



**Amendment No. 6  
of  
Contract No. NA170000009  
for  
Fee Study for Development Services Department  
Between  
Matrix Consulting Group  
and the  
City of Austin, Texas**

**1.0 The City hereby amends the above referenced contract with the following:**

**1.1 Add Exhibit D – Proposal to assist the Neighborhood Housing and Community Development department to develop a Cost of Service Analysis to the contract.**

**2.0 Add to Section 5. INVOICES and PAYMENT, Paragraph A. to the 0400 – Supplemental Purchase Provisions with the following:**

The Neighborhood Housing and Community Development invoices shall be mailed to the below address:

	City of Austin
Department	Neighborhood Housing and Community Development
Attn:	Erica Leak, Project Manager
Address	1000 E. 11 <sup>th</sup> St., Suite 200
City, State Zip Code	Austin, TX 78702

**3.0 The total Contract amount was increased by \$0.00. The total Contract authorization is recapped below:**

<b>Term</b>	<b>Contract Amount for the Item</b>	<b>Total Contract Amount</b>
Basic Term: 11/03/2016 – 11/02/2017	\$98,300.00	\$98,300.00
Amendment No. 1: Added Scope & Admin Increase 08/02/2017	\$7,000.00	\$105,300.00
Amendment No. 2: Option 1 - Extension 11/03/2017 – 11/02/2018	\$50,000.00	\$155,300.00
Amendment No. 3: Added Scope & Admin Increase 10/23/2017	\$9,700.00	\$165,000.00
Amendment No. 4: Added Scope & Admin Increase 09/20/2018	\$20,000.00	\$185,000.00

Amendment No. 5: Option 2 – Extension 11/03/2018 – 11/02/2019	\$50,000.00	\$235,000.00
Amendment No. 6: Added Scope and new Invoice Location 4/8/2019	\$0.00	\$235,000

4.0 MBE/WBE goals do not apply to this contract.

5.0 By signing this Amendment the Contractor certifies that the vendor and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the GSA List of Parties Excluded from Federal Procurement and Non-Procurement Programs, the State of Texas, or the City of Austin.

6.0 ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.

BY THE SIGNATURE(S) affixed below, this Amendment is hereby incorporated and made a part of the above-referenced contract.

#### MATRIX CONSULTING GROUP

Richard Brady

Printed Name of Authorized Person



Signature

President

Title:

4-9-2019

Date:

E-mail: [cramos@matrixcq.net](mailto:cramos@matrixcq.net)

#### CITY OF AUSTIN

Lynnette Hicks

Printed Name of Authorized Person



Signature

Procurement Specialist IV

Title:

4/9/2019

Date:

E-mail: [Lynnette.hicks@austintexas.gov](mailto:Lynnette.hicks@austintexas.gov)

# matrix

consulting group

April 2, 2019

Erica Leak  
Acting Director  
Neighborhood Housing and Community Development  
City of Austin  
1000 E. 11<sup>th</sup> Street, Suite 200  
Austin, TX 78702

Dear Ms. Leak:

The Matrix Consulting Group is pleased to have this opportunity to continue our relationship with the City of Austin, and assist the Neighborhood Housing and Community Development Department with developing a Cost of Service Analysis. This study will calculate both the direct and indirect costs associated with the Department's services relating to affordable housing monitoring and reporting. Additionally, an Excel-based model will be developed, which will allow the Department to continually monitor and adjust the full cost of providing their services, as staffing and processes change. The following sections provide an overview of the proposed scope, project schedule, and pricing.

## 1 Scope of Services

The primary goal of the Neighborhood Housing and Community Development Department is to provide resources for Homebuyers, Homeowners, Contractors, Renters, and Developers, as well as programs that assist residents in the community with attaining livable neighborhoods and increase their opportunities for self-sufficiency. Currently, the City provides services to residents and developers at no charge. Through this Cost of Service Analysis, the Department is seeking to determine the full cost of providing its services, and use this information to help establish fees which will allow them to offset their costs.

Having worked with City departments in the past, including Development Services and Planning and Zoning, the project team is proposing to use the same methodology to develop the Cost of Service Analysis for Neighborhood Housing and Community Development, which includes the following:



- **Data Collection:** Prior to working with staff, the project team will request detailed staffing and budget information, as well as Citywide Overhead metrics in order to begin development of the Cost of Service model.
- **Interview Department Staff:** The project team will work with Department staff to discuss the services they provide for which the Department would like to determine a cost. Once the services have been identified, we will work with staff to identify the various steps in the process, which staff are associated with each step, and an estimate of time for each position for the entirety of the service.
- **Data Collection and Analysis:** The project team will develop available hour assumptions, as well as fully burdened hourly rates, and calculate both the direct and indirect cost associated with each identified service area. Should the Department have workload / volume metrics available, annual impacts will also be determined.
- **Review Draft Results:** Once the data has been analyzed by the project team, they will review the results of that data with Department staff to ensure that position assumptions and time estimates provided are reflective of each service area identified.
- **Finalize Cost of Service Analysis:** Based upon review with Department staff, the project team will develop a Cost of Service Report. This report will outline the methodology used to develop each cost of service, as well as the results of the calculations.
- **Provide Analytical Model and Training:** Once the Cost of Service analysis has been finalized, the project team will provide the Department with an Excel-based model that will allow them to adjust staffing, cost, or time-based factors associated with each reviewed service area, as well as cost out future service areas as they arise.

The results of this study will allow the Neighborhood Housing and Community Development Department to better understand the full cost of providing services, assist with setting fees and rates for those services, and calculate future costs of services as the Department changes.

## 2 Project Schedule and Pricing

The project team expects that the development of the Cost of Service Analysis should take approximately 6 – 8 weeks, depending upon Department staff and data availability.

If this process begins in early April, final results can be provided by the beginning of June.



The Matrix Consulting Group proposes to Develop a Housing Cost of Service Analysis for a fixed fee of **\$12,000**. This fixed fee includes the cost of service analysis as well as the model and training, however, it assumes no onsite meetings or travel. Should the Department wish to conduct meetings in person, travel would be billed at \$2,000 per trip.

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Should you have any questions regarding this quote please feel free to contact me at [cramos@matrixcg.net](mailto:cramos@matrixcg.net) or via phone at 650-858-0507. Thank you.

*Courtney Ramos*

**Matrix Consulting Group**

Courtney Ramos  
Vice President



Amendment No. 5  
to  
Contract No. NA170000009  
for  
Fee Study for Development Services Department  
between  
Matrix Consulting Group  
and the  
City of Austin

- 1.0 The City hereby exercises this extension option for the subject contract. This extension option will be November 3, 2018 through November 2, 2019. No options will remain.
- 2.0 The total contract amount is increased by \$50,000.00 by this extension period. The total contract authorization is recapped below:

Action	Action Amount	Total Contract Amount
Initial Term: 11/03/2016 – 11/02/2017	\$98,300.00	\$98,300.00
Amendment No. 1: Added Scope & Admin. Increase 08/01/2017	\$7,000.00	\$105,300.00
Amendment No. 2: Option 1 – Extension 11/03/2017 – 11/02/2018	\$50,000.00	\$155,000.00
Amendment No. 3: Added Scope & Admin Increase 10/23/2017	\$9,700.00	\$165,000.00
Amendment No. 4: Added Scope & Admin Increase 09/20/2018	\$20,000.00	\$185,000.00
Amendment No. 5: Option 2 – Extension 11/03/2018 – 11/02/2019	\$50,000.00	\$235,000.00

- 3.0 MBE/WBE goals do not apply to this contract.
- 4.0 By signing this Amendment the Contractor certifies that the vendor and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the GSA List of Parties Excluded from Federal Procurement and Non-Procurement Programs, the State of Texas, or the City of Austin.
- 5.0 All other terms and conditions remain the same.

BY THE SIGNATURES affixed below, this amendment is hereby incorporated into and made a part of the above-referenced contract.

Sign/Date: Richard P. Brady 10-12-2018

Printed Name: Richard P. Brady  
Authorized Representative

Matrix Consulting Group  
201 San Antonio Circle, Suite 148  
Mountain View, California 94040  
(650) 858-0507

Sign/Date: Cyrenthia Ellis 10/19/18

Cyrenthia Ellis  
Procurement Manager  
City of Austin  
Purchasing Office  
124 W. 8<sup>th</sup> Street, Ste. 310  
Austin, Texas 78701



Amendment No. 4  
of  
Contract No. NA170000009  
for  
Fee Study for Development Services Department  
Between  
Matrix Consulting Group  
and the  
City of Austin, Texas

- 1.0 The City hereby amends the above referenced contract with the following:
- 1.1 Add Exhibit C – Proposal to Perform a Cost of Services (Fee Study) Analysis for the Parks and Recreation Department to the contract.
  - 1.2 Exercise a funding increase of \$20,000 on the contract term.
- 2.0 Add to Section 5. INVOICES and PAYMENT, Paragraph A. to the 0400 – Supplemental Purchase Provisions with the following:

The Parks and Recreation Department invoices shall be mailed to the below address:

	City of Austin
Department	Parks and Recreation
Attn:	Accounts Payable
Address	200 South Lamar Blvd.
City, State Zip Code	Austin, TX 78704

- 3.0 The total Contract amount was increased by \$20,000. The total Contract authorization is recapped below:

Term	Contract Amount for the Item	Total Contract Amount
Basic Term: 11/03/2016 – 11/02/2017	\$98,300.00	\$98,300.00
Amendment No. 1: Added Scope & Admin Increase 08/02/2017	\$7,000.00	\$105,300.00
Amendment No. 2: Option 1 - Extension 11/03/2017 – 11/02/2018	\$50,000.00	\$155,300.00
Amendment No. 3: Added Scope & Admin Increase 10/23/2017	\$9,700.00	\$165,000.00



Amendment No. 4: Added Scope & Admin Increase 9/10/2018	\$20,000	\$185,000.00
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4.0 MBE/WBE goals do not apply to this contract.

5.0 By signing this Amendment the Contractor certifies that the vendor and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the GSA List of Parties Excluded from Federal Procurement and Non-Procurement Programs, the State of Texas, or the City of Austin.

6.0 ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.

BY THE SIGNATURE(S) affixed below, this Amendment is hereby incorporated and made a part of the above-referenced contract.

**MATRIX CONSULTING GROUP**

**CITY OF AUSTIN**

RICHARD P. BRADY

Printed Name of Authorized Person



Signature

PRESIDENT


Title:

9-11-18

Date:

Lynnette Hicks

Printed Name of Authorized Person



Signature

Procurement Specialist IV

Title:

9/11/18

Date:



September 10, 2018

Kimberley McNeeley, CPRP  
Acting Director, Austin Parks and Recreation Department  
City of Austin  
200 S. Lamar Blvd.  
Austin, TX 78704

Dear Ms. McNeeley:

The Matrix Consulting Group is pleased to have the opportunity to submit a proposal for the Cost of Services (Fee Study) Analysis for the Parks and Recreation Department. This proposal will provide an overview of our understanding of the scope of services, the scope of services, the data requirements, the project schedule, and the proposed project price.

## **1 Project Background and Understanding**

The City of Austin's Parks and Recreation Department provides support in review of Development applications during the Site Plan and Subdivision phase of the project. The Parks and Recreation Department does not currently assess any fees for these services. Per the direction of City Council, the Department is interested in conducting a cost of services analysis to determine the appropriate fee(s) to be assessed as it relates to review of Site Plan and Subdivision Applications.

The Matrix Consulting Group has worked with the City's Development Services Department, Watershed Department, Planning and Zoning Department, and Office of Real Estate Services to conduct cost of services study. Therefore, the firm and the proposed project team has not only great familiarity with the City and its departments, but familiarity with the development of the fee structure as it relates to Site Plans and Subdivisions.

## **2 Methodology**

The Matrix Consulting Group utilizes a "bottom-up" approach for calculating the full cost of services. This is generally recognized as the most defensible methodology for fee-setting, as it is based directly on the cost of the unit of providing the service. The methodology relies on developing a fully burdened hourly rate and time estimate for each task or application type. The fully burdened hourly rate takes into account the salaries, benefits, productive hours, departmental overhead, and citywide overhead.

201 San Antonio Circle, Suite 148 ■ Mountain View, CA 94040 ■ 650.858.0507 ■ 650.917.2310 fax  
SF Bay Area (Headquarters), Boston, Charlotte, Dallas, Irvine, Portland, St. Louis

The Matrix Consulting Group also incorporates annual workload statistics as part of its methodology to ensure that there is no over or under allocation of staff resources as it relates to the services being provided.

The methodology discussed in this section, is the methodology that has been employed by the Matrix Consulting Group in its fee calculations for other City of Austin Departments.

### 3 Scope of Services

Based upon our understanding of the project and the department's needs, the general scope of this engagement would include the following:

- **Fee Structure:** List and documentation of application types reviewed by PARD staff, including identifying the criteria upon which reviews by PARD would be triggered in the Site Plan process.
- **Time Estimate Workshops:** The project team would meet with Department staff to discuss the time it takes to conduct these reviews. The workshops would focus on identifying time on task, any re-reviews, and the average time it takes to conduct these reviews.
- **Full Cost Analysis:** Based upon the time estimates and the fully burdened hourly rates, the Matrix Consulting Group would develop results on a per unit basis, as well as an annual basis.
- **Fee Setting Recommendations:** The project team would work with Departmental staff to review the fee results, and discuss options for fee increases.

The results of the cost of services analysis would be summarized in a formalized memo or report to be provided to City staff as back-up documentation for the analysis.

### 4 Data Requirements

A cost of services analysis, typically requires three key pieces of data as discussed in the following points:

1. **Budgeted Personnel:** Staffing information for the unit that handles plan review, including:
  - Name
  - Position Title
  - Unit



- base salary or salary range
  - benefit information
2. **Budgeted Expenditures:** Line-item budget for PARD on a unit level that handles plan review, showing the breakout for professional services, services and supplies, etc.
  3. **Volume / workload:** Data outlining the number of application types reviewed in the past fiscal year.
  4. **Optional: Time estimate information:** If the department or plan review unit keeps track of time as it relates to the total number of hours that it takes for a review to be completed, that information can be used as a starting point for time estimate discussions.

The information requested is critical for ensuring that any results are based upon Departmental staff and expenditures. We prefer that any and all numerical data be provided in excel format.

This information will need to be provided by **September 10<sup>th</sup>, 2018** in order to ensure timely completion of the project.

## 5 Proposed Project Schedule

In addition to the data requested, the other component for the completion of this study is time estimate meetings and workshops with Departmental staff.

If the data requested can be provided by **September 10<sup>th</sup>, 2018**, as well as interviews set up with staff on **September 14<sup>th</sup>**, or the **week of September 17<sup>th</sup>**, the project team believes that results can be provided by **September 28<sup>th</sup>, 2018**.

It is important to note that the **September 28<sup>th</sup>, 2018** project completion date is **dependent** upon the Department's ability to provide the data in a useable format, as well as staff availability for not only initial time estimates, but review of time estimates. The project team will do its best to provide a quick turnaround of any requests or provision of draft results, to ensure that the schedule is kept on track.

## 6 Pricing

The Matrix Consulting Group is committed to Conducting a Cost of Services fee study for the Parks and Recreation Department for a not-to-exceed price of **\$20,000**. The following chart provides a breakdown of project staff hours by team member and costs for each task areas:

Task	Project Manager	Lead Analyst	Analyst	Total Cost
Fee Structure	4	8	8	\$2,600
Time Estimate Workshops	8	18	16	\$5,500
Full Cost Analysis	4	16	20	\$4,700
Fee Setting Recommendations	8	16	8	\$4,600
Summary Report	4	8	8	\$2,600
Total Hours	28	66	60	
Hourly Rate	\$200	\$150	\$75	
Total Professional Fees	\$5,600	\$9,900	\$4,500	\$20,000
Travel				\$0
<b>Total Project Cost</b>				<b>\$20,000</b>

The fee quoted in the table includes all services outlined in our proposal. Travel expenses have not been included, as there is no proposed onsite time. Should the Department wish to have the project team conduct any onsite interviews or provide presentations to management or council, expenses will be billed at cost.

Should you have any questions regarding this quote please feel free to contact me at [cramos@matrixcg.net](mailto:cramos@matrixcg.net) or via phone at 650-858-0507. Thank you.

