

**PROFESSIONAL SERVICES AGREEMENT FOR
UTILITY BILLING 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 **BAKER TILLY ADVISORY GROUP, LP**, 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 Utility Billing 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 January 31, 2027.

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 **EIGHTY-TWO THOUSAND EIGHT HUNDRED SEVENTY-FIVE NO/100 DOLLARS (\$82,875.00)**.

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 OF A THIRD-PARTY FOR DAMAGE TO REAL OR PERSONAL 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 BY A THIRD-PARTY 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.

TO THE EXTENT PERMITTED BY APPLICABLE LAW, THE LIABILITY (INCLUDING ATTORNEY'S FEES AND ALL OTHER COSTS) OF CONTRACTOR AND ITS PRESENT OR FORMER PARTNERS, PRINCIPALS, AGENTS OR EMPLOYEES RELATED TO ANY CLAIM FOR DAMAGES RELATING TO THE SERVICES PERFORMED UNDER THIS AGREEMENT SHALL NOT EXCEED THE FEES PAID TO CONTRACTOR FOR THE PORTION OF SERVICES TO WHICH THE CLAIM RELATES. THIS

LIMITATION OF LIABILITY SHALL NOT APPLY TO CONTRACTOR'S INDEMNIFICATION OBLIGATIONS TO THE CITY UNDER THIS AGREEMENT.

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 third-party 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 payment and invoicing for 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:
Baker Tilly Advisory Group, LP
Attn: Caitlin Humrickhouse, Principal
17 Cowboys Way, Suite 800
Frisco, TX 75034

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. **DATA PRIVACY**

To the extent the Services require Contractor to receive personal data or personal information from the City, Contractor may process, and engage subcontractors to assist with processing, any personal data or personal information, as those terms are defined in applicable privacy laws. Contractor's processing shall be in accordance with the requirements of the applicable privacy laws relevant to the processing in providing Services hereunder, including Services performed to meet the business purposes of the City, such as Contractor's tax, advisory, and other consulting services. Applicable privacy laws may include any local, state, federal or international laws, standards, guidelines, policies or regulations governing the collection, use, disclosure, sharing or other processing of personal data or personal information with which Contractor or its clients must comply. Such privacy laws may include laws regulating marketing communications, requiring security breach notification, imposing minimum security requirements, requiring the secure disposal of records, and other similar requirements applicable to the processing of personal data or personal information. Contractor is acting as a Service Provider/Data Processor in relation to City personal data and personal information. As a Service Provider/Data Processor processing personal data or personal information on behalf of the City, Contractor shall, unless otherwise permitted by applicable privacy law, (a) follow City instructions; (b) not sell personal data or personal information collected from the City or share the personal data or personal information for purposes of targeted advertising; (c) process personal data or personal information solely for purposes related to the City's engagement and not for Contractor's own commercial purposes; and (d) cooperate with and provide reasonable assistance to the City to ensure compliance with applicable privacy laws. The City is responsible for notifying Contractor of any applicable privacy laws the personal data or personal information provided to Contractor is subject to, and City represents it has all necessary authority (including any legally required consent from individuals) to transfer such information and authorize Contractor to process such information in connection with the Services described herein. The City further understands Baker Tilly US, LLP and Baker Tilly Advisory Group, LP may co-process City data as necessary to perform the Services, pursuant to the alternative practice structure in place between the two entities. Contractor is responsible for notifying the City if Baker Tilly becomes aware that it can no longer comply with any applicable privacy law and, upon such notice, shall permit the City to take reasonable and appropriate steps to remediate personal data or personal information processing.

Contractor does not treat properly de-identified data or aggregate consumer information as personal data or personal information, and Contractor reserves the right to convert City personal data or personal information into properly de-identified data or aggregate consumer information for Contractor's own purposes.

15. **ENTITY DISCLAIMER**

Baker Tilly US, LLP and Baker Tilly Advisory Group, LP and its subsidiary entities provide professional services through an alternative practice structure in accordance with the AICPA Code of Professional Conduct and applicable laws, regulations and professional standards.

