



CITY OF NORTH RICHLAND HILLS
CITY COUNCIL AGENDA
4301 CITY POINT DRIVE
NORTH RICHLAND HILLS, TX 76180
MONDAY, APRIL 27, 2026

WORK SESSION: 5:30 PM

Held in the Council Workroom

CALL TO ORDER

1. [Discuss items from regular City Council meeting.](#)
2. [Receive update on board and commission term limit research.](#)

FUTURE AGENDA ITEM(S)

The purpose of this item is to allow the Mayor and Council members an opportunity to bring forward items they wish to discuss at a future work session. In accordance with the Texas Open Meetings Act, any discussion shall be limited to a proposal to place the item on a future agenda. The Council shall not vote, or take any action on the items during this meeting.

EXECUTIVE SESSION

The City Council may enter into closed Executive Session as authorized by Chapter 551, Texas Government Code. Executive Session may be held at the end of the Regular Session or at any time during the meeting that a need arises for the City Council to seek advice from the city attorney (551.071) as to the posted subject matter of this City Council meeting.

The City Council may confer privately with its attorney to seek legal advice on any matter listed on the agenda or on any matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with Chapter 551, Texas Government Code.

1. Section 551.071: Consultation with City Attorney to seek advice about pending or contemplated litigation or on a matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Open Meetings Act - (1) Jessie Goodfellow v. City of North Richland Hills, et al, Cause No. 352-366545-25; (2) Travis Scott Gray v. City of North Richland Hills, et al, Civil Action No. 4-25CV1276-09; (3) Citizen Formal Complaint; and (4) Bank of the West v. G.Q. Enterprises Corp., et al, Cause No. 141-376075-26.
2. Section 551.087: Deliberation regarding commercial or financial information that the governmental body has received from a business prospect that the governmental body seeks to have locate, stay, or expand in or near the territory of the governmental body and with which the governmental body is conducting economic development or deliberation of the offer of a financial or other incentive to such a business prospect - (1) Northeast Corner of Boulevard 26 & Harwood Road, (2) EZ Streets Empowerment Zone, (3) Southwest Corner of Davis Boulevard and Smithfield Road, and (4) 8021 and 8029 Main Street.

REGULAR MEETING: Immediately following executive session (but no earlier than 7:00 p.m.)

Held in the City Hall Council Chambers

A. CALL TO ORDER

A.1 INVOCATION - COUNCIL MEMBER GOETZ

A.2 PLEDGE - COUNCIL MEMBER GOETZ

A.3 SPECIAL PRESENTATION(S) AND RECOGNITION(S)

A.4 PUBLIC COMMENTS

An opportunity for citizens to address the City Council on matters which are scheduled on this agenda for consideration by the City Council, but not scheduled as a public hearing. In order to address the City Council during public comments, a Public Meeting Appearance Form must be completed and presented to the City Secretary prior to the start of the City Council meeting.

A.5 REMOVAL OF ITEM(S) FROM CONSENT AGENDA

B. CONSIDER APPROVAL OF CONSENT AGENDA ITEMS

B.1 [Approve the minutes of the April 13, 2026 City Council meeting.](#)

B.2 [Authorize the City Manager to execute an interlocal agreement with the City of Terrell for the purchase of goods and services from vendors selected through the competitive bidding process.](#)

C. PUBLIC HEARINGS

D. PLANNING AND DEVELOPMENT

E. PUBLIC WORKS

F. CITIZENS PRESENTATION

An opportunity for citizens to address the City Council on matters which are not scheduled for consideration by the City Council or another City Board or Commission at a later date. In order to address the City Council during citizens presentation, a Public Meeting Appearance Form must be completed and presented to the City Secretary prior to the start of the City Council meeting.

G. GENERAL ITEMS

G.1 [Approve award of bid RFP 26-009 to Matrix Consulting Group, LTD. for a Facilities & Construction Operational Efficiency Audit in the amount not to exceed \\$77,000 and authorize the City Manager to execute the related professional services agreement.](#)

G.2 [Approve award of bid RFP 26-008 to Baker Tilly Advisory Group, LP for the Utility Billing Operational Efficiency Audit in the amount not to exceed \\$82,875 and authorize the City Manager to execute the related professional services agreement.](#)

G.3 [Approve Resolution No. 2026-026, appointing members to the Legislative Task Force of the City of North Richland Hills.](#)

G.4 [Consider Ordinance No. 3955, amending Chapter 2, Article II, Division 2, Rules of Procedure of the Code of Ordinances of the City of North Richland Hills.](#)

- H. EXECUTIVE SESSION ITEMS - CITY COUNCIL MAY TAKE ACTION ON ANY ITEM DISCUSSED IN EXECUTIVE SESSION LISTED ON WORK SESSION AGENDA
- I. INFORMATION AND REPORTS - COUNCIL MEMBER ROBERTS
 - I.1 [Announcements](#)
- J. ADJOURNMENT

Certification

I do hereby certify that the above notice of meeting of the North Richland Hills City Council was posted at City Hall, City of North Richland Hills, Texas in compliance with Chapter 551, Texas Government Code on Tuesday, April 21, 2026 by 5:00 PM.

Alicia Richardson
City Secretary/Chief Governance Officer

This facility is wheelchair accessible and accessible parking spaces are available. Requests for accommodations or interpretive services must be made 48 hours prior to this meeting. Please contact the City Secretary's office at 817-427-6060 for further information.

CITY COUNCIL MEMORANDUM

FROM: The Office of the City Manager **DATE:** April 27, 2026

SUBJECT: Discuss items from regular City Council meeting.

PRESENTER: Paulette A. Hartman, City Manager

SUMMARY:

Provide the City Council with the opportunity to discuss any item on the regular agenda.

GENERAL DESCRIPTION:

The purpose of this standing item is to allow the City Council an opportunity to inquire about items that are posted for discussion and deliberation on the regular City Council agenda.

The City Council is encouraged to ask staff questions to clarify and/or provide additional information on items posted on the regular agenda or consent agenda.

CITY COUNCIL MEMORANDUM

FROM: The Office of the City Manager **DATE:** April 27, 2026
SUBJECT: Receive update on board and commission term limit research
PRESENTER: Alicia Richardson, City Secretary/Chief Governance Officer

GENERAL DESCRIPTION:

On May 11, 1998, City Council adopted Ordinance 2304 to establish a process for the appointment, review and removal and training of appointed boards and commission members. A two-year term was established to coincide City Council members' terms with their appointees. Historically, most boards have followed this process unless indicated otherwise by State law, City Charter, or ordinance.

On November 4, 2025, the city held a special charter election, and voters of North Richland Hills approved six propositions. Propositions A and B pertained to the length of term for elected officials and established term limits of elected officials, respectively.

Proposition A – extended the mayor and council member terms from two (2) to three (3) years and provided for a phased election schedule to transition to the three-year terms.

- May 2026 – mayor and places 2, 4, and 6 elected to three-year terms
- May 2027 – places 1, 3, 5, and 7 elected to three-year terms

Proposition B – established terms limits, allowing elected officials to serve up to three terms as a council member and three additional terms as mayor, or vice versa.

At its February 9, 2026, work session, City Council discussed term lengths and term limits of board and commission members and whether they should align with the City Council. Staff was directed to prepare an ordinance aligning the term length of board and commission members with the City Council. Subsequently, the City Council reconsidered term limits for board and commission members at its February 23, 2026, work session and staff was directed to research benchmark cities and municipalities with similar populations as North Richland Hills.

City Council will receive a presentation from staff during work session.

CITY COUNCIL MEMORANDUM

FROM: The Office of the City Manager **DATE:** April 27, 2026
SUBJECT: Approve minutes of the April 13, 2026 City Council meeting.
PRESENTER: Alicia Richardson, City Secretary/Chief Governance Officer

SUMMARY:

The minutes are listed on the consent agenda and approved by majority vote of Council at the City Council meetings.

GENERAL DESCRIPTION:

The City Secretary's Office prepares action minutes for each City Council meeting. The minutes for the previous meeting are placed on the consent agenda for review and approval by the City Council, which contributes to a time-efficient meeting. Upon approval of the minutes, an electronic copy will be uploaded to the City's website.

RECOMMENDATION:

Approve minutes of the April 13, 2026 City Council meeting.