*Courtney Ramos*  
**Matrix Consulting Group**

Courtney Ramos  
 Vice President



Amendment No.3  
of  
Contract No. NA170000009  
for  
Fee Study for Development Services Department  
Between  
Matrix Consulting Group  
and the  
City of Austin, Texas

- 1.0 The City hereby amends the above referenced contract with the following:
- 1.1 Add Exhibit B – Proposal to Perform a Land Management User Fee Study to the contract.
- 1.2 Exercise a funding increase of \$9,700 on the contract term.
- 2.0 Add to Section 5. INVOICES and PAYMENT, Paragraph A. to the 0400 – Supplemental Purchase Provisions with the following:

The Office of Real Estate Services invoices shall be mailed to the below address:

	City of Austin
Department	Office of Real Estate Services
Attn:	Accounts Payable
Address	505 Barton Springs Road, Suite 1350
City, State Zip Code	Austin, TX 78704

- 3.0 The total Contract amount was increased by \$9,700. The total Contract authorization is recapped below:

Term	Contract Amount for the Item	Total Contract Amount
Basic Term: 11/03/2016 – 11/02/2017	\$98,300.00	\$98,300.00
Amendment No. 1: Added Scope & Admin Increase 08/02/2017	\$7,000.00	\$105,300.00
Amendment No. 2: Option 1 - Extension 11/03/2017 – 11/02/2018	\$50,000.00	\$155,300.00
Amendment No. 3: Added Scope & Admin Increase 10/23/2017	\$9,700.00	\$165,000.00

- 4.0 MBE/WBE goals do not apply to this contract.



5.0 By signing this Amendment the Contractor certifies that the vendor and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the GSA List of Parties Excluded from Federal Procurement and Non-Procurement Programs, the State of Texas, or the City of Austin.

6.0 ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.

BY THE SIGNATURE(S) affixed below, this Amendment is hereby incorporated and made a part of the above-referenced contract.

**MATRIX CONSULTING GROUP**

**Richard Brady**

Printed Name of Authorized Person



Signature

**President**

Title:

**10/23/2017**

Date:

**CITY OF AUSTIN**

**JONATHAN DALCHAU**

Printed Name of Authorized Person



Signature

**PROCUREMENT SPECIALIST IV**

Title:

**10/24/2017**

Date:

# EXHIBIT B

## **Proposal to Perform a Land Management User Fee Study**

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AUSTIN, TEXAS



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August 31, 2017

Mashell Smith  
Real Estate Supervisor  
Office of Real Estate Services  
City of Austin  
505 Barton Springs Road, Suite 1350  
Austin, TX 78704

Dear Ms. Smith:

The Matrix Consulting Group is pleased to have this opportunity to further our relationship with the City of Austin and submit a proposal to Perform a Land Management User Fee Study. This proposal will not only demonstrate our exceptional skills and experience required to meet the City's needs for this study, but also establish the additional value of choosing a firm like the Matrix Consulting Group.

Our firm understands the urgency and importance of maximizing revenue recovery, and is committed to helping our clients create and establish documented and defensible policies and procedures that meet current and future needs. The Matrix Consulting Group stands apart from other firms for the following reasons:

- **Experience in cost allocation and fee for service studies:** Our firm and consulting team have extensive experience conducting fee studies, with current and recent clients in Texas including – Austin, Dallas, and Garland. We have extensive experience with Austin and are currently concluding a fee study for Austin Development Services, Planning and Zoning, and for Watershed.
- **Project team qualifications:** We have proposed a highly qualified and experienced team for this engagement, which includes Courtney Ramos, our Financial Services Vice President. Ms. Ramos is the project manager for the work currently being conducted for Development Services, Planning and Zoning, and Watershed Protection.

For questions about this proposal or for contract negotiation please contact me, the firm's President, at [rbrady@matrixcg.net](mailto:rbrady@matrixcg.net), or at the letterhead contact points.

*Richard P. Brady*  
**Matrix Consulting Group**

Richard Brady  
President

## 1 Firm Qualifications

The mission of the Matrix Consulting Group is to provide our clients with highly detailed analysis, by creating a customized allocation strategy. Our service philosophy includes extensive input and interaction with our clients. This comprehensive approach has resulted in high levels of implementation of our project recommendations. The cornerstone of our consulting philosophy is summarized in the following points:

- A principal or senior member of the firm is always involved in every aspect of each of our studies. This includes interviews of staff, data collection, report writing, client meetings and public presentations. For this study, the firm's Vice-President in charge of our Financial Services Practice will lead our efforts.
- Our projects are approached with a firm grounding in formal analytical methodologies. Our clients receive detailed analysis of their specific issues. All impacts are identified and analyzed in as much detail as possible to ensure that recommendations are implemented and that our clients (and the public they serve) can understand the reasons for recommended changes.
- Our projects are characterized by extensive interaction between our consultants and our clients' staff, management and policy makers. This interaction includes extensive input through interviews, detailed data collection and analysis, and extensive internal reviews of facts, findings, conclusions and recommendations as studies proceed.

This philosophy has provided our clients with valuable assistance and advice in dealing with important public policy issues. It has also resulted in very high levels of implementation of our recommendations. The following sections detail our firm and project team's experience with User Fee and Cost of Service analyses, Cost Allocation Plans, as well as management studies.

### 1 Financial Services Qualifications and Experience

The primary focus of our financial studies is to provide documented and defensible cost recovery studies, and most importantly ensure our clients understand the analysis and how to implement results. User fee and cost of service study clients of the Matrix Consulting Group within the last five years include the following:

User Fee Studies	Cost Allocation Plans	Combined Cost and Fee Studies
Allegan County (MI)	Central Contra Costa San. District (CA)	Austin (TX)
Fresno (CA)	Cooper City (FL)	Fort Lauderdale (FL)
Kissimmee (FL)	Elk Grove (CA)	Huntington Park (CA)
Los Angeles (CA)	Fairfield (CA)	Los Altos Hills (CA)
Madera (CA)	Long Beach (CA)	Maui County (HI)
Marin County (CA)	Rockville (MD)	Manhattan Beach (CA)
Oceanside (CA)	Sacramento Public Library (CA)	Pasadena (CA)
San Diego (CA)	Santa Cruz City Resource Cons. Dist. (CA)	Petaluma (CA)
San Francisco (CA)	San Mateo (CA)	Redwood City (CA)
San Jose (CA)	Union Sanitary District (CA)	Richland (WA)
Santa Barbara County (CA)	Vacaville (CA)	Richmond (CA)
Sunnyvale (CA)	Watershed Conservation Authority (WCA)	San Bernardino (CA)
West Palm Beach (FL)	Willits (CA)	San Bernardino County

Currently, we are in the final stages of completing a study for Austin Development Services, Planning and Zoning, and Watershed Protection.

## 2 Management Studies Qualifications and Experience

Our firm's understanding of organization and department specific services and functions goes beyond cost allocation plans, user fees, and cost of service studies to include management and permit processing studies. As a result, we understand the services supported by fees.

We have extensive experience in providing evaluations of **development review and permitting** functions for over 100 local government entities. These services have been provided as part of organization-wide studies as well as specific studies focusing solely on development review and permitting. Recent examples include:

### Development Review and Permitting Studies

Arlington (VA)	Kissimmee (FL)	Raymore (MO)
Dayton (OH)	Lee's Summit (MO)	San Francisco (CA)
DeKalb County (GA)	Los Angeles (CA)	Spokane (WA)
Flower Mound (TX)	Manatee County (FL)	Springfield (MA)
Greenville (SC)	Montpelier (VT)	Sunnyvale (CA)
Gwinnett County (GA)	Orland Park (IL)	Sunrise (FL)
Hilton Head Island (SC)	Portsmouth (VA)	West Palm Beach (FL)

The Matrix Consulting Group also has conducted over 200 management studies of **public works** departments, including engineering. Recent examples include:

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**Public Works Studies**

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Alachua County, FL	Farmington Hills, MI	Niles, IL
Beverly Hills, CA	Haverhill, MA	Sacramento, CA
Cedar Rapids, IA	Imperial Irrigation District, CA	San Luis Obispo, CA
Denton, TX	Lake Worth, FL	Scarsdale, NY
Deltona, FL	Lee's Summit, MO	Scottsdale, AZ
Falmouth, MA	Martin County, FL	Springfield, MA
Goodyear, AZ	Orland Park, IL	Sunnyvale, CA

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The Matrix Consulting Group is uniquely qualified to assess organizational and departmental processes, and determine allocation methodologies and statistics.

## 2 Proposed Project Team

This section of the proposal provides a description of our proposed project team members and their role in the study. The specific roles of each proposed project team member are outlined below:

- **Courtney Ramos:** Financial Services Vice President for the Matrix Consulting Group, and will serve as the ***Project Manager***. As the project manager, Ms. Ramos will be the primary contact for the project and will provide her expertise by leading interviews, discussing draft reviews, and presenting final results.
- **Khushboo Hussain:** A Manager with the Matrix Consulting Group, and will serve as the ***Lead Project Analyst***. Ms. Hussain will participate in interviews and coordinate necessary data collection for the financial analysis, as well as develop customized excel models.

The following table provides abbreviated biographical summaries for Ms. Ramos and Ms. Hussain.

<b>Courtney Ramos</b>  Vice President, Project Manager	<p>Since joining the firm in 2004, Ms. Ramos has managed and assisted with a number of cost allocation plan, user fee, management, operations, and staffing analyses for our California and national clients.</p> <p>Most recently, Ms. Ramos managed cost of service or fee studies for the following jurisdictions: Livermore, Vacaville, Fairfield, Long Beach, Pasadena, San Bernardino County, Suisun, and Winters (CA) as well as the Contra Costa County Sanitary District; Ft. Lauderdale, Kissimmee, and Cape Coral (FL); Asheville, (NC) Austin and Dallas (TX). In addition to her analytical work on client projects, Ms. Ramos developed the Cost Allocation Model used by the Matrix Consulting Group.</p>
<b>Khushboo Hussain</b>  Manager Project Analyst	<p>Ms. Hussain has been a part of the Matrix Consulting Group for more than five years. While the primary focus of Ms. Hussain's tenure has been on Financial Services studies including Cost Allocation Plans and User Fee Studies, she is also highly knowledgeable with Management Consulting, specializing in Development Services processes and policies.</p> <p>Most recently, Ms. Hussain has lead or assisted with financial management studies for the following jurisdictions: Livermore, Vacaville, Fairfield, Long Beach, Pasadena, San Bernardino County, Suisun, and Winters (CA) as well as the Contra Costa County Sanitary District; Ft. Lauderdale and Kissimmee (FL); Asheville, (NC) Austin and Dallas (TX).</p>

Each member of our proposed project team participated in in the User Fee studies conducted for Austin Development Services.



### 3 Scope of Services, Work Plan and Schedule

The following subsections provide our understanding of the City's requested scope of work, or approach to managing such projects, a detailed work plan, and proposed project schedule.

#### 1 Summary and Approach

The Matrix Consulting Group works with a wide variety of clients ranging from small towns to major metropolitan cities in over 40 states across the U.S. Every project is unique, and is managed according to the following essential project approaches:

- **Reputation for effective project management:** Our clients value the personal attention, enthusiasm, responsiveness, timely delivery, and expertise provided on their projects. This attention to project management is demonstrated in our work approach, as shown in the detailed work plans provided for each project.
- **Cross-trained project team:** Our project team's background in both financial and management analysis provides them with a unique understanding of the work processes and service level assumptions behind cost and fees for service.
- **Communication with the City:** At the onset of the project, a detailed schedule will be developed outlining key deadlines and deliverables, and regular progress reports will be provided to the City's Project Manager. Our project team is known for its availability to City staff and for providing prompt responses to questions or issues that develop during the project.
- **City staff support:** The Matrix Consulting Group is mindful of the City's current workload and our approach is to work with our clients' staff to minimize project impacts through strong project management, clear expectations of our roles versus staff roles, and careful as well as realistic scheduling.
- **Workshop data gathering approach:** The facilitation of data gathering workshops allows the project team to obtain more accurate time and service level data. It also provides staff with the knowledge needed to explain how results were derived and the assumptions behind the analysis.
- **Excel-based analytical models:** Our technical cost plan and user fee models are based in Microsoft Excel, which provides our clients with the ability to adapt and update them from year to year as their organization changes. Using Excel as the platform for our models eliminates costs and additional training associated with software products and licensing.

These approaches have led to high rates of implementation for all of our project results.

## 2 Work Plan

The Land Management Section of the Office of Real Estate Services is looking to document the direct and indirect costs associated with fee-based services, and determine what, if any, subsidies or over-recoveries may exist. The following tasks provide a detailed look at our proposed work plan for this study.

### Task 1 | Determine and Review Initial Documentation

The project team will provide the City with a written “Data Collection List” outlining documents and information needed prior to our first onsite visit. This data request typically includes the following items:

- Current Fiscal Year adopted Budget for the Office of Real Estate Services.
- Most recent completed Fiscal Year revenue reports for the Land Management Section.
- List of all budgeted personnel in Real Estate Services.
- List of all current fees being charged by Land Management.

We will review this information to familiarize ourselves with strengths, weaknesses and opportunities for improvement related to the existing fee structure. In addition, we will familiarize ourselves with the budgetary and staffing structures relevant to fees for service.

Project Deliverable – MCG	City Services Required
<ul style="list-style-type: none"> <li>• List of basic data requirements for the Study</li> </ul>	<ul style="list-style-type: none"> <li>• Basic data requirements for the Study as listed by the Matrix Consulting Group (staffing, salary, budget, etc.)</li> </ul>
<b>Estimated Hours:</b> 1 - 2 hours for Finance	

### Task 2 | Project Initiation – Establish Goals and Objectives for the Study, and Identify Trends and Plans Which Impact Cost Recovery Analysis and Policy

To effectively analyze and present the full cost of providing Land Management services, it is important that the project team develops an understanding of key issues which impact and shape service delivery and cost recovery policies. To develop this

perspective and customize the structure of the project, we plan to do the following:

- Conduct an initial meeting with section management staff to solidify the exact parameters of the Study.
- Develop a project management plan, including timelines and deliverables.
- Conduct discussions regarding the section's current fee structure and any potential changes.
- Identify current cost recovery policies or established subsidies.

As a "user fee" study, the Matrix Consulting Group does not propose to evaluate any fines, taxes, or impact fees. Services and activities included in the study are those that are defined specifically by an estimate of staff time.

Project Deliverable – MCG	City Services Required
<ul style="list-style-type: none"> <li>• On-site meeting with management involved in or impacted by the Study</li> <li>• Project Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Designated project management representative</li> <li>• Approval of work plan as provided</li> </ul>

**Estimated Hours:** 0.5 hours per executive staff member attending the meeting.

### Task 3 | Develop a Schedule of Current and Potential Fees for Service

The scope of this effort will be the fees charged by the Land Management Section of Real Estate Services. Current, as well as potential fees and charges will be identified and documented. Meetings with staff will identify the areas of greatest potential cost recovery, and structure and expand existing fee schedules for both optimum cost recovery and fairness and equitability to the applicant for services.

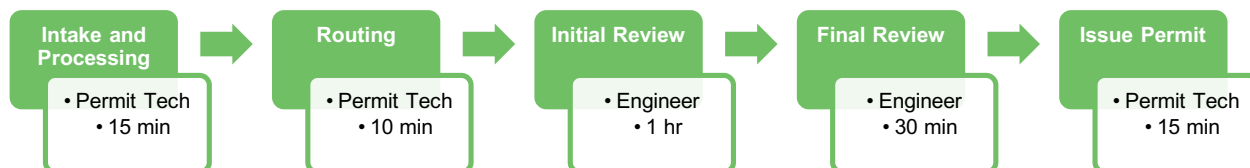
At this time, the project team will request volume statistics to be used for staff utilization and cost/revenue comparisons later in the analysis.

Project Deliverable – MCG	City Services Required
<ul style="list-style-type: none"> <li>• On-site meeting to discuss and revise fee structures for each department</li> <li>• Thorough review of existing documentation and analyses that support the Department's current fee structure and operations</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in discussion of existing and proposed fee items for the analysis</li> <li>• Review, comment, and approval of fee structure report prepared by the Matrix Consulting Group</li> </ul>

**Estimated Hours:** 3 hours per identified staff member

## Task 4 | Conduct Time and Activity Data Gathering Workshops

The project team will conduct interview workshops to gather time and activity estimates for each service included in the study, interviewing key personnel and analyzing the various activities being performed within it that are both revenue and non-revenue generating. The flowchart below shows an example of the steps involved in processing a permit and the staff and time associated with each step.

