

**PROFESSIONAL SERVICES AGREEMENT FOR
PERMITTING PROCESS 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 Permitting Process 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 October 31, 2025.

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 **FIFTY-NINE THOUSAND NINE HUNDRED SEVENTY & NO/100 DOLLARS (\$59,970.00)**.

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 1, 2025 and shall expire upon completion of all services contemplated herein, but not later than May 1, 2026. 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:

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
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 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:

By: *Alan D. Pennington*
Name: *Alan D. Pennington*
Title: *President*
Date: *3/21/25*

CITY OF NORTH RICHLAND HILLS:

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

ATTEST:

By: *Courtney Ramos*
Name: Courtney Ramos
Title: Senior Vice President

ATTEST:

By: _____
Alicia Richardson
City Secretary/Chief Governance
Officer

APPROVED TO FORM AND LEGALITY:

By: _____
Bradley A. Anderle
City Attorney

EXHIBIT A
SCOPE OF SERVICES

SCOPE OF WORK / TASK PLAN

TASK 1: PROJECT INITIATION AND KICKOFF INTERVIEWS

Upon receiving notice to proceed, the Matrix project team will hold a project initiation meeting with key Development Services Department staff to discuss the parameters and reason for the operational efficiency study of the North Richland Hills' permitting process. The primary intent of the project kick-off meeting is to establish a positive connection between the project team and City staff to ensure a productive relationship throughout the assessment. The following tasks will be completed:

We will meet with the City's Project Lead/Team to review administrative aspects of the project and ensure mutual understanding of timelines, key personnel, status meetings, and deliverables.

Preliminary request for data. We will discuss with the City's project team to develop a preliminary list of available data and submit an initial data collection list.

Identify the first round of staff and leadership interviews and schedule a project kick-off meeting (if desired) with key department staff.

Establish regularly scheduled status meetings (proposed bi-weekly) to review the project timeline and interim deliverables.

Create a project inception report outlining our understanding, methodology, and final project schedule.

Task Result: Introduction between project team and City staff, confirm project goals and schedule, identification of first round of staff interviews, and a preliminary data collection list.

TASK 2: DEVELOP AN UNDERSTANDING OF THE CITY'S PERMITTING PROCESS THROUGH STAFF INTERVIEWS, WORKFLOW DIAGRAM WORKSHOPS, AND DEVELOP A CURRENT STATE ASSESSMENT.

To evaluate the City's permitting operations and processes, we need to develop an in-depth understanding of the key issues impacting and shaping service requirements. To develop this perspective, if desired, we will interview representatives from the Development Services staff, staff from other relevant departments/divisions involved in the permitting review processes, City management, and appointed/elected officials. These interviews will focus on exploring issues and attitudes in the following areas:

Goals and objectives regarding the delivery of services in each operational functional area.

Adequacy of service levels and perceived gaps in existing levels of service.

Organizational changes that have been made in the past several years and perceptions of the impacts of these changes.

Adequacy of software and technology and the extent to which staff and managers utilize these systems and the data output to make meaningful managerial, operational, scheduling, and staff allocation decisions.

Outsourcing philosophy of the City, the services that are currently outsourced, and additional options.

Identify the relevant workload for staff involved in the review process and current challenges.

Next, we will develop a detailed description of the permitting services provided by the City. We will focus on how services are delivered, staffed, and managed. 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 development functions including:

- The structure and functions of each division and unit.
- The staffing levels of each division.
- The basic job responsibilities of staff.

Documentation of all key operations, including:

- Service scope and content.
- How staff are scheduled and deployed.

- Workload data.
- Adopted service levels.
- The extent of contracted services by type, size, and cost.

Documentation of the software and technology currently used, including:

- Current permitting, review, and inspection software systems.
- Geographical information systems.
- Information Technology roles and responsibilities.
- Use of hand-held/mobile devices for reporting work in the field.
- Understand pending technology changes, if any.

Documentation of management systems available to support departmental operations, including:

- Organizational business functions and procedures; and
- Performance monitoring systems.

