

**PROFESSIONAL SERVICES AGREEMENT FOR  
INFORMATION TECHNOLOGY 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 Information Technology 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 25, 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 **SIXTY-NINE THOUSAND EIGHTY AND NO/100 DOLLARS (\$69,080.00).**

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 August 25, 2025, and shall expire upon completion of all services contemplated herein, but not later than August 25, 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: August 4, 2025

\_\_\_\_\_

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

### PROJECT TASK PLAN

We will accomplish all items requested in the RFP through the following five activities or tasks. This table shows how the City’s tasks are included in our plan and summarizes the optional task to conduct a Cost Allocation for IT services.

Matrix Task	Deliverables From City RFP
1. Project Start and Kick-Off Meeting	<b>5.B.4.1: Project Inception Report</b>
2. Perform Current State Assessment	<b>5.B.4.2 Current State Assessment Report:</b> Documenting the existing Information Technology operations process, including process maps, data analysis, and stakeholder feedback.
3. Stakeholder Survey and Meetings.	Data will inform gap analysis required as part of scope and inform recommendations made.
4. Best Practices and Comparative Review	<b>5.B.4.3 Benchmarking Report:</b> Comparing the City's processes to best practices in other cities, if needed.
5. Operational, Process and Staffing Analysis	Analysis will provide the findings and support for developing the recommendations contained in the final report.
6. Cost Allocation (optional task)	Development of a comprehensive cost allocation methodology to allocate IT Department costs to users based on industry standards, defensible metrics and allocation methodologies, calculation of actual allocation and development of a policy outlining cost allocation approach.
7. Final Report	<b>5.B.4.4 Recommendations Report:</b> Providing specific, actionable recommendations for improvement, including a cost-benefit analysis and implementation roadmap. In addition, provide rationale, methodology, analytical tools, and techniques used during the study to develop recommendations. <b>5.B.4.5 Final Presentation:</b> Summarizing the key findings and recommendations to City Management, City Council and Stakeholders.

### TASK 1: CREATE A PROJECT FRAMEWORK AND KICK-OFF MEETING

We will accomplish all items requested in the RFP through the following activities.

### TASK 1: PROJECT INITIATION AND KICKOFF INTERVIEWS

Upon receiving notice to proceed, the Matrix project team will hold a project initiation meeting with key City of North Richland Hills staff to discuss the parameters and background for the operational efficiency

study of the North Richland Hills' IT Department. The primary purpose of the project kick-off meeting is to establish a positive rapport between the project team and City staff, ensuring 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 a preliminary list of available data needed for the engagement 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. This project kick-off meeting will ensure that all staff have an opportunity to meet the project team, understand the process to be utilized during the engagement, hear about the project goals and objectives, and ask questions.
- 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 A CURRENT STATE ASSESSMENT

To evaluate the organization and operations of the Information Technology operations in the City, we first need to understand the key issues impacting and shaping technology service requirements for the organization. To develop this perspective, we will conduct interviews with identified Information Technology Staff and key stakeholders from operating departments covering topics such as:

- 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,
- Goals and objectives concerning delivery of services for IT,
- Adequacy of management systems and technology, and the various technology services provided within the District organization,
- Outsourcing philosophy of the department,
- Identification of relevant workload for staff involved in providing IT services.

These staff interviews allow us to get an understanding of the internal perception of its provision of services to the District. Next, we will develop a detailed current state assessment of the services the Information Technology staff provides through a series of interviews. Our focus will be on how services are delivered, staffed, managed, and integrated, as well as the costs associated with the delivery of those services, including the following topics:

- The current staffing structure and organization of the Information Technology department. This component will include a detailed assessment of current position descriptions and an inventory of the currently required skill sets. Where necessary, we will collaborate with the City to document the key skill sets and certifications of each IT staff member.
- Key operations such as technology being utilized, comprehensive inventory of software solutions, and workload information.
- Review the existing IT mission and vision, key policies and procedures, and service delivery approaches to understand the current service delivery approaches and standard operational procedures. This includes all operational practices, such as project management, redundancy, system upgrades, training, cybersecurity, and backup policies.
- Documentation and inventory of all key technology and software supported throughout the organization by developing a comprehensive inventory of all hardware and software solutions utilized in each department.
- Inventory all services provided internally within IT Department versus performed at departmental level.
- Current performance targets related to major service areas, including services provided under any current service level agreements.
- Document and validate all current processes for existing IT processes.
- Current costs of providing information technology services.
- Technology currently deployed throughout the City and the level of utilization.