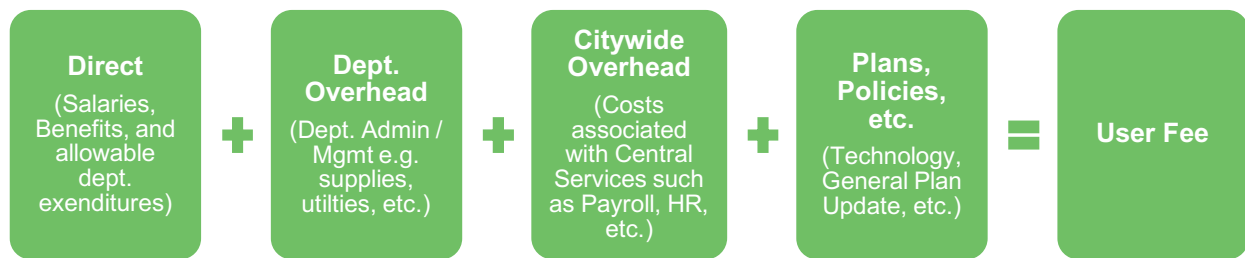


As the flowchart above shows, basic process steps in application / permit processing will be documented and provided in the detail in the study.

Project Deliverable – MCG	City Services Required
<ul style="list-style-type: none"> <li>Facilitation of meetings related to available net hour calculations, documentation of service levels</li> <li>1 - 2 iterations of review to achieve a defensible and reasonable allocation of staff time to fee and non-fee activities</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at workshop meetings</li> <li>Provision of follow up data or discussion as needed</li> </ul>
<b>Estimated Hours:</b> 3 - 7 hours per identified staff	

## Task 5 | Perform a Total Cost Analysis

The Matrix Consulting Group's costing model is built based on the Section's operations, budget detail and intended uses for the results. This method is a customized approach, specific to each jurisdiction, for cost analysis of user fee services. This costing method uses time and annual activity level data to establish the cost of providing services on both a unit and annual level. Once the time spent for a fee activity is determined for each individual or position, the team uses its fee and rate software to apply applicable City costs to the calculation of the full cost of providing each service. The following chart describes the typical costs considered as applicable to fees.



Resulting costs are presented on a unit and annual level, and are compared to the existing fee schedule and revenue reports. The Section will obtain information about cost recovery surpluses and deficits on both a detailed (per unit) and global (annualized) level, as well as an understanding of cost components for each service.

Project Deliverable – MCG	City Services Required
<ul style="list-style-type: none"> <li>Detailed documentation of current charges versus the actual cost of providing services from both a cost per unit and annual cost perspective</li> </ul>	<ul style="list-style-type: none"> <li>Provision of follow up data or discussion as needed</li> </ul>
<b>Estimated Hours:</b> 1 - 3 hours per department	

## Task 6 | Analysis of Recoverable Revenue

Utilizing billing statistics, receivables, and workload data, the project team will analyze potential and actual recoverable revenue. This will help Land Management understand how workload volume impacts revenue and cost subsidies. While potential revenue can be identified, recoverable revenue is dependent upon the following factors:

- Current policies and legal restrictions, which limit the City or Section's ability to increase fees and thereby revenue recovery.
- Economic and revenue impacts of proposed and recommended fee levels and methodologies, including compliance with policies and fee affordability for small projects and applications.

These factors influence the actual recoverable revenue of a department and directly influence its self-sustainability. City staff can use this information to shape or alter current or future policies on cost recovery.



Project Deliverable – MCG	City Services Required
<ul style="list-style-type: none"> <li>• Discussion of internal and external policies limiting fee increases</li> <li>• Analysis of potential and actual recoverable revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Provide documentation regarding current City policies</li> <li>• Attendance at meetings related to discussion of revenue results</li> </ul>
<b>Estimated Hours:</b> 2 - 4 hours per department	

## Task 7 | Review / Revise the Fee Study Results with Management

Because the analysis of fees for service is based on estimates and information provided by staff, it is extremely important that all participants are comfortable with our methodology and with the data they have provided. Once staff agree that the analysis reflects the reasonable costs of providing services, management will have an opportunity to review the results.

The project team will address implementation strategies that consider both policy issues and goals for optimum cost recovery. While it is generally desirable to eliminate any subsidies, discussions regarding the feasibility of raising fees based on political climate, legal restrictions, and social and economic consequences must occur.

Project Deliverable – MCG	City Services Required
<ul style="list-style-type: none"> <li>• Approval of analytical results at the Department and City management levels</li> <li>• Formulation of cost recovery recommendations and associated revenue impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Review of final analytical model documentation</li> <li>• Attendance at meetings related to discussion of results and economic policy implications</li> <li>• Follow up data or discussion as needed</li> </ul>
<b>Estimated Hours:</b> 1 - 3 hours per department	

## Task 8 | Prepare a Final User Fee Study

Upon conclusion of the fee study, we will prepare a detailed report that summarizes the results of each of the previous work tasks described above. This report will include the following:

- A succinct executive summary discussing the study, the methodology, and the results.
- A narrative describing the services included in the study, as well as any revenue enhancement and operational recommendations specific to your organization

and based on our extensive experience with hundreds of jurisdictions, as well as key decision-making points to be considered.

- Appendices that compare existing and potential cost recovery on a unit and annual basis by department.

The report will be reviewed, revised and finalized with Department and City management.

Project Deliverable - MCG	City Services Required
<ul style="list-style-type: none"> <li>• Preparation and approval of the Final City-wide User Fee Study report</li> <li>• Bound, unbound, and electronic version of the final report</li> <li>• Detailed back-up documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Review and approval of Final Report drafts</li> </ul>
<b>Estimated Hours:</b> 1 hour per reviewer	

### 3 Proposed Schedule

Studies of this nature typically take approximately 8 weeks to complete. The following table outlines our proposed project schedule on a task-by-task basis.

	1	2	3	4	5	6	7	8
Initial Documentation	■							
Project Kick-off	■	■						
Current & Potential Fees		■	■					
Data Workshops			■	■	■			
Total Cost Analysis				■	■	■		
Analysis of Recoverable Revenue					■	■	■	
Review / Revise Results					■	■	■	■
Prepare Final Report						■	■	■

All timelines can be adjusted based upon the Department's schedule and other commitments in agreement with City staff.

## 4 Cost Proposal

The following chart provides a breakdown of project staff hours by team member, as well as the related costs for each task area:

	Project Manager	Senior Manager	Total Cost
Initial Documentation	0	2	\$250
Project Kick-off	2	2	\$600
Current & Potential Fees	2	4	\$850
Data Workshops	2	6	\$1,100
Total Cost Analysis	2	6	\$1,100
Analysis of Recoverable Revenue	0	2	\$250
Review / Revise Results	0	4	\$500
Prepare Final Report	2	4	\$850
Total Hours	10	30	
Hourly Rate	\$175	\$125	
Total Professional Fees	\$1,750	\$3,750	\$5,500
<b>Total Project Cost</b>			<b>\$5,500</b>

Our proposed cost does not include any on-site time, as all meetings will be conducted via the phone or web-conference. Should the Department need any on-site meetings or presentations, these will be billed at cost.



Amendment No. 2  
to  
Contract No. NA170000009  
for  
Fee Study for Development Services Department  
between  
Matrix Consulting Group  
and the  
City of Austin

- 1.0 The City hereby exercises this extension option for the subject contract. This extension option will be November 3, 2017 through November 2, 2018. One option will remain.
- 2.0 The total contract amount is increased by \$50,000.00 by this extension period. The total contract authorization is recapped below:

Action	Action Amount	Total Contract Amount
Initial Term: 11/03/2016 – 11/02/2017	\$98,300.00	\$98,300.00
Amendment No. 1: Added Scope & Admin. Increase 08/01/2017	\$7,000.00	\$105,300.00
Amendment No. 2: Option 1 – Extension 11/03/2017 – 11/02/2018	\$50,000.00	\$155,000.00

- 3.0 MBE/WBE goals do not apply to this contract.
- 4.0 By signing this Amendment the Contractor certifies that the vendor and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the GSA List of Parties Excluded from Federal Procurement and Non-Procurement Programs, the State of Texas, or the City of Austin.
- 5.0 All other terms and conditions remain the same.

BY THE SIGNATURES affixed below, this amendment is hereby incorporated into and made a part of the above-referenced contract.

Sign/Date:

Richard Brady 8/30/17

Sign/Date:

Mike Zambrano, Jr. 10-19-2017

Printed Name: Richard Brady

Authorized Representative

Matrix Consulting Group  
201 San Antonio Circle, Suite 148  
Mountain View, CA 94040  
(650) 858-0507  
[shaynes@matrixcq.net](mailto:shaynes@matrixcq.net)

Mike Zambrano, Jr.  
Contract Management Specialist III  
City of Austin  
Purchasing Office  
124 W. 8<sup>th</sup> Street, Ste. 310  
Austin, Texas 78701





Amendment No.1  
of  
Contract No. NA170000009  
for  
Fee Study for Development Services Department  
Between  
Matrix Consulting Group  
and the  
City of Austin, Texas

1.0 The City hereby amends the above referenced contract with the following:

1.1 Add Exhibit A – Proposal for a Planning and Zoning (PAZ) Department Calculator to the contract.

1.2 Exercise a funding increase of \$7,000 on the initial contract term, November 3, 2016 to November 2, 2017

2.0 Add to Section 5. INVOICES and PAYMENT, Paragraph A. to the 0400 – Supplemental Purchase Provisions with the following:

PAZ invoices shall be mailed to the below address:

	City of Austin
Department	Planning and Zoning Department
Attn:	Finance / Accounts Payable
Address	505 Barton Springs Road, 7 <sup>th</sup> Floor
City, State Zip Code	Austin, TX 78704

3.0 The total Contract amount was increased by \$7,000. The total Contract authorization is recapped below:

Term	Contract Amount for the Item	Total Contract Amount
Basic Term: 11/03/2016 – 11/02/2017	\$98,300.00	\$98,300.00
Amendment No. 1: Added Scope & Admin Increase 08/01/2017	\$7,000.00	\$105,300.00

4.0 MBE/WBE goals do not apply to this contract.

5.0 By signing this Amendment the Contractor certifies that the vendor and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the GSA List of Parties Excluded from Federal Procurement and Non-Procurement Programs, the State of Texas, or the City of Austin.

6.0 ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.

BY THE SIGNATURE(S) affixed below, this Amendment is hereby incorporated and made a part of the above-referenced contract.

**MATRIX CONSULTING GROUP**

Richard Brady

Printed Name of Authorized Person



Signature

President

Title:

8/2/17

Date:

**CITY OF AUSTIN**

JONATHAN DALCHAU

Printed Name of Authorized Person



Signature

PROCUREMENT SPECIALIST IV

Title:

8/2/2017

Date:



# City of Austin

## Purchasing Office, Financial Services Department

P.O. Box 1088, Austin, TX 78767

November 3, 2016

Matrix Consulting Group  
201 San Antonio Circle, Suite 148  
Mountain View, CA 94040  
rbrady@matrixcg.net


Dear Mr. Brady:

The Austin City Council approved the execution of a contract with your company in accordance with the referenced solicitation.

Responsible Department:	Development Services Department
Department Contact Person:	Tim Montgomery
Department Contact Email Address:	Tim.Montgomery@austintexas.gov
Department Contact Telephone:	(512) 974-2710
Project Name:	Fee Study for Development Services Department
Contractor Name:	Matrix Consulting Group
Contract Number:	MA 5300 NA170000009
Contract Period:	11/03/2016 – 11/02/2017
Dollar Amount	\$98,300 for the initial term
Extension Options:	Two 12-month extension options
Requisition Number:	RQM 5300 16081100629
Solicitation Type & Number:	RFP SMB0200
Agenda Item Number:	38
Council Approval Date:	11/03/2016

Thank you for your interest in doing business with the City of Austin. If you have any questions regarding this contract, please contact the person referenced under Department Contact Person.

Sincerely,

  
Sandy Brandt  
Senior Buyer Specialist  
City of Austin  
Purchasing Office

cc: Tim Montgomery, Development Services Department



**CONTRACT BETWEEN THE CITY OF AUSTIN ("City")  
AND  
Matrix Consulting Group ("Contractor")  
for  
Fee Study for Development Services Department  
Contract # MA 5300 NA170000009**

The City accepts the Contractor's Offer (as referenced in Section 1.1.3 below) for the above requirement and enters into the following Contract.

This Contract is between Matrix Consulting Group having offices at 201 San Antonio Circle, Suite 148, Mountain View, California 94040 and the City, a home-rule municipality incorporated by the State of Texas, and is effective as of the date executed by the City ("Effective Date").

Capitalized terms used but not defined herein have the meanings given them in Solicitation Number RFP SMB0200.

**1.1 This Contract is composed of the following documents:**

- 1.1.1 This document
- 1.1.2 The City's Solicitation, Request for Proposal, SMB0300 including all documents incorporated by reference
- 1.1.3 Matrix Consulting Group's Best and Final Offer, dated October 6, 2016
- 1.1.4 Matrix Consulting Group's Offer, dated September 20, 2016, including subsequent clarifications

**1.2 Order of Precedence.** Any inconsistency or conflict in the Contract documents shall be resolved by giving precedence in the following order:

- 1.2.1 This document
- 1.2.2 The City's Solicitation as referenced in Section 1.1.2, including all documents incorporated by reference
- 1.2.3 The Contractor's Best and Final Offer as referenced in Section 1.1.3
- 1.2.4 The Contractor's Offer as referenced in Section 1.1.4, including subsequent clarifications.

**1.3 Term of Contract.** The Contract will be in effect for an initial term of 12 months and may be extended thereafter for up to two 12-month extension options, subject to the approval of the Contractor and the City Purchasing Officer or his designee. See the Term of Contract provision in Section 0400 for additional Contract requirements.

**1.4 Compensation.**

- 1.4.1 The Contractor shall be paid a total fixed fee amount of \$98,300 for the initial Contract term for satisfactory completion of Objective 1 (Expedited Plan Review Fee Initiative), Objective 2 (Cost Recovery Fee Calculator), and Objective 3 (Comprehensive Fee Review and Analysis).



1.4.2 The Contractor shall be paid a not-to-exceed amount of \$50,000 for each extension option.

1.5 **Clarifications and Additional Agreements.** The following are incorporated into the Contract.

1.5.1 The Contractor may invoice upon completion and City's approval of each Objective.

1.5.2 The Contractor shall lead a "Goals and Objectives" meeting with DSD management staff on November 7, 2016, and the City will coordinate the schedules of City staff to attend this meeting.

1.5.3 Objective 4 (Ongoing Consultation on Fees). Contractor's services for Objective 4 will be delivered on an as needed basis. The City and Contractor will establish and mutually agree upon in writing, the scope of services to be provided under Objective 4, which may include details such as objectives, number of hours, budget, deliverables, timeline, payment schedule, and/or tasks.

Hourly rates shall be in accordance with those identified on page 41 of the Contractor's Offer.

This Contract (including any Exhibits) constitutes the entire agreement of the parties regarding the subject matter of this Contract and supersedes all prior and contemporaneous agreements and understandings, whether written or oral, relating to such subject matter. This Contract may be altered, amended, or modified only by a written instrument signed by the duly authorized representatives of both parties.

In witness whereof, the parties have caused a duly authorized representative to execute this Contract on the date set forth below.