Document current performance targets related to major service areas within the development review process, such as turnaround times for permitting processes, response times for complaints, percentage of inspections completed within 24 hours of the request, etc.

Document the current coordination mechanism and procedures to coordinate inter-departmental delivery of services.

In addition to developing an understanding of the current operations of the various teams involved in the permitting process, the project team will develop workflow diagrams of the City's primary permitting and development processes. We will develop current state workflows that show the existing processes with information detailing which departments/divisions and staff are involved in each process, whether each step is manual or automated, the handoffs between individuals and departments/divisions, the data required from each step, and the timeframe for completion. The process mapping will display all applicable touch points between the applicant and city staff and how technology is integrated into the process.

As a result of this task, the City will be provided with detailed process flow diagrams for their primary permitting processes. These diagrams will provide both staff and applicants with the ability to clearly understand current development-related processes. Diagrams will be utilized to identify potential chokepoints (separate tasks) in the process and future recommendations to create a more efficient process for staff and the customer.

Task Result: A current state assessment summarizing permitting operations, staffing, technology, and workload for each functional area of the City's permitting process. "As is" workflow process diagrams will be included as part of the current state assessment.

TASK 3: ASSESS CUSTOMER SATISFACTION WITH THE PERMITTING PROCESS.

To ensure that the project team has a good understanding of prior customers' perspectives of the City's permitting process, we will utilize two techniques to obtain input:

Conduct an online survey of recent applicants to obtain the widest possible input on development review and permitting processes. This survey will be distributed electronically to prior customers of the City over the last 2 – 3 years and include questions regarding the efficiency, effectiveness, and clarity of current development review processes and request input on the current strengths and improvement opportunities for existing processes and procedures.

Conduct four in-person focus group meetings with prior customers to elicit more detailed and specific information regarding the city's processes. Each focus group would consist of individuals recently conducting business with the City and representatives from professional trade groups (e.g., Northeast Tarrant Chamber of Commerce, Greater Fort Worth Builders Association, local AIA chapter, etc.).

These efforts will be designed to understand the customer's perceptions of the City's permitting process, the associated challenges and strengths of the current service environment, and identify potential opportunities for improved service provision.

Task Result: Summary of customer feedback from the online survey and in-person focus group meetings identifying key trends and issues related to the City's permitting process.

TASK 4: COMPARE NORTH RICHLAND HILLS' PERMITTING OPERATIONS TO INDUSTRY BEST PRACTICES AND OTHER METROPLEX MUNICIPALITIES.

The purpose of this task is to evaluate the permitting services provided by North Richland Hills related to permit, application review, and inspection processes, organization, staffing, and operational activities in the context of best management practices in the profession. Each functional area would be assessed against a unique set of management practices. We will evaluate the programs and practices of the various disciplines involved in permitting services in topic areas such as staffing, management, strategic planning, processes utilized, employee

training, communication, timelines, technology, educational materials, City website, etc. To accomplish this, we would undertake the following:

- **Best Practice Assessment:** Evaluate the services provided by the departments regarding organization composition, roles/responsibilities, technology, staffing approaches, and operational activities in the context of best management practices in the profession. When conducting the best management practices assessment, each operational area will be assessed against a unique set of management practices. We will evaluate the programs and practices of the various divisions in areas such as staffing, management and strategic planning, process, training, communication, timelines, technology, and funding sources.

The best practice assessment will identify areas where the City meets or exceeds best practices. More importantly, it will identify areas where current gaps and shortcomings exist and present opportunities for improving existing operations. The assessment will identify major operational issues and include a preliminary workload and process data analysis.

- **Comparative Assessment:** The project team will also conduct a comparative assessment with five similar municipal organizations in the Metroplex. We will compare the service delivery model, organizational structure, supervisor ratios, performance timelines, technology utilization, and other organizational characteristics to current operations in North Richland Hills. The comparative survey will provide insight into how the City compares to other city organizations and identify areas for further inquiry and potential modification to enhance the efficiency and effectiveness of service delivery utilization.

A summary of the findings from these two efforts will be developed as an interim deliverable and shared with the City's project committee. The results of this task will provide an understanding of current strengths, a listing of potential improvement opportunities for further evaluation in later tasks, and a comparative assessment of NRH's operations to those of other Metroplex communities.

Task Result: An evaluation of the City's permitting practice compared to industry best practices and comparable jurisdictions and a summary of issues identified from this assessment.

TASK 5: EVALUATE PERMITTING AND INSPECTION OPERATIONAL PRACTICES, PROCESSES, TECHNOLOGY, CUSTOMER SERVICE, AND STAFFING APPROACHES.

This task involves an evaluation of workflows, workload, staff utilization, work practices, customer service (internal and external), technology use, staffing, and organizational structure

of North Richland Hill's permitting process. We will address these issues through these approaches:

- **Analyze the various permitting-related work processes.** The project team will evaluate current processes, laws, and regulations to identify issues driving any inefficiencies in staffing, processes, or other issues that impact the efficiency of the various plan review, permitting, and inspection processes. This task may result in alternative process approaches that will streamline current review, permitting, and inspection processes and be built into future recommendations. The project team will develop "to be" workflow flowchart diagrams for major process modifications. These diagrams may be used as part of customer information / educational materials.
- **Evaluate the adequacy of major work practices utilized by each permitting function.** This analysis will include a review of the workload for 2 – 3 years for each permitting functional area. Additional analysis will focus on identifying opportunities to streamline internal processes, assignments, and work practices to increase productivity and/or enhance their effectiveness. Also, we will identify the degree to which key tasks are not being accomplished due to a lack of staff and assess the extent to which tasks could be absorbed through streamlining of business processes. Additional analysis would focus on defining specific roles of departments/staff in the processes.
- **Analyze responses and review timeliness.** The focus of this task is for the project team to conduct an in-depth analysis of response and review timeliness. The project team will evaluate the workloads of the previous three years to understand processing timelines by application type. The analysis will include the timeliness of processing applications (by review entity/function), conducting initial and subsequent application reviews, issuing permits (or approval), scheduling and completing inspections, and finalizing certificates of occupancies. Also, we will identify where timelines do not comply with established performance metrics and adopt local and state ordinances, regulations, statutes, and/or industry best practices. This exercise will also identify any discrepancies in performance between review entities. Recommendations may include the identification of new performance metrics to align with the City's service level expectations and resource availability.
- **Evaluate customer service, including internal and external customers.** The project team will analyze the level of service provided to both internal and external customers. The project team will address inter-departmental coordination related to the permitting process and the approaches used for public outreach and education. The analysis will also include assessing how to improve coordination and communication between review entities, reviewing the information provided on the City's website, ensuring ease of application

submittal/inspection requests, and determining the potential impact of alternative operational approaches for customers.

- **Evaluate current technology systems.** This task will focus on understanding and assessing current technology systems utilized by the City. The project team will evaluate the current permitting software suite (Tyler Permitting & Licensing), the degree to which GIS/AI is implemented and utilized, how mobile devices are used in the field (e.g., tablets for inspectors), and the degree to which current systems result in efficient information-sharing and elimination of duplicative input. We will also evaluate how proposed changes to the use of technology may impact efficiencies and operations. This analysis will include all aspects of the external and internal processes and the technology that supports permit submittal, routing, plan review, fee determination/collection, permit issuance, inspection request, and completion. Also, we will identify current issues related to accessibility and training associated with the use of technology.
- **Policy and procedure assessment.** We will evaluate the various permitting policies to ensure they appropriately allocate decision-making authority and are being implemented. The evaluation would include assessing the effectiveness of the current policies to ensure compliance with all adopted policies, procedures, ordinances, state statutes, and directives. We would specifically review the policies and processes to ensure consistency in their application and that employees are held accountable.
- **Evaluate the skill mix of current staff and determine staffing resource needs.** Our project team will evaluate the adequacy of staffing levels to conduct historical workload needs. In this analysis, we will evaluate whether the staff possesses the required skills to perform assigned tasks and the total number of in-house and/or contracted staff to complete the current workload within the adopted timelines. Staffing level analysis will be based on different service level parameters desired by the City. Staffing needs will be provided by position classification and include internal and contracted professional, technical, and administrative positions. This will also involve evaluating your existing building permitting and potential service level and staffing adjustments.

At the conclusion of this task, we will have evaluated all aspects of the permitting and inspection processes and operations, including operational practices, processes, customer service, service levels, technology, work activities, and staffing, to identify improvement opportunities and recommendations.

Task Result: A summary of the identified improvement opportunities and proposed adjustments in processes, work practices, customer service, technology utilization, customer service, operations, staffing levels, and policies.

TASK 6: EVALUATE THE FISCAL IMPACT OF RECOMMENDATIONS AND DEVELOP AN IMPLEMENTATION PLAN

This task will evaluate the fiscal impact of each recommendation and implement the study's recommendations. For each recommendation, the project team will conduct a thorough cost analysis (if applicable). This financial analysis will evaluate the recommendation's cost (or savings) and identify potential funding or revenue sources (e.g., user fees, general fund, technology fee, etc.) for the one-time expenditure and recurring expense associated with successful implementation.

For this study to be successful, it is important to develop a realistic implementation plan that is prioritized and includes actionable items, including the allocation of responsibility and accountability and the adoption of time frames. To develop this implementation plan, we propose sharing the draft recommendation results with staff through a workshop. This workshop will help build buy-in from staff, receive feedback on their perceptions of the recommendations, and allow them to provide feedback on their recommendation. We will use the outcomes of this workshop to develop the framework for recommendation priority levels and timelines.

After compiling staffs' prioritized recommendation list, the project team will work with the City's project steering committee to (1) prioritize the recommendations, (2) develop timelines for implementation by assigning either a short-, mid-, or long-term timeframe, and (3) identify the responsible party for implementation (elected officials, city management, department management).

Task Result: Conduct a fiscal analysis for the study's recommendations and develop an action plan to guide the implementation of the study's recommendations.

TASK 7: DEVELOP DRAFT AND FINAL REPORTS

Once the work tasks noted above have been completed, our analysis, findings, and implementation plan will be compiled into a draft and final report. The draft report will contain the following elements:

- An executive summary of the study.
- Final analysis of the customer survey and focus group meeting feedback.
- Final best practices assessment analysis.

- Current and recommended process diagrams.
- Analysis of historic workload trends, performance metrics, and impediments to the current process.
- Recommendations to improve the current approach to development review and identify improvement opportunities relating to service philosophies and commitments, staffing required given these commitments, and managerial and operational practices (including policies) for improved service delivery.
- Evaluation of technology and recommendations to improve efficiencies.

Once the City's team has reviewed the draft project report and implementation plan, we will make revisions, as needed, and finalize the report.



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.

FEE BREAKDOWN

Task	Total Fee
Task 1 Project Launch	\$2,330
Task 2 Current State Assessment	\$10,920
Task 3 Customer Input	\$6,320
Task 4 Best Practices Assessment	\$7,340
Task 5 Operational, Process, & Staffing Analysis	\$14,800
Task 6 Fiscal Analysis & Implementation Plan	\$4,600
Task 7 Draft and Final Reports	\$8,710
Total Professional Fees	\$55,020
Travel Expenses	\$4,950
Total Project Cost	\$59,970

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:

Activity	Date
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PROJECT SCHEDULE

Task 1 – Project Initiation: May 1 -7

Task 2 – Current State Profile: May 1 – June 14

Task 3 – Customer Input: June 1 – June 27

Task 4 – Best Practices Assessment: July 1 – July 31

Task 5 – Operations, Process, Staffing Analysis: August 1 – September 15

Task 6 – Fiscal Analysis & Implementation Plan: September 15 – September 30

Task 7 – Draft and Final Reports: October 1 – October 31

Implementation Assistance: November 1, 2025 – April 30, 2026