**MINUTES OF THE WORK SESSION AND REGULAR MEETING
OF THE CITY COUNCIL OF THE CITY OF NORTH RICHLAND HILLS, TEXAS
HELD IN THE CITY HALL 4301 CITY POINT DRIVE
APRIL 13, 2026**

WORK SESSION

The City Council of the City of North Richland Hills, Texas met in work session on the 13th day of April at 5:00 p.m. in the Council Workroom prior to the 7:00 p.m. regular City Council meeting.

Present:	Jack McCarty	Mayor
	Cecille Delaney	Place 1
	Brianne Goetz	Place 2
	Danny Roberts	Place 3
	Matt Blake	Place 4
	Billy Parks	Place 5
	Russ Mitchell	Place 6
	Kelvin Deupree	Mayor Pro Tem, Place 7
Staff Members:	Paulette Hartman	City Manager
	Trudy Lewis	Assistant City Manager
	Caroline Waggoner	Assistant City Manager
	Alicia Richardson	City Secretary/Chief Governance Officer
	Bradley A. Anderle	City Attorney

CALL TO ORDER

Mayor McCarty called the meeting to order at 5:00 p.m.

1. DISCUSS ITEMS FROM REGULAR CITY COUNCIL MEETING.

City Council had no questions for staff.

2. WELCOME AND INTRODUCTION - PUBLIC OFFICIAL, PUBLIC EMPLOYEE, OR CITIZEN.

New city employees Stephen Barnes, Director of Finance and Zackery Loiselle, Chief Building Official were introduced to the City Council.

3. REVIEW PROPOSED ETHICS ORDINANCE AND AMENDMENTS TO COUNCIL RULES OF PROCEDURE.

Council member Roberts, on behalf of the Ad-Hoc Council Committee, provided an

overview of changes from what was previously presented at the February 23 work session.

City Attorney Bradley Anderle informed City Council that Section 2-52 (Quorum) of the Rules of Procedure was changed from four to five members of the City Council to align with State law. The Texas Open Meetings Act (Government Code Chapter 551) defines a quorum as a majority of the governmental body and the North Richland Hills City Charter defines the governing body as the mayor and seven (7) council members.

4. CHARTER ELECTION UPDATE REGARDING TERMS AND TERM LIMITS.

City Attorney Bradley Anderle provided an overview of the City Charter Amendments approved at the November 4, 2025 election. Propositions A and B, extending the term length from two to three years and the establishment of term limits, respectively amended Article V, Sections 3 and 3.A.

The new term length for the governing body will be phased in with the 2026 and 2027 election cycles. The mayor and council places 2, 4, and 6 will be elected for a three-year term in May 2026 and each election thereafter. Council places 1, 3, 5, and 7 will be elected for a three-year term in May 2027 and each election thereafter.

The term limit for a council member, regardless of place, is three terms (nine years). Likewise, the term limit for mayor is three terms (nine years). A person may serve three terms as a council member and three terms as mayor for a cumulative total of 18 years. The term limit begins with the May 2026 (mayor and council places 2, 4, and 6) and May 2027 (council places 1, 3, 5, and 7) election cycles. The term limit is not retroactive.

5. 2026 RESTAURANT REWARDS UPDATE

Director of Economic Development Craig Hulse provided an update on the Restaurant Rewards Program for year 2026. The city increased its users by 93% and monies rewarded by 106% compared to 2025. The program runs through April 30.

6. PRESENTATION ON IMPLEMENTATION OF PERMITTING EFFICIENCY STUDY RECOMMENDATIONS.

City staff presented an update on the Permitting Efficiency Study, reporting departmental progress on audit recommendations across Building Inspections, Planning, Engineering, Fire, and Utility Billing. Staff noted that recommendations are at varying stages of completion and summarized ongoing initiatives including improvements to the water and sewer tap process, organizational restructuring within Building Inspections, and continued cross training among building inspectors and code compliance inspectors and customer service personnel. The update also highlighted team building efforts,

advancement of the unified EPL (E-Services Portal Transitions) system for plan review and inspections, implementation of standardized pre-application meeting procedures, modernization of public notice signage, and continued development code amendment work.

7. SHORT-TERM RENTAL REGISTRATION PROGRAM UPDATE

Managing Director of Community Services Stefanie Martinez provided an overview of the Short Term Rental (STR) registration program. The STR ordinance was adopted October 13, 2025, and includes an annual registration deadline of January 31. The city extended the first year deadline to February 28, 2026. The ordinance allows existing STRs to continue contingent upon the operator receiving a permit from the city. New STRS are only allowed in multi-family (capped at 5% in multi-family complexes), commercial, and Town Center-Core zones. Staff's communication efforts in December and January led to 66 applications and 63 licensed STRs. The city collected \$69,000 in past due Hotel Occupancy Tax (HOT) from STR operators and \$10,500 year to date for 2026 Hotel Occupancy Tax. Ms. Martinez provided an update on staff's non-compliance efforts. There are 90 unlicensed properties in the city and 55 of those properties are shown as active. The most common STR complaints received by Code Compliance are excessive parking, trash and trash receptacles set out on wrong days, and parties (occupancy limit).

FUTURE AGENDA ITEM(S)

There were no requests from City Council for future agenda items.

CITY MANAGER REPORT

City Manager Paulette Hartman provided an update on the following:

Efficiency studies - the award of bid for the facilities and utility billing studies will be on the April 27 City Council agenda.

Intergovernmental and Legislative Affairs Program - appointment of residents to the Legislative Task Force will be on the April 27 agenda. The first meeting is anticipated to be held in June.

Capital Improvement Advisory Committee - the recommended bond propositions will be presented no later than June.

Ms. Hartman announced that North Richland Hills has been honored as a 2026 Top Workplaces Culture Excellence Awards winner, earning national recognition based entirely on confidential feedback from city employees. The City ranked among the top organizations across the country and received six awards highlighting strengths in key

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areas of workplace culture. The awards recognize excellence in: employee appreciation, work-life flexibility, employee well-being, compensation & benefits, purpose & values, and professional development.

EXECUTIVE SESSION

- 1. SECTION 551.071: CONSULTATION WITH CITY ATTORNEY TO SEEK ADVICE ABOUT PENDING OR CONTEMPLATED LITIGATION OR ON A MATTER IN WHICH THE DUTY OF THE ATTORNEY TO THE GOVERNMENTAL BODY UNDER THE TEXAS DISCIPLINARY RULES OF PROFESSIONAL CONDUCT OF THE STATE BAR OF TEXAS CLEARLY CONFLICTS WITH THE OPEN MEETINGS ACT - (1) JESSIE GOODFELLOW V. CITY OF NORTH RICHLAND HILLS, ET AL, CAUSE NO. 352-366545-25; (2) TRAVIS SCOTT GRAY V. CITY OF NORTH RICHLAND HILLS, ET AL, CIVIL ACTION NO. 4-25CV1276-09; (3) BANK OF THE WEST V. G.Q. ENTERPRISES CORP., ET AL, CAUSE NO. 141-376075-26; (4) SHORT TERM RENTAL REGULATIONS; AND (5) TXDOT SH 26 TURN BACK PROJECT.**
- 2. SECTION 551.087: DELIBERATION REGARDING COMMERCIAL OR FINANCIAL INFORMATION THAT THE GOVERNMENTAL BODY HAS RECEIVED FROM A BUSINESS PROSPECT THAT THE GOVERNMENTAL BODY SEEKS TO HAVE LOCATE, STAY, OR EXPAND IN OR NEAR THE TERRITORY OF THE GOVERNMENTAL BODY AND WITH WHICH THE GOVERNMENTAL BODY IS CONDUCTING ECONOMIC DEVELOPMENT OR DELIBERATION OF THE OFFER OF A FINANCIAL OR OTHER INCENTIVE TO SUCH A BUSINESS PROSPECT - (1) NORTHEAST CORNER OF BOULEVARD 26 & HARWOOD ROAD AND (2) EZ STREETS EMPOWERMENT ZONE.**
- 3. SECTION 551.074: PERSONNEL MATTERS TO DELIBERATE THE EMPLOYMENT, EVALUATION, AND DUTIES OF PUBLIC OFFICERS OR EMPLOYEES - CITY MANAGER**

Mayor McCarty announced at 6:15 p.m. that the City Council would adjourn into Executive Session as authorized by Chapter 551, Texas Government Code, specifically, Section 551.071: Consultation with City Attorney to seek advice about pending or contemplated litigation or on a matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Open Meetings Act - (1) Jessie Goodfellow v. City of North Richland Hills, et al, Cause No. 352-366545-25; (2) Travis Scott Gray v. City of North Richland Hills, et al, Civil Action No. 4-25CV1276-09; (3) Bank of the West v. G.Q. Enterprises Corp., et al, Cause No. 141-376075-26; (4) Short Term Rental Regulations; and (5) TxDOT SH 26 Turn Back Project, Section 551.087: Deliberation

regarding commercial or financial information that the governmental body has received from a business prospect that the governmental body seeks to have locate, stay, or expand in or near the territory of the governmental body and with which the governmental body is conducting economic development or deliberation of the offer of a financial or other incentive to such a business prospect - (1) Northeast Corner of Boulevard 26 & Harwood Road and (2) EZ Streets Empowerment Zone and Section 551.074: Personnel Matters to deliberate the employment, evaluation, and duties of public officers or employees - City Manager. Executive Session began at 6:22 p.m. and concluded at 7:26 p.m.