**MATRIX CONSULTING GROUP**

**CITY OF AUSTIN**

RICHARD BRADY  
Printed Name of Authorized Person

  
Signature

PRESIDENT  
Title:

11/03/16  
Date:

Sandy Brandt  
Printed Name of Authorized Person

  
Signature

Senior Buyer Specialist  
Title:

11/3/2016  
Date:

**Proposal to Conduct a Fee Study for the  
Development Services Department**

**CITY OF AUSTIN, TEXAS**



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September 21, 2016

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## **LETTER OF TRANSMITTAL**



September 21, 2016

Ms. Sandy Brandt  
Purchasing Office  
City of Austin  
124 W 8<sup>th</sup> Street, Room 308  
Austin, Texas 78701

Dear Ms. Brandt:

The Matrix Consulting Group is pleased to have the opportunity to continue to build upon our relationship with the City of Austin's Development Services Department and submit a proposal to conduct a Fee Study for the Development Services Department for the City of Austin. The services being requested by the Department are well established, require technical exactness, and are offered by numerous firms around the country. However, our firm distinguishes itself from others in many areas:

- **Experience:** We have prepared over 100 financial studies for agencies across the U.S., including cost of service studies for Kissimmee (FL); Ashville (NC); Ft. Lauderdale (FL) and Richland (WA). Additionally, our firm recently worked with the Department to develop its current cost of service study.
- **Qualifications:** We are proposing a uniquely qualified and experienced project team for this engagement. Our team includes Courtney Ramos, our Financial Services Practice Manager and proposed Project Manager. Ms. Ramos was also the project manager for the previous fee study.
- **Client Communication and Responsiveness:** Our firm prides itself on a high level of interaction with our clients, who appreciate our attention, enthusiasm and responsiveness. This is demonstrated in our project management and continues beyond project completion. Please talk to our client references about this.

Our firm understands the City of Austin in many contexts – through the cost of service study mentioned above plus the recently completed community policing study and the current human resources investigations study.

For questions pertaining to the content of this proposal, please contact Courtney Ramos, our Financial Services Manager, at [cramos@matrixcg.net](mailto:cramos@matrixcg.net) and for contract negotiation, please contact me, the firm's President, at [rbrady@matrixcg.net](mailto:rbrady@matrixcg.net), or at the address, phone or fax number listed on this letterhead.



**Matrix Consulting Group**

Richard Brady  
President

**A. CITY OF AUSTIN PURCHASING  
DOCUMENTS**



## **A. CITY OF AUSTIN PURCHASING DOCUMENTS**

The following pages provide signed copies of all of the Purchasing Documents required by the City of Austin:

- Signed Offer Sheet
- Signed Addendums 1 & 2
- Signed Section 0605 – Local Business Presence Identification Form
- Signed Section 0835 – Non-Resident Bidder Provisions
- Signed Section 0900 – Minority & Women Owned Business Enterprise Procurement Program No Goals Form

All forms are executed and we have no exceptions to the terms of this assignment.

**The undersigned, by his/her signature, represents that he/she is submitting a binding offer and is authorized to bind the respondent to fully comply with the solicitation document contained herein. The Respondent, by submitting and signing below, acknowledges that he/she has received and read the entire document packet sections defined above including all documents incorporated by reference, and agrees to be bound by the terms therein.**

Company Name: Matrix Consulting Group, Ltd.

Company Address: 201 San Antonio Circle, Suite #148

City, State, Zip: Mountain View, CA. 94040

Federal Tax ID No. [REDACTED]

Printed Name of Officer or Authorized Representative: RICHARD BRADY

Title: President

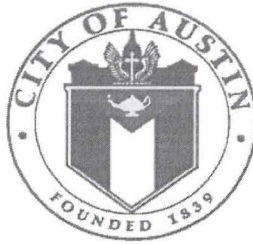
Signature of Officer or Authorized Representative: 

Date: September 20th, 2016

Email Address: rbrady@matrixcg.net

Phone Number: (650) 858 0507

**\* Proposal response must be submitted with this Offer sheet to be considered for award**



**ADDENDUM  
CITY OF AUSTIN, TEXAS**

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**Solicitation: RFP SMB0200**

**Addendum No: 1**

**Date of Addendum: 09/16/2016**

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This addendum is to incorporate the following changes to the above referenced solicitation:

**I. Questions:**

(Q1) Why is the City going through the fee study one year after doing a similar study?

(A1) The fee study conducted last year captured only a portion of fees. At this time, the City desires a comprehensive fee study against the backdrop of significant organizational changes that occurred previously, including the transition to an Enterprise Fund Department and the addition of an Expedited Plan Review process.

(Q2) Is the City requesting an Expedited Plan Review process with implementation and costing?

(A2) The process is established. However, the City seeks a cost recovery plan for the Expedited Plan Review process.

(Q3) What is the subset of fees designated for the Expedited Plan Review?

(A3) Please see Attachment 1 to this Addendum.

(Q4) How many other cities will the Contractor be asked to research in order to accomplish Objective 1 in the Scope of Work?

(A4) The City suggests three to five comparable cities to be used for comparison purposes. This recommendation is for information gathering as it applies to providing implementation recommendations.

(Q5) What kind of forecasting capabilities are required of the Cost Recovery Fee Calculator?

(A5) The calculator will inherently have forecasting capability due to the calculator housing cost/budget data year after year. The requirements for the calculator are to support data manipulation ability.

(Q6) What is the base year for estimating costs?

(A6) The fiscal year beginning October 1, 2016 and ending September 30, 2017.

(Q7) Is the City asking the Contractor to establish indirect costs, or will the indirect costs be provided by the City?

(A7) The City will provide information pertaining to the citywide overhead and departmental overhead (to include administrative costs). The Contractor will identify work-unit overhead levels in order to determine cost for service for some fees.

(Q8) What other departments are involved in the fee study?

(A8) Approximately 15 other departments have an impact on cost of service. For example: Austin Fire Department provides labor on behalf of some of the Development Services Department (DSD) fees. DSD needs to know how much of the fee is associated with the labor provided by the other department. DSD may also need to pay other departments for labor associated with the Expedited Plan Review.

(Q9) Are revenue projections a required component of the Cost Recovery Fee Calculator?

(A9) The City's primary focus is cost recovery. Revenue and volume are indirectly part of the requested calculator because of the desired manipulability from data to be housed within the calculator.

(Q10) What number of references is required for a proposal?

(A10) The City suggests three to five references from similar projects.

(Q11) Because the City is requesting best practices as a basis for the proposed fee schedule, what is the vision for the decision to implement this fee schedule?

(A11) DSD will review the fee schedule offered by the Contractor and make a decision based on the results of the study. City Council approves all fee schedules. The City will work with the Contractor early in the project schedule to establish and agree to a model for the fee structure. The decisions will likely be influenced by the Contractor's research of similar projects in other cities.

(Q12) When will the project begin?

(A12) The City anticipates that the project start date will be in December 2016.

(Q13) What types of stakeholder outreach will the Contractor be responsible for regarding the fee study and Expedited Plan Review?

(A13) The Contractor will not be responsible for stakeholder and community outreach.

(Q14) Are detailed process maps available for the Expedited Plan Review service?

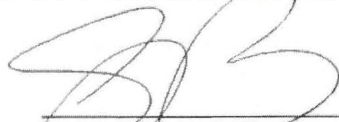
(A14) The City does not currently have these process maps available.

II. **Additional Information:**

The pre-proposal sign-in log is included as Attachment 2 to this Addendum.

III. **ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.**

APPROVED BY:

  
Sandy Brandt, Senior Buyer Specialist  
Purchasing Office, 512-974-1783

9/16/16  
Date

ACKNOWLEDGED BY:

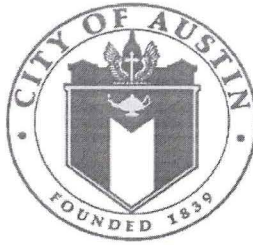
Richard Brady  
Name

  
Authorized Signature

9/20/2016  
Date

**RETURN ONE COPY OF THIS ADDENDUM TO THE PURCHASING OFFICE, CITY OF AUSTIN, WITH YOUR RESPONSE OR PRIOR TO THE SOLICITATION CLOSING DATE. FAILURE TO DO SO MAY CONSTITUTE GROUNDS FOR REJECTION.**





**ADDENDUM  
CITY OF AUSTIN, TEXAS**

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**Solicitation: RFP SMB0200**

**Addendum No: 2**

**Date of Addendum: 09/16/2016**

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This addendum is to incorporate the following changes to the above referenced solicitation:

**I. Questions:**

(Q1) Can you please elaborate on the scope of the expected consultant work in the expedited plan review phase of the project? Are you looking for analysis and recommendations on the design, business process, staffing, structure and other resources in addition to recommended fees necessary for an effective expedited plan review program or, instead, validation of a preexisting process?

(A1) The Expedited Plan Review process has been designed but has not been implemented. The Consultant's focus will be on the fee structure, which will be informed by data or information from other cities that have implemented a similar program.

(Q2) Are you focused solely on expediting the building permit review process, or are you also anticipating processes for expedited plan reviews on the land development side, such as zoning, subdivision, site plans, etc?

(A2) Current focus is on the building permit review process.

(Q3) The RFP indicates that DSD collects fees for other departments. Will the City require detailed costing out of all services for these fees (both DSD and non-DSD fee related activities)? If not, will the study identify solely the DSD costs related to those fees?

(A3) This fee study will focus on establishing fees for DSD activities. There are fees collected by DSD on behalf of other departments; however, those fees are not part of the study. The relationship between the departments will need to be understood by the Consultant to ensure DSD fees are at full cost recovery.

(Q4) Staff indicated in the pre-proposal conference that approximately 15 other departments are involved in processes related to DSD fees. Is the consultant expected to conduct a detailed cost analysis for the other departments and include those costs in the Cost Recovery Fee Calculator? If not, what level of cost analysis is expected for the departments outside of DSD? Will the City provide those external costs for the consultant to plug into the Cost Recovery Fee Calculator?

(A4) The focus is DSD costs. The calculator would not include other department costs. The Consultant would need to understand the working relationship between the departments but would only develop or make recommendations for the DSD fees.

(Q5) Is there a list of the outside departments and some better indication about their level of involvement in the DSD fee process?

(A5) This will be provided and discussed in further detail with the selected Consultant.

(Q6) Section 2.3.6 of the Scope of Services (Objective 3) indicates that the City desires that the cost of service fee structure reflect "best practices." Does the City expect that the Consultant will provide a detailed cost analysis of the current fee structure within the first four months AND provide a detailed cost analysis of a potential "best practice" fee structure within that same timeframe? In other words, how many different costing scenarios will be required within the initial four month period after contract execution?

(A6) The Consultant should complete Objectives 1, 2, and 3 of the Scope of Services within the City's desired timeline. During the fee study, the Consultant and City staff will be in regular communication to discuss Fee Schedule options, so there should not be more than one scenario at the end of the project. The "Best Practice" would be based on potentially other cities or experiences the Consultant provides. The fee schedule analysis would include items such as, but not limited to square foot or quantity versus valuation, different tiered fees, etc.

(Q7) Were prior fee studies performed in-house, or were consultants used to perform the cost analysis? If outside consultants were used, what firm (or firms) was used?

(A7) Previous studies were performed by PFM Group and Matrix Consulting.

(Q8) Does the City have a projected budget for this project? If so, what is the amount the City expects to spend?

(A8) The amount budgeted is an estimate and will not be disclosed at this time.

II. **ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.**

APPROVED BY:

  
Sandy Brandt, Senior Buyer Specialist  
Purchasing Office, 512-974-1783

9/16/16  
Date

ACKNOWLEDGED BY:

Richard Brady  
Name

  
Authorized Signature

9/20/2016  
Date

**RETURN ONE COPY OF THIS ADDENDUM TO THE PURCHASING OFFICE, CITY OF AUSTIN, WITH YOUR RESPONSE OR PRIOR TO THE SOLICITATION CLOSING DATE. FAILURE TO DO SO MAY CONSTITUTE GROUNDS FOR REJECTION.**



**Section 0605: Local Business Presence Identification**

A firm (Offeror or Subcontractor) is considered to have a Local Business Presence if the firm is headquartered in the Austin Corporate City Limits, or has a branch office located in the Austin Corporate City Limits in operation for the last five (5) years, currently employs residents of the City of Austin, Texas, and will use employees that reside in the City of Austin, Texas, to support this Contract. The City defines headquarters as the administrative center where most of the important functions and full responsibility for managing and coordinating the business activities of the firm are located. The City defines branch office as a smaller, remotely located office that is separate from a firm's headquarters that offers the services requested and required under this solicitation.

**OFFEROR MUST SUBMIT THE FOLLOWING INFORMATION FOR EACH LOCAL BUSINESS (INCLUDING THE OFFEROR, IF APPLICABLE) TO BE CONSIDERED FOR LOCAL PRESENCE.**

*NOTE: ALL FIRMS MUST BE IDENTIFIED ON THE MBE/WBE COMPLIANCE PLAN OR NO GOALS UTILIZATION PLAN (REFERENCE SECTION 0900).*

**\*USE ADDITIONAL PAGES AS NECESSARY\***

**OFFEROR:**

Name of Local Firm	Matrix Consulting Group, Ltd.	
Physical Address	201 San Antonio Circle. Suite #148. Mountain View, CA 94040	
Is your headquarters located in the Corporate City Limits? (circle one)	Yes	No
or		
Has your branch office been located in the Corporate City Limits for the last 5 years?	Yes	No
Will your business be providing additional economic development opportunities created by the contract award? (e.g., hiring, or employing residents of the City of Austin or increasing tax revenue?)	Yes	No

**SUBCONTRACTOR(S):**

Name of Local Firm		
Physical Address		
Is your headquarters located in the Corporate City Limits? (circle one)	Yes	No
or		
Has your branch office been located in the Corporate City Limits for the last 5 years	Yes	No

Will your business be providing additional economic development opportunities created by the contract award? (e.g., hiring, or employing residents of the City of Austin or increasing tax revenue?)	Yes	No

**SUBCONTRACTOR(S):**

Name of Local Firm		
Physical Address		
Is your headquarters located in the Corporate City Limits? (circle one)	Yes	No
or		
Has your branch office been located in the Corporate City Limits for the last 5 years	Yes	No
Will your business be providing additional economic development opportunities created by the contract award? (e.g., hiring, or employing residents of the City of Austin or increasing tax revenue?)	Yes	No

**Section 0835: Non-Resident Bidder Provisions**

Company Name Matrix Consulting Group, Ltd.

- A. Bidder must answer the following questions in accordance with Vernon's Texas Statutes and Codes Annotated Government Code 2252.002, as amended:

Is the Bidder that is making and submitting this Bid a "Resident Bidder" or a "non-resident Bidder"?

Answer: Non - resident bidder

- (1) Texas Resident Bidder- A Bidder whose principle place of business is in Texas and includes a Contractor whose ultimate parent company or majority owner has its principal place of business in Texas.  
(2) Nonresident Bidder- A Bidder who is not a Texas Resident Bidder.

- B. If the Bidder id a "Nonresident Bidder" does the state, in which the Nonresident Bidder's principal place of business is located, have a law requiring a Nonresident Bidder of that state to bid a certain amount or percentage under the Bid of a Resident Bidder of that state in order for the nonresident Bidder of that state to be awarded a Contract on such bid in said state?

Answer: No Which State: California

- C. If the answer to Question B is "yes", then what amount or percentage must a Texas Resident Bidder bid under the bid price of a Resident Bidder of that state in order to be awarded a Contract on such bid in said state?

Answer: N/A

**Section 0900: Minority- and Women-Owned Business Enterprise (MBE/WBE) Procurement Program No Goals Form**

SOLICITATION NUMBER: RFP SMB0200

PROJECT NAME: Fee Study for Development Services Department

**The City of Austin has determined that no goals are appropriate for this project.** Even though goals were not assigned for this solicitation, the Bidder/Proposer is required to comply with the City's MBE/WBE Procurement Program, if areas of subcontracting are identified.

If any service is needed to perform the Contract and the Bidder/Proposer does not perform the service with its own workforce or if supplies or materials are required and the Bidder/Proposer does not have the supplies or materials in its inventory, the Bidder/Proposer shall contact the Small and Minority Business Resources Department (SMBR) at (512) 974-7600 to obtain a list of MBE and WBE firms available to perform the service or provide the supplies or materials. The Bidder/Proposer must also make a Good Faith Effort to use available MBE and WBE firms. Good Faith Efforts include but are not limited to contacting the listed MBE and WBE firms to solicit their interest in performing on the Contract, using MBE and WBE firms that have shown an interest, meet qualifications, and are competitive in the market; and documenting the results of the contacts.

