

PROPOSAL TO PROVIDE
COMMUNITY
PRESERVATION (CODE
ENFORCEMENT)
CONSULTING &
SUPPLEMENTARY
SERVICES

TO THE
CITY OF
LANCASTER

Lancaster



City Hall
44933



COPY

 4LEAF, INC.

424 E. VANDERBILT WAY, STE. A
SAN BERNARDINO, CA 92408
(909) 453-6582

JULY 16, 2024

TABLE OF CONTENTS



SECTION 1 EXECUTIVE SUMMARY	1 - 3
SECTION 2 PROFILE OF THE PROPOSING FIRM	4 - 5
SECTION 3 QUALIFICATIONS OF THE FIRM	6
SECTION 4 WORK PLAN	7 - 12
SECTION 5 PROJECT STAFFING	13
SECTION 6 REFERENCES	14 - 17
SECTION 7 COST PROPOSAL	18
SECTION 8 EXCEPTIONS TO PSA	19
SECTION 9 SIGNATURE SHEET	20

PROPOSAL TO PROVIDE

COMMUNITY PRESERVATION (CODE ENFORCEMENT) CONSULTING & SUPPLEMENTARY SERVICES

TO THE
CITY OF LANCASTER

SECTION 1

EXECUTIVE SUMMARY



4LEAF, INC.



City of Lancaster
Public Safety Department
44933 Fern Avenue
Lancaster, CA 93534

July 16, 2024

**RE: RFP No. 833-24: Community Preservation (Code Enforcement)
Consulting & Supplementary Services**

4LEAF, Inc. (4LEAF) is pleased to present our proposal to provide Community Preservation (Code Enforcement) Consulting & Supplementary services to the City of Lancaster (City). 4LEAF has been providing these services and services similar to approximately 500 clients throughout the country for more than 23 years and is looking forward to the opportunity of providing services to the City. 4LEAF is the ideal choice for the following reasons:

☒ **Local Presence**

4LEAF has provided Professional Consulting Services to numerous municipalities throughout Southern California. We have offices in the Cities of San Bernardino and Newport Beach, both of which are capable of handling the City's needs. Our firm has the staff necessary to address any needs the City may have in an on-site or remote capacity. We have experience or are currently performing services for the following clients:

- | | | |
|-------------------------|-------------------|----------------------------|
| • City of Santa Clarita | • City of Fontana | • City of Villa Park |
| • City of Glendale | • City of Ventura | • City of Brea |
| • City of Fullerton | • City of Anaheim | • County of Los Angeles |
| • City of Chino Hills | • City of Orange | • County of San Bernardino |

☒ **Full-Service Firm**

As a full-service firm, 4LEAF can provide Professional Consulting services to aid with high project workloads that require additional staff assistance. We provide jurisdictions with Code Enforcement, Plan Review, Inspection, Permitting, Planning, and other related services. We have qualified staff available to serve the City with remote, on-site, part-time, or full-time project needs. For the purpose of this RFQ, our services include:

- **Code Enforcement:** 4LEAF staff have experience working with property owners and other responsible parties to bring properties and conditions into compliance. Our Code Enforcement team is skilled in using processes including issuing administrative citations to establish whether violations of law exist on a property and ensuring compliance.
- **Training Programs:** 4LEAF offers training for many areas of Enforcement, these areas include:
 - Vendor Enforcement
 - Lead Paint Abatement
 - Property Maintenance Inspection
 - RRP Code Enforcement
 - Basic Report Writing
 - Accessible Parking
 - Interior Inspections
 - Vehicle Abatement
 - Public Nuisance Abatement
 - Code Enforcement 101

☒ **4LEAF Contact Sheet**

Name	Title	Phone	Email
Kevin J. Duggan	President	(925) 462-5959	KDuggan@4leafinc.com
Craig Tole	Vice President, Community Development	(925) 580-4055	CTole@4leafinc.com
Pete Roque	Project Manager, Director of Code Enforcement	(562) 569-0098	PRoque@4leafinc.com
Alejandra Molina	Code Enforcement Manager	(747) 463-3214	AMolina@4leafinc.com
Ken Eckman	Code Enforcement Manager	(714) 659-0260	KEckman@4leafinc.com

☒ **Leadership**

The main point of contact we will have designated for the City will be Pete Roque. Pete has 18+ years of industry experience, has served on several local, State, and National boards, has managed several Code Enforcement Divisions, and is an industry subject matter expert. He has implemented policies and procedures in many jurisdictions as well as created needed text amendments to ensure that Code Enforcement departments, projects, and personnel have the proper tools to succeed. Pete will be available to discuss project needs, staff requests, and contractual details.

☒ **Contact**


Project Manager / Director of Code Enforcement	President	4LEAF Local Office
Pete Roque Office: (949) 877-9432 Mobile: (562) 569-0098 Email: PROque@4leafinc.com	Kevin J. Duggan Office: (949) 877-9432 Mobile: (925) 250-7602 Email: KDuggan@4leafinc.com	424 E. Vanderbilt Way, Ste. A San Bernardino, CA 92408 Office: (909) 453-6582 Website: 4LEAFINC.com

We appreciate the opportunity to present the City with our qualifications. Should you have any questions, please do not hesitate to reach out using the contact information provided.

Respectfully submitted,



Kevin J. Duggan
President



Pete Roque
Director of Code Enforcement

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SECTION 2

PROFILE ON THE PROPOSING
FIRM



4LEAF, INC.



SECTION 2: FIRM PROFILE

4LEAF, Inc. (4LEAF) is a California “C” Corporation that was established in 1999 and incorporated in 2001. Our extensive team of engineers and managers are fully equipped with training and experience to provide complete services including code enforcement, plan check, CASp, inspection, permit technician assistance, professional development training, and other related professional and technical services to the City’s Code Compliance Department. Our goal is to set the industry standard for excellent customer service, and we have grown to more than 400 personnel throughout California, Washington, Nevada, and New England, and we are able to serve any full-time or part-time need the City may have, regardless of scope and duration.