Mayor McCarty announced at 7:26 p.m. that City Council would convene to the regular City Council meeting.

REGULAR MEETING

A. CALL TO ORDER

Mayor McCarty called the meeting to order April 13, 2026 at 7:30 p.m.

Present:	Jack McCarty	Mayor
	Cecille Delaney	Place 1
	Brianne Goetz	Place 2
	Danny Roberts	Place 3
	Matt Blake	Place 4
	Billy Parks	Place 5
	Russ Mitchell	Place 6
	Kelvin Deupree	Mayor Pro Tem, Place 7
Staff Members:	Paulette Hartman	City Manager
	Alicia Richardson	City Secretary/Chief Governance Officer
	Bradley A. Anderle	City Attorney

A.1 INVOCATION

Council member Delaney gave the invocation.

A.2 PLEDGE

Mayor McCarty led the Pledge of Allegiance to the United States and Texas flags.

A.3 SPECIAL PRESENTATION(S) AND RECOGNITION(S)

A.3.1 PRESENTATION BY ALLIANCE FOR CHILDREN

City Council received a presentation from Lisa Mund with Alliance for Children.

A.4 PUBLIC COMMENTS

There were no requests to speak from the public.

A.5 REMOVAL OF ITEM(S) FROM CONSENT AGENDA

No items were removed from the consent agenda.

B. CONSIDER APPROVAL OF CONSENT AGENDA ITEMS

APPROVED

A MOTION WAS MADE BY COUNCIL MEMBER BLAKE, SECONDED BY COUNCIL MEMBER GOETZ TO APPROVE THE CONSENT AGENDA ITEMS AS PRESENTED.

MOTION TO APPROVE CARRIED 7-0.

B.1 APPROVE THE MINUTES OF THE MARCH 23, 2026 CITY COUNCIL MEETING.

B.2 CONSIDER RESOLUTION NO. 2026-021, AUTHORIZING THE RENEWAL SUBSCRIPTIONS FOR FIVE FLOCK SAFETY GUNSHOT DETECTION RAVEN DEVICES FROM FLOCK GROUP INC. IN THE AMOUNT OF \$113,105.02 USING FY 2026 NORTH TEXAS ANTI-GANG CENTER GRANT #2848911 FUNDS AND \$125,000.00 USING FY 2027 NORTH TEXAS ANTI-GANG CENTER GRANT #2848912 FUNDS, IF AWARDED, FOR A TOTAL AMOUNT OF \$238,105.02 AND AUTHORIZING THE CITY MANAGER TO EXECUTE REGIONAL ASSET TRANSFER ADDENDUMS WITH THE CITY OF FORT WORTH TO TRANSFER THE SUBSCRIPTIONS APPROVED THEREIN.

B.3 CONSIDER RESOLUTION NO. 2026-022, AUTHORIZING SUBMISSION OF THE APPLICATION AND ACCEPTANCE OF ALLOCATED FUNDS, IF AWARDED, IN THE AMOUNT OF \$12,033 FOR THE OFFICE OF JUSTICE PROGRAMS' BUREAU OF JUSTICE ASSISTANCE (BJA) FY 2025 EDWARD BYRNE MEMORIAL JUSTICE ASSISTANCE GRANT (JAG) PROGRAM - LOCAL FORMULA.

B.4 TR26-02, ORDINANCE NO. 3950, AMENDING CHAPTER 54, ARTICLE XI RESIDENTIAL PERMIT PARKING ZONE.

B.5 APPROVE RESOLUTION NO.2026-023, APPROVING PARTICIPATION IN THE REMNANT DEFENDANTS SETTLEMENT WITH ASSOCIATED PHARMACIES, INC. (AND AMERICAN ASSOCIATED PHARMACIES), J M SMITH CORPORATION, LOUISIANA WHOLESALE DRUG COMPANY, INC., MORRIS AND DICKSON CO., NORTH CAROLINA MUTUAL WHOLESALE DRUG COMPANY, INC., AND UNITED NATURAL FOODS, INC. (INCLUDING ITS SUBSIDIARIES SUPERVALU AND ADVANTAGE LOGISTICS).

C. PUBLIC HEARINGS

C.1 ZC25-0149 , ORDINANCE NO. 3951, PUBLIC HEARING AND CONSIDERATION OF A REQUEST FROM ELECTRIFY AMERICA LLC FOR A SPECIAL USE PERMIT FOR AN ACCESSORY NON-REQUIRED OFF-STREET PARKING LOT FOR ELECTRIC VEHICLE CHARGING AT 6421 PRECINCT LINE ROAD, BEING 0.975 ACRES DESCRIBED AS LOT 17R, BLOCK 1, THOMPSON PARK ESTATES.

APPROVED

Mayor McCarty opened the public hearing for ZC25-0149, Ordinance No. 3951.

Principal Planner Clayton Husband informed City Council the applicant is requesting a special use permit for 0.975 acres located at 6421 Precinct Line Road. The area is designated on the Comprehensive Land Use Plan as retail commercial and the current zoning is C-1, commercial. Mr. Husband provided site photos of the property.

Applicant representatives Nathan Nickerson, 612 Rocky Ledge Road, West Lake Hills, Texas and David Luebke, 2215 Post Road, Austin, Texas presented the request to develop a parking lot with 24 spaces for electric vehicle charging stations. Mr. Nickerson provided a video introduction and simulation photos of the proposed site.

City Council and the applicant representatives discussed security cameras, lighting concerns for adjacent neighborhoods, and site entrance/exit and canopy.

Mr. Husband presented staff's report. The Planning and Zoning Commission, at their March 19, 2026 meeting, recommended approval of the special use permit request with a vote of 4-0.

Mayor Pro Tem Deupree inquired if a painted crosswalk would be installed from the parking lot to adjacent businesses. Mr. Husband stated that the request did not include a painted crosswalk, but City Council could require it as condition of approval.

There being no forms submitted, Mayor McCarty asked if there was anyone in the audience wishing to speak in favor or against the item to come forward.

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Sean Nutt, 6852 Greenleaf Drive, spoke in support of the request, and asked questions regarding enforcement, idle time and fees. Mr. Luebke responded to the questions.

There being no one else wishing to speak, Mayor McCarty closed the public hearing.

A MOTION WAS MADE BY MAYOR PRO TEM DEUPREE, SECONDED BY COUNCIL MEMBER DELANEY TO APPROVE ORDINANCE NO. 3951, TO INCLUDE THE ADDITION OF A PAINTED CROSSWALK TO ADJACENT BUSINESSES.

MOTION TO APPROVE CARRIED 7-0.

C.2 ZC26-0157, ORDINANCE NO. 3952, PUBLIC HEARING AND CONSIDERATION OF A REQUEST FROM HERNANDEZ AND SON'S LLC FOR A SPECIAL USE PERMIT FOR A PERMANENT ACCESSORY BUILDING AT 7228 BURSEY ROAD, BEING 2.07 ACRES DESCRIBED AS LOT 1, BLOCK 1, GRIFFIN ADDITION.

APPROVED

Mayor McCarty opened the public hearing for ZC26-0157, Ordinance No. 3952.

Principal Planner Clayton Husband informed City Council the applicant is requesting a special use permit for 2.07 acres located at 7228 Bursey Road. The area is designated on the Comprehensive Land Use Plan as low density residential and the current zoning is RE-1, residential estate. Mr. Husband provided site photos of the property.

Property owner Robert Robson, 7228 Bursey Road, informed City Council the purpose for the permanent accessory building is to construct a new and modern garage. Mr. Robson's contractor Christian Hernandez was present and available to answer questions.