The project team will prepare a summary current state assessment that presents our understanding of the current organization, staffing, and operations for information technology services. This assessment will be circulated among staff for comment to ensure its accuracy. Once completed and reviewed, it will serve as the basis for analysis conducted in subsequent tasks.

#### TASK RESULT

A current state assessment summarizing Information Technology operations, staffing, technology, processes and workload for the IT Department.

### **TASK 3: ASSESS CUSTOMER SATISFACTION WITH IT SERVICES AND SERVICE LEVELS.**

This task will utilize an online survey to assess the current level of satisfaction with services provided by the Information Technology staff to operating departments and how well these services meet the needs of the City. This survey will ensure that the project team understands how the organization perceives the current service it provides. We will work with the City to identify the appropriate stakeholders, including operating department personnel and executive leadership, to be included in the survey effort.

Selected issues for input could include documenting information related to:

- The types, levels, and quality of each of the services provided by IT staff,
- Responsiveness of IT services,
- Acceptability of the existing turnaround time for requested service, including help desk, application development, acquisition of new systems, and system downtime.
- Ability of IT staff to understand and support operating department technology needs and requirements.
- Sufficiency of existing software solutions to meet operational needs.
- Key management and service issues such as systems planning and deployment.

In addition to the online survey, we will conduct two strategic planning sessions—one with representatives from operating departments and one with IT staff—to develop the desired business and technology needs and requirements for the future. These meetings will focus on identifying the strengths of current operations, the organization's future needs, and any necessary changes to service provision by Information Technology staff. The meeting with IT staff will also focus on clarifying and aligning the IT Department's mission, vision, and goals with the overall City strategic priorities.

We will focus on internal operations issues for the internal IT staff meeting, including governance structure, skill development, and business plans. Following these interviews and meetings, we will summarize the results of the interviews and survey, identifying the key issues and strengths of the IT Department.

#### **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 information technology services.

#### **TASK 4: COMPARE NORTH RICHLAND HILLS' INFORMATION TECHNOLOGY OPERATIONS TO INDUSTRY BEST PRACTICES.**

The purpose of this task is to evaluate the Information Technology services and approaches utilized by the City against best management practices in the industry. The best practices comparison would be comprehensive, covering all operational aspects of information technology operations, and provide a thorough gap analysis identifying where improvements are needed.

We will evaluate the City's information technology programs and practices against best practices in areas such as staffing, management, strategic planning, processes, and employee training. Additionally, we will evaluate specific technology practices such as network security and layout, disaster recovery, operational continuity plans, data management, data privacy, project management approaches, resiliency, and online services against industry best practices to provide a comprehensive gap analysis of the sufficiency of the City's information technology operations to meet organizational needs.

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 improvement in existing operations. The issues identified in the best practice assessment will form the basis for many of the recommendations presented in the strategic plan. We will present the findings from this analysis in a workshop session with IT staff to gather their input before proceeding to the next task, which will develop the core elements of the analysis and recommendations.

As part of the best practices assessment, we will review existing policies and procedures and identify areas that do not comply with current recommended industry practices. This review will also identify policies or procedures that should be developed and adopted, if any, that are not in place.

#### **TASK RESULT**

An evaluation of the City's Informational Technology practices and resources compared to industry best practices with a detailed summary of issues identified from this assessment.

#### **TASK 5: EVALUATE IT OPERATIONAL PRACTICES, PROCESSES, CUSTOMER SERVICE, AND STAFFING APPROACHES.**

This analytical task focuses on ensuring that staffing resources and service levels are appropriate for the City to support organizational needs. It will utilize data and findings from the prior tasks and include an evaluation of workload, staff utilization, work practices, processes, technology use, and service levels related to Information Technology services.