Management Team

Director of Code Enforcement: Pete Roque

Phone: (562) 569-0098

Email: PROque@4leafinc.com

Code Enforcement Manager: Alejandra Molina

Phone: (949) 877-9432

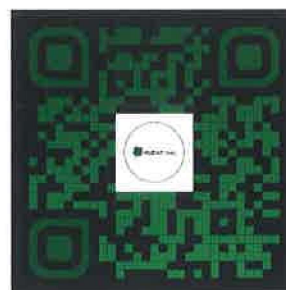
Email: AMolina@4leafinc.com

Code Enforcement Manager: Ken Eckman

Phone: (714) 659-0260

Email: KEckman@4leafinc.com

More about our Code Enforcement services.



Office Locations

San Bernardino

424 E. Vanderbilt Way, Suite A
San Bernardino, CA 92408

Bay Area (Headquarters)

2126 Rheem Drive
Pleasanton, CA 94588

Washington

1201 Pacific Avenue, Suite 600
Tacoma, WA 98402

Newport Beach

4440 Von Karman Ave., Suite 300
Newport Beach, CA 92660

Sacramento

8896 North Winding Way
Fair Oaks, CA 95628

4LEAF Consulting, LLC

125 E. Reno Avenue, Suite 3
Las Vegas, NV 89119

San Diego

402 West Broadway, Suite 400
San Diego, CA 92101

Arizona

2 N. Central Avenue Suite 1800
Phoenix, AZ 85004

New England

132 Central St., Suite 210
Foxboro, MA 02035

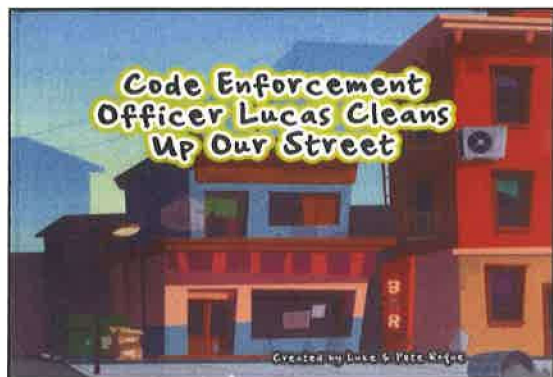
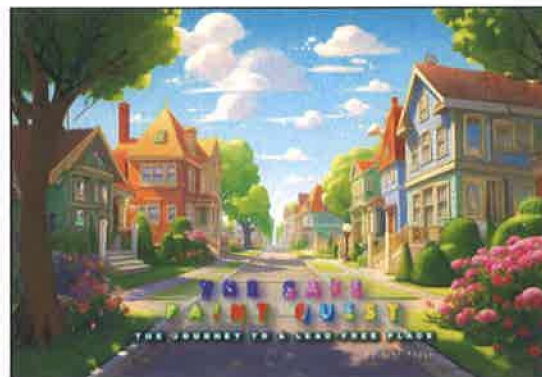
Professionals

Title	# of Staff	Title	# of Staff
Code Enforcement Staff (PC832)	75+	ICC Certified Inspectors & IORs	200+
ICC Certified Building Officials	40+	Registered Architects	5
Registered Engineers (PE, SE)	20+	ICC Permit Technicians	60+
ICC Certified Plans Examiners	40+	CASp	7
Construction Managers/Inspectors	40+	Fire Plans Examiners & Inspectors	30+



Community Outreach

4LEAF believes in the importance of not only serving the immediate needs of communities, but also developing, maintaining, and expanding outreach efforts. Our in-house community development team, led by Director of Code Enforcement Pete Roque, is continuously seeking localized solutions to unique community challenges. Recently, our outreach efforts have included the distribution of children's books to cities and their schools, community centers, and other applicable institutions. These books have provided families with critical code information regarding health and safety, packaged in an educational, entertaining, and easily accessible form.

CE Officer Lucas Cleans up Our Street*The Safe Paint Quest*

Snapshot of Services

Code Enforcement	Building	Permitting
<ul style="list-style-type: none"> • Department Assessments • Vendor Enforcement • Blight Enforcement • Substandard Housing • Lead Paint • Tobacco Enforcement • Short Term Rentals • RRP Training • ICC & CACEO Trainings • Rental Housing Programs • Cannabis Enforcement • Zoning • Business License Enforcement • Commercial Property Inspectionns 	<ul style="list-style-type: none"> • Leed Accredited Professionals • Inspectors of Record • Program Analysis & Studies • Investigating Complaints • Jurisdictional Inspectors • Residential & Commercial • ICC-certified Plan Reviewers • CASp • Certified Building Officials • Complete Dept. Services • On and Off-Site Plan Review • Property Condition Surveys • Industrial, Energy, & Solar Plan • Review and Inspections 	<ul style="list-style-type: none"> • Solar Permitting • Intake of plans • Routing for plan review • Assignment management • Hosting page turn sessions • Virtual permit technician • Prepare approval packages • Inspection scheduling • Application Processing • Developing Submittals • Property Research • Public interface • Special events permits • Over-the-counter reviews

Lawsuits/Litigations

4LEAF has not faced any lawsuits or litigations in the last five (5) years, nor ever within the firm's 23-year history.

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SECTION 3

QUALIFICATIONS OF THE FIRM



4LEAF, INC.

PROPOSAL TO PROVIDE

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TO THE
CITY OF LANCASTER

SECTION 4

WORK PLAN



4LEAF, INC.



SECTION 4: WORK PLAN

Our Code Enforcement personnel are certified through the **International Code Council, CACEO, and various training programs offered through accredited institutions**. In addition, most of our personnel hold a PC832, ICC Property Maintenance and Housing Inspector, and/or CACEO certification.

4LEAF staff have experience collaborating with property owners and other responsible parties to bring properties into compliance with regulatory standards. Our team is entrusted with the responsibility of ensuring adherence to local, state, and federal laws, codes, ordinances, and regulations pertaining to various aspects of community development and public safety. Our Code Enforcement team possesses a diverse skill set and expertise covering a wide area, including, building construction, zoning, land use, property maintenance, health and sanitation, environmental protection, and public nuisances. Our Code Enforcement team is adept at utilizing various procedural mechanisms, such as issuing administrative citations, to investigate potential violations and ensure prompt resolution while upholding legal integrity. At 4LEAF, our primary goal for our code enforcement team is to promote and maintain the health, safety, and welfare of residents and visitors within the municipality or jurisdiction we serve.