Mr. Husband presented staff's report. The Planning and Zoning Commission, at their March 19, 2026 meeting, recommended approval of the special use permit request with a vote of 4-0.

There being no forms submitted, Mayor McCarty asked if there was anyone in the audience wishing to speak in favor or against the item to come forward. There being no one wishing to speak, Mayor McCarty closed the public hearing.

A MOTION WAS MADE BY COUNCIL MEMBER PARKS, SECONDED BY COUNCIL MEMBER GOETZ TO APPROVE ORDINANCE NO. 3952.

MOTION TO APPROVE CARRIED 7-0.

C.3 TR26-01, ORDINANCE NO. 3953, PUBLIC HEARING AND CONSIDERATION REGARDING CITY-INITIATED TEXT AMENDMENTS TO SECTION 118-718 FOR THE PURPOSE OF REVISING ACCESSORY BUILDING AND STRUCTURE REGULATIONS.

APPROVED

Mayor McCarty opened the public hearing for TR26-01, Ordinance No. 3953.

City Council received a presentation from Director of Planning Cori Reaume. The Planning and Zoning Commission, at their March 19, 2026 meeting, recommended approval of the text amendments to Section 118-718 with a vote of 4-0.

There being no forms submitted, Mayor McCarty asked if there was anyone in the audience wishing to speak in favor or against the item to come forward. There being no one wishing to speak, Mayor McCarty closed the public hearing.

A MOTION WAS MADE BY COUNCIL MEMBER BLAKE, SECONDED BY MAYOR PRO TEM DEUPREE TO APPROVE TR26-01, ORDINANCE NO. 3953.

MOTION TO APPROVE CARRIED 7-0.

D. PLANNING AND DEVELOPMENT

There were no items for this category.

E. PUBLIC WORKS

E.1 CONSIDER RESOLUTION NO. 2026-024, RECOMMENDING THE AWARD OF A CONSTRUCTION CONTRACT BY TARRANT COUNTY TO XIT PAVING AND CONSTRUCTION, INC. FOR THE DAVID COURT PAVEMENT IMPROVEMENT PROJECT FOR THE 51ST ANNUAL COMMUNITY DEVELOPMENT BLOCK GRANT PROJECT IN THE TOTAL CONTRACT AMOUNT OF \$339,060.

APPROVED

City Council received a presentation from City Engineer Nathan Frohman. The project is anticipated to begin in Spring 2026 and will take 70 calendar days to complete.

A MOTION WAS MADE BY COUNCIL MEMBER MITCHELL, SECONDED BY COUNCIL MEMBER PARKS TO APPROVE RESOLUTION NO. 2026-024.

MOTION TO APPROVE CARRIED 7-0.

F. CITIZENS PRESENTATION

There were no requests to speak from the public.

G. GENERAL ITEMS

G.1 CONSIDER RESOLUTION NO. 2026-025, AUTHORIZING THE SUBMISSION OF A GRANT APPLICATION AND ACCEPTANCE OF FUNDS, IF AWARDED, IN AN AMOUNT NOT TO EXCEED \$5,000 THROUGH THE 2026 WALMART SPARK GOOD LOCAL GRANT PROGRAM.

APPROVED

City Council received a presentation from Police Chief Jeff Garner.

A MOTION WAS MADE BY COUNCIL MEMBER GOETZ, SECONDED BY COUNCIL MEMBER BLAKE TO APPROVE RESOLUTION NO. 2026-025.

MOTION TO APPROVE CARRIED 7-0.

G.2 CONSIDER ORDINANCE NO. 3954, AMENDING CHAPTER 2, ARTICLE II, OF THE CODE OF ORDINANCES OF THE CITY OF NORTH RICHLAND HILLS ADDING DIVISION 4. CODE OF ETHICS.

APPROVED

Council member Roberts, on behalf of the Ad-Hoc Council Committee, provided an overview of the committee's charge and the purpose, key provisions, and complaint process of the ethics ordinance. Council member Roberts also reviewed the action that can be taken by the City Council regarding complaints filed with the City.

A MOTION WAS MADE BY MAYOR PRO TEM DEUPREE, SECONDED BY COUNCIL MEMBER BLAKE TO APPROVE ORDINANCE NO. 3954.

MOTION TO APPROVE CARRIED 7-0.

G.3 INTRODUCE RECOMMENDED AMENDMENTS TO THE COUNCIL RULES OF PROCEDURE.

Council member Roberts, on behalf of the Ad-Hoc Council Committee, introduced the recommended amendments to the Council Rules of Procedure. The proposed amendments restate and simplify language for the chapter and establishes clear and transparent processes for Section 2-60, Procedural Rules for City Governance.

City Attorney Bradley Anderle informed City Council that Section 2-52, Quorum was amended to align with State law (Open Meetings Act, Chapter 551) and the City Charter. Chapter 551 of the Texas Government Code defines quorum as the majority of the members of a governing body. The City Charter defines the governing body as the mayor and council members. The governing body has eight (8) members and five is a majority. The language in Section 2-52 was amended to reflect that five members constitutes a quorum of the North Richland Hills City Council.

H. EXECUTIVE SESSION ITEMS - CITY COUNCIL MAY TAKE ACTION ON ANY ITEM DISCUSSED IN EXECUTIVE SESSION LISTED ON WORK SESSION AGENDA

There was no action necessary as a result of the executive session.

I. INFORMATION AND REPORTS

I.1 ANNOUNCEMENTS

Council member Goetz made the following announcements.

The Sounds of Spring Concert Series kicks off on Friday, April 17 at 7:00 p.m. on the plaza in front of City Hall. Admission is free. Seating is on the lawn, so don't forget to bring a blanket or lawn chair. A variety of food trucks will be on-site for each concert. Please visit the city's website for more details.

Early voting for the May 2 election begins April 20 and will continue April 22 through 28. The voting polls are closed April 21 for San Jacinto Holiday. Registered voters can cast their ballot at North Richland Hills City Hall, the Birdville Independent School District (BISD) Fine Arts Athletics Complex, North Richland Middle School, Smithfield Middle School, or any other Tarrant County polling location. The North Richland Hills Library is not an early voting location for this election. You can view the early voting schedule and your sample ballot on the Tarrant County Elections website.

Kudos Korner - Lathan Tolbert in the Planning Department - A real estate management company recently called to share the following: "I wanted you to know what an outstanding job Lathan is doing and how well he is representing the NRH Planning Department. I have had the opportunity to work with Lathan on a couple of projects where I requested supporting documentation for a plat and survey. He was very prompt in his

response and accurate with the information he provided. I also observed him interact with another NRH citizen in your office and he was extremely professional, courteous, and knowledgeable. He is an exceptional employee in your department.” Thank you, Lathan. Keep up the great work!

J. ADJOURNMENT

Mayor McCarty adjourned the meeting at 8:41 p.m.

Jack McCarty, Mayor

ATTEST:

Alicia Richardson
City Secretary/Chief Governance Officer

CITY COUNCIL MEMORANDUM

FROM: The Office of the City Manager **DATE:** April 27, 2026
SUBJECT: Authorize the City Manager to execute an interlocal agreement with the City of Terrell for the purchase of goods and services from vendors selected through the competitive bidding process.
PRESENTER: Trudy J. Lewis, Assistant City Manager

SUMMARY:

Authorize the City Manager to execute an interlocal agreement with the City of Terrell for the purchase of goods and services from vendors selected through the competitive bidding process.

GENERAL DESCRIPTION:

The City of Terrell is requesting to enter into an interlocal agreement for the purchase of goods and services from vendors selected through the competitive bidding process. City Council has authorized several of these interlocal agreements in the past and they have been mutually beneficial to the City of North Richland Hills and the other agencies. Participation reduces the overall expense of soliciting bids and purchasing in larger quantities often lowers the cost of the goods and/or services. Each agency will place their orders and pay the vendors directly. The City of North Richland Hills or the City of Terrell may change or cancel the agreement with a 30-day written notice. The City of North Richland Hills currently participates in interlocal agreements with several local governments throughout the DFW Metroplex and various parts of Texas.

RECOMMENDATION:

Authorize the City Manager to execute an interlocal agreement with the City of Terrell for the purchase of goods and services from vendors selected through the competitive bidding process.