The project team will focus on the following key issues and opportunity areas in developing staffing, organizational structure, and operational practices recommendations needed for the next five years:

- Development or refinement of an Information technology mission, strategic directions, needs, and goals, as well as identification of core services required by the organization. This will include clear delineation of the segregation and allocation of duties and responsibilities of the IT Department and operating/user departments to ensure each service and function is appropriately allocated in the overall City organizational structure.
- Create a "to-be" organization model, structure, and staff roles and responsibilities. This analysis will include recommendations for modifying existing job descriptions and skill set requirements for each position as needed to provide the best structure aligned with City service needs.
- In determining the future structure and staffing allocations, consideration will be given to the scalability and adaptability of the City's IT infrastructure to support evolving and future service delivery requirements. Specific staff numbers by position type will be recommended to align with the recommended service levels. We will develop the staffing allocation plan, taking succession planning into consideration, so that opportunities for career growth, cross-training, and provision of backup support are maximized within the recommended staffing structure. We will provide a transition plan that most effectively allows the City to implement the recommended structure.
- Identify necessary business processes and roles/responsibilities for developing a training needs assessment and plan.
- Create a customer service model of functional responsibility, advocacy, long-range planning, and ongoing support for the City's technology operations.
- Evaluate the optimal mix of in-house versus contracted activities, as well as the level of service and responsiveness required for recommended outsourced services.
- Evaluate help desk/customer service support and service delivery, including timeframes associated with service delivery.
- Evaluate resource allocation and usage related to the IT operation's services, including revenue sources and the overall budget.
- Identify modifications to key processes such as redundancy, resiliency, project management, and other critical processes to ensure they are aligned with future needs.

In conjunction with interviews, data collection, and the best practices assessment described in previous tasks, the project team will develop future state recommendations for the final report for Information Technology operations. This will include recommendations regarding organizational structure, governance, service provision approaches, staffing allocations, and changes in technology operational practices. Each strategic priority is recommended to include cost data regarding implementation costs, resources needed to maintain each year, and total cost of ownership data.

#### 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: IT COST ALLOCATION (OPTIONAL TASK)

In this task, we will conduct a comprehensive review of the process, policies, and procedures involved in tracking and allocating the costs for IT services and develop a recommended cost allocation process and methodology. We will assess the current cost allocation methodology to determine if it adequately reflects industry standards and internal operational needs, and ensure it allocates costs transparently and equitably. Our approach will include the following efforts:

- **Identify current budget process, rates, and service levels:** The project team will work with City staff to understand the budget process and services currently being provided, as well as the current methodology for allocating the costs of IT services.
- **Determine allocation metrics:** The project team will work with City staff to review existing metrics utilized for allocating IT costs and discuss allocation alternatives and options providing the rationale for each alternative/option.
- **Develop rate recommendations:** Based on data collected and discussions with City staff, the project team will develop a recommended allocation methodology and calculate the corresponding allocations.
- **Policy and Procedure Development:** The project team will collaborate with City staff to develop an Information Technology Allocation policy and its associated procedures. These procedures will enable annual updates to the allocation methodology and facilitate clear explanations to customer departments of the methodology utilized in calculating their rates.
- **Information Technology Program funding:** This financial assessment will include an overall evaluation of both the capital replacement fund and the operating funds for information technology services. It will include all elements of these areas, including required annual funding, personnel costs, overhead allocations, management systems, administrative services, materials and supplies, and all contracted services. The financial analysis will also provide recommendations on the required reserves necessary to maintain the fund's fiscal health.

We will provide recommendations for the actual allocation, plus draft policies and procedures, and describe how they align with the City's financial planning approaches and policies.

### TASK RESULT

A detailed Information Technology Cost Allocation framework and recommended allocations with supporting policies and procedures.