Baker Tilly US, LLP is a licensed independent CPA firm that provides attest services to clients. Baker Tilly Advisory Group, LP and its subsidiary entities provide tax and business advisory services to their clients. Baker Tilly Advisory Group, LP and its subsidiary entities are not licensed CPA firms. Baker Tilly Advisory Group, LP and its subsidiaries and Baker Tilly US, LLP are independent members of Baker Tilly International. Baker Tilly International Limited is an English company. Baker Tilly International provides no professional services to clients. Each member firm is a separate and independent legal entity and each describes itself as such. Baker Tilly Advisory Group, LP and Baker Tilly US, LLP are not Baker Tilly International's agents and do not have the authority to bind Baker Tilly International or act on Baker Tilly International's behalf. None of Baker Tilly International, Baker Tilly Advisory Group, LP, Baker Tilly US, LLP, nor any of the other member firms of Baker Tilly International has any liability for each other's acts or omissions. The name Baker Tilly and its associated logo is used under license from Baker Tilly International Limited.

16. **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: Caitlin Humrickhouse

Name: Caitlin Humrickhouse

Title: Principal

Date: 04/10/2026

CITY OF NORTH RICHLAND HILLS:

By: _____

Paulette A. Hartman

City Manager

Date: _____

ATTEST:

By: Jacquelyn McCray

Name: Jacquelyn McCray

Title: Director

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

Phase 1—Plan and manage project

In this phase we ensure that everyone shares the same understanding of the project scope, objectives, deliverables and timing. We also confirm that both client and consultant have appropriate resources available and are well-coordinated.

1.1—Confirm scope, objectives and timing

This task includes a kick-off meeting with the project steering committee at the City. The following subtasks will be completed to finalize the project design:

- **Define project success.** Discuss how the project aligns or impacts other initiatives and how North Richland Hills wants to use the results of the project to further support its goals. Based on the RFP, our understanding of success is an increased customer satisfaction score, a shortened revenue collection timeline, and identifying measurable process efficiency gains through technology use. These goals will be examined and analyzed in detail, as detailed below.
- **Review work plan.** Review the proposed objectives, scope and approach and make revisions, as needed, based on the project success discussion. We will also introduce the “Information Request” listing key documents needed as a part of our initial data gathering and identify individuals for confidential interviews.
- **Arrange logistics/administrative support.** Agree upon a detailed project schedule, project status meeting frequency and agenda, contact persons, interview schedule and other logistics and support requirements etc.

We are sensitive to your busy schedule and competing deadlines. We begin every engagement with a mutually agreed-upon timeline. Using that timeline, we develop and commit to a project approach to ensure there are no surprises along the way. The agreed-upon project approach serves as a communication and monitoring tool for the City and the Baker Tilly team.

1.2—Finalize project approach and stakeholder outreach

Based on information developed during the kickoff meeting, the Baker Tilly team will prepare a **Project Inception Report**. The report will solidify the agreed upon project approach, the various internal and external stakeholder interests and groups, suggest engagement methods for each, identify those accountable for completion of the proposed engagement activities, issue complete project schedule, and conclude with execution activities.

Key activities and deliverables

- Conduct virtual kick-off meeting
- Discuss project schedule and key milestones
- Confirm list of stakeholders and project approach
- Issue Project Inception Report

Phase 2—Assess current structure and operations

2.1—Review initial background information

During this step the Baker Tilly team will begin reviewing information provided by the City. We will gather as much of this data/information as obtainable from publicly available websites. Our review may include:

- Department operating budget and strategic plan
- Organization charts and existing process workflow diagrams
- Budgeted full-time equivalent staffing levels by position

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- Position descriptions
 - Enterprise-wide and department-specific technology systems in use
 - Relevant policies and procedures or employee handbooks
 - Implementation materials provided by vendor
 - Key performance indicators and operating metrics
 - Community and employee surveys
 - Other relevant information

2.2—Conduct interview and focus group meetings

Baker Tilly will develop the project interview and focus group schedule and questions with the project steering committee. The meetings will include both public sector subject matter experts and generalists. This proposal includes 14 interviews for the following positions/functional areas/stakeholder groups:

- Utility Billing and Collections Department leadership to discuss strategic priorities, staffing challenges, and gaps in services or skillsets to meet strategic priorities.
- Supervisory leadership to discuss daily operations, division of duties, staffing and skillset gaps, technology usage, and identified operation improvements.
- Individual or small focus group meetings with Utility Billing and Collections Department employees to understand how work is distributed, workflows, and technology usage.

We will focus on the organizational structure and staffing, workflow processes and current operations for billing and utility accounts, technology use and data for financial reporting and management, culture, responsibilities and collaboration. The scope of our data gathering may address:

- Primary functions, responsibilities and required skills
- Staffing assignments, turnover and vacancies
- Training and professional development
- Policies, procedures and work order management
- Communication methods and frequency
- Hand-offs within the department and with other departments
- Service needs, met and unmet (with a focus on key performance indicators and reports available/used)
- Role-based system access
- Shadow system usage (including excel spreadsheets)

2.3—Develop current state process maps

The Baker Tilly team will document the current workflows for the utility billing, payment, and collections processes. The process maps will be a visual representation that describes each step, step owner, system used (technology or medium), and identifies risks or inefficiencies found during their creation. This proposal includes development of three 'AS-IS' (current state) process maps.