INTERLOCAL AGREEMENT
BETWEEN
CITY OF NORTH RICHLAND HILLS AND THE CITY OF TERRELL

This Interlocal Agreement (the "Agreement") is made and entered into by and between the CITY OF NORTH RICHLAND HILLS, hereinafter referred to as "NRH", and the CITY OF TERRELL, hereinafter referred to as "TERRELL", collectively, the "Parties".

Pursuant to the authority granted by the Texas Interlocal Cooperation Act {Chapter 791 Texas Government Code} providing for the cooperation between local governmental bodies, the Parties hereto, in consideration of the premises and mutual promises contained herein, agree as follows:

NRH and TERRELL desire to enter into an Agreement for the purchase of goods and services from vendors selected through the competitive bidding process as authorized by Section 791.025 Tx. Govt. Code. Specifications for said items should be determined in cooperation with the final approval of the entity processing the bid.

The responsibility of each entity shall be as follows:

I.

NORTH RICHLAND HILLS

1. NRH shall be allowed to purchase goods and services from Vendors who have been selected by TERRELL through the competitive bidding process. NRH will place orders directly with and pay directly to the selected Vendor for goods and services purchased through a contract.
2. All purchases will be within the specifications that have been agreed to. NRH shall be responsible for the Vendors' compliance with all conditions of delivery, price and quality of the purchased goods or services.
3. NRH shall give a 30-day written notification to all participating agencies of any change or cancellation of participation.
4. The Purchasing Agent, shall be designated as the official representative to act for NRH all matters relating to this Agreement for cooperative purchasing.

II.

TERRELL

1. TERRELL shall be allowed to purchase goods and services from Vendors who have been selected by NRH through the competitive bidding process of NRH. TERRELL will place orders directly with and pay directly to the selected Vendor for goods and services purchased through a contract.

2. All purchases will be within the specifications that have been agreed to. TERRELL shall be responsible for the Vendors' compliance with all conditions of delivery, price and quality of the purchased goods or services.
3. TERRELL shall give a 30-day written notification to a participating agency of any change or cancellation of participation.
4. The Terrell City Manager, shall be designated as the official representative to act for TERRELL in all matters relating to this Agreement for cooperative purchasing.

III MISCELLANEOUS

1. This is the entire agreement of the parties and supersedes all prior understandings and agreements between the parties regarding such matters. This Agreement may not be altered, amended, or modified except in writing signed by all parties to this Agreement. No official, agent, employee, or representative of either NORTH RICHLAND HILLS or TERRELL has the authority to alter, amend, or modify the terms of this Agreement.
2. Any clause, sentence, paragraph or article of this Agreement which is determined by a court of competent jurisdiction to be invalid, illegal, or unenforceable in any respect shall not be deemed to impair, invalidate, or nullify the remainder of this Agreement if the Agreement can be given effect without the invalid portion.
3. Any act of forbearance by either party will not constitute and will not have the effect of an amendment of this Agreement. The failure of either party to exercise any right under this Agreement under certain circumstances does not imply a waiver of such right under like circumstances later occurring.
4. This Agreement shall be governed by, and construed in accordance with, the laws of the State of Texas.
5. This Agreement shall take effect upon execution by the signatories and shall be in effect from date of execution until terminated by either party with thirty (30) written notice.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their authorized officers.

CITY OF NORTH RICHLAND HILLS

BY: _____
Paulette Hartman, City Manager

DATE: _____

ATTEST:

Alicia Richardson
City Secretary/Chief Governance Officer

APPROVED AS TO FORM AND LEGALITY:

Bradley Anderle
City Attorney

CITY OF TERRELL

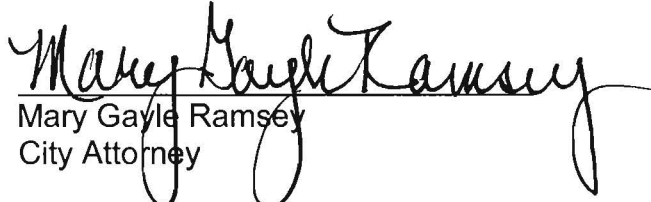
BY: 
Mark C. Mills. City Manager

DATE: 3/4/2022

ATTEST:


Dawn Steil
City Secretary

APPROVED AS TO FORM AND LEGALITY:


Mary Gayle Ramsey
City Attorney

CITY COUNCIL MEMORANDUM

FROM: The Office of the City Manager **DATE:** April 27, 2026
SUBJECT: Approve award of bid RFP 26-009 to Matrix Consulting Group, LTD. for a Facilities & Construction Operational Efficiency Audit in the amount not to exceed \$77,000 and authorize the City Manager to execute the related professional services agreement.

PRESENTER: Paulette Hartman, City Manager

SUMMARY:

It is recommended that the City Council approve the award of bid RFP 26-009 to Matrix Consulting Group, LTD. for a Facilities & Construction Operational Efficiency Audit as detailed in the attached proposal in the amount not to exceed \$77,000.

GENERAL DESCRIPTION:

As part of the FY2026 adopted operating budget, the City Council approved conducting a Facilities & Construction Operational Efficiency Audit. The Council's directive to conduct this efficiency audit stemmed from a commitment to operational excellence and continuous improvement. This aligns with the City Council goals to drive operational excellence into every area, steward the public's money well, and improve safety, security, and infrastructure every day. This audit is essential to address facility lifecycles and inherent challenges of aging infrastructure. It will deliver a long-term roadmap that integrates policy, process and technological recommendations to ensure the City's physical assets are maintained efficiently and sustainably for years to come.

To ensure a fair and competitive selection process, the city conducted a comprehensive nationwide search, reaching 2,657 potential vendors. On January 13, 2026, the city formally released a Request for Proposals (RFP) through Public Purchase, a well-established and widely used procurement platform. This broad outreach resulted in a response from the vendor community, with three (3) proposals received by the submission deadline of February 17, 2026, from the following firms:

Brio Services, LLC
Crowe, LLP
Matrix Consulting Group, LTD.

Proposals were evaluated based on the firm's experience, qualifications, proposed methodology, cost and references. Based on an evaluation of the selection criteria, a five-

member committee including representatives from the City Manager's Office, Facilities & Construction and Parks & Recreation departments recommend awarding the bid to Matrix Consulting Group, LTD. due to their demonstrated expertise, comprehensive approach, competitive pricing and understanding of municipal facilities management and operations. Their extensive experience in conducting similar audits for municipal governments was a significant factor in their selection.

RECOMMENDATION:

Approve award of bid RFP 26-009 to Matrix Consulting Group, LTD. for the Operational Efficiency Audit of the Facilities & Construction Department in the amount not to exceed \$77,000 and authorize the City Manager to execute the related professional services agreement.

April 2, 2026

Paulette Hartman
4301 City Point Drive
North Richland Hills, TX 76810

Dear Ms. Hartman:

I am writing to clarify the pricing on the proposal submitted on February 17, 2026 by my firm to conduct the Facilities and Construction Operational Efficiency Audit. As shown by the detailed table in our proposal, we proposed to conduct the engagement for \$77,000, as shown in the following table that was included on page 22 of our proposal.

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

Unfortunately, the narrative preceding this table inadvertently indicated a price of \$74,500, so I wanted to clarify that, as shown in the detailed pricing table, we were proposing **\$77,000**, inclusive of all charges.

We look forward to the opportunity to serve the City of North Richland Hills.

If you have any questions, please let me know.



Alan D. Pennington, President
Matrix Consulting Group, Ltd.



PROPOSAL TO PROVIDE A FACILITIES AND CONSTRUCTION OPERATIONAL EFFICIENCY AUDIT

FEBRUARY 17, 2026

NORTH RICHLAND HILLS, TEXAS

MATRIX
CONSULTING GROUP

Charles Benson, Purchasing Manager
City of North Richland Hills
4301 City Point Drive
North Richland Hills, TX 76180

Dear Mr. Benson,

Matrix Consulting Group, Ltd. is pleased to present this proposal to the City of North Richland Hills for a Facilities and Construction Operational Efficiency Audit. Our submission is based on our review of the RFQ and our experience conducting similar performance, operational, process, staffing, and organizational evaluations in Texas and nationwide. We have a specialized team focused on facilities management operations and staffing, comprising industry leaders and subject-matter experts. Our key qualifications to work with the City on this project include:

- **Tailored Services to Meet Your Unique Organizational Needs:** We understand that each municipal organization has a unique organizational culture, service portfolio, and expectations regarding service levels. As a result, we develop a highly customized approach to serving each client, designed to support and advance your goals and objectives.
- **A Highly Experienced Analytical Team:** We have proposed a team comprising members who have served in local government in executive management roles, as well as career consultants with extensive experience conducting dozens of similar studies for local governments.
- **Experience in the State of Texas.** Our firm has completed more than 80 studies for Texas municipalities over the last decade, including Addison, Burleson, Austin, Cedar Hills, Cedar Park, Dallas, Denton, Flower Mound, Fort Worth, Kyle, New Braunfels, San Marcos, Schertz, and Southlake.
- **Strong Facilities Management Experience.** Aaron Baggarly, our proposed Principal-in-Charge, has also led all of our firm's facilities space needs and allocation studies over the past ten years. Chas Jordan, the proposed Project Manager for this assessment, is a former municipal Facilities Manager and Assistant Public Works Director. These individuals are the same team currently completing the Municipal Complex Facility Master Plan for North Richland Hills.