**Will subcontractors or sub-consultants or suppliers be used to perform portions of this Contract?**

No ☒ If no, please sign the No Goals Form and submit it with your Bid/Proposal in a sealed envelope  
If yes, please contact SMBR to obtain further instructions and an availability list and perform Good Faith Efforts. Complete and submit the No Goals Form and the No Goals Utilization Plan with your Bid/Proposal in a sealed envelope.  
Yes ☐

After Contract award, if your firm subcontracts any portion of the Contract, it is a requirement to complete Good Faith Efforts and the No Goals Utilization Plan, listing any subcontractor, sub-consultant, or supplier. Return the completed Plan to the Project Manager or the Contract Manager.

I understand that even though goals were not assigned, I must comply with the City's MBE/WBE Procurement Program if subcontracting areas are identified. I agree that this No Goals Form and No Goals Utilization Plan shall become a part of my Contract with the City of Austin.

Matrix Consulting Group, Ltd.

**Company Name**

Richard Brady - President

**Name and Title of Authorized Representative (Print or Type)**

**Signature**

September 20th, 2016.

**Date**



**Minority- and Women-Owned Business Enterprise (MBE/WBE) Procurement Program No Goals Utilization Plan**  
(Please duplicate as needed)

SOLICITATION NUMBER: RFP SMB0200

PROJECT NAME: Fee Study for Development Services Department

**PRIME CONTRACTOR / CONSULTANT COMPANY INFORMATION**

Name of Contractor/Consultant	Matrix Consulting Group, Ltd.		
Address	201 San Antonio Circle, Suite #148		
City, State Zip	Mountain View, CA.94040		
Phone Number	(650) 858 0507	Fax Number	(650) 917 2310
Name of Contact Person	Richard Brady		
Is Company City certified?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> MBE <input type="checkbox"/> WBE <input type="checkbox"/> MBE/WBE Joint Venture <input type="checkbox"/>		

I certify that the information included in this No Goals Utilization Plan is true and complete to the best of my knowledge and belief. I further understand and agree that the information in this document shall become part of my Contract with the City of Austin.

Richard Brady - President

Name and Title of Authorized Representative (Print or Type)

Signature

September 20th, 2016.

Date

Provide a list of all proposed subcontractors / sub-consultants / suppliers that will be used in the performance of this Contract. Attach Good Faith Effort documentation if non MBE/WBE firms will be used.

<b>Sub-Contractor / Sub-Consultant</b>	N/A		
City of Austin Certified	MBE <input type="checkbox"/> WBE <input type="checkbox"/> Ethics / Gender Code: <input type="checkbox"/> Non-Certified		
Vendor ID Code			
Contact Person		Phone Number	
Amount of Subcontract	\$		
List commodity codes & description of services			

<b>Sub-Contractor / Sub-Consultant</b>			
City of Austin Certified	MBE <input type="checkbox"/> WBE <input type="checkbox"/> Ethics / Gender Code: <input type="checkbox"/> Non-Certified		
Vendor ID Code			
Contact Person		Phone Number	
Amount of Subcontract	\$		
List commodity codes & description of services			

**FOR SMALL AND MINORITY BUSINESS RESOURCES DEPARTMENT USE ONLY:**

Having reviewed this plan, I acknowledge that the proposer (HAS) or (HAS NOT) complied with City Code Chapter 2-9A/B/C/D, as amended.

Reviewing Counselor \_\_\_\_\_ Date \_\_\_\_\_ Director/Deputy Director \_\_\_\_\_ Date \_\_\_\_\_

## **B. AUTHORIZED NEGOTIATION**



## **B. AUTHORIZED NEGOTIATOR**

The following table lists the name, address, and telephone number for the authorized negotiator for the Matrix Consulting Group.

Authorized Negotiator	
<b>Name</b>	Richard Brady
<b>Address</b>	201 San Antonio Circle, Suite 148 Mountain View, CA 94040
<b>Phone Number</b>	650-858-0507
<b>Email Address</b>	<a href="mailto:rbrady@matrixcg.net">rbrady@matrixcg.net</a>

## **C. EXCEPTIONS**

## **C. EXCEPTIONS**

The Matrix Consulting Group does not take any exceptions to the terms, conditions, and services described in this solicitation.

## **D. EXECUTIVE SUMMARY**

## **D. EXECUTIVE SUMMARY**

The City of Austin seeks to evaluate the current fees and services provided by its Development Services Department. This study will evaluate the cost associated with current services being provided, and determine if current fees being charged by the Department are reasonable and at full cost recovery. As the Department is in the process of transitioning to an Enterprise Fund, it is critical that the fees being charged by the Department reflect the full cost of providing those services to applicants.

The Matrix Consulting Group has significant experience working with a wide variety of cities performing cost allocation analyses, including working specifically with the City of Austin's Development Services Department on costing out fees and setting up a fee projection model.

The following table outlines the major tasks and goals for each project.

<b>Tasks</b>	<b>Goals</b>
<b>EXPEDITED PLAN REVIEW INITIATIVE</b>	
1. Project Initiation	
2. Time and Activity Workshops	• Document proposed processes and services
3. Total Cost Analysis	• Survey comparable jurisdictions
4. Comparative Survey	• Analysis of full cost of services
5. Final Report	
<b>COST RECOVERY FEE CALCULATOR</b>	
Model Development and Training	• Develop interactive Fee Calculator • Provide User Guide and Checklist • Train staff and maintain model
<b>COMPREHENSIVE FEE REVIEW AND ANALYSIS</b>	
1. Project Initiation	
2. Current and Potential Fees	
3. Time and Activity Workshops	• Fee Structure Review
4. Total Cost Analysis	• Service Level Assumptions
5. Revenue Projections	• Cost Recovery Analysis
6. Review / Revise Fee Study	
7. Final Report	

The proposed project team's recent experience with the Department will provide consistency between the Department's previous studies and analysis, and facilitate results that will document current processes and service level assumptions, as well as outline methods needed to achieve maximum cost recovery.



## **E. EXPERIENCE AND QUALIFICATIONS**

## **E. EXPERIENCE AND QUALIFICATIONS**

The following section provides background information on our firm and its history, its experience conducting cost allocation plan and fee studies, and our proposed project team.

### **1. FIRM HISTORY**

The Matrix Consulting Group specializes in providing analytical services to local governments to assist them in providing highly responsive, efficient, and effective services to their residents. Our market and service focus is financial, management, staffing and operations analysis of local government. Our firm's history and composition are summarized below:

- We were founded in 2002. We are incorporated in Texas and California.
- We currently have six offices – our headquarters are in Mountain View, California. We also have offices in Texas (Dallas area), the Pacific Northwest (2 offices), Illinois, and Massachusetts. We currently have 17 full and 7 part-time staff.
- Our founders have worked together in this and other consulting organizations as one team for 10 to over 30 years.
- Our market and service focus is financial, management, staffing and operations analysis of local government.

Financial services are a core service area for the firm, which we have provided since we were founded.

### **2. FIRM EXPERIENCE**

The mission of the Matrix Consulting Group is to provide our clients with highly detailed analysis, by creating a customized allocation strategy. Our service philosophy includes extensive input and interaction with our clients. This comprehensive approach has resulted in high levels of implementation of our project recommendations. The cornerstone of our consulting philosophy is summarized in the following points:

- A principal or senior member of the firm is always involved in every aspect of each of our studies. This includes interviews of staff, data collection, report writing, client meetings and public presentations.
- Our projects are approached with a firm grounding in formal analytical methodologies. Our clients receive detailed analysis of their specific issues. All impacts are identified and analyzed in as much detail as possible to ensure that

recommendations are implemented and that our clients (and the public they serve) can understand the reasons for recommended changes.

- Our projects are characterized by extensive interaction between our consultants and our clients' staff, management and policy makers. This interaction includes extensive input through interviews, detailed data collection and analysis, and extensive internal reviews of facts, findings, conclusions and recommendations.

Our firm understands the City of Austin in many contexts – through the cost of service study mentioned above plus the recently completed community policing study and the current human resources investigations study. The studies also demonstrate the work behind the commitments.

This philosophy has provided our clients with valuable assistance and advice in dealing with important public policy issues. It has also resulted in very high levels of implementation of our recommendations.

### **(1) Financial Services Qualifications and Experience**

The primary focus of our financial studies is to provide documented and defensible cost recovery studies, and most importantly ensure our clients understand the analysis and how to implement results. User fee and cost of service study clients of the Matrix Consulting Group within the last five years include the following:

<b>Client</b>	<b>Project Date</b>	<b>Client Contact</b>	<b>Project Description</b>
<b>Asheville, NC</b>	FY 14/15	Christy Bass Business Services Supervisor (828) 259-5808	Parks & Rec User Fee Study
<b>Austin, TX Code Department</b>	FY 14/15	Franklin Fejarang Division Manager 512-974-9086	Code Department Fee Study
<b>Austin, TX Development Services Department</b>	FY 13 – 16	Meredith Quick Financial Consultant 512-974-2950	Development Services Department Fee Study
<b>Bay Area Air Quality Control District</b>	FY 10/11	Joe Slamovich Sr. Advanced Projects Advisor (415) 928-8560	Full Cost Allocation Plan User Fee Study
<b>Champaign, IL</b>	Current	Richard Schnuer Finance Director (217) 403-8943	Cost Allocation Plan Citywide User Fee Study
<b>Cupertino, CA</b>	FY 16	Jacqueline Guzman Assistant to the City Manager (408) 777-1322	Full Cost Allocation Plan OMB Cost Allocation Plan Citywide User Fee Study

Client	Project Date	Client Contact	Project Description
Elk Grove, CA	FY 15	Jannet Meyer Administrative Analyst (916) 478-2272	Cost Allocation Plan
Fairfield, CA	FY 14	Martin Koran Controller, San Ramon Valley Fire Protection District Former Budget Officer, Fairfield (925) 838-6600	Full Cost Allocation Plan OMB Cost Allocation Plan
Fresno, CA	FY 10/11	Craig Agabashian Administrative Manager (559) 621-8005	Development Services User Fee Study
Ft. Lauderdale, FL	Current	Diane Lichenstein Principal Financial Management Analyst (954) 828-5427	Full Cost Allocation Plan OMB Cost Allocation Plan IT Cost Allocation Plan User Fee Study
Kissimmee, Florida	FY 13/14	Doug Etheredge Planning Manager (407) 518-2142	Development Services User Fee Study
Livermore, CA	FY 16	Bhavna Chaudhary Financial Services Manager (925) 960-4353	Full Cost Allocation Plan OMB Cost Allocation Plan IT Cost Allocation Plan
Long Beach, CA	FY 10-16	Francine Wiegelman Budget Manager (562) 570-6770	Full Cost Allocation Plan OMB Cost Allocation Plan Police, Fire, & Health Dept Cost Allocation Plans
Madera, CA	FY 13/14	David Merchen Community Development Director (559) 661-5430	Development Services User Fee Study
Manhattan Beach, CA	FY15	Steve Charelian Revenue Services Manager (310) 802-5555	Full Cost Allocation Plan User Fee Study
Marin County, CA	FY 10/11	Becky Ng Project Manager (415) 499-6919	Development Services and Environmental Health User Fee Study
Monterey Bay Unified Air Pollution Control District	FY 12/13	Joyce Giuffre Administrative Services Manager (831) 647-9411	User Fee Study
Pasadena, CA	FY 11/12	Richard Davis Budget Administrator (626) 744-4355	Full Cost Allocation Plan OMB Cost Allocation Plan User Fee Study

Client	Project Date	Client Contact	Project Description
San Bernardino County, CA	FY 14/15	Larita Manalli Administrative Manager, Land Use Services Department (909) 387-4000	Development Services User Fee Study
San Bernardino, CA	FY 10/11	Terrence Beaman Deputy Director of Finance (909) 384-5144	Full Cost Allocation Plan OMB Cost Allocation Plan User Fee Study
San Mateo, CA	FY15	Lisa Wesley Program Manager (650) 522-7110	Full Cost Allocation Plan User Fee Study
San Pablo, CA	FY 12/13	Bradley Ward Finance Director (510) 215-3027	Full Cost Allocation Plan User Fee Study
Santa Cruz County Resource Cons. District, CA	FY15	Sharon Corkrean Director of Finance (831) 464-2950	Full Cost Allocation Plan OMB Cost Allocation Plan
Seal Beach, CA	FY 10/11	Shally Lin Finance Director (562) 431-2527	Full Cost Allocation Plan User Fee Study
South Gate, CA	Current	Kim Sao Deputy Director of Administrative Services / Finance (323) 563-9522	Full Cost Allocation Plan OMB Cost Allocation Plan User Fee Study
Vacaville, CA	FY15	Connie Donovan Assistant to the City Manager (707) 449-5103	Full Cost Allocation Plan OMB Cost Allocation Plan User Fee Study
Willits, CA	FY12-14	Susie Holmes Finance Director / City Treasurer (707) 459-7123	Full Cost Allocation Plan OMB Cost Allocation Plan

## (2) Management Studies Qualifications and Experience

Our firm's understanding of development review functions goes beyond user fees and cost of service studies to include management and permit processing studies.

We have extensive experience in providing evaluations of **development review and permitting** functions for over 100 local government entities. These services have been provided as part of organization-wide studies as well as specific studies focusing solely on development review and permitting. Recent examples include:

Arlington (VA)	Kissimmee (FL)	Raymore (MO)
Dayton (OH)	Lee's Summit (MO)	Roseville (CA)
Deltona (FL)	Los Angeles (CA)	San Francisco (CA)
DeKalb County (GA)	Manatee County (FL)	Spokane (WA)
Flower Mound (TX)	Montpelier (VT)	Springfield (MA)
Greenville (SC)	Niles (IL)	Sunnyvale (CA)
Gwinnett County (GA)	Orland Park (IL)	Sunrise (FL)
Hilton Head Island (SC)	Portsmouth (VA)	West Palm Beach (FL)

We have just completed development services assessments for Fort Meyers (FL) and are about to begin one for East Point (GA).

## 2. REFERENCES

The following section provides three references for recent projects, which our firm, as well as the Project Manager and proposed project team, has worked on which have similar scopes of work and project deliverables.

Client	Contact Information	Description of Services
<b>Kissimmee, Florida</b>	Doug Etheredge Planning Manager 101 Church St, Ste 110 Kissimmee, FL 34741 (407) 518-2142	Development Services User Fee Study FY 12/13 (Final Draft)
<b>Ft. Lauderdale, Florida</b>	Diane Lichenstein Prin. Financial Management Analyst 100 N. Andrews Avenue Fort Lauderdale, FL 33301 (954) 828-5427	OMB Cost Allocation Plan Full Cost Allocation Plan IT Cost Allocation Plan Parks & Rec Fee Study FY11-12, FY12-13, & FY15-16
<b>San Bernardino County, California</b>	Larita Manalli Administrative Manager, Land Use Services Department 385 N. Arrowhead Ave. San Bernardino, CA 92415 (909) 387-4000	User Fee Study FY14-15

Brief descriptions of the above projects, including summaries of project scope, and key issues are as follows:

- Kissimmee, Florida:** The Matrix Consulting Group performed a Development Services User Fee and Process Study for the City of Kissimmee. Utilizing our unique background of management and financial services, the project team reviewed the City's development review processes and identified areas for improving services, time standard benchmarks, and helped strengthen and improve the current fee structure. As part of the fee study process, Building fees were assessed in order to ensure that fees reflected current services provided and desired service levels.



- **Fort Lauderdale, Florida:** The Matrix Consulting Group performed a Citywide Cost Allocation Plan for the City of Ft. Lauderdale. The project team worked closely with staff to develop a Cost Allocation Plan for citywide central services that was OMB compliant for indirect cost reimbursement. The IT plan was used to establish indirect costs associated with City funds and departments. Once the studies were completed, the project team provided Finance staff with technical models for use in updating the Citywide and IT Cost Allocation Plans. The project team has been asked due to changes in City structure to conduct an update of the City's cost allocation services as well as provide an updated OMB Compliant Cost Allocation Plan.
- **San Bernardino County, California:** The Matrix Consulting Group is in the process of completing a cost of services study for the County of San Bernardino's Land Use Services Department. The project team worked closely with staff to revise and strengthen current fee schedules to reflect current services provided. As part of this study, the project team helped the County transition from a valuation-based plan review and inspection structure to a square-footage based structure. This transition provided a more accurate and defensible representation of the services being provided by the Building division.

We would be pleased to provide reference information for any other project listed in our experience.

### **3. PROPOSED PROJECT TEAM**

This section of the proposal provides a description of our proposed project team members and their role in the study. The team members for this project are all full-time staff of the firm and no subcontractors have been proposed for this study. Each member of our proposed project team has successfully managed or participated in similar studies to the County's requested scope of work. It is important to note that all of our project team members are staff to the Matrix Consulting Group. We propose no subcontractors for this assignment. Our approach has clear advantages, including:

- All of our team are equally highly trained professional consultants, not individuals who have other competing career paths.
- All of our team have a consistent empirical project philosophy based on a 'fact based' approach to consulting.
- All of our team members are part of a single scheduling system, which maximizes their availability for assignments under contract.

In their totality, our project approaches and business practices have led to high rates of implementation in successful studies. The established team dynamic of the proposed project team helps facilitate communication and efficient work practices. We would commit all of the identified individuals if selected.

Summaries of the experience of our proposed project team are provided in the following points:

- **COURTNEY RAMOS:** Since joining the firm in 2004, Ms. Ramos has managed and assisted with a number of cost allocation plan, user fee, management, operations, and staffing analyses for our California and national clients. Most recently, Courtney managed or significantly assisted on fee studies for the following jurisdictions: Manhattan Beach (CA), San Bernardino County (CA), Kissimmee (FL), Asheville, (NC) Austin (TX), and Pasadena (CA). She also managed or played a significant role in cost allocation plan development for California cities including Long Beach, Vacaville, Fairfield, and Willits. In addition to her analytical work on client projects, Ms. Ramos developed the Cost Allocation Model used by the Matrix Consulting Group.
- **KHUSHBOO HUSSAIN:** Ms. Hussain has been a part of our Financial Services Division for more than four years. Most recently, Ms. Hussain has assisted with financial management studies for the following jurisdictions: Long Beach (CA), Pasadena (CA), Manhattan Beach (CA), San Bernardino County (CA), Austin (TX) Asheville (NC), San Pablo (CA), and Kissimmee (FL). Prior to joining the Matrix Consulting Group, Ms. Hussain was an analyst in international relations and government service delivery.
- **CODY RENEAU –** Mr. Reneau is a Consultant with the Matrix Consulting Group. Mr. Reneau has been a consultant to local government for four years, and has assisted in analyzing surveys and processes on several management audits focusing on reviewing existing operational and organizational structures to enhance local government services. Mr. Reneau has assisted with management studies for the City and County of San Francisco in the analysis of the economic impact of proposed ordinances and an analysis of the issuance of General Bond obligations and for the City of Los Angeles in an analysis of opportunities to streamline the City's accounts payable and receivables process resulting in an estimated savings of \$1.1 million annually.
- **DAVID LEE BRANCH –** Mr. Branch a Consultant in our St. Louis Metro office. Mr. Branch provides support to senior staff in all areas, with a focus on our general management consulting practice. He has participated on dozens of studies focusing on community development, public works, human resources, and emergency response. Mr. Branch's permitting experience includes: Redlands (CA), Kissimmee (FL), Coral Gables (FL), Toho Water Authority (FL), Los Angeles (CA), DeKalb County (GA), Albany (NY), Flower Mound (TX), and Westminster (CO). Mr. Branch received his B.S. in Public Policy, Management, and Planning from USC and his Masters from the University of Missouri.
- **DANIEL GARCIA –** Is a Consultant who has recently joined the firm. He is assigned to support our senior staff in all service areas with a focus on administrative services. He is based in our Mountain View Office. Mr. Garcia has two years of experience conducting statistical analysis.

Resumes for our Project Manager and Lead Project Analyst are provided at the end of this section.

#### **4. WORK ASSIGNMENTS**

The Project Manager, Lead Project Analyst, and Data Analyst would be assigned to all three objectives, while two Project Analysts would be assigned to objectives one and three only. The following table details the proposed staff person, their project role, work assignment, and percentage of time assigned to each objective in this study.

<b>Name</b>	<b>Project Role</b>	<b>Objective 1</b>	<b>Objective 2</b>	<b>Objective 3</b>	<b>TOTAL</b>
Courtney Ramos	Project Manager	16%	5%	79%	<b>100 %</b>
Khushboo Hussai	Lead Project Analyst	26%	9%	66%	<b>100%</b>
Code Reneau	Project Analyst	48%	0%	52%	<b>100 %</b>
David Lee Branch	Project Analyst	48%	0%	52%	<b>100 %</b>
Daniel Garcia	Data Analyst	9%	50%	82%	<b>100 %</b>

**COURTNEY RAMOS**

**FINANCIAL SERVICES MANAGER, MATRIX CONSULTING GROUP**

**Background:** Courtney Ramos is a Financial Services Manager with the Matrix Consulting Group, and is the leader of our Financial Services practice. Since joining the firm in 2004, Ms. Ramos has contributed to a number of cost allocation plan, user fee, management, operations, and staffing analyses for our California and national clients.

**Revenue Enhancement, Cost Allocation Plans and User Fee Studies:** Ms. Ramos has participated in and managed numerous comprehensive revenue enhancement, cost allocation, and user fee studies. These studies determined the costs of providing local government services utilizing activity based costing principles, and led to recommendations that generated significant additional revenues for local government clients.

Allegan County, Michigan

Arcata, California

Asheville, NC

Austin, Texas

El Cerrito, California

Elk Grove, California

Fresno, California

Ft. Lauderdale, Florida

Kissimmee, Florida

Los Angeles, California

Manhattan Beach, California

Marin County, California

Maui County, Hawaii

Oceanside, California

Pasadena, California

Red Bluff, California

Richmond, California

Rockville, Maryland

Sacramento Public Library Authority, California

San Diego CCDC, California

San Marcos, Texas

San Mateo, California

Santa Barbara County, California

San Francisco, California

San Jose, California

Santee, California

Seal Beach, California

Sunnyvale, California

Temecula, California

Union Sanitary District, California

West Palm Beach, Florida

Willits, California

**Operational/Management Audits.** Ms. Ramos has participated in a number of operational audit engagements focusing on reviewing existing operational and organizational structures and recommending restructuring, reorganization, and/or revised administrative procedures to enhance local government services.

Beverly Hills, California

Boise, Idaho

Clackamas County, Oregon

CPS Human Resources, California

Dane County, Wisconsin

East Palo Alto, California

El Centro, California

Fresno, California

Goodyear, Arizona

Hayward, California

Monroe, Michigan

Mt. Lebanon, Pennsylvania

Napa, California

Oakland, California

Oceanside, California

Placer County, California

Richmond, Virginia

Sacramento, California

San Francisco, California

San Jose, California

Santa Clara Valley Water District, California

Seaside, California

Spokane, Washington

Sunnyvale, California

Tiburon, California

Vancouver, Canada

**Education:**

A.A. Administration of Justice, A.A. Sociology Santa Barbara County College, Santa Barbara, CA.

**KHUSHBOO HUSSAIN**  
**FINANCIAL SERVICES ANALYST, MATRIX CONSULTING GROUP**

**Background:** Khushboo Hussain is a Consultant with the Matrix Consulting Group and is part of our Financial Services Division. Ms. Hussain has contributed to a range of cost allocation plan, user fee, management, and operations analyses for our California and national clients.

**Cost Allocation Plans and User Fee Studies:** Ms. Hussain has assisted and participated in several cost allocation and user fee studies. These studies determined the costs of providing local government services utilizing activity based costing principles, and led to recommendations that generated significant additional revenues for local government clients.

Austin, Texas  
Asheville, NC  
Central Contra Costa Sanitary District, California  
Elk Grove, California  
Fairfield, California  
Fresno, California  
Ft. Lauderdale, Florida  
Huntington Park, California  
Kissimmee, Florida  
Long Beach, California  
Madera, California

Manhattan Beach, California  
Monterey Bay Unified Air Pollution Control District  
Maui County, Hawaii  
Pasadena, California  
San Bernardino, California  
San Pablo, California  
San Mateo, California  
Santee, California  
Seal Beach, California  
Vacaville, California  
Willits, California

**Operational/Management Studies:** Ms. Hussain has assisted in analyzing surveys and processes on several management audits focusing on reviewing existing operational and organizational structures to enhance local government services.

Albuquerque, New Mexico  
Corporation for Public Broadcasting  
Greenbelt, Maryland  
Greene County, Missouri  
DeKalb County, Georgia  
Half Moon Bay, California  
Montville, New Jersey  
Newburgh, New York  
Niles, Illinois  
North Utah County, Utah  
Pacifica, California  
Pasadena, California  
Patterson, California

Peachtree, Georgia  
Phoenix, Arizona  
Rancho Mirage, California  
Rancho Palos Verdes, California  
Sarpy County, Nebraska  
Springdale, Arkansas  
Sunrise, Florida  
Teaching and Mentoring Communities  
University of Maryland  
University of Oklahoma, Oklahoma  
Vermont Safety Study  
World Logistics Center  
Winnipeg, Canada

**Education:**

B.A., University of California – San Diego, International Economics  
M.A., University of California – San Diego, International Affairs

## **F. APPROACH / METHODOLOGY**



## F. APPROACH / METHODOLOGY

The Matrix Consulting Group works with a wide variety of clients ranging from small towns to major metropolitan cities in over 40 states across the U.S. Every project is unique, and is managed according to the following essential project approaches:

- **Reputation for effective project management:** Our clients value the personal attention, enthusiasm, responsiveness, timely delivery, and expertise provided on their projects. This attention to project management is demonstrated in our work approach, as shown in the detailed work plans provided for each project.
- **Cross-trained project team:** Our project team's background in both financial and management analysis provides them with a unique understanding of the work processes and service level assumptions behind cost and fees for service.
- **Communication with the City:** At the onset of the project, a detailed schedule will be developed outlining key deadlines and deliverables, and regular progress reports will be provided to the City's Project Manager. Our project team is known for its availability to City staff and for providing prompt responses to questions or issues that develop during the project.
- **City staff support:** The Matrix Consulting Group is mindful of the City's current workload and our approach is to work with our clients' staff to minimize project impacts through strong project management, clear expectations of our roles versus staff roles, and careful as well as realistic scheduling.
- **Workshop data gathering approach:** The facilitation of data gathering workshops allows the project team to obtain more accurate time and service level data. It also provides staff with the knowledge needed to explain how results were derived and the assumptions behind the analysis.

These approaches have led to high rates of implementation for all of our project results. The following tasks provide a detailed look at our proposed work plan, including a narrative, associated activities, and projected staff time requirements.

## **G. WORK PLAN**

## G. WORK PLAN

The City of Austin's Development Services Department is looking to evaluate its fee for service programs to ensure that there is full cost recovery for those services as it is transitioning from General Fund to an Enterprise Fund Department. This cost of services study includes not only evaluating the costs associated with the Development Services Department, but other City staff involved in the process.

The proposed project team for this study includes Courtney Ramos and Khushboo Hussain who were the key project team members during the previous cost of service analyses provided to the Department. The following points outline the specific roles of each proposed project team member:

- **Courtney Ramos:** Financial Services Manager for the Matrix Consulting Group, and will serve as the **Project Manager**. As the project manager, Ms. Ramos will be the primary contact for the project and will provide her expertise by leading interviews, discussing draft reviews, and presenting final results.
- **Khushboo Hussain:** A senior consultant with the Matrix Consulting Group, and will serve as the **Lead Project Analyst**. Ms. Hussain will participate in interviews and coordinate necessary data collection for the financial analysis, as well as develop customized excel models.
- **Cody Reneau:** A consultant with the Matrix Consulting Group, and will serve as a **Project Analyst**. Mr. Reneau will participate in interviews and analysis associated with the Expedited Plan Review Initiative, and the Comprehensive Fee Review Analysis.
- **David Lee Branch:** A consultant with the Matrix Consulting Group, and will serve as a **Project Analyst**. Mr. Branch will participate in interviews and analysis associated with the Expedited Plan Review Initiative, and the Comprehensive Fee Review Analysis.
- **Daniel Garcia:** A consultant with the Matrix Consulting Group and will serve as the **Data Analyst**. Mr. Garcia will assist with collection and compilation of necessary data, as well as provide analytical support.

The following sections provide a detailed look at our proposed work plan for the three identified scopes of services: Expedited Plan Review Fee, Cost Recovery Fee Calculator, and Comprehensive Fee Review and Analysis; and deliverable timeline.

## 1. EXPEDITED PLAN REVIEW INITIATIVE

There has been a significant increase in development-related activity within the City of Austin. As a result of this growth, there has been a demand for expedited services to be provided by the Development Services Department. Many other cities in Texas, including Dallas and San Antonio, have initiated Expedited Plan Review programs. As a result, the City of Austin has received approval for initiating and implementing an Expedited Plan Review Program. The following tasks present our proposed work plan for identifying the costs associated with the Expedited Plan Review Fee Initiative, including a narrative, associated activities, and projected staff time requirements.

### Task 1 Project Initiation – Establish the Department’s Goals and Objectives for the Program.

To effectively analyze and present the full cost of providing Expedited Plan review services, it is important that the project team develops an understanding of key issues which impact and shape the Department’s service delivery and cost recovery policies. To develop this perspective and customize the structure of the project, we plan to do the following:

- Conduct an initial meeting with the Department’s management staff to solidify the exact parameters of the Expedited Plan Review Program.
- Develop a detailed project management plan, including timelines and associated deliverables.
- Conduct discussions regarding the Department’s initial proposed fee process and structure
- Discuss benefits and issues associated with expedited plan review programs from other jurisdictions.

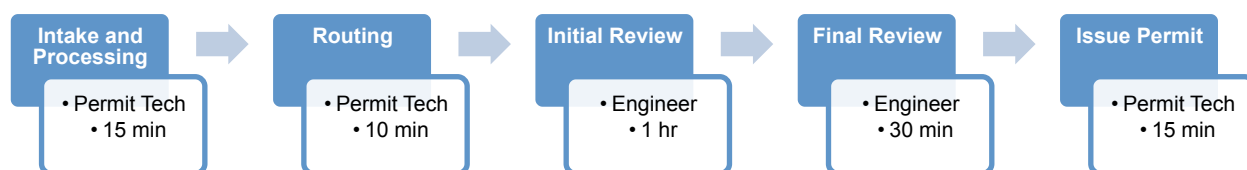
These discussions will enable the project team to have a clearer understanding of the needs of the Department regarding the Expedited Plan Review Program. These needs and goals will be important to factor into regarding any cost of services analysis.

Project Deliverable – MCG		City Services Required	
<ul style="list-style-type: none"><li>• On-site meeting with City management involved in or impacted by the Study</li><li>• Project Management Plan</li></ul>		<ul style="list-style-type: none"><li>• Designated project management representative</li><li>• Approval of work plan as provided by the Matrix Consulting Group</li></ul>	
<b>Estimated Hours:</b> 0.5 hours per executive staff member attending the meeting.			

## **Task 2 Conduct Time and Activity Data Gathering Workshops**

The project team will conduct workshops to gather time and activity estimates for the Expedited Plan Review Programs. These workshops will include not only individually interviewing personnel involved in the Plan Review Process from the Development Services Department but also any other City Departments involved in the process (e.g. Fire, Watershed, Engineering, Planning and Zoning, Transportation, etc.).

Additionally, there will be a consolidated workshop with all Departments involved to map out the Expedited Plan Review Process and to ensure that all time for the process is captured during the initial workshops. The following flowchart on the following page shows an example of the steps involved in processing a permit and the staff and time associated with each step.

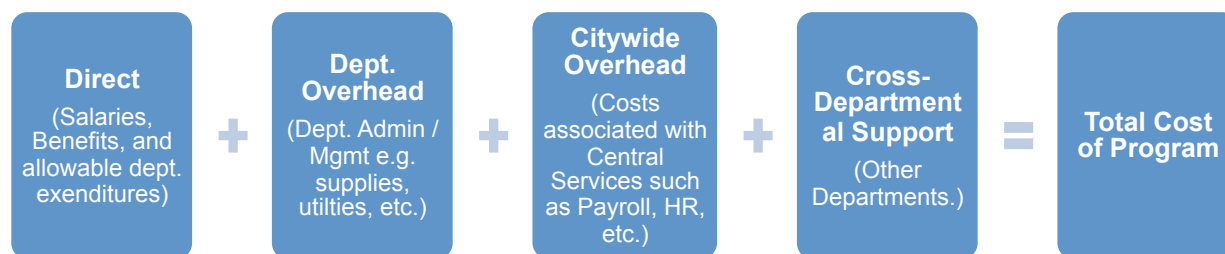


As the flowchart above shows, basic process steps in application / permit processing will be documented and provided for the Development .