4LEAF Code Enforcement Officers have experience in writing criminal citations and in working with legal counsel to assist in the successful prosecution of Code Enforcement cases either in criminal or civil court when necessary. We focus on nearly every area of Code Enforcement including, but not limited to, the following categories detailed below.

Scope of Services & Areas of Enforcement

Standard Operating Procedures

4LEAF's Code Enforcement Directors have an extensive history with Cities and Counties in preparing Standard Operating Procedures (SOP's) to ensure consistency while performing code enforcement duties. This will provide a guideline for Code Enforcement personnel to implement and achieve voluntary compliance. These SOP's are specific to each community's needs and we help establish a uniform set of guidelines for consistency and efficiency. Some of these areas include:

- Training guidelines for new CEO's
- Safety guidelines (including Officer Safety Procedures or compliance with SB246)
- Hearings
- Testimony

Community Outreach

4LEAF will review outreach and engagement initiatives and make appropriate recommendations to the City. Items typically reviewed include:

- Opportunities for involvement in community events
- Creation of pamphlets and marketing material
- Social media engagement
- News media outlets
- Municipal Code Enforcement web page
- Review of frequently asked questions





Department Assessments

4LEAF is working with many Community Development Departments to provide assessments of their code units reviewing closely staffing levels, Standard Operating Procedures (including branding/rebranding, target issues, prioritization of existing Code Enforcement cases, community engagement strategies, written materials such as compliance notices, postings and door hangers, data entry, inspection response time management, and training programs. Additionally, 4LEAF provides in-house assessments and regular meetings with directors and municipal stakeholders for plan implementation and execution.

Hearing Officers

4LEAF has Hearing Officers available for contracted municipalities. Our seasoned officers are trained to understand the existing Municipal Code as well as other adopted codes and make a knowledgeable determination regarding the validity of a violation. Results may include the issuance of fines or granting additional time for compliance for respondents with unusual hardships.

Inspections

4LEAF can provide certified and qualified staff to perform inspections in a lawful manner that respects the reasonable expectations of privacy and security of residents and their properties. Inspections conducted will determine if conditions on the properties are compliant with applicable sections of the current editions of the International Property Maintenance Code (IPMC), Municipal Code, Zoning Code, California Health and Safety Codes, Uniform Housing Code, Uniform Code for the Abatement of Dangerous Building, CA Residential Code, CA Building Code, and trade codes.

Upon assignment, 4LEAF's Code Enforcement staff will be ready to respond and provide compliance solutions to code cases, new and existing, with minimal impact to current processes.



4LEAF Code Enforcement Inspectors are qualified to do the following:

- Perform inspections for violations of Building Codes and Ordinances as adopted by the municipality.
- Research properties for prior approvals, permits, and general information relating to violations.
- Investigate and take necessary action when a violation of municipal codes exists
- Consult with the City Council as required, when requested by the Code Enforcement Manager/Director, and when escalated enforcement may be required.
- Comply with the City's procedures for reporting inspection results and deficiencies.
- Use City inspection correction forms.
- Complete necessary digital entries that capture site inspection results, case status communications and any documentation of notices provided to responsible parties and stakeholders.
- Conduct follow-up inspections as needed.
- Notify the responsible parties of other agency approvals prior to closing a Code Enforcement action.
- Maintain records as needed for the efficient and effective operation of the City.
- Meet with members of the public and municipal staff on a daily basis as needed.



Short-Term Rental Programs

One of the fastest-growing programs within Code Enforcement Divisions is short-term rentals. 4LEAF assists with compliance with municipal short-term rental ordinances that require property owners to adhere to several rules, including limiting the number of daytime and overnight guests, prohibiting events and amplified sound, and posting specific rules and emergency information, among others. Short-term rentals are presenting challenges within our communities. While these rentals offer unique opportunities for travelers and hosts, they have also brought forth various concerns that warrant immediate attention. Housing availability, neighborhood dynamics, and safety considerations have raised valid apprehensions among residents. 4LEAF understands these issues and is pleased to present a comprehensive scope of services designed to regulate short-term rentals effectively, fostering a harmonious coexistence for all stakeholders involved. Our proposed solution encompasses meticulous research, the development of fair regulations, stringent compliance inspections, and a robust enforcement system to address illegal postings and operations. With these measures in place, we can resolve the prevailing issues and create a sustainable short-term rental ecosystem that benefits the entire community. We look forward to collaborating with you all in implementing this solution and achieving a positive and lasting impact on our neighborhoods. These are scopes of services that we provide, including but not limited to:

1. **Research and Analysis:** Conducting a thorough study of the local short-term rental market is crucial to understanding the current landscape and potential impact on the community. This data-driven approach enables your jurisdiction to make informed decisions and design effective regulations tailored to your specific needs.
2. **Developing Regulations and Policies:** Developing clear and well-defined regulations is essential for creating a level playing field for all short-term rental operators. These policies help establish guidelines, standards, and boundaries that ensure the industry operates responsibly, benefiting both residents and hosts alike.
3. **Licensing and Registration:** Implementing a licensing and registration system ensures that only eligible and responsible operators are allowed to offer short-term rentals. This process helps your jurisdiction track and communicate with operators, making it easier to enforce regulations and ensure compliance with safety and tax requirements.
4. **Compliance Inspections:** Regular compliance inspections are vital to guarantee the safety and quality of short-term rental properties. By verifying adherence to regulations, your jurisdiction can maintain community safety, prevent potential hazards, and protect the rights of both guests and neighbors.
5. **Enforcement and Penalties:** A robust enforcement mechanism, including penalties for non-compliant operators, serves as a deterrent against illegal or irresponsible practices. By imposing consequences for violations, authorities can discourage unlawful behavior and encourage operators to adhere to the established regulations.
6. **Data Monitoring and Reporting:** Implementing or ensuring that proper documentation is completed is standard operating procedure for 4LEAF. A proper data monitoring system provides insights into the short-term rental market's impact on housing and the local economy. It enables evidence-based decision-making, helping your jurisdiction adjust regulations if necessary and fostering transparency in the regulatory process.