As the firm's President, I am authorized to represent the firm contractually and execute any service agreement. I can provide any additional information you may need during the evaluation period. I can be reached at the address and phone number below or via email at apennington@matrixcg.net.



ALAN D. PENNINGTON

President, Matrix Consulting Group, Ltd

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FIRM OVERVIEW AND EXPERIENCE

Matrix Consulting Group, Ltd. is a management consulting firm that provides high-quality analytical, evaluation, support, and training services to public-sector entities. We were incorporated in California in 2003 and operate nationally. We are also licensed to conduct business in Texas.

- Our headquarters are in San Mateo (CA) with a satellite office in Irvine (CA). We have regional offices in Dallas (TX), Charlotte (NC), Edwardsville (IL), the Tampa (FL) area, Portland (OR), and Nova Scotia, Canada. The office location serving North Richland Hills is located at 8022 Providence Road, Suite 500-106, Charlotte, NC 28277.
- We employ 32 full-time, highly experienced management consultants specializing in public-sector management consulting. We have subject-matter experts in virtually all major areas of local government operations.
- Since our founding, we have worked with over 2,000 public-sector entities, evaluating organizational effectiveness; streamlining business processes; evaluating service delivery approaches; ensuring functional alignment to enhance interdepartmental collaboration; and developing appropriate resources and staffing allocations. The following outlines the core service areas of our firm:

Administrative (HR, Finance, IT)	Fire and EMS
Community Development	Fleet Management
Emergency Communications	Law Enforcement
Facilities and Space Planning	Parks, Recreation, and Libraries
Financial Services	Public Works and Utilities

We have dedicated subject matter experts in each of these core areas.

Matrix Consulting Group is unique in that our experience encompasses cost accounting and allocation, process audits, and best practices. The following points highlight key distinguishing features of our experience and approach to providing financial studies, cost allocation plans, and indirect cost rate services.

- **Expert Management Insight:** Our team applies best management practices and industry standards, leveraging staff interview expertise to refine services, fees, and time estimates.
- **Tailored Reports and Templates:** We customize reports and worksheets to ensure seamless integration with City documents and systems.
- **Continued Support:** Following project completion, we will provide ongoing technical support, model reviews, and metric discussions at no additional cost.

Our mission is to deliver data-driven results that meet current needs and position our clients for future success. The above points outline the added value of choosing a firm like Matrix Consulting Group. We distinguish ourselves from our competitors through our commitment to delivering unparalleled value.

RELEVANT EXPERIENCE

Matrix Consulting Group has worked with hundreds of local entities nationwide. The following subsections highlight the relevant experience of our proposed team members for this project.

FACILITIES PLANNING AND SPACE NEEDS STUDIES

Matrix Consulting Group has also conducted more than 30 studies nationwide over the past five years, focusing on facilities planning and space needs analysis. Recent clients include:

Bakersfield, CA	Gulf Shores, AL	Redmond, WA (x2)
Beaufort Jasper WSA, SC	Henderson, NV	Sandersville, GA
Broward County, FL	Hennepin County, MN	Salt Lake City, UT
Burleson, TX	Kawartha Lakes, ON	Stafford County, VA
Clackamas County, OR	Kyle, TX	Stanislaus County, CA
Davenport, IA	La Verne, CA	Suisun City, CA
DeSoto, TX	Mount Pleasant, SC	Valley Center, KS
Erie County, NY	New Rochelle, NY	Westchester County, NY
Fremont, NE	Pismo Beach, CA	Wyandotte County, KS
Grand County, UT	Red River Dispatch, ND	Yarmouth, MA

All of these studies included staffing and operational assessment in addition to space and facility components. Details about any project listed above are available upon request.

TEXAS EXPERIENCE

We have completed more than 80 projects for municipalities across Texas. The table below lists recent projects our firm completed in the state.

Year	Client	Project
Current	Dallas	Real Estate Master Plan RFP Development
Current	North Richland Hills	Municipal Complex Facilities Master Plan
Current	San Marcos	Police Department and EMS Staffing Study
Current	Travis County	Sheriff's Office Staffing Study
2025	Duncanville	Police and Fire Staffing Study
2024	Addison	Facility Maintenance, Police, Fire, and Airport Assessments
2024	Dallas	Development Services Implementation; Cost Allocation Plan
2024	Denton	Real Estate Department Operational Analysis
2024	Frisco	Fire Standard of Cover
2024	New Braunfels	Police Staffing Study
2024	Pearland	9-1-1 Study
2024	Prosper	Development Review Process Study
2023	DeSoto	Fire Staffing, Station Location, and Facility Study
2023	Georgetown	Fire Staffing and Operations Study
2023	Kyle	Police Staffing, Operations, and Facility Study
2023	Parker County	Emergency Communication Staffing Study
2023	Round Rock	Fire Standard of Cover
2023	Travis County	Jail Operational Assessment and Staffing; Fire Fees (Travis Co. ESD12)

Year	Client	Project
2022	Burleson	Police Staffing and Facilities Study
2022	Cedar Park	Fire and Police Departments Study
2022	Dallas	Development Services Audit & Cost Allocation Plan
2022	Denton	Cost of Services Study; Development Fee Study; Fleet Follow-up
2022	Fort Worth	Police Staffing Study Update
2022	Texas City	Police Staffing Study

Details about any listed project are available upon request.

REFERENCES

ADDISON, TX



Staffing and Operational Study of the General Services Department

Brad Boganwright, FMP
Assistant Director of
General Services
(972) 450-2894
sboganwright@addisontx.gov

Matrix Consulting Group evaluated the General Services Department's current operations, existing staffing and program services; as well as to document and provide specific recommendations that optimize and enhance services consistent with adopted industry standards. The project included a staffing analysis and a full operational analysis of best practices and service levels for the entire department including both fleet and facilities operations.

The study also included an in-depth analysis of the current asset and maintenance management methodologies of the Town and recommendations to improve upon the current practices. Recommendations included the need for dedicated staffing for fleet management competencies, an increased focus on asset management condition, new contract management staffing levels and techniques, and updated policies and procedures for continued operational success.



MIAMI BEACH, FL



Facilities Management Organizational and Staffing Assessment

Francisco Garcia,
Facilities Division
Director
(305) 673-7000
franciscogarcia@miamibeachfl.gov

Matrix Consulting Group was engaged by the City's Facilities and Fleet Management Department to perform a comprehensive organizational, operational, and staffing assessment of the Facilities Management Division. This assessment included a best management practices assessment of the Division, an on-site visit and review of operations, a comparative assessment, an operational assessment and an overarching analysis of the Division's current organization and staffing.

In this project, the project team used industry benchmarks from IFMA on staffing levels per square foot to analyze effective staffing levels using equivalency unit metrics developed for local government buildings. This data was then coupled with results of workload analysis to determine not only where staffing is required but also how to best structure the Division to best meet the needs of significant customer input and demand.

[Link to work sample.](#)

WEST SACRAMENTO, CA



Comprehensive Capital Projects Department Assessment

Ariana Adame
Director of Capital
Projects
(916) 617-4980
arianaa@cityofwestsacramento.org

Matrix Consulting Group was retained by the City of West Sacramento to conduct an analysis of the operations, work practices, staffing, and organizational structure of the City of West Sacramento's Capital Project's Department.

Recommendations included changes to the programs included in the division, enhancements to the Department's use of technology, consistency in reporting, and implementation of several best practices. The study also addressed administrative systems and procedures and asset management. The Department's approach to utilizing contract services was also reviewed and several modifications or enhancements to this process were recommended.

