

**PROFESSIONAL SERVICES AGREEMENT FOR
FACILITIES & CONSTRUCTION OPERATIONAL EFFICIENCY AUDIT**

This **PROFESSIONAL SERVICES AGREEMENT (“Agreement”)** is made by the **CITY OF NORTH RICHLAND HILLS**, a Texas municipal corporation, hereinafter called **"City,"** and **MATRIX CONSULTING GROUP, LTD.,** hereafter called **"Contractor."** The parties are each individually referred to herein as a “party” and collectively as the “parties.”

1. **SCOPE OF SERVICES**

1.1 Contractor agrees to provide professional services for the purpose of Facilities & Construction Operational Efficiency Audit as described in Exhibit A, which exhibit is incorporated into this Agreement for any and all purposes.

1.2 Contractor agrees to complete and deliver the final report and all other deliverables to City no later than December 31, 2026.

2. **COMPENSATION**

2.1 In consideration of the services described herein, City shall pay and Contractor shall receive compensation in accordance with Exhibit B, “Compensation,” which exhibit is incorporated into this Agreement for any and all purposes.

2.2 Total payments including without limitation reimbursable expenses, to Contractor by City for the services stated in Exhibit B shall not exceed **SEVENTY-SEVEN THOUSAND AND NO/100 DOLLARS (\$77,000.00).**

2.3 City may authorize additional services to be provided by Contractor as mutually agreed upon by the parties in writing. Any authorization for additional services shall be given to Contractor by City in writing, approved by City, and executed by both parties.

3. **TERM**

This Agreement shall be effective upon May 18, 2026 and shall expire upon completion of all services contemplated herein, but not later than May 18, 2027. The anticipated project schedule is outlined in Exhibit C, “Project Schedule,” which exhibit is incorporated into this Agreement for any and all purposes.

4. **TERMINATION**

4.1 City may terminate this Agreement at any time for convenience or for any cause by a notice in writing to Contractor. Either City or Contractor may terminate this Agreement in the event the other party fails to perform in accordance with the provisions of this Agreement. Upon receipt of such notice, Contractor shall immediately discontinue all services and work and the placing of all orders or the entering into contracts for supplies, assistance, facilities, and materials, in connection with the performance of this Agreement and shall proceed to cancel promptly all existing contracts insofar as they are chargeable to this Agreement.

4.2 If City terminates this Agreement under the foregoing Paragraph 4.1, City shall pay Contractor a reasonable amount for services performed prior to such termination, which payment shall be based upon the payroll cost of employees engaged on the work by Contractor up to the date of termination of this Agreement and for subcontract and reproduction in accordance with the method of compensation stated in Section 2: "Compensation" hereof. In the event of termination, the amount paid shall not exceed the amount appropriate for the percentage of work completed.

4.3 Non-appropriation of Funds. If services under this Agreement are anticipated to be performed outside of the current fiscal year and in the event no funds or insufficient funds are appropriated by City in any fiscal period for any payments due hereunder, City will notify Contractor of such occurrence and this Agreement shall terminate on the last day of the fiscal period for which appropriations were received without penalty or expense to City of any kind whatsoever, except as to the portions of the payments herein agreed upon for which funds have been appropriated.