## TASK 7: DEVELOP FINAL REPORT AND IMPLEMENTATION PLAN

Once the work tasks noted above have been completed, our analysis, findings, and conclusions will be documented and reviewed with City staff. The draft and final strategic plan will contain the following elements:

- The final version of the current state assessment, stakeholder and employee surveys, focus group meetings, and the findings from the best practices assessment are included.
- Detailed analysis of each identified improvement opportunity with strategic priorities identified.
- Recommended staffing allocations by number, position, and overall organizational structure for IT services.
- Recommended internal and outsourced services within the IT portfolio and recommendations related to the information technology operation's organizational systems, management systems, and strategic planning efforts.
- A multi-year cost summary of the implementation costs and ongoing resource requirements.
- Recommendations related to current program, service offerings, and policies and procedure modifications for each information technology service area.

Once staff and the Project Steering Committee have reviewed the draft Final Report and provided input, we will develop the final report. We will be available to present our findings, recommendations, and implementation plans to City management, City Council, and other key staff members involved.

### TASK RESULT

The product of this task would be the draft and final report, along with an implementation plan.

## EXHIBIT B COMPENSATION

### PRICE

We propose to conduct this engagement with a not-to-exceed price of **\$57,000** (without optional cost allocation task) or **\$69,080** (with the optional cost allocation task). The following table summarizes our proposed price by task.

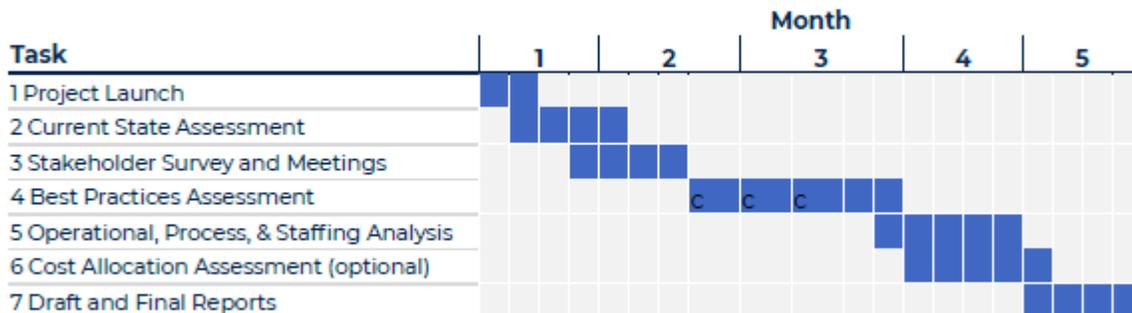
Task	Project Manager / Lead Analyst	Senior Analyst	Analyst	Total Hours	Total Fee
1. Project Initiation	6	6	6	18	\$4,440
2. Current State Assessment	4	24	24	52	\$10,160
3. Stakeholder Survey and Meetings	4	12	16	32	\$6,480
4. Best Practices Assessment	8	18	12	38	\$8,560
5. Operational, Process, & Staffing Analysis	8	32	32	72	\$14,560
6. IT Cost Allocation (optional task)	4	8	56	68	\$12,080
7. Final Report and Implementation Plan	8	16	16	40	\$8,800
<b>Total Hours (without optional task)</b>	<b>38</b>	<b>108</b>	<b>106</b>	<b>252</b>	
<b>Total Hours (with optional task)</b>	<b>42</b>	<b>116</b>	<b>162</b>	<b>320</b>	
Hourly Rate	<b>\$380</b>	<b>\$200</b>	<b>\$160</b>		
Total Professional Fees (without optional task)	<b>\$14,440</b>	<b>\$21,600</b>	<b>\$16,960</b>		<b>\$53,000</b>
Total Professional Fees (with optional task)	<b>\$15,960</b>	<b>\$23,200</b>	<b>\$25,920</b>		<b>\$65,080</b>
<b>Travel Expenses</b>					<b>\$4,000</b>
<b>Total Project Cost (without optional task)</b>					<b>\$57,000</b>
<b>Total Project Cost (with optional task)</b>					<b>\$69,080</b>

We have anticipated additional on-site time compared to how it was initially proposed to ensure necessary interaction with staff. We are open to alternative price structures for conducting this audit.

## EXHIBIT C PROJECT SCHEDULE

### PROPOSED TIMELINE

The chart below outlines our proposed timeline for completing this project over five months.



All proposed timelines can be adjusted based on City staff priorities, preferences, and requirements. We are available to begin work within two weeks of a notice to proceed.