7. **Public Awareness and Education:** Public awareness campaigns educate both short-term rental operators and residents about their respective rights and responsibilities. By promoting best practices and addressing concerns, these campaigns foster a sense of community understanding and cooperation, reducing potential conflicts.
8. **Collaborative Partnerships:** Partnering with short-term rental platforms and law enforcement agencies fosters cooperation and facilitates compliance. Data sharing and joint efforts between these stakeholders help streamline the enforcement process and address challenges more effectively.
9. **Complaint Resolution:** a complaint resolution empowers residents to report issues and complaints related to short-term rentals. Swift and fair resolution of complaints helps maintain harmony within the community and ensures that any problems are addressed promptly.
10. **Periodic Review:** Regularly reviewing and updating regulations allows your jurisdictions to keep pace with changes in the short-term rental industry and adapt to new challenges or opportunities. This flexibility ensures that the regulatory framework remains relevant and effective in achieving its intended goals.

Policy Review

4LEAF shall review and read current policies and procedures and define policy clearly to set the tone for your municipality's Code Enforcement Program. A clear policy communicates defined expectations to stakeholders whether it's how they handle complaints, how Code Enforcement Officers conduct compliance reviews, or any other aspect that the municipality needs to have communicated and consistently followed. 4LEAF will develop a well-defined user-friendly format.

Program Analysis

4LEAF understands that Code Enforcement is an essential part of a community's public health and safety, providing a regulatory mechanism to ensure the public's overall wellbeing. Addressing the community's concerns in a timely and efficient manner is paramount to a successful Code Enforcement Program. 4LEAF personnel will perform the following:

- Conduct investigative inspections of unpermitted activities.
- Create standard operating procedures, if required.
- Conduct review of all administrative/misdemeanor citations.
- Provide guidance for resolution of high case load along commercial corridors.
- Assist with complex code enforcement cases.
- Provide guidance for resolution of existing cases.
- Provide in-house and/or field training of traditional Code Enforcement protocols.
- Create an outreach plan to address and deter unpermitted vending/commercial corridor violations.

Program Development

4LEAF project managers have experience in working collaboratively with clients to further develop and enhance their Code Enforcement Program when requested. Our project managers are currently working with local jurisdictions to revise and strengthen Code Enforcement Programs to gain voluntary compliance, provide resident education, and effectively communicate with the public. 4LEAF staff takes an approach in recommending, implementing, and executing program assessments, creation of policies and procedures, creation of training



manuals for new hires, providing educational materials for the public, providing staff with up-to-date training, teaching current Code Enforcement staff options for compliance using adopted ordinances, and providing recommendations to cases that may require specialized expertise that may be sensitive in nature. 4LEAF staff also has designated staff tracking recent legislation to ensure the municipality follows state regulations and clients are aware of upcoming legislation that may affect their Code Enforcement Program.

Project-Specific Assignments

Our Code Enforcement Directors are often brought on board by municipalities to provide consulting for long-standing cases that need a fresh set of eyes and assessment. The Code Enforcement team at 4LEAF will lend their considerable expertise in bringing those difficult cases into compliance. We will review your most challenging cases, assess the work done to date, confer with the Municipal Code and your department's Standard Operating Procedures. Once our analysis is complete, 4LEAF will provide you with a detailed report of our findings and specific, step-by-step strategies to get those cases off the active roster. 4LEAF personnel will be available to speak with stakeholders such as Department Heads, Council, and other elected officials. If necessary, we can also provide Expert Witness Testimony.

Review and Develop SOPs

4LEAF routinely works with Code Enforcement Divisions to review the current Standard Operating Procedures and provide suggestions for enhancing SOPs. Our staff can also help implement and train the existing municipal personnel in these changes. Currently, we are providing these services for California municipalities such as the cities of Escondido, Del Mar, and San Diego.

Staff Augmentation

4LEAF specializes in providing personnel to municipalities on a part-time or full-time basis. At your request, our staff arrives at your door with training opportunities, study materials, company phones, and energy- saving fleet vehicles. 4LEAF's Code Enforcement Staff Augmentation personnel categories include:

- o Department Director
- o Department Manager
- o Code Enforcement Manager and Training Officer
- o Senior Code Enforcement Officer
- o Code Enforcement Officer I & II
- o Code Enforcement Coordinator/Technician
- o Hearing Officer



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SECTION 5

PROJECT STAFFING



4LEAF, INC.



SECTION 5: PROJECT STAFFING

Management Team

As your consultant, 4LEAF understands that our role is to advocate on behalf of City of Lancaster and represent the City's best interests. 4LEAF's team will function as an extension of your staff, seamlessly integrating with the personnel and practices established by the City while adding the perspective and expertise that only 4LEAF can offer. Our goal, which we have successfully accomplished on previous clients' projects, is to integrate our staff with yours and be accepted as an essential part of the City. Our team includes:

Pete Roque – Project Manager / Director of Code Enforcement

Pete is a Code Enforcement expert with PC 832 and Advanced Certificates. He brings with him over 17 years of experience in Code Enforcement and has served in the capacities of Code Enforcement Administrator, Code Enforcement Manager, and Community Development Inspector II/III for multiple California public agencies. With a demonstrated history of working in the government administration industry, Pete is skilled in Government, Emergency Management, Law Enforcement, Disaster Response, and Plan Review. Pete is proficient in conflict resolution and has a wealth of knowledge in the subjects of permit regulations, City codes, housing investigations, citation issuance, and lien appeals. Pete will work with the City to provide code enforcement staffing needs.



Office - (909) 453-6582 | Cell - (562) 569-0098 | Email - PROQUE@4leafinc.com

Alejandra Molina – Code Enforcement Manager & Trainer

Alejandra has more than 20 years working in Government and has been a Code Enforcement Officer and Manager. She is an excellent communicator who interacts effectively with property owners, building contractors, government officials, and citizens to address and resolve any problems. Alejandra is skilled in the topics of violation notices, administrative citations, inspection warrants, and applicable state codes, ordinances, and regulations. In addition, Alejandra also brings her bilingual skills to the table.