5. **INDEMNIFICATION; RELEASE OF LIABILITY**

CONTRACTOR SHALL RELEASE FROM LIABILITY, INDEMNIFY AND HOLD THE CITY AND ITS OFFICERS, AGENTS AND EMPLOYEES HARMLESS FROM ANY LOSS, DAMAGE, LIABILITY OR EXPENSE FOR DAMAGE TO PROPERTY AND INJURIES, INCLUDING DEATH, TO ANY PERSON, INCLUDING BUT NOT LIMITED TO OFFICERS, AGENTS OR EMPLOYEES OF CONTRACTOR OR SUBCONTRACTORS, WHICH MAY ARISE OUT OF ANY NEGLIGENT ACT, ERROR OR OMISSION IN THE PERFORMANCE OF THIS AGREEMENT. CONTRACTOR SHALL DEFEND AT ITS OWN EXPENSE ANY SUITS OR OTHER PROCEEDINGS BROUGHT AGAINST THE CITY, ITS OFFICERS, AGENTS AND EMPLOYEES, OR ANY OF THEM, RESULTING FROM SUCH NEGLIGENT ACT, ERROR OR OMISSION; AND SHALL PAY ALL EXPENSES AND SATISFY ALL JUDGMENTS WHICH MAY BE INCURRED BY OR RENDERED AGAINST THEM OR ANY OF THEM IN CONNECTION THEREWITH RESULTING FROM SUCH NEGLIGENT ACT, ERROR OR OMISSION.

6. **INDEPENDENT CONTRACTOR**

Contractor shall perform all work and services hereunder as an independent contractor and not as an officer, agent or employee of City. Contractor shall have exclusive control of and the exclusive right to control, the details of the work performed hereunder and all persons performing same and shall be solely responsible for the acts and omissions of its agents, employees and subcontractors. Nothing herein shall be construed as creating a partnership or joint venture between City and Contractor, its agents, employees and subcontractors; and the doctrine of respondent superior shall have no application as between City and Contractor.

7. **ENTIRE AGREEMENT**

This Agreement represents the entire agreement between City and Contractor and supersedes all prior negotiations, representations or agreements, either written or oral. This Agreement may be amended only by written instrument signed by both City and Contractor.

8. **PROHIBITION OF ASSIGNMENT**

Neither party hereto shall assign, sublet, or transfer their interest herein without the prior written consent of the other party, and any attempted assignment, sublease, or transfer of all or any part hereof without such prior written consent shall be void.

9. **CHOICE OF LAW; VENUE**

This Agreement shall be construed in accordance with the laws of the State of Texas. Should any action, at law or in equity, arise out of the terms herein, exclusive venue for said action shall be in Tarrant County, Texas.

10. **CONFIDENTIAL INFORMATION**


Contractor understands and acknowledges that Contractor will be provided with information that may be confidential by law, rule, statute, ordinance, or legal order. Contractor shall not disclose any information deemed confidential to any party who is not privy to or who does not have a special right of access to said information. Contractor agrees to use confidential information for purposes of providing the services contemplated herein only as determined by the City. Disclosure of, or unauthorized use of, any confidential information by Contractor is a material breach of this Agreement. If Contractor violates this provision, and in addition to any other remedies at law or in equity that the City may have, the City may immediately obtain injunctive relief in a court of competent jurisdiction enjoining any continuing or further breaches and exercise any further remedies as authorized by law. Contractor agrees to indemnify and hold the City harmless for any claims or damages caused by Contractor's breach of this confidentiality provision.

11. **RIGHT TO AUDIT**

During the term of this Agreement, and at any time within three (3) years following the expiration of this Agreement, the City shall have the right of access to all information held in the possession of the Contractor related to services performed under this Agreement, for audit purposes or otherwise. Contractor agrees to provide access to such information unless expressly prohibited from doing so by court or other governmental order. Except in the event of an emergency, the City will provide reasonable advance notice of any intended audits and the need for the information. Contractor agrees that it will keep records relating to the services provided hereunder for as long as required by law.

12. **NOTICES**

Any notice required to be given hereunder shall be given by certified mail, return receipt to the following addresses:

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CA-CONTRACT NO. "PROF-SERV-MSC 1/10/25"

If to City:
City of North Richland Hills
Attn: Paulette Hartman, City Manager
4301 City Point Drive
North Richland Hills, Texas 76102

If to Contractor:
Matrix Consulting Group, Ltd.
Attn: Alan D. Pennington, President
1875 S Grant Street, Suite 960
San Mateo, CA 94402

With copy to the City Attorney at:
Bradley A. Anderle
Taylor, Olson, Adkins, Sralla & Elam L.L.P.
6000 Western Place, Ste 200
Fort Worth, Texas 76107

13. **INSURANCE**

Contractor shall maintain the following Insurance coverage during the term of this Agreement, or other coverage acceptable to the City:

Comprehensive general liability insurance policy in minimum amounts of \$1,000,000 per occurrence and \$2,000,000 general aggregate for damage and/or injury to persons or property.