This department includes the City's "Facilities Construction and Development Division" that manages all City property projects and assets. This Division was evaluated to determine needed systems to appropriately track facilities and led to our current project with the City to develop a Facilities, Equipment, and Vehicles Master Plan.



STOCKTON, CA



Organizational and Operational Assessment of the Public Department

William Crew
City Manager
(209) 937-8212
william.crew@stocktonca.gov

The City of Stockton hired Matrix Consulting Group to conduct an operational and organizational assessment of the Public Works Department which included the Engineering, Construction Services, Operations and Maintenance, Waste and Recycling, Fiscal, and Administrative Support divisions. The study aimed to identify opportunities to increase service delivery and effective and efficient operations and project management. The assessment included a best practice assessment and input from staff and internal stakeholders.

The project team identified strengths of the organization along with nearly 100 specific recommendations in staffing, organizational structure, service levels, performance metrics, asset management, and use of technology. The project team also created a list of policies and procedures the department needs to develop that are essential for effective and efficient operations. The recommendations were compiled into an implementation plan with designated leads and timelines to assist the department throughout the implementation phase.

BRADENTON, FL



Organizational and Operational Assessment of the Public Works and Utilities Department

Rob Perry
City Administrator
(941) 932-9442
Rob.perry@bradentonFL.gov

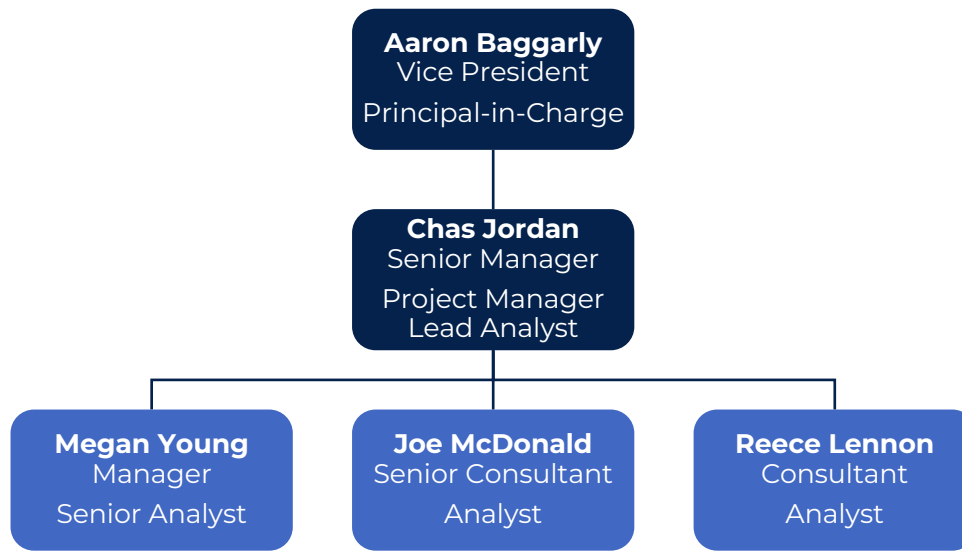
Matrix Consulting Group was retained to conduct a comprehensive management, staffing, and operational assessment of the Public Works and Utilities Department, which includes the City's Facilities and Electrical Maintenance Division. The goals of the study included an organizational efficiency and staffing analysis to help deploy strategies to utilize staff resources in the most effective manner, determine appropriate staffing levels for the Department(s), and recommend organizational structure changes to enhance Department service levels.

The project team recommended a reorganization of multiple divisions to better align teams and delivery of services. Matrix also recommended the implementation of an asset management program and the use of technology for field staff to be able to assign and record work order information from the field.

Recommendations for the Facilities and Electrical Maintenance Division included reorganization for more effective services and implementation of maintenance management tracking.

PROJECT TEAM

The following organizational chart shows the proposed project team. The Principal-in-Charge is ultimately responsible for client satisfaction and completion of the work as proposed and requested. The Project Manager will serve as NRH's primary point of contact, review and approve all deliverables before submission, manage the project schedule, and coordinate project tasks. Each analyst will be assigned specific responsibilities within the project to ensure effective delivery.



Detailed resumes begin on the following page.

STAFF CAPACITY

The Matrix Consulting Group has the in-house resources to address all aspects of this project. Each project team member currently has the capacity in the coming months to complete this project as scheduled. If additional resources are needed, we have personnel with expertise in municipal operations and data analysis who can support the project team to ensure timely delivery.

Name	Title	Role	Capacity
Aaron Baggarly	Vice President	Principal-in-Charge	20%
Chas Jordan	Senior Manager	Project Manager / Lead	35%
Megan Young	Manager	Senior Analyst	30%
Joe McDonald	Senior Consultant	Analyst	35%
Alexis Orrick	Consultant	Analyst	35%



AARON BAGGARLY, AICP
Vice President

Aaron oversees our organizational excellence practice. He has conducted over 150 operational, process improvement, staffing, and needs assessments for all aspects of local government operations. Aaron takes a holistic view of municipal operations and understands the intricacies of departmental operations and how they impact both internal and public service needs.

Aaron's relevant experience include:

- Completed over 70 facility studies for all government facilities with an emphasis on public safety and criminal justice facilities.
- Conducted facility condition assessments, space allocation review, architectural space programs, and space projections.
- Develop facility master plans that address current and future spatial needs with a combination of new construction, adaptive re-use, and analysis for centralized and decentralized operations.
- Over 200 staffing and operational studies for all local government operational areas.

EXPERIENCE HIGHLIGHTS:

GULF SHORES, AL: STAFFING AND FACILITY 20-YR MASTER PLAN

Aaron led the firm's effort to evaluate the operational and staffing needs to meet current and projected needs. He led the development of a 20-year projection model that projected workload and staffing needs. These projection models led to the development of a 20-year facility master plan that identified four scenarios to meet future facility needs. Scenarios included a combination of renovation, expansion, and new construction.

FORT COLLINS, CO: REGULATORY PROCESS IMPROVEMENTS

Aaron led the firm's efforts to evaluate the City's regulatory business practices for both internal services and public engagement. This study identified process and organizational changes needed to streamline business processes, enhance customer services, and identify processes that should be centralized to align performance with service level expectations.

ROLE ON THIS ENGAGEMENT:

Aaron will serve as the Principal-in-Charge for this engagement.

RELEVANT CLIENTS:

AL, Gulf Shores
AZ, Buckeye
CA, Bakersfield
CA, La Verne
CA, Suisun City
FL, Broward County
FL, Monroe County
IA, Davenport
KS, Wyandotte County
MN, Hennepin County
NC, Durham
NC, Mecklenburg Co
NE, Fremont
NY, New Rochelle
SC, BJWSA
TX, Burleson
TX, DeSoto
TX, Kyle
TX, N Richland Hills
UT, Grand County
WA, Redmond

YEARS OF EXPERIENCE:

19

EDUCATION:

BS, Appalachian State University, Community and Regional Planning, Minor in GIS

CERTIFICATIONS:

American Institute of Certified Planners (AICP)



CHAS JORDAN, MPA, FMP, PWE, ENV SP
Senior Manager

Chas Jordan serves as a lead analyst/project manager on projects dealing with public works, facilities, fleet management, utilities, parks and recreation and administrative functions. He holds the Facility Management Professional credential from the International Facility Management Association.

Prior to joining Matrix, Chas served as an Assistant Public Works Director and Facilities Manager in Florida. His consulting expertise includes:

- Facilities Management organizational structure, operations, and best practices, specifically master planning, design standards, space needs, sustainable design, and life cycle cost analysis.
- Major construction project management and systems review.
- Maintenance planning and coordination including work order technology implementation to improve workflow and management, integration strategies and employee training.
- Strategic planning, organizational and staffing assessments, needs assessments, and best management practices evaluation and implementation.

EXPERIENCE HIGHLIGHTS:

ADDISON, TX: ASSESSMENT OF GENERAL SERVICES DEPT.

- Served as project manager to review and assess the organization and staffing of the General Services Department (Facilities and Fleet)
- Reviewed maintenance standards and needed staffing resources.
- Recommended Organizational and Staffing Improvements to meet Service Level Expectations.

MIAMI BEACH, FL: FACILITIES DIVISION ASSESSMENT

- Served as project manager on an assessment of the organization and staffing of the City's Facilities Management Division.
- Served as a fleet analyst on an assessment of the utilization and replacement of the City's vehicle fleet.