Office - (909) 453-6582 | Cell - (747) 463-3214 | Email – AMolina@4leafinc.com

Ken Eckman – Code Enforcement Manager

Ken is a highly dedicated professional with extensive experience relating to Code Enforcement Management. He also has a background as a Community College Instructor/ Education Coordinator and a City Commission Member. Ken is detail-oriented and precise, with superb organizational talents and is adept in strategically planning project directions and management systems that produce at the most effective performance levels. Ken is an excellent communicator who interacts effectively with property owners, building contractors, government officials, and citizens to address and resolve any problems.



Office - (909) 453-6582 | Cell - (714) 659-0260 | Email – KEckman@4leafinc.com

Pedro "Pete" Roque

Director of Code Enforcement

Experience 20+ years

Education

B.S., Management & Human Resources
Minor in Organizational Leadership
California State University Dominguez

A.A., General Education
Long Beach City College

Certifications

EPA Lead Renovation, Repair, & Painting
Environmental Protection Agency (EPA)

National Storm Water Inspector
National Stormwater Center

Certified Code Enforcement Officer
CA Association of Code Enforcement

PC 832
Rio Hondo College

Experience Summary

Pete is a Code Enforcement expert with PC 832 and Advanced Certificates. He brings with him over 20 years of experience in Code Enforcement and has served in the capacities of Code Enforcement Administrator, Code Enforcement Manager, and Community Development Inspector II for multiple California public agencies.

With a demonstrated history of working in the government administration industry, Pete is skilled in Government, Emergency Management, Law Enforcement, Disaster Response, and Plan Review. He is a strong Business Development professional with a Bachelor of Science focused in Business Administration. Pete is proficient in conflict resolution and has a wealth of knowledge in the subjects of permit regulations, City codes, housing investigations, citation issuance, and lien appeals. Pete is also skilled in working with others to achieve compliance while maintaining a safe working environment.

Select Professional Experience

4LEAF, Inc.

Director of Code Enforcement

2021- Present

Pete is the Director of Code Enforcement where he is responsible for a growing division of more than 30 Code Enforcement Officers and Managers. Pete is experienced in receiving and documenting complaints from citizens regarding jurisdictional ordinance violations. Pete regularly recruits and trains new Code Compliance personnel and provides classroom and field training throughout California. Pete also works in a director level capacity assisting with Standard Operating Procedures updates to focus on recommendations on abatement for violations of fire, building, business license, zoning, housing, dangerous building and property maintenance codes, and ordinances regulating abandoned vehicles, trash, and weeds. In addition, Pete also takes on complicated Code Cases for legal action and can provide testimony at administrative hearings, City Council, Planning Commission hearings, and court proceedings. Some of Pete's current Code Enforcement clients include:

- City of Fontana, CA
- City of Glendale, CA
- City of Artesia, CA
- City of Lomita, CA
- City of Lathrop, CA
- City of Apache Junction, AZ



4LEAF, INC.

City of Garden Grove – City of Garden Grove, CA

Code Enforcement Administrator

July 2018 - 2021

- Supervised Senior and Junior Code Compliance Personnel as well as Administrative Staff.
- Prepared staff evaluations and performance measures.
- Acted in the capacity of Grant Coordinator of Proposition 56 Tobacco Grant Program.
- Prepared criminal prosecutions and receivership.
- Created and implemented divisional policies and procedures.
- Public Speaking and Training Facilitator for Building, Safety, and Law Enforcement personnel.
- Performed community outreach to multiple agencies and community groups.
- Prepared and presented City Council and other commission hearings/presentations.
- Oversaw cost recovery and neighborhood preservation programs.

City of Montebello – Montebello, CA

Code Enforcement Manager

May 2014 - July 2018

- Supervised Senior and Junior Code Compliance Personnel.
- Formulated and implemented municipal code text amendments and ordinances.
- Evaluated staff performance and created professional development plans.
- Prepared and presented staff reports for City Administrator and City Council.
- Prepared criminal prosecutions for nuisance properties.
- Prepare outstanding problem properties for receivership process.
- Created and implemented departmental policies and procedures.
- Provided public speaking and training to Community Development Department.
- Spearheaded community outreach programs for seniors, community events, and schools.
- Prepared City Council and various commissions hearings and presentations.
- Created and implemented Cost Recovery and Neighborhood Preservation Programs.
- Program Coordinator and Administrator for the Community Development Block Grant (CDBG).

City of Bellflower – Bellflower, CA

Community Development Inspector II / Lead Code Enforcement Inspector

June 2005 - May 2014

- Created and Implemented Cost Recovery and Neighborhood Preservation Programs.
- Program Coordinator and Administrator for the Community Development Block Grant (CDBG).
- Created and administered Administrative Citation Program.

Driving and Training Instructor – Long Beach, CA

Driving Instructor / Drivers Education Trainer / Traffic School Instructor

May 2005 - February 2020

- Taught the rules of the road and safety to traffic violators and new drivers.
- Taught behind the wheel training for seniors and teenage drivers.
- Certified Department of Motor Vehicles (DMV) trainer.

United States NAVY – San Diego CA

Gas Turbine Systems Engineer - Petty Officer Third Class

August 1996 - August 1999

- Contributed to the repair and maintenance of gas turbine electrical systems.
- Supervised 15 Officers

Alejandra (Alex) Molina

Code Enforcement Manager

Experience

20+ years

Education

Lee College, BS
College of the Canyon, AA

Certification

PC 832
Situation Awareness Specialist (SAS)
Applied Verbal De-Escalation (AVDE)

Memberships

California Association of Code
Enforcement
American Association of Code
Enforcement

Experience Summary

Alejandra is a highly dedicated professional with extensive experience relating to Code Enforcement Management. She is detail-oriented and precise, with superb organizational talents and is adept in strategically planning project directions and management systems that produce at the most effective performance levels. Alejandra is an excellent bilingual communicator who interacts effectively with property owners, building contractors, government officials, and citizens to address and resolve any problems.

Select Professional Experience

4LEAF, Inc.

Code Enforcement Manager

2023 – Present

Alejandra joined 4LEAF as a Code Enforcement Manager and is responsible for:

- Planning, directing, coordinating, and reviewing the work plan for Code Enforcement staff.
- Assigning work activities, projects, and programs and reviewing and evaluating work products.
- Overseeing and providing direction in the management and enforcement of all Code Enforcement programs.
- Selecting, training, and evaluating Code Enforcement personnel, including the coordination of staff training.

City of Santa Monica

Lead Code Enforcement Officer

2022 – 2023

- Responsible for business development and operational functions involving Code Enforcement Management for various government agencies.
- Serviced existing accounts and built new relationships to establish new clients.
- Build relationships with Code Enforcement Departments/Staff and advise on services.

City of Malibu

Code Enforcement Officer

2018 – 2022

- Coordinated and executed the Code Enforcement division work plans.
- Managed the development and implementation of Building and Code Enforcement.



4LEAF, INC.

Kenneth Eckman

Code Enforcement Manager

Experience

32+ years

Education

Code Certification

Rio Honda College

Orange Leadership Academy

Certifications

PC 832

Code Enforcement Officer

Memberships

CACEO

Fair Housing Council of Orange County

Code Enforcement League of Arizona
(CELA)

Experience Summary

Ken is a highly dedicated professional with extensive experience relating to Code Enforcement Management as well a background as a Community College Instructor/Education Coordinator and City Commission Member. He is detail-oriented and precise, with superb organizational talents and is adept in strategically planning project directions and management systems that produce at the most effective performance levels. Ken is an excellent communicator who interacts effectively with property owners, building contractors, government officials, and citizens to address and resolve any problems.

Select Professional Experience

4LEAF, Inc.

Code Enforcement Manager

2022 - Present

Ken joined 4LEAF as a Code Enforcement Manager and is responsible for:

- Planning, directing, coordinating, and reviewing the work plan for Code Enforcement staff.
- Assigning work activities, projects, and programs and reviewing and evaluating work products.
- Overseeing and providing direction in the management and enforcement of all Code Enforcement programs.
- Selecting, training, and evaluating Code Enforcement personnel, including the coordination of staff training.

Willdan

Code Enforcement Manager

2018 - 2022

- Responsible for business development and operational functions involving Code Enforcement management for various government agencies.
- Serviced existing accounts and built new relationships to establish new clients.
- Conducted in-depth presentations on services and operational processes.
- Travelled to project site locations and assisted staff.
- Collaborated with the owner and legal counsel to compile and present detailed RFP responses.
- Screened candidates, checked references, and assisted with background checks.
- Expanded the company's presence with participation in the CACEO, ICC, and AACE conferences.
- Conducted extensive marketing to municipalities and counties throughout CA and AZ.
- Built relationships with Code Enforcement Departments/Staff and advised on services.



4LEAF, INC.

City of Orange**Code Compliance Supervisor****2010 - 2019**

Oversaw the Compliance Officer and a team of Junior Code Compliance Officers in reviewing and managing violations to the City's municipal, zoning, housing, building, development, and signage codes. Interviewed, hired, and trained staff in the principles and practices relating to code violation identification, investigation, and correction. Additional responsibilities included:

- Managing an average of 1,500 cases per year.
- Working with the City Attorney on citing and prosecuting illegal construction activities and non-compliant building contractors.
- Supervised, planned, and coordinated a comprehensive code compliance program for the City.
- Improved the citation process and declaration reporting for the City Attorney.
- Named 2016 Manager of the Year for the City of Orange in conjunction with the LDA and NMA.
- Collaborated with the Mayor and City Manager on key projects.

CACEO and Irvine Valley College (IVC)**Education Coordinator****2015 - 2018**

- Designed and developed State Board Approved curriculum for Code Enforcement certification.
- Hired professors, prepared curriculum, scheduled classes, and prepared students to become CACEO Certified.
- Established IVC's initial program for training and certifying code enforcement officers.
- Created a highly effective Internship and Employment Program at IVC.

Santiago Canyon College/Irvine Valley College**Code Enforcement Instructor****2010 - 2018**

- Instructed Code Enforcement at IVC as part of required educational classes for Code Enforcement Officers.
- Taught a Code Enforcement Basics course to classes of 20-30 students.
- Developed a training program for Code Enforcement.

City of Tustin Planning Commission**Commission Member****2011 - 2013**

- Reviewed land use rules, regulations, and codes, and made recommendations to City Council.
- Assessed and prioritized capital Improvement Projects (CIP).
- Analyzed all aspects of submitted plans with response to all land use regulations.
- Participated in decision-making process to accept or reject permit applications for City Council.

City of Orange**Code Enforcement Officer, Senior Code Enforcement Officer****1990 - 2006, 2006 - 2010**

Identified, investigated, and initiated corrections and violations of the City's codes. Performed public relations and outreach. Provided technical and functional direction to the City's Code Compliance staff.

PROPOSAL TO PROVIDE

COMMUNITY PRESERVATION (CODE ENFORCEMENT) CONSULTING & SUPPLEMENTARY SERVICES

TO THE
CITY OF LANCASTER

SECTION 6

REFERENCES



4LEAF, INC.



SECTION 6: REFERENCES

Renovate, Repair, and Paint Training

United States Environmental Protection Agency

4LEAF is currently performing Renovate, Repair, and Paint training (RRP) on behalf of the United States Environmental Protection Agency and representing the California Association of Code Enforcement Officers (CACEO). 4LEAF is performing this training in Region 9 which covers Arizona, California, Hawaii, Nevada, and U.S. Pacific Islands.



Current contracted Training Locations:

- Honolulu, HI (August 17, 2023)
- Modesto, CA (September 26, 2023)
- San Diego, CA (September 28, 2023)



This in-person, one-hour (of the nine hours provided) 4LEAF training will include:

- ✓ Initial response
- ✓ Enforcement practices
- ✓ Creation of Notices of Violation (NOV)
- ✓ Compliance with contractors
- ✓ Escalated enforcement action
- ✓ Report writing and documentation

Enforcement tactics (per State) including code sections:

- California (17920.10, AB 838, and 17970.5)
- EPA Lead Safety EPA 740R09
- Hawaii (Title 11, Chapter 41)
 - Maui County
 - Honolulu County
 - Hawaii County
 - Kauai County



Client Name: U.S. Environmental Protection Agency (EPA)
Client Contact: Angela Baranco, Lead-Based Paint Program Coordinator
Client Address: 75 Hawthorne St, San Francisco, CA 94105
Client Phone: (415) 947-4262
Client Email: Baranco.Angela@epa.gov

**City of Artesia, CA***Code Enforcement - Policy, Process, and Training*

4LEAF has been providing exceptional code enforcement services to the City of Artesia, leveraging our extensive experience across numerous municipalities nationwide. Our approach combines proven strategies, expert guidance, and innovative resolution techniques to create robust processes capable of addressing diverse scenarios. By partnering with the City, 4LEAF is enhancing the efficiency and effectiveness of Artesia's code enforcement efforts, ultimately contributing to a safer and more compliant community.

**Code Enforcement Department Policy, Procedures, and Training**

4LEAF's Code Enforcement Officer is actively engaged in refining and optimizing processes to ensure regulatory compliance while prioritizing community service. Our focus areas include:

Standard Operating Procedures

- Updating policies to align with current regulations and industry best practices.
- Developing comprehensive SOPs to enhance consistency and efficiency.
- Creating a detailed manual for staff, serving as both a resource and training tool.

Case Specific Enforcement

- Implementing regular caseload reviews to optimize resource allocation.
- Providing guidance on managing high-volume caseloads to maximize productivity.
- Offering expert assistance on complex enforcement cases.

Training & Outreach

- Conducting field training to enhance practical skills and on-the-job performance.
- Delivering in-house training on traditional and emerging code enforcement protocols.
- Developing a community outreach strategy to foster understanding and compliance among residents and businesses.

4LEAF has already made significant progress in developing SOPs and is currently training staff on various inspection protocols and efficiency standards. Additionally, we are providing specialized training on recent legislation, including AB 838 - Substandard housing inspections, SB 296 - Safety measures for code enforcement officers, and AB 548 - Multi-housing inspection requirements. By implementing these comprehensive measures, 4LEAF is helping to create a more efficient, effective, and collaborative code enforcement environment in Artesia.

Client Name: City of Artesia
Project Dates: 2022 - Present
Client Contact: Okina Dor, Community Development Director
Client Address: 18747 Clarkdale Avenue / Artesia, CA 90701
Client Telephone: (562) 865-6262
Contact Email: odor@CityofArtesia.us

**City of San Fernando, CA***Code Enforcement - Staff Augmentation, Policy, Process, and Training*

The City of San Fernando, the first incorporated city in the San Fernando Valley, partnered with 4LEAF to revitalize its Community Preservation Division. This historic community, located just 23 miles northwest of downtown Los Angeles, faced unique challenges in maintaining its small-town charm while addressing modern urban issues. 4LEAF's involvement has transformed the city's approach to Community Preservation Division, deploying expert staff and innovative strategies to create a more responsive and effective department. Our comprehensive solution addresses staffing, efficiency, and community engagement, setting a new standard for municipal code enforcement in Southern California.

**Code Enforcement Department Staffing, Policy, and Operations**

4LEAF's involvement in San Fernando's Community Preservation Division includes providing key personnel and implementing robust processes to ensure regulatory compliance while prioritizing community service. Our scope of services includes:

Strategic Staffing

- Providing a seasoned Supervisor to oversee department operations, training, and strategic planning.
- Provided a seasoned training officer to enhance team capabilities and ensure consistent practices.
- Offering additional Community Preservation officers as needed to resolve complex cases.

Standard Operating Procedures (SOPs) and Training

- Developing and updating comprehensive SOPs to align with current regulations and best practices.
- Creating a detailed manual for staff, serving as both a resource and training tool.
- Conducting regular in-house and field training sessions to enhance practical skills and knowledge.

Case Management and Enforcement

- Implementing a systematic approach to case prioritization and resource allocation.
- Providing expert guidance on resolving complex and high-profile enforcement cases.
- Offering specialized assistance for cases involving new legislation or unique circumstances.

Community Outreach and Education

- Developing targeted outreach programs to foster understanding and compliance among residents and businesses.
- Creating educational materials to inform the community about local regulations and code enforcement.

4LEAF assisted the City of San Fernando in developing SOPs and trained staff on various inspection protocols and efficiency standards. Additionally, 4LEAF's expertise was particularly evident in our handling of a high-profile case that gained national attention. Our team successfully achieved compliance within 60 days, demonstrating our ability to navigate complex, sensitive situations efficiently and effectively. This rapid resolution showcased 4LEAF's strategic approach and deep understanding of code enforcement principles.

Client Name: City of San Fernando
Client Contact: Kanika Kith, Deputy City Manager/Economic Development
Client Address: 117 Macneil Street / San Fernando, CA 91340
Client Telephone: (818) 898-7316
Contact Email: KKith@sfcity.org

**City of Orange, CA***Code Enforcement - Staff Augmentation, Policy, Process, Services*

The City of Orange, nestled in the heart of Orange County, California, partnered with 4LEAF to modernize and expand its code enforcement capabilities. Known for its historic Old Towne District, Orange faced unique challenges in balancing preservation with the demands of a growing urban environment. 4LEAF's expertise has been instrumental in developing innovative solutions tailored to the city's specific needs.

**Key Accomplishments****Short-Term Rental Inspection Program**

- Provided trained staff member to locate, inspect, and register short-term rentals.
- Assisted in developing a comprehensive inspection program for short-term rentals, ensuring compliance with local regulations and maintaining neighborhood quality of life.
- Successfully reduced the number of unpermitted short-term rentals.