Professional liability policy with limits of no less than \$1,000,000 per claim or occurrence.

Worker's compensation insurance or its equivalent in the minimum statutory amount in the state where Contractor conducts its business.

Auto liability policy or its equivalent with a combined single limit of not less than \$1,000,000 per accident.

14. **DISPUTE RESOLUTION**

Except in the event of termination pursuant to Section 4.1, if either City or Contractor has a claim, dispute, or other matter in question for breach of duty, obligations, services rendered, or any warranty that arises under this Agreement, the parties shall first attempt to resolve the matter through this dispute resolution process. The disputing party shall notify the other party in writing as soon as practicable after discovering the claim, dispute, or breach. The notice shall state the nature of the dispute and list the party's specific reasons for such dispute. Within ten (10) business days of receipt of the notice, both parties shall commence the resolution process and make a good faith effort, either through email, mail, phone conference, in person meetings, or other reasonable means to resolve any claim, dispute, breach, or other matter in question that may arise out of, or in connection with, this Agreement. If the parties fail to resolve the dispute within sixty (60) days of the date of receipt of the notice of the dispute, then the parties may submit the matter to non-binding mediation in Tarrant County, Texas, upon written consent of authorized representatives of both parties in accordance with the Industry Arbitration Rules of the American Arbitration Association or other applicable rules governing mediation then in effect. The mediator shall

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be agreed to by the parties. Each party shall be liable for its own expenses, including attorney's fees; however, the parties shall share equally in the costs of the mediation. If the parties cannot resolve the dispute through mediation, then either party shall have the right to exercise any and all remedies available under law regarding the dispute. Notwithstanding the fact that the parties may be attempting to resolve a dispute in accordance with this informal dispute resolution process, the parties agree to continue without delay all of their respective duties and obligations under this Agreement not affected by the dispute. Either party may, before or during the exercise of the informal dispute resolution process set forth herein, apply to a court having jurisdiction for a temporary restraining order or preliminary injunction where such relief is necessary to protect its interests.

EXECUTED on this, the _____ day of _____, 20__.

ACCEPTED AND AGREED:

CONTRACTOR:

Signed by:
By: Alan Pennington
DC8CB94D93754E8...
Name: Alan D. Pennington
Title: President
Date: 3/31/2026

CITY OF NORTH RICHLAND HILLS:

By: _____
Paulette A. Hartman
City Manager
Date: _____

ATTEST:

Signed by:
By: Courtney Ramos
54BEA9E0426A439...
Name: Courtney Ramos
Title: Chief Financial Officer

ATTEST:

By: _____
Alicia Richardson
City Secretary/Chief Governance
Officer

APPROVED TO FORM AND LEGALITY:

By: _____
Bradley A. Anderle
City Attorney

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EXHIBIT A SCOPE OF SERVICES

TASK 1: PROJECT INITIATION AND KICK OFF

We recommend a virtual project initiation and kickoff meeting to begin the project. We recommend establishing a small steering committee to oversee the project's duration. This team will meet regularly to review deliverables and discuss project progress. The steering committee should include Department leadership and staff responsible for implementing the recommendations.

In addition to this kickoff, we often hold an executive-level initiation meeting with Department and/or City leadership to gather their perspective before beginning any work.

The kickoff's goal is to ensure the project team understands the City's goals for the project and to gain insight into the Department's challenges. It also ensures the steering committee understands the task plan, schedule, and commitments of both our team and the City team and communicates them to staff as needed.