ROLE ON THIS ENGAGEMENT:

Chas will serve as Project Manager.

RELEVANT CLIENTS:

CA, Bellflower
CA, Brentwood
CA, EBRPD
CA, La Mesa
CA, Long Beach
CA, Moreno Valley
CA, Port of LA
CA, SDCWA
CA, Stockton
CA, West Sacramento
CA, Vacaville
CO, Fort Collins
FL, Bradenton
FL, Miami Beach
FL, Palmetto Bay
FL, Seminole Tribe
FL, St. Johns Co.
FL, St. Petersburg
MA, Lowell
MO, Jefferson City
MO, Lees Summit
OH, Cincinnati
OR, Washington Co.
SC, Columbia
TX, Addison
VT, Burlington

YEARS OF EXPERIENCE:

19

EDUCATION:

MPA, University of North Florida

BA, University of North Florida

PROFESSIONAL CERTIFICATIONS:

Facility Management Professional (IFMA)

Facilities and Grounds Certificate (APWA)



MEGAN YOUNG, PMP, CPRE
Manager

Megan leads the firm's parks and recreation projects. Megan brings more than twelve years of experience working with local and regional governments. Prior to joining Matrix, Megan served as Assistant to the City Manager, Parks and Grounds Administrator, and Public Works Operation Analyst in various organizations in South Carolina. Relevant experience includes:

- Park maintenance management, including maintenance standards, playground and amenity management, and levels of service.
- Parks and Recreation operations, staffing, and programming analysis.
- Organizational and staffing assessments, needs assessments, and best management practices evaluation and implementation.

EXPERIENCE HIGHLIGHTS:

WILSONVILLE, OR: PARKS AND RECREATION ASSESSMENT

Megan served as lead analyst on this project developing service level targets, staffing level assessments and organizational review. Her role included on-site review of current services provided and recommended targets for the future.

ROCHESTER HILLS, MI: GROUNDSKEEPING SERVICES

Megan served as lead analyst on this project focusing on groundskeeping services analysis and recommendations for staffing and contracted services. The study also evaluated procurement practices and contract efficiencies.

EAST BAY REGIONAL PARK DISTRICT, CA: RESOURCE ALLOCATION STUDY

Megan served as the lead analyst on the review of resource allocation and staffing methodology. The study evaluated the operations, staffing, and organization of the Park Operations Department, which includes Park Maintenance, Maintenance & Skilled Trades, and Interpretive & Recreation Services.

ROLE ON THIS ENGAGEMENT:

Megan will be a Senior Analyst focusing on maintenance activities.

RELEVANT CLIENTS:

CA, Long Beach
CA, EBRPD
CA, Vacaville
CA, San Mateo
MA, Lowell
MI, Rochester Hills
MI, Royal Oak
OR, Wilsonville
TX, Buda

YEARS OF EXPERIENCE:

13

EDUCATION:

BA, Intercultural Studies
for Business and Spanish,
Wofford College

MPA, Clemson University

TRAINING & CERTIFICATIONS:

Project Management
Professional: 2020, 2023,
Project Management
Institute

Certified Park and
Recreation Executive:
2025, National Recreation
and Parks Association



JOE MCDONALD, PSHRA-CP
Senior Consultant

Joe McDonald works in our General Consulting practice and has served as an analyst on several engagements with a focus on administrative services, community development, and public works. Joe specializes in employee/community engagement efforts, data and staffing analyses, process optimization, technical documentation development, procurement practices, and staff development.

EXPERIENCE HIGHLIGHTS:

MIAMI BEACH, FL: FACILITIES DIVISION ASSESSMENT

Joe worked as an analyst on this assessment of the City of Miami Beach's Facilities Management division. Joe assisted primarily in the areas of information gathering (via interviews and data collection) as well as data analysis of workload and other metrics.

SAN DIEGO COUNTY WATER AUTHORITY: CIP ASSESSMENT

Joe served as an analyst on an operational assessment of the San Diego County Water Authority's CIP program. This study focused on optimizing the current CIP process as well as ensuring that the Authority had adequate staffing, technology, and other resources to support it. Joe also worked as a technical writer to draft an updated CIP policy manual following the conclusion of the project.

UPPER ARLINGTON OHIO: PROCUREMENT KPIS

During this assessment of the City of Upper Arlington's Procurement division, Joe led analysis on procurement policies and practices, staffing levels, and procurement spending. Joe assisted in the development of key performance indicators (KPIs) for implementation by the division.

ROLE ON THIS ENGAGEMENT:

Joe will serve as an analyst on this engagement focusing on process mapping and procurement approaches.

RELEVANT CLIENTS:

CA, Rocklin
CA, San Dimas
CA, EBRPD
CA, SDCWA
CA, Thousand Oaks
CO, Greeley
FL, Bradenton
FL, Clearwater
FL, Dunedin
FL, Miami Beach
FL, Palmetto Bay
FL, Seminole Tribe
FL, St. Johns Co.
FL, St. Petersburg
TX, Addison
TX, Prosper
TN, Knoxville
VT, Burlington
WA, Issaquah
WA, Snohomish Co.

YEARS OF EXPERIENCE:

5

EDUCATION:

BA, Professional and
Technical
Communications,
University of South Florida

PROFESSIONAL ASSOCIATIONS:

Public Sector HR
Association (PSHRA)

American Society for
Public Administration
(ASPA)



REECE D. LENNON

Consultant

Reece recently joined the firm to provide detailed analysis and metrics for operational, organizational, staffing, and efficiency assessments.

Relevant experience includes:

- Survey development and analysis.
- Parks and Recreation operations, staffing, and programming analysis.
- Reporting and data analytics.
- Staff and asset modeling.

EXPERIENCE HIGHLIGHTS:

UNIVERSITY OF OKLAHOMA, INSTITUTE FOR ENVIRONMENTAL GENOMICS: GRADUATE RESEARCH ASSISTANT

- Assisted in data collection and analysis for ongoing projects.
- Designed and completed lab experiments for thesis research, analyzed data and created figures to visualize the results.
- Presented findings to my colleagues, department and committee members.

UNIVERSITY OF OKLAHOMA, DEPARTMENT OF MICROBIOLOGY AND PLANT BIOLOGY: GRADUATE TEACHING ASSISTANT

- Organized lab materials, taught course information, and kept records of student progress.

CLEMSON UNIVERSITY AGRICULTURAL SERVICES LABORATORY: STUDENT LABORATORY TECHNICIAN

- Coordinated incoming samples, record keeping and sample disposal.

Prepared agricultural samples for chemical and biological testing

ROLE FOR THIS ENGAGEMENT:

Reece will serve as an analyst on this engagement focusing on data analysis and statistics.

RELEVANT CLIENTS:

CA, San Mateo
CA, SYCSD
CA, West Sacramento
NC, Fayetteville
OH, Cincinnati
WA, Gig Harbor
TX, Denton

YEARS OF EXPERIENCE:

6

EDUCATION:

MS, Microbiology,
University of Oklahoma

BS, Microbiology, Clemson
University

AREAS OF EXPERIENCE:

Data Analysis,
Management, and
Visualization

Statistical Analysis

PROJECT METHODOLOGY AND APPROACH

This section outlines our project management approach, work plan, and schedule. Our consulting philosophy is to deliver a customized approach to each client's unique issues. It needs to be in a fact-based manner, utilizing our proven methodologies and analytical approaches, as summarized in the following graphic:

- 1 A principal of the firm is involved in every aspect of each study. For this project, Aaron Baggarly, Vice President, will serve in the project executive role.
- 2 We approach our projects by gaining a firm grounding in formal and fact-based analytical methodologies.
- 3 Our projects are characterized by extensive input and interaction between the consultants and our clients' staff, management, policy makers, and stakeholders.
- 4 We provide our clients with practical solutions for implementing change and plans to get there.
- 5 We engage regularly with our clients to ensure that the project remains on time, the schedule is maintained, and we are accessible when needed.

Our place in the government consulting industry is based on our experience and tailored approach to meeting each client's unique needs.

PROJECT MANAGEMENT AND CLIENT INTERACTION

Project management is crucial for delivering a successful engagement. Regular communication with the City's project manager(s) regarding progress on all timeline items and milestones will take place, and we will utilize formal project management techniques, including:

- Project tasks, associated deliverables, timelines, and budgets are clearