations.
- **Evaluate policies and procedures.** We will evaluate the various adopted policies to ensure they appropriately allocate responsibility for code enforcement services, policies are consistent between departments, and that policies are being followed and implemented. The evaluation would include an assessment of the effectiveness of the current policies to ensure compliance with all adopted policies, procedures, ordinances, state statutes, and directives. We would specifically review the policies and process to determine potential chokepoints in the various processes. Also, we will review current policies and procedures to ensure consistency in their application and that roles are clearly defined.
- **Evaluate staff need to meet desired service levels.** The project team will evaluate the adequacy of staffing levels to conduct historical workload needs and to meet the desired service level. In this assessment, we will evaluate whether the staff



possess the required skills to perform assigned tasks and the total number of staff to complete the current workload within the adopted performance goals.

- **Assess how code enforcement services functions are organized.** The project team will evaluate the overall plan of organization for providing code enforcement services. We will utilize a number of principles in the evaluation of organizational structure including:
  - Does the approach to organizing development foster accountability?
  - Are spans of control too broad or too limited?
  - Does the current organizational structure provide adequate communication and coordination and enhance shared knowledge?
  - Do the plans of organization enable staff to provide better service to the public in terms of investigations, follow-up, and enforcement action?
  - Are their opportunities to integrate staff and/or teams to provide more effective service?

The result of this analysis will be a proposed organizational structure for the provision of code enforcement services and specific staffing levels to meet service demands.

Each of these subtasks will be completed in the context of prevailing industry practices and to meet the unique operating environment of Santa Rosa. The result of this task will be a comprehensive assessment, findings, and recommendations to improve technology utilization, policies, and processes.

**Task Deliverable** – An assessment and recommendations of current technology systems, their utilization, policies, processes, staffing, and organizational structure for the provision of code enforcement services.

## **Task 6 | Develop Draft and Final Strategic Implementation Plan.**

Upon completion of the analysis in the previous tasks, the project team will compile the analysis and recommendations into a draft strategic plan. The draft plan will be distributed to the City's project steering committee for their review. After incorporation of feedback, comments, and edits, the project team will begin developing the implementation plan.

For this study to be successful, it is important to develop a realistic strategic implementation plan that is prioritized and includes actionable items with adoption time frames for each recommendation. This is achievable through creating buy-in from employees who will be directly impacted and tasked with implementation assistance. We propose an interactive and collaborative approach to developing the strategic plan.

- Our approach includes allowing staff to review the analysis, findings, and recommendations so that they have the opportunity to understand the challenges and the needs of the organization.
- Subsequently, an interactive workshop with staff to discuss the findings, recommendations and identified shortfalls to meet the current and future need.

We would work with staff to develop a priority list for the most critical changes.

After compiling staff's prioritized recommendation list, the project team will work with the City's project steering committee to review and prioritize the recommendations to assist in the development of the final strategic plan. Also, both the consultant and City's teams will collaborate to develop timelines for implementation and assign either a short, mid, and long term timeframe. For each recommendation, the responsible party for implementation will be identified. This may include staff, city management, and/or elected officials depending on the recommendation. Each recommendation will also include the fiscal impact associated with implementation. The final strategic plan will be share with staff and a presentation to the City Council (if requested).

**Task Deliverable – Conduct a workshop with all code enforcement staff to discuss the analysis, findings, and recommendations and to prioritize implementation. A final strategic plan will be developed that includes timeline and responsible party for each strategic plan element.**

## 2. Project Schedule

We propose to complete the work as outlined in the task plan above over a five month schedule. Our proposed project schedule is outlined below.

Task	June	July	Aug	Sept	Oct
1. Current State Profile	█				
2. Workflow Diagramming		█			
3. Best Practices Assessment		█	█		
4. Mission & Vision Workshop			█	█	
5. Operational Analysis				█	█
6. Draft and Final Strategic Plan					█

## 3. Cost

We propose to conduct this study for a not to exceed price of **\$49,980**. This will include two onsite trips for the project team. The following table summarizes the hours by task.

Task	Total Hours	Total Fee
1. Current State Profile	42	\$9,045
2. Workflow Diagramming	28	\$4,800
3. Best Practices Assessment	20	\$4,110
4. Mission & Vision Workshop	18	\$3,790
5. Operational Analysis	64	\$12,820
6. Draft and Final Strategic Plan	56	\$11,840
<b>Total</b>	<b>228</b>	<b>\$46,405</b>
<i>Travel Expenses</i>		\$3,575
<b>Total Project Cost</b>		<b>\$49,980</b>

## COMPENSATION

City shall pay Consultant up to one hundred forty-one thousand, five hundred dollars and no cents (\$141,500.00), which includes work performed pursuant to Exhibit A and Exhibit A-1. Payments to Consultant will be made within thirty (30) days after receipt of Consultant's invoices.

We propose to conduct this study for a not to exceed price of **\$49,980**. This will include two onsite trips for the project team. The following table summarizes the hours by task.

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