As part of the kickoff, the project team will review the types of data to be collected and discuss data collection logistics. We will also discuss how interviews will be conducted and the platform for scheduling interviews. The project team will then provide a project inception report outlining our understanding of the project scope and the decisions made in the kickoff meeting.

TASK RESULT

The project team will develop a project inception report outlining the project team's understanding of the project's scope, methodology, and timeline, along with data collection requirements.

TASK 2: CURRENT STATE AND EXISTING CONDITIONS ASSESSMENT

Understanding the organization's current state, including its staffing, operations, and existing processes, is essential for developing recommendations tailored to the department's unique needs.

As outlined in the RFP, this task will include multiple subtasks: data collection, focus groups, stakeholder interviews, a stakeholder survey, and a review of prior studies.

(A) DATA COLLECTION AND INTERVIEWS

The interviews and data collection effort will seek information on how services are delivered, staffed, and managed, as well as the costs associated with providing those services. Once initial data collection is complete, the project team will prepare a document outlining our understanding of the department's current state.

- A data collection list will be developed and shared with the City's Project Manager and/or steering committee. Data collection items will include, but are not limited to: budgetary data, personnel information, capital project information, workload data, asset inventories and conditions, organizational charts, examples of existing contracts and agreements, and other relevant information.
- An initial interview list will be created based on a discussion from the kickoff meeting and a review of organizational structures. Interviews typically begin with leadership (Department and City as applicable) and then progress to stakeholders outside the Department. The interview list will include recommendations for individual interviews, as well as suggestions for focus groups. Before scheduling interviews, tentative interview questions will be drafted for review by leadership and/or the steering committee.
- Interview Department staff and internal stakeholders, including the City administration, department heads, and/or division managers who frequently interact with Facilities and Construction. These interviews will focus on exploring issues and attitudes in the following areas:
 - Adequacy of service levels and perceived gaps in existing levels of service.
 - Organizational structure and any changes that have been made in the past several years, and perceptions of the impacts of these changes;
 - Goals and objectives about the delivery of services in each operational functional area;
 - Adequacy of management systems and technology, and the extent to which managers utilize this information to make meaningful managerial, operational, scheduling, and staff allocation decisions;
 - Outsourcing philosophy of the Department: the services currently outsourced and additional candidates.
 - Identification of relevant workload for staff.
 - Review any asset management programs and/or software and how any systems are used to plan, schedule, track, and report on work activities.

(B) ASSESSMENT OF CURRENT STATE

Next, we will develop a current state profile of the Facilities and Construction Department. The development of this detailed description will be based on interviews as well as on the collection of operating information and data, including the following:

- The current organization of the services provided by the Department.
- Documentation of all key operations, including:
 - Service scope and content;
 - How staff are scheduled and deployed;
 - Workload data;
 - Basic service levels; and
 - The extent of contracted services by type, size, and cost.
- Documentation of the current technology in use in the divisions, including:
 - Current asset management and work order software systems;
 - Geographical information system;
 - Use of hand-held devices for reporting work.
- Documentation of management systems available to support departmental operations, including:
 - Financial reporting, billing, and budgeting systems;
 - Organizational business processes and procedures; and
 - Performance monitoring systems.
- Documentation of all buildings managed by the Department, including an outline of services necessary to support those buildings.
- Document current performance targets related to major service areas within the Department.

- Document the current coordination mechanisms and procedures for coordinating service delivery among departments and divisions.

After data collection and interviews are complete, the project team will prepare a descriptive summary profile that presents our understanding of the current organization, staffing, operations, and the costs of the Department's services. We will also document key processes, communications, and technology use to facilitate the completion of work tasks.

This profile will be circulated to staff and the project steering committee for comment to ensure our understanding is accurate. Once completed and reviewed, the profile information will serve as the basis for the analysis conducted in subsequent study tasks.

TASK RESULT

The project team will develop a current state assessment, documenting our understanding of the current organization, staffing, operations, and costs of the services provided by the Department.

TASK 3: BEST MANAGEMENT PRACTICES ASSESSMENT

This task will analyze the Department's operations against established best management practices from multiple industry sources.

(A) COMPARATIVE SURVEY

In this effort, we will compare the Department's organizational structure, staffing levels, and services to five comparable agencies in the Metroplex. The comparative survey will provide insight into how the Department compares with other departments and identify areas for further exploration, including potential adjustments to service levels, organizational structure, or operational practices, to improve service delivery and staffing utilization, efficiency, effectiveness, and competitiveness.

We will work with the project steering committee and Department leadership to develop criteria for identifying cities of similar size and characteristics for the comparative analysis.

(B) BEST MANAGEMENT PRACTICE ASSESSMENT

The project team will develop a detailed list of best management practices for diagnosing operational practices, technology, staffing, and service delivery across each Departmental functional area. This diagnostic appraisal will use recognized industry standards, where available, to evaluate the Department's current policies, procedures, service levels, and staffing allocations. This effort will establish initial benchmarks for services and staffing in accordance with national standards, including the American Public Works Association (APWA) Management Practices Manual, Building Owners and Managers Association (BOMA) Best Practices, International Facility Management Association (IFMA) Best Practices, and standards and recommended practices from custodial-focused organizations such as the International Sanitary Supply Association (ISSA) and the Association of Physical Plant Administrators (APPA).

TASK RESULT

The project team will develop an interim report that documents the results of the comparative analysis and best management practices assessment.

TASK 4: OPERATIONAL ASSESSMENT

This critical task will analyze opportunities to improve the Department's organizational structure, management, operations, resource allocation, and staffing.

(A) ANALYZE THE EFFECTIVENESS OF MANAGING OPERATIONS

Departmental operations require effective management to ensure staff are appropriately scheduled, deployed, utilized, and held accountable for performance. The project team will evaluate this in terms of the following:

- **Maintenance Management** – Preventive Maintenance and Maintenance response programs. This assessment will review current procedures, required maintenance cycles, and maintenance scheduling.
- **Preventive Maintenance** – In this analysis, the project team will assess current Preventive Maintenance schedules and philosophy to determine if the program meets industry standards and manufacturer requirements, as well as determine if changes to the program would reduce or impact reactive work order requirements.

- **Work Order and Process Analysis** – Assess the workflow for managing and processing service requests and work orders to identify opportunities to improve efficiency and effectiveness. This will include process mapping and a review of the steps used for prioritization, assignment, coordination, completion, and closeout, and will determine whether there are any resistance factors or inherent delays that can be mitigated.
- **Response Time Analysis** – Assessing the response type by trade, function, and service to determine if staffing or resources are required based on City expectations of service. This information will assist the project team in determining and documenting reasonable response times and in guiding resource needs to meet those standards.
- **Asset and Resource Assessment** – The project team will review data and documentation held by the Department on the inventory and condition of building assets and their components to determine whether the data is being effectively collected and used to provide facility management services.

In this task, the project team will also review the adequacy of administrative processes and develop recommendations to enhance performance and internal controls. The project team will also review current performance measures for the Departments and their Divisions to determine whether the Departments effectively monitor ongoing performance and ensure services are provided at the desired levels. The assessment will then provide recommendations for revisions or updates to performance measures for future use.

(B) EVALUATE THE ADEQUACY OF MAJOR WORK PRACTICES

This analysis will review the workload for the past three years for each functional area within the Department. Additional analysis will identify opportunities to streamline internal processes, assignments, and work practices, thereby increasing productivity and enhancing effectiveness. Furthermore, we will identify the extent to which key tasks are not being completed due to staffing constraints and assess how many tasks could be absorbed by streamlining the work process. Additional analysis will focus on defining specific roles of departments and staff in the processes.

This task will also review the Department's outsourcing philosophy and recommend whether to insource or outsource workloads.