Pioneering Sidewalk Vending Program

- 4LEAF helped create a first-of-its-kind sidewalk vending policy that allows for the efficient removal of unpermitted vendors, balancing economic opportunities with public space management.
- Provided training to nearby jurisdictions regarding effective enforcement and removal of public nuisance within the scopes of SB 946 and SB 972.
- Conducted patrols and inspections of sidewalk vending operations.
- Gathered and analyzed feedback from both the public and vendors to continuously refine enforcement strategies.
- Fostered trust and collaboration through timely and transparent communication with the public.
- Monitored and analyzed compliance rates to identify trends and areas needing increased focus.
- Oversaw impoundments and confirmed they were properly documented, communicated, and followed up on.
- Created online resources for community outreach in Spanish and English.

**Interior Housing Inspections:**

- 4LEAF contributed to the development of new forms and policies for interior housing inspections, enhancing the city's ability to ensure safe and healthy living conditions for residents.

4LEAF is honored to have assisted the City of Orange in creating streamlined code compliance programs that address key community concerns. Our tailored solutions for short-term rentals, sidewalk vending, and housing inspections have helped Orange enhance public safety and preserve neighborhood quality. We're proud to contribute to Orange's proactive approach to urban challenges, supporting responsive and effective municipal governance.

Client Name: City of Orange
Client Contact: Rafael Perez, Code Compliance Manager
Client Address: 300 E. Chapman Ave / Orange, CA 92866
Client Telephone: (714) 744-7244
Contact Email: rperez@cityoforange.org

COMMUNITY PRESERVATION (CODE
ENFORCEMENT) CONSULTING &
SUPPLEMENTARY SERVICES

TO THE
CITY OF LANCASTER

SECTION 7

COST PROPOSAL



4LEAF, INC.



SECTION 7: COST PROPOSAL

FY2024-2025 FEE SCHEDULE & BASIS OF CHARGES

FOR THE CITY OF LANCASTER

All Rates are Subject to Basis of Charges

Code Enforcement

Community Preservation Support Services (Specialist – With Vehicle)	\$108/hour
Community Preservation 101 training	\$125/hour
Case Load Analysis & Staffing Recommendations.....	\$125/hour
Policies & Procedures	\$139/hour

Project Management

Project Manager	\$195/hour
Principal-in-Charge	\$245/hour

BASIS OF CHARGES

Rates are inclusive of “tools of the trade” such as forms, telephones, and consumables.

- All invoicing will be submitted monthly.
- Staff Augmentation work (excluding plan review) is subject to 4-hour minimum charges unless stated otherwise. Services billed in 4-hour increments.
- 4LEAF assumes that these rates reflect the FY2024-2025 contract period. There will be a 3% escalation for FY2025-2026, FY2026-2027
- Overtime and Premium time will be charged as follows:

- Regular time (work begun after 5AM or before 4PM)	1 x hourly rate
- Nighttime (work begun after 4PM or before 5AM)	1.125 x hourly rate
- Overtime (over 8-hour M-F or Saturdays)	1.5 x hourly rate
- Overtime (over 8 hours Sat or 1 st 8-hour Sun)	2 x hourly rate
- Overtime (over 8 hours Sun or Holidays)	3 x hourly rate
- Overtime will only be billed with prior authorization of the Director or other designated City personnel.
- All work with less than 8 hours rest between shifts will be charged the appropriate overtime rate.
- Mileage driven during the course of Inspections will be charged at cost plus 20%.
- Payment due on receipt. All payments over 30 days will be assessed a 1.5% interest charge.
- Client shall pay attorneys’ fees, or other costs incurred in collecting delinquent amounts.
- Client agrees that 4LEAF’s liability will be limited to the value of services provided.
- In accordance with California’s Meal Break and Rest Break Law requirements, Client will be billed one (1) additional hour per day at the regular rate for each missed meal or rest break due to Client-directed tasks or requirements. Client should allow 4LEAF’s non-exempt, hourly employees the opportunity to take their entitled rest and meal breaks during each work shift.

COMMUNITY PRESERVATION (CODE
ENFORCEMENT) CONSULTING &
SUPPLEMENTARY SERVICES

TO THE
CITY OF LANCASTER

SECTION 8

EXCEPTIONS TO PROFESSIONAL
SERVICES AGREEMENT



4LEAF, INC.



SECTION 8: EXCEPTIONS TO PROFESSIONAL SERVICES AGREEMENT

4LEAF has no exceptions it would like to make to the Professional Services Agreement or insurance requirements listed in the City's RFP (Exhibit C – Sample Agreement).

COMMUNITY PRESERVATION (CODE
ENFORCEMENT) CONSULTING &
SUPPLEMENTARY SERVICES

TO THE
CITY OF LANCASTER

SECTION 9

SIGNATURE SHEET



4LEAF, INC.

SIGNATURE SHEET

My signature certifies that the proposal as submitted complies with all terms and conditions as set forth in RFP No. 833-24.

My signature certifies that this firm has no business or personal relationships with any other companies or person that could be considered a conflict of interest, or potential conflict of interest to the City of Lancaster, pertaining to any and all work or services to be performed as a result of this request and any resulting Contract with the City.

The Vendor hereby certifies that it has:

- Read each and every clause of this RFP and addenda, including Addendum # N/A.
- Included all costs necessary to complete the specified work in its proposed prices.
- Agreed that if it is awarded the Contract, it will make no claim against the City based upon misunderstanding of any provision of the Agreement. Should conditions turn out otherwise than anticipated by it, the Vendor agrees to assume all risks incident thereto.

I hereby certify that I am authorized to sign as a Representative for the Firm:

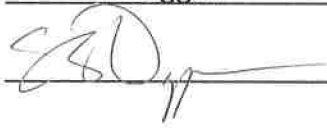
Name of Firm: 4LEAF, Inc.

Address: 2126 Rheem Drive, Pleasanton CA 94588

Fed ID No: 94-3393574

DIR # (if applicable): 131771011

Name (print): Kevin J. Duggan

Name (sign): 

Title: President

Telephone: (925) 462-5959

Fax: (925) 462-5958

Email: kduggan@4leafinc.com

Date: July 16, 2024

To receive consideration for award, this signature sheet must be returned with the Proposal.