Process maps will be developed through workshops (in-person or virtual) with key employees that have a role in billing, payments and collection to discuss the specific steps, from start to end. Workshop participants will be identified through employee interviews and confirmed with the City's project steering committee. Workshops are collaborative and require participation by City employees to help document the specific steps of each process.

2.4—Develop and conduct customer satisfaction survey

Baker Tilly will develop and conduct a customer satisfaction survey using the Qualtrics Research Core platform. Survey questions will be developed using best practices and Baker Tilly extensive professional experience. Questions will be provided to the project steering committee and updated based on feedback to ensure it captures information to answer the City’s concerns about account setup, service requests, billing and customer service.

Qualtrics supports multiple distribution options—including email distribution through the platform, anonymous open links, QR codes, and embedded website links. This flexibility allows us to meet your customers where they are while still maintaining strong data integrity.

Best practice is to distribute the survey directly from Qualtrics using individualized email links, as this method enables the full suite of automated follow-up capabilities, including:

- Tracking of who has and has not responded
- Scheduled reminder messages targeted only to non-respondents
- Delivery monitoring (bounces, opens, clicks)
- Preventing duplicate responses
- Improved respondent experience, including one-click return to a partially completed survey

A standard cadence includes an initial survey invitation followed by one to two reminders over a 10 to 21-day response window. These reminders can be timed based on response-rate trends, urgency, or your communication preferences. If alternative distribution methods are required (such as a general link provided by the association), we adjust our follow-up plan accordingly, recognizing that some automation and tracking capabilities may be more limited.

All data collected is stored directly within Qualtrics’ SOC 2 Type II–certified, encrypted cloud infrastructure. Data is backed up automatically by the Qualtrics platform and is accessible only to authorized members of the Baker Tilly team.

Survey data is exported to secure firm systems only when needed for analysis and reporting. No data is stored on local devices unless encrypted and permitted by firm policy. All handling aligns with our firm’s internal confidentiality and data security protocols. Further information related to data security and data integrity will be addressed as requested.

2.5 —Peer Benchmarking

Baker Tilly will benchmark North Richland Hills’s utility billing function against industry standards of the American Water Works Association (AWWA) and three comparable peers, as confirmed by the project steering committee. Peer and industry benchmarking will focus on information available through publicly available resources such as industry reports, budget documents, performance dashboards, and other publicly accessible websites. Additionally, Baker Tilly will conduct 30-45 minute meetings with peer organizations to clarify public data and gain additional insights into their operations. This proposal includes data gathering for up to five peers as part of the benchmarking analysis.

The information compiled for North Richland Hills and municipal peers will focus on functional alignment, staffing levels and responsibilities, number of customer accounts, customer satisfaction scores, collection rates, and other key performance indicators.

Key activities and deliverables

- Review of all data provided
- Develop and issue customer satisfaction survey
- Conduct on-site/remote individual interviews, focus group meetings, and process mapping workshops
- Develop and validate current state process maps
- Peer benchmarking

Phase 3—Analyze current state and develop preliminary recommendations

3.1—Develop current state assessment report

The Baker Tilly team will synthesize and analyze the information collected up to this point and develop a **Current State Assessment Report**; inclusive of initial observations to discuss with the project steering committee. Our observations will identify:

- Gaps in policies, processes, and associated staffing or structure needed to meet strategic goals
- Technology leveraging opportunities
- Resources needed to meet results-based metrics and other performance measures
- Key themes resulting from the customer satisfaction survey, peer benchmarking, and interviews

The Baker Tilly team will discuss report with the project steering committee to solicit feedback and discuss the direction and focus of the next phase. During this meeting, the project team and steering committee will identify high priority items for detailed recommendation development.