(C) EVALUATE CURRENT TECHNOLOGY SYSTEMS.

This task will focus on understanding and assessing the Department's current technology systems, including Computerized Maintenance Management Systems (CMMS), Automated Building Controls, and asset management software. The project team will evaluate the current workload or asset management software suite, the extent of CMMS implementation and use, the use of mobile and handheld devices in the field (e.g., tablets for technicians and supervisors), and how well current systems enable efficient information sharing and eliminate duplicate data entry. We will also evaluate how proposed changes to technology use may impact efficiency and operations and identify current accessibility and training issues associated with technology use. The team will also assess the use of technology against the knowledge and skills of key staff to determine whether training is required to implement the solution effectively and meet the City's needs.

The preliminary recommendations will be developed, integrated into the interim deliverable, and presented to the steering committee before finalization.

TASK RESULT

The project team will develop an interim report that provides a comprehensive analysis of the Department's operations.

TASK 5: ORGANIZATIONAL AND STAFFING ASSESSMENT

(A) EVALUATE THE ORGANIZATIONAL STRUCTURE OF THE DEPARTMENT

We will evaluate the organizational structure for gaps or overlaps in functions, spans of control, and appropriate organizational locations. This will focus on organizational tiering, position relevance, overlaps, and spans of control for supervisory employees.

Based on this review and analysis, we will recommend an organizational structure for the Department.

(B) DEVELOP SERVICE LEVEL AND STAFFING RECOMMENDATIONS.

This analytical effort will develop a departmental staffing allocation based on current and projected service levels, workload, and recommended processes. It will also include a review of

each departmental position, with recommendations on the number and types of positions required to meet service demands for each division under review.

Staffing metrics will guide future staffing adjustments based on “trigger points,” service requirements, or workload increases. In all cases, staffing recommendations will align with specific service levels to inform policy decisions about service levels and the staffing required for successful implementation.

Our team has developed a proprietary facilities staffing model that provides staffing needs projections based on the primary areas of Facilities Management that are incorporated in the City’s Facilities and Construction Department:

- **Maintenance:** IFMA Benchmark staffing expectations, square footage, and an equivalency unit model are assessed to document the types of facilities managed and benchmark them against typical office space requirements for maintenance. The model also integrates historical workload data to determine appropriate staffing allocations based on trade-specific work types.
- **Project Management:** This model also uses project management data to determine appropriate staffing for facilities construction projects based on size, scope, complexity, and value.
- **Custodial or Janitorial Services:** Using standard APPA cleaning levels, the model develops custodial staffing requirements to meet expected cleanliness service levels, then assesses those requirements against required staffing or contracted levels.

This model will justify and guide the application of industry benchmarks to a local government’s unique building maintenance needs.

TASK RESULT

The project team will develop a preliminary assessment deliverable that provides a comprehensive analysis of the organizational and staffing needs of the Department.

TASK 6: FINANCIAL AND COST ALLOCATION ASSESSMENT

In this task, the project team will review the Department's financial basis and the methodologies for covering Facilities Management costs across the City. This will include an evaluation of current funding methodologies and consideration of other industry systems, such as internal service or replacement funding structures. This assessment will review the following key areas to determine an effective mechanism for the highest possible cost recovery:

- Review how expenditures are currently allocated and why, including an evaluation of historical trends and policies to determine whether these methodologies provide effective cost control and recovery.
- Evaluate funding methodologies that may provide for more effective cost recovery and determine systems to implement that are possible based on current resources, and if rate revisions to guarantee revenue sufficiency are required.
- Recommend policies or procedures for implementation to effectively manage the new funding structure.
- Assess future financial sustainability based on current and projected capital and resource needs.

The deliverable for this task will be a spreadsheet or interim report documenting the findings of the financial and cost allocation assessment, considerations for cost recovery, modeling of future needs, and revenue sufficiency requirements.

TASK RESULT

The project team will develop an interim deliverable documenting cost allocation, revenue sufficiency, and cost recovery considerations for review by the City's project team.

TASK 7: DRAFT AND FINAL REPORT AND PRESENTATION

After completing the analysis in the previous tasks, the project team will compile the findings and recommendations into a draft final report. This report consolidates the analytical steps and interim deliverables into one document, including recommendations for each area addressed in the study. The recommendations made as part of the study must be specific, measurable, prioritized, and linked to a detailed, comprehensive implementation timeline. It will include the following elements:

- An executive summary that summarizes the significant findings of the study.
- A description of the study methodology.
- A detailed evaluation of each function under review with clear recommendations regarding organizational structure, staffing requirements, and operational improvements. This will provide a clear picture of the department's intended Future State.
- Cost-benefit analysis of recommendations and an implementation plan with prioritizations for the Department to follow.

The project team will review all comments received on the draft report, edit and finalize it, and present the final report to the City leadership team and/or elected officials.

The project team will also develop a proposed presentation of the Report's findings for City Administration and/or City Council. This presentation will be provided initially as a Draft in Microsoft PowerPoint format for review and approval by the City's leadership team, and a final version for use in presenting the study results to the City Council.

TASK RESULT

The project team will develop a draft and final report that builds upon all interim deliverables, providing a comprehensive analysis of the Department and recommendations for improvement along with a presentation to summarize results.

EXHIBIT B
COMPENSATION

1. COMPENSATION

For and in consideration of the services to be rendered by Contractor under this Agreement, City shall pay to Contractor the compensation hereinafter set forth in accordance with the terms set forth herein.

Matrix Consulting Group’s fee proposal for this assessment is **\$77,000**. The following project budget outlines the hours by task and consultant level.

	Principal in Charge	Project Manager	Senior Analyst	Senior Consultant	Analyst	Totals
Kickoff and Initiation	4	8	4	0	0	16
Current State	2	12	16	24	8	62
BMP and Comparative	2	16	4	8	16	46
Operations Assessment	2	20	20	24	8	74
Organization and Staffing	2	20	20	12	12	66
Finances and Cost Allocation	2	20	20	4	8	54
Draft and Final Report	4	20	8	8	24	64
Total Hours	18	116	92	80	76	304
Hourly Rate	\$250	\$225	\$190	\$170	\$145	
Total Professional Fees	\$4,500	\$26,100	\$17,480	\$13,600	\$11,020	\$72,700
Project Expenses						\$4,300
Total Project Cost						\$77,000

2. PAYMENT

Payments to Contractor will be made as follows:

Monthly payment of the fee will be in proportion to the percent completion of the total work by task.

Monthly invoices will be issued by Contractor for all work performed under this Agreement. Invoices will be prepared in a format approved by City prior to submission of the first monthly invoice. Once approved, City agrees not to require changes in the invoice format, but reserves the right to audit.

City's payments under this Agreement, including the time of payment and the payment of interest on overdue amounts, are subject to Chapter 2251 of the Texas Government Code. Payment shall be due within thirty (30) days of the date the City receives a timely and proper invoice for the goods or services. Interest on any overdue payment shall not exceed 1% plus the prime rate as published by the Wall Street Journal on the first day of July of the preceding fiscal year that does not fall on a Saturday or Sunday. Upon completion of services enumerated in Exhibit A, the final payment will be due upon receipt of the final invoice.

EXHIBIT C

PROJECT SCHEDULE

PROJECT SCHEDULE

The Scope of Services for this PROJECT is based on the following schedule:

Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Kickoff and Initiation						
Current State and Existing Conditions						
BMP and Comparative						
Operations Assessment						
Organizational and Staffing Assessment						
Financial and Cost Allocation Assessment						
Draft and Final Report						

All proposed timelines can be adjusted based on City staff priorities, preferences, and requirements. Our task plan includes a City review of multiple interim deliverables, with each deliverable estimated to take two weeks.