Project Deliverable – MCG	City Services Required
<ul style="list-style-type: none"><li>• Facilitation of meetings related to documentation of service levels.</li><li>• Iterations of review to achieve a defensible and reasonable allocation of staff time to fee and non-fee activities</li></ul>	<ul style="list-style-type: none"><li>• Attendance at workshop meetings</li><li>• Provision of follow up data or discussion as needed</li></ul>
<b>Estimated Hours:</b> 3 - 7 hours per department	

## **Task 3 Perform a Total Cost Analysis**

Once the time spent for a fee activity is determined for each individual or position, the team uses its fee and rate software to apply applicable City / Departmental costs to the calculation of the full cost of providing each service. The following chart describes the typical costs considered as applicable to fees.



The cost components above will be utilized to calculate the total cost of the Expedited Plan Review Program, along with an appropriate fee structure for recovering the costs associated with this initiative.

Project Deliverable – MCG		City Services Required	
<ul style="list-style-type: none"><li>Detailed documentation of current charges versus the actual cost of providing services from a cost per unit perspective</li></ul>		<ul style="list-style-type: none"><li>Provision of follow up data or discussion as needed</li></ul>	
Estimated Hours: 1 - 3 hours for Development Services Staff			

#### **Task 4      Conduct a Comparative Survey**

The project team will work with the Department to identify at least 5 comparable jurisdictions that have implemented an Expedited Plan Review Program. We will also develop the survey tools and select the most appropriate fee items in the Department for benchmarks. Then, we will administer the survey, collect comparative data, conduct the comparison, and document the results. The comparative survey will cover issues such as:

- Development Services part of General Fund or Enterprise Fund
- Expedited Plan Review Services provided by In-house Staff or Contracted Staff
- # of Staff Devoted to Expedited Plan Review Services
- Structure of Expedited Plan Review Fees – one Citywide fee or a different fee for each Department.

Market surveys do not provide adequate or objective information about the relationship of a jurisdiction's costs to its fees, therefore, it is recommended that information contained in the market comparison of fees be used as a secondary decision-making tool, rather than as a tool for establishing price points for services.



Project Deliverable – MCG	City Services Required
<ul style="list-style-type: none"> <li>Survey of Expedited Fee Program of other jurisdictions</li> <li>Written comparative summary of the results</li> </ul>	<ul style="list-style-type: none"> <li>Review of proposed jurisdictions to be included in the survey</li> </ul>
<b>Estimated Hours:</b> 2 hours per Development Services Department Staff	

## **Task 5 Prepare a Final Report**

Upon conclusion of the Expedited Plan Review initiative analysis, we will prepare a detailed report that summarizes the results of each of the previous work tasks described above. This report will include the following:

- A succinct executive summary discussing the study, the methodology, and the results.
- A narrative describing the services included in the study, as well as any operational recommendations specific to your organization and based on our extensive experience with hundreds of jurisdictions, as well as key decision making points to be considered.
- A proposed fee structure for the Expedited Plan Review Program.

The report will be reviewed, revised and finalized with Department management and eventually become part of the Final Cost of Services Analysis Report.

Project Deliverable - MCG	City Services Required
<ul style="list-style-type: none"> <li>Preparation and approval of the Final report.</li> </ul>	<ul style="list-style-type: none"> <li>Review and approval of Final Report drafts.</li> </ul>
<b>Estimated Hours:</b> 1 hour per reviewer	

## **2. COST RECOVERY FEE CALCULATOR**

The Development Services Department is also interested in obtaining a cost recovery model that calculates and projects real-time fee, cost, and revenue projections for the Department. The project team has previously built the Department a cost analysis model in Excel, which not only included DSD budgeted costs, but also time estimates, volume data, volume forecasts, and revenue projections. The following points explain each of the elements included in the Cost Recovery Model developed for the Department previously:

- Summary of Results:** The tab shows by major fee categories the current revenue compared to the full cost and the cost recovery percentage for the Department.

- **Master Fee Schedule:** Lists all of the Fees assessed by the Department, its current fee, and total full cost.
- **DSD Budget:** A tab that reflects the City of Austin's current Development Services Department's budget in excel format. It lists all line items as the Department currently builds and reflects its budget.
- **DSD Overhead Calculations:** Reflects the calculation of the DSD Overhead Administrative rate.
- **Hourly Rate Input:** A tab that lists all Departmental Staff, their budgeted salaries, benefits, net available hours, and direct cost per hour. The tab also calculates the Divisional overhead costs as well as Divisional / Program administrative costs (Admin Assistants and Supervisors).
- **Admin Position Overhead Calculations:** A tab that lists all Departmental Staff and identifies their time spent either conducting administrative activities, fee related activities, or non-fee related activities.
- **Burdened Hourly Rates:** This tab calculated the Fully Burdened Hourly Rates by position and unit. The fully burdened rate incorporates direct costs, unit overhead, DSD overhead, and Citywide overhead rates.
- **Time Estimate Tabs:** There are several tabs for time estimates in the model. There is a time estimate tab for each major fee category that lists each fee and the total time it takes to process those fees. The time estimates are established by unit and by position within unit.
- **Per Unit Results:** For each time estimate tab there is a per unit results tab that calculates the total cost per unit for each fee based on time estimate multiplied by the fully burdened hourly rate. Additionally, on each of these tabs the annual workload statistics per fee is also listed, along with projections based on the "Development Forecast Tab".
- **Revenue Projections:** This tab calculates the total revenue projected on a fee-by-fee basis incorporating the total cost per unit, any cost increases, and development forecasts for the next five years.
- **Development Forecast:** This tab represents the Development Forecasting information calculated for the City of Austin by an independent research firm based on type of construction.

As the points above indicate, there is a variety of information that is already factored into the cost calculator model developed by the Matrix Consulting Group for the Development Services Department. The model is built in excel, meaning that it allows

the Department to add additional tabs to link additional sources of data. All of the formulas and links in the model are transparent and Departmental staff can easily follow the calculations. The model also allows the Department to add / delete costs and positions.

The Matrix Consulting Group has built this cost recovery model calculator specifically for the Development Services Department and has provided informal guidance through email instructions and conference calls. Therefore, the project team is available to work with DSD staff to further refine the model to meet any additional needs that are not currently captured by the model as well as add any additional services or fees. Additionally, the project team will also provide staff with training, a formalized user guide for the Cost Recovery Model, and checklists identifying the most common areas of input for staff.

Project Deliverable - MCG	City Services Required
<ul style="list-style-type: none"> <li>• Meetings to refine current Cost Recovery Fee Calculator</li> <li>• Finalized Cost Recovery Fee Calculator in Excel.</li> <li>• User Guide and Checklist for Updating the Cost Recovery Model.</li> <li>• Training on use of Cost Recovery Calculator.</li> </ul>	<ul style="list-style-type: none"> <li>• Review and approval of Final Cost Recovery Fee Calculator.</li> <li>• Attendance at Training.</li> </ul>
<b>Estimated Hours:</b> 3-4 Hours per DSD Finance Staff	

### 3. COMPREHENSIVE FEE REVIEW AND ANALYSIS

The City of Austin's Development Services Department assesses approximately 600+ fees, including fees on behalf of other City Departments. The following tasks present our proposed work plan for identifying the costs associated with these development services fees, including a narrative, associated activities, and projected staff time requirements.

#### Task 1 Project Initiation - Establish Department's Goals and Objectives

To effectively analyze and present the full cost of providing Department services, it is important that the project team develops an understanding of key issues which impact and shape the Department's service delivery and cost recovery policies. One of those key issues is transitioning to an Enterprise Fund. To develop this perspective and customize the structure of the project, we plan to do the following:

- Conduct an initial meeting with the Department's management staff to solidify the exact parameters of the Study.
- Develop a detailed project management plan, including timelines and associated deliverables.

- Conduct discussions regarding the Department's current fee structure and any potential changes (e.g. currently the City is on a valuation-based schedule should it consider transitioning to per fixture or per square-footage)?
- Provide a "Data Collection List" including updated budgeting and personnel data by Unit within the Development Services Department.

Due to the project team's prior experience with the Department, data is not necessarily required to begin the project, as the project team already has access to FY17 personnel and budget information.

Project Deliverable – MCG	City Services Required
<ul style="list-style-type: none"> <li>• List of basic data requirements for the Study</li> <li>• On-site meeting with City management involved in or impacted by the Study</li> <li>• Project Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Basic data requirements for the Study as listed by the Matrix Consulting Group (staffing, salary, budget, etc.)</li> <li>• Designated project management representative</li> <li>• Approval of work plan as provided by the Matrix Consulting Group</li> </ul>
<b>Estimated Hours:</b> 0.5 hours per executive staff member attending the meeting.	

## Task 2      **Develop a Schedule of Current and Potential Fees for Service**

The scope of this effort will be the fees charged by the Development Services Department. Meetings with each unit will identify the areas of greatest potential cost recovery, and structure and expand existing fee schedules for both optimum cost recovery and fairness and equitability to the applicant for services.

The project team has already worked with Department staff in the past to streamline its fee schedule as it relates to Zoning Fees and Subdivision Fees. Other areas for streamlining the fee schedule to be in alignment with best practices include:

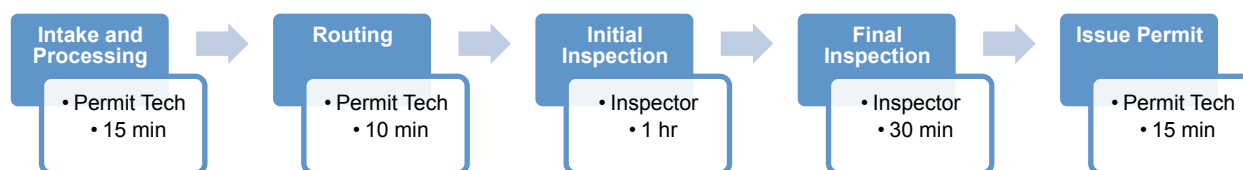
- Pre-consultation meetings – a new service area for meeting with developers prior to any application being submitted to the Department.
- Combining the Building, Mechanical, Electrical, and Plumbing fees (currently being charged separately) for New Construction, into a single New Construction Permit Fee that incorporates all of those reviews and inspections.
- Ensuring that there are no duplicate fees on the fee schedule.
- Developing a Technology Fee for annual maintenance costs for the Department's software system.

Along with these discussion topics, the project team will also work with staff to ensure that previous streamlining efforts are working well and that the resulting fee schedule represents all major services being provided by the Department.

Project Deliverable – MCG	City Services Required
<ul style="list-style-type: none"> <li>On-site meeting to discuss and revise fee structures for each department</li> <li>Thorough review of existing documentation and analyses that support the Department's current fee structure and operations</li> </ul>	<ul style="list-style-type: none"> <li>Participation in discussion of existing and proposed fee items for the analysis</li> <li>Review, comment, and approval of fee structure report prepared by the Matrix Consulting Group.</li> </ul>
<b>Estimated Hours:</b> 3 hours per Unit	

### **Task 3 Conduct Time and Activity Data Gathering Workshops**

The project team will conduct workshops to gather time and activity estimates for each service included in the study, interviewing key personnel from each unit and analyzing the various activities being performed within it that are both revenue and non-revenue generating. The following flowchart shows an example of the steps involved in processing a permit and the staff and time associated with each step.



As the flowchart above shows, basic process steps in application / permit processing will be documented and provided in the Cost Recovery Calculator developed in conjunction with the Fee Study.

Project Deliverable – MCG	City Services Required
<ul style="list-style-type: none"> <li>Attendance at meetings for documentation of service levels and time estimates</li> <li>1 - 2 iterations of review to achieve a reasonable allocation of staff time to fees</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at workshop meetings</li> <li>Provision of follow up data or discussion as needed</li> </ul>
<b>Estimated Hours:</b> 3 - 7 hours per unit	

### **Task 4 Perform a Total Cost Analysis**

The Matrix Consulting Group's costing model is built based on the City's operations, budget detail and intended uses for the results. This costing method uses time data along with fully burdened hourly rates to establish the cost of providing services on a per unit level. Once the time spent for a fee activity is determined for each

individual or position, the team uses its fee and rate software to apply applicable City costs to the calculation of the full cost of providing each service. The following chart describes the typical costs considered as applicable to fees.



Resulting costs are presented on a per unit level and show the associated surplus / (deficit) on a fee-by-fee basis. The Department has the ability to alter any and all of these components in the Cost Recovery Calculator model.

Project Deliverable – MCG	City Services Required
<ul style="list-style-type: none"> <li>Detailed documentation of current charges versus the actual cost of providing services from both a cost per unit and annual cost perspective</li> </ul>	<ul style="list-style-type: none"> <li>Provision of follow up data or discussion as needed</li> </ul>
<b>Estimated Hours:</b> 1 - 3 hours per Unit	

## Task 5 Revenue Projections

Utilizing workload data from AMANDA, the project team will analyze potential revenue for the Department. This will help the Department understand how workload volume impacts revenue. These revenue projections are critical for the Department's transition to an Enterprise Fund, as this will help management assess any current subsidies and ensure that all fees are at full cost recovery.

The project team has worked with the Department in the past to develop revenue projections based on increased workload forecasts provided by City Staff. All of this information was incorporated in the Cost Recovery model provided to staff previously, and would also be included in any future cost recovery calculators. Departmental staff will have the ability to update and alter these workload statistics and projections as necessary.

Project Deliverable – MCG	City Services Required
<ul style="list-style-type: none"> <li>Analysis of potential recoverable revenue</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at meetings related to discussion of revenue results</li> </ul>
<b>Estimated Hours:</b> 2 - 4 hours per Finance Staff	



## **Task 6      Review / Revise the Fee Study Results with Department Management**

Because the analysis of fees for service is based on estimates and information provided by City staff, it is extremely important that all participants are comfortable with our methodology and with the data they have provided. Once the units agree that the analysis reflects the reasonable costs of providing services, Department management will have an opportunity to review the results. The project team will address implementation strategies that consider both policy issues and goals for optimum cost recovery.

Project Deliverable – MCG	City Services Required
<ul style="list-style-type: none"> <li>Approval of analytical results at the Department management levels</li> <li>Formulation of cost recovery recommendations and associated revenue impacts</li> </ul>	<ul style="list-style-type: none"> <li>Review of final analytical model documentation</li> <li>Attendance at meetings related to discussion of results and economic policy implications</li> <li>Follow up data or discussion as needed</li> </ul>
<b>Estimated Hours:</b> 6 - 8 hours per Finance Staff	

## **Task 7      Prepare a Final User Fee Study Report**

Upon conclusion of the fee study, we will prepare a detailed report that summarizes the results of each of the previous work tasks described above. This report will include the following:

- A succinct executive summary discussing the study, the methodology, and the results.
- A narrative describing the services included in the study, as well as any revenue enhancement and operational recommendations specific to your organization and based on our extensive experience with hundreds of jurisdictions, as well as key decision making points to be considered. This will also include discussion of the Expedited Plan Review Fee initiative (Objective 1).
- Appendices that compare existing and potential cost recovery on a unit and annual basis on a fee-by-fee basis.

The report will be reviewed, revised and finalized with Department management.

Project Deliverable - MCG	City Services Required
<ul style="list-style-type: none"> <li>Preparation and approval of the Final User Fee Study report</li> <li>Detailed documentation for each fee.</li> </ul>	<ul style="list-style-type: none"> <li>Review and approval of Final Report drafts.</li> </ul>
<b>Estimated Hours:</b> 2-4 Hours per Finance Staff	

#### **4. DELIVERABLE TIMELINES**

The Department has requested an accelerated timeline for the Expedited Plan Review Initiative, and a standard timeline for the Cost Recovery Fee Calculator and Comprehensive Fee Review and Analysis studies. The following subsections provide a detailed look at the proposed timelines for each scope of work.

##### **(1) Expedited Plan Review Initiative**

The City has identified the review of expedited plan review services as a time sensitive manner, and would like this study completed within 30 days of contract execution. In order to meet this deadline, the project team proposes to provide staff with a data collection and meeting list during contract execution. This will allow the project team to begin meetings with staff on day one with as much information as possible. The following table outlines our proposed project schedule on a task-by-task basis.