3.2—Analyze process and staffing needs

Building from the **Current State Assessment Report**, Baker Tilly will identify changes to processes, operations, or staffing levels to meet priorities and goals. When available, we will incorporate standard industry metrics and incorporate the benchmarks from Task 2.5 into the analyses, as appropriate. Tasks performed and resources used may include:

- Analyze service delivery metrics
- Identify staff and processes needed to optimize technology capabilities
- Identify employee soft and technical skills needed for responsibility realignments
- Identify communication strategy needs
- Research and identify appropriate industry best practices and organizational alignment based on information and standards from:
 - International City/County Management Association
 - American Water Works Association
 - Public Sector Human Resources Association
 - Society for Human Resources Management
 - Government Finance Officers Association

We will analyze staffing levels, workload, distribution of tasks, skill level needs and workflow and determine optimal staffing for enhanced service levels, while keeping costs as low as possible.

3.3—Create preliminary recommendations

Baker Tilly will prepare preliminary recommendations and meet with the project steering committee to review and discuss them. The preliminary recommendations may include staffing and structure changes such as position moves, new positions, or changes to staffing levels. Process recommendations may include specific changes to workflow steps, technology use, or inter- and inter-departmental communication, etc.

We find that visual aids help facilitate conversation. To supplement our written recommendations, Baker Tilly will also develop draft organizational charts and To-Be (future state) process maps to discuss with the City's project steering committee.

Key activities

- Research industry best practices
- Complete analysis and prepare draft future state recommendations report
- Conduct remote preliminary recommendation review meeting with project steering committee

Phase 4—Recommend and report

4.1—Prepare and issue report

Baker Tilly will prepare a draft report to include the consulting team's observations and recommendations. The report will address:

- Future state process maps – inclusive of changes for process efficiency
- Organizational structure recommendations down to the position and full-time equivalent levels
- Primary roles and responsibilities for new or restructured positions
- Observations and recommendations related to processes and technology as it relates to staffing and efficiency
- Cost-benefit analysis for recommendations, as appropriate
- Details on rationale, metrics, and tools used for our analysis

In addition to the project report, we will prepare an Implementation Action Plan (IAP) incorporating each recommendation. The IAP sets forth the steps required for execution, assigns responsibility for action, and an assigned priority level (immediate, near or long term) for initiating each recommendation. The IAP is prepared as a starting point and roadmap for the City and is provided for ongoing use as a living document to track and update, with specific dates and responsibility owners, as the recommendations are executed.

Baker Tilly consulting teams operate under the principle of “no surprises.” We always make final recommendations with our client's active involvement and input. We solicit feedback to ensure our facts and conclusions are correct. We want to make sure both the consulting team and the client understand the ramifications of the recommendations and proposed solutions to identified challenges.

We will review the draft report and **Implementation Action Plan** with the project steering committee and make needed edits, then issue the final report.

4.2 Present report and provide ongoing support

We are available to present the findings of our report to City leaders (management and City Council), either in person or virtually, at your direction. We are also available to answer questions or provide

clarification as officials work to implement the recommendations. We are always only a phone call or email away.

Key activities

- Draft report development
- Draft implementation action plan
- Conduct remote meeting with project steering committee to discuss the draft report
- Incorporate feedback from the City and deliver final report
- Present key findings and recommendations to City leaders

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.

PHASE	FEE
Phase 1 — Plan and manage project	\$6,500
Phase 2 — Assess current structure and operations <ul style="list-style-type: none">Information request and review: \$6,000As Is Process Maps (3 Maps): \$10,000Employee Interviews (14 Interviews): \$7,000Peer Benchmarking (5 peers): \$9,000Customer Satisfaction Survey: \$9,000Travel (Process map workshops): \$4,000	\$45,000
Phase 3 — Analyze current state and develop preliminary recommendations	\$16,000
Phase 4 — Recommend and report <ul style="list-style-type: none">Report Creation: \$16,000Travel (In-person Presentation): \$1,500	\$17,500
Discount	(\$2,125)
Total Fees	\$82,875

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:

PHASE	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Phase 1 — Plan and manage project								
1.1 – Confirm scope, objectives and timing								
1.2 – Finalize project approach and stakeholder outreach								
Phase 2 — Assess current structure and operations								
2.1 – Request and review background information								
2.2 – Conduct interview and focus group meetings								
2.3 – Develop current state process maps								
2.4 – Develop and conduct customer satisfaction survey								
2.5—Peer Benchmarking								
Phase 3 — Analyze current state and develop preliminary recommendations								
3.1 – Develop current state assessment report								
3.2 – Analyze process and staffing needs								
3.3 – Create preliminary recommendations								
Phase 4 — Recommend and report								
4.1 – Prepare and issue report								
4.2 – Present report and provide ongoing support								

OUR COMMITMENT TO THE CITY

Working closely with you and your team, we will co-develop a timeline to deliver on time or ahead of schedule.