Task	1	2	3	4
1. Project Initiation				
2. Time and Activity Workshops				
3. Total Cost Analysis				
4. Comparative Survey				
5. Final Report				

The only concern regarding this timeframe would be the availability of key staff who participate in the Expedited Plan Review process.

##### **(2) Comprehensive Fee Review and Analysis**

Assessing and calculating the cost associated with the over 600 fees collected by the Department would take approximately four months in order to meet with staff, and allow for appropriate reviews by staff and management. The following table outlines our proposed project schedule on a task-by-task basis, assuming the City has access to all needed data.

Task	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Project Initiation																
2. Current / Potential Fees																
3. Activity Workshops																
4. Total Cost Analysis																
5. Revenue Projections																
6. Review / Revise Study																
7. Final Report																

All timelines can be adjusted based upon the City's schedule and other commitments in agreement with City staff. Presentation of results and adoption by the Council would occur after delivery and approval of the final report, at the discretion of the City.

**(3) Cost Recovery Fee Calculator**

The development of the Cost Recovery Fee Calculator would be simultaneous with the Comprehensive Fee Review and Analysis. The model would be completed pending the approval of fee categories, staffing, and unit costs. Delivery of the model and staff training would be dependent upon staff availability.

## **H. COST**

## H. COST

The Matrix Consulting Group is prepared to conduct a Fee Study for the Development Services Department for **\$95,000** for professional time within our hourly rates. The following table provides a breakdown of team member hours and project costs by task for each scope of work.

Task	Project Manager	Lead / Project Analyst	Data Analyst	Total Cost
<b>EXPEDITED PLAN REVIEW INITIATIVE</b>				
1. Project Initiation	4	8		\$1,660
2. Time and Activity Workshops	8	48		\$7,160
3. Total Cost Analysis	4	24	12	\$4,480
4. Comparative Survey		16	16	\$3,120
5. Final Report	4	24		\$3,580
<b>Subtotal Expedited Plan Review Initiative</b>	<b>20</b>	<b>120</b>	<b>28</b>	<b>\$20,000</b>
<b>COST RECOVERY FEE CALCULATOR</b>				
Model Development and Training	6	20	26	\$5,400
<b>COMPREHENSIVE FEE REVIEW AND ANALYSIS</b>				
1. Project Initiation	4	8	8	\$2,260
2. Current and Potential Fees	8	20	16	\$5,000
3. Time and Activity Workshops	38	88	100	\$24,710
4. Total Cost Analysis	20	28	56	\$11,060
5. Revenue Projections	4	16	32	\$5,020
6. Review / Revise Fee Study	10	20	16	\$5,350
7. Final Report	12	40	16	\$8,100
<b>Subtotal Fee Review &amp; Analysis</b>	<b>96</b>	<b>220</b>	<b>244</b>	<b>\$61,500</b>
<b>RATE PER HOUR</b>	<b>\$175</b>	<b>\$120</b>	<b>\$75</b>	
<b>TOTAL PROFESSIONAL FEES</b>	<b>\$14,000</b>	<b>\$12,650</b>	<b>\$13,800</b>	
<b>TRAVEL</b>				<b>\$8,100</b>
<b>TOTAL PROJECT COST</b>				<b>\$95,000</b>

We would be prepared to enter into a fixed price contract for any / all scopes of work included above. This **fixed price** includes all reimbursable expenses, including travel and report production. Our typical procedure for invoicing is to bill on a monthly basis for hours and expenses incurred on a project. We are also open to invoicing on a deliverable basis.



# City of Austin

## Purchasing Office, Financial Services Department

P.O. Box 1088, Austin, TX 78767

October 5, 2016

Matrix Consulting Group, Ltd.  
Richard Brady, President  
201 San Antonio Circle, Suite #148  
Mountain View, CA 94040  
rbrady@matrixcg.net

Subject: Best and Final Offer of RFP SMB0200, Fee Study for Development Services Department

Dear Mr. Brady:

Thank you for your response to RFP SMB0200 for the City of Austin. The City has identified Matrix Consulting Group, Ltd. as a finalist and is requesting a Best and Final Offer (BAFO) from your company in regards to your submittal.

In your BAFO, please address the following:

1. Logic built into Cost Recovery Fee Calculator
  2. How the Cost Recovery Fee Calculator addresses Development Services Department's cost of service
  3. How the Cost Recovery Fee Calculator captures total recovery of Development Services Department's current costs and how it will be adjusted to continue capturing total recovery of Department's costs
  4. Details on how the interface of Cost Recovery Fee Calculator will be user-friendly
  5. Cost Recovery Fee Calculator instruction manual
  6. Updated Cost Proposal, if applicable
- **Terms & conditions:** Confirm that Matrix Consulting Group, Ltd. agrees to all the terms in the City's Request for Proposal, excluding those listed in your proposal response, if any.

**All information is due back to me by 6pm CST on October 6, 2016.**

Thank you for your participation in this competitive solicitation. We appreciate your interest in doing business with the City of Austin.

Sincerely,

Sandy Brandt  
Senior Buyer Specialist  
City of Austin  
Purchasing Office





October 6, 2016

Ms. Sandy Brandt  
Purchasing Office  
City of Austin  
124 W 8<sup>th</sup> Street, Room 308  
Austin, Texas 78701

Dear Ms. Brandt:

The Matrix Consulting Group provided the City with a proposal to Conduct a Fee Study for the Development Services Department on September 22, 2016. Upon review of this proposal, and after a brief discussion regarding the Fee Calculator and methodologies used to develop and calculate fees the City provided the Matrix Consulting Group with further questions. The following provides our response to these questions.

**1. What is the logic built into the Cost Recovery Fee Calculator?**

There are several components to the Cost Recovery Fee Calculator. The primary purpose of the Cost Recovery Fee Calculator is to compare projected revenue with current departmental costs and ensure that fees will generate the necessary revenue to cover these costs. The following points discuss each of the major components of the Cost Recovery Fee Calculator:

- **Budget:** the annual budget for Development Services on a unit-by-unit and line-by-line basis. This is used to help develop the fully burdened hourly rates.
- **Staff:** this lists on a position-by-position basis the total number of staff per unit.
- **Fully Burdened Hourly Rates:** There are several different cost components that are factored into developing the fully burdened hourly rates, such as:
  - **Direct:** this represents the salary and benefits associated with each position, incorporating the productive hours of staff members
  - **Unit Overhead:** this represents services and supplies within the Unit that help support staff and the fee-related activities within the unit.
  - **Administrative Overhead:** this represents managerial, secretarial, and other administrative support to unit staff.

- **Departmental Overhead:** this represents support provided by DSD management, finance, public information office, and other support services to unit staff.
- **Citywide Overhead:** this represents support from the City manager, City Attorney, City Council, and other City support departments to DSD.
- **Time Estimates:** this information represents on a fee-by-fee basis and on a position level the total time it takes to process a permit. This includes time spent by DSD staff as well as any other City staff.
- **Workload / Volume:** this information lists the number of permits or fees processed.

All of this information above would then be used to determine the Department's ability to recover its costs. As the Fully Burdened Hourly Rates multiplied by the time estimates would result in the Full Cost Per Unit for those fees. That full cost per unit would then be multiplied by the workload / volume statistics to arrive at the annual projected revenue for the Department. This annual projected revenue would then be compared to the total DSD Budget to ensure that the revenue is covering the costs of the Department.

**2. How the Cost Recovery Fee Calculator addresses Development Services Department's cost of service?**

The Cost Recovery Fee Calculator will establish fully burdened hourly rates for staff at the position level. These rates combined with time estimates from staff will determine the full cost of providing a service.

**3. How does the Cost Recovery Fee Calculator capture total recovery of Development Services Department's current costs and how it will be adjusted to continue capturing total recovery of Department's costs?**

The Cost Recovery Fee Calculator has a built in mechanism for capturing staff utilization. The staff utilization is calculated as a percentage of staff time spent conducting general / administrative duties, fee-related duties, and non-fee related duties. The staff utilization percentages enable administrative and support positions to be captured as overhead within the fully burdened hourly rate. This ensures that the entire cost of a unit (all staff within the unit) is accounted for in the per unit cost associated with the fees processed by staff within that unit.

Going forward, these utilization percentages can be adjusted on as-needed basis, as the roles of staff within a unit or within the Department shift. For example, if at the beginning of the study, the Engineer A position is 100% fee-related, but as processes change and workload shifts, the Engineering A position might become much more overhead support to other Engineers in the unit and the percentage might become

20% General / Admin and 80% fee-related. This percentage shift will enable the Department to capture those left over costs that might result from the lack of workload for the Engineer A position.

**4. What are the details on how the interface of Cost Recovery Fee Calculator will be user-friendly?**

The Cost Recovery Fee Calculator will be built with input from city staff utilizing Excel. The Excel platform has a variety of benefits such as:

- It is software universally used by Finance staff for analysis, providing a higher level of familiarity and comfort for staff.
- City staff already have Excel (Microsoft Office) licenses and will not need to acquire an additional proprietary software.
- It will allow staff to add additional, customized, tabs in order to conduct any internal calculations beyond what's included in the model.

There will be tabs built into the model for easy input, and minimal need for updating information everywhere throughout the model. For example, there will be one tab for Budget, in which staff will annually update Budget and the information will be filtered elsewhere throughout the model.

**5. Will there be a Cost Recovery Fee Calculator instruction manual?**

As part of the development of the Cost Recovery Fee Calculator, the project team will develop a user guide outlining the major components of the Fee Calculator. The User Guide will explain the methodology of the calculator as well as include screenshots from the Cost Recovery Fee Calculator itself. Additionally, the User Guide will come with a checklist / cheat sheet, which will list on a tab and cell-by-cell basis where the Department will need to input / update information to obtain updated results annually.

**6. Updated Cost Proposal.**

In our original proposal we provided a not-to-exceed price of \$95,000 to assess Expedited Plan Review, Develop a Cost Recovery Fee Calculator, and conduct a Comprehensive Fee Review and Analysis of Development Services fees. Based on our discussions with City staff concerning the Cost Recovery Fee Calculator, and their desire for a more customized model, we have adjusted our cost proposal for this scope accordingly:

**CITY OF AUSTIN, TEXAS**  
**Best and Final Offer for Development Services Fee Study**

Task	Project Manager	Lead / Project Analyst	Data Analyst	Total Cost
<b>COST RECOVERY FEE CALCULATOR</b>				
Model Development and Training	12	30	40	\$8,700

The revised price for the Cost Recovery Fee Calculator increases from \$5,400 to \$8,700. The proposed cost for the remaining two scopes of work is unchanged. Therefore the new not-to-exceed price for all three scopes of work would be **\$98,300**.

**7. Terms and Conditions.**

The Matrix Consulting Group confirms that it agrees to the terms and conditions listed in the City's Request for Proposals.

\* \* \*

Should you have additional questions, or need additional cost documentation, please let me know.

Richard Brady  
President

*Richard P. Brady*  
**Matrix Consulting Group**

## GOAL DETERMINATION REQUEST FORM

<b>Buyer Name/Phone</b>	Sandy Brandt/4-1783	<b>PM Name/Phone</b>	Tim Montgomery/4-2710
<b>Sponsor/User Dept.</b>	Development Services Department	<b>Sponsor Name/Phone</b>	Tim Montgomery/4-2710
<b>Solicitation No</b>	RFP SMB0200	<b>Project Name</b>	Fee Study for Development Services Department
<b>Contract Amount</b>	\$100,000	<b>Ad Date (if applicable)</b>	9/5/2016
<b>Procurement Type</b>			
<input type="checkbox"/> AD – CSP <input type="checkbox"/> AD – Design Build Op Maint <input type="checkbox"/> IFB – IDIQ <input checked="" type="checkbox"/> Nonprofessional Services <input type="checkbox"/> Critical Business Need <input type="checkbox"/> Sole Source*			
<input type="checkbox"/> AD – CM@R <input type="checkbox"/> AD – JOC <input type="checkbox"/> PS – Project Specific <input type="checkbox"/> Commodities/Goods <input type="checkbox"/> Interlocal Agreement			
<input type="checkbox"/> AD – Design Build <input type="checkbox"/> IFB – Construction <input type="checkbox"/> PS – Rotation List <input type="checkbox"/> Cooperative Agreement <input type="checkbox"/> Ratification			
<b>Provide Project Description**</b>			
Comprehensive study of Development Services Department's business operations, fee structure, and fee schedule.			
<b>Project History: Was a solicitation previously issued; if so were goals established? Were subcontractors/subconsultants utilized? Include prior Solicitation No.</b>			
No previous solicitation issued. Similar projects were conducted on a smaller scale that were within City Manager's authority with no goals.			
<b>List the scopes of work (commodity codes) for this project. (Attach commodity breakdown by percentage; eCAPRIS printout acceptable)</b>			
91890 Strategic Technology Planning and Consulting Services (100%)			
Sandy Brandt		8/17/2016	
<b>Buyer Confirmation</b>		<b>Date</b>	

\* Sole Source must include Certificate of Exemption

\*\*Project Description not required for Sole Source

<b>FOR SMBR USE ONLY</b>			
<b>Date Received</b>	8/17/2016	<b>Date Assigned to BDC</b>	8/17/2016
<b>In accordance with Chapter2-9(A-D)-19 of the Austin City Code, SMBR makes the following determination:</b>			
<input type="checkbox"/> Goals	% MBE	% WBE	
<input type="checkbox"/> Subgoals	% African American	% Hispanic	
	% Asian/Native American	% WBE	
<input type="checkbox"/> Exempt from MBE/WBE Procurement Program		<input checked="" type="checkbox"/> No Goals	

# GOAL DETERMINATION REQUEST FORM

## This determination is based upon the following:

- |  |   |
|--|---|
| <input type="checkbox"/> Insufficient availability of M/WBEs       | <input type="checkbox"/> No availability of M/WBEs                  |
| <input type="checkbox"/> Insufficient subcontracting opportunities | <input checked="" type="checkbox"/> No subcontracting opportunities |
| <input type="checkbox"/> Sufficient availability of M/WBEs         | <input type="checkbox"/> Sufficient subcontracting opportunities    |
| <input type="checkbox"/> Sole Source                               | <input type="checkbox"/> Other                                      |

If Other was selected, provide reasoning:

## MBE/WBE/DBE Availability

26 MBE/WBE Firms *that can bid as a prime.*

## Subcontracting Opportunities Identified

There are no subcontracting opportunities

Mariza Aldrete

08/18/2016

SMBR Staff

*[Signature]*

Signature/ Date

*8/18/16*

SMBR Director or Designee

*[Signature]*

Date

*8/22/16*

Returned to/ Date:



# CERTIFICATE OF INTERESTED PARTIES

FORM 1295

1 of 1

Complete Nos. 1 - 4 and 6 if there are interested parties.  
Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.

## OFFICE USE ONLY CERTIFICATION OF FILING

**1 Name of business entity filing form, and the city, state and country of the business entity's place of business.**

Matrix Consulting Group, Ltd  
Mountain View, CA United States

Certificate Number:  
2016-127070

Date Filed:  
10/21/2016

Date Acknowledged:

**2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.**

City of Austin - Financial Services Department

**3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.**

MA 5300 NA170000009  
Professional Consulting Services . Fee study for the Development Services Department.

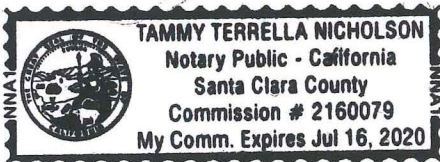
4	Name of Interested Party	City, State, Country (place of business)	Nature of interest (check applicable)	
			Controlling	Intermediary

**5 Check only if there is NO Interested Party.**



**6 AFFIDAVIT**

I swear, or affirm, under penalty of perjury, that the above disclosure is true and correct.



*[Signature]*  
Signature of authorized agent of contracting business entity

AFFIX NOTARY STAMP / SEAL ABOVE

Sworn to and subscribed before me, by the said RICHARD BRADY, this the 21<sup>st</sup> day of October, 2016, to certify which, witness my hand and seal of office.

*[Signature]*

TAMMY NICHOLSON

NOTARY

Signature of officer administering oath

Printed name of officer administering oath

Title of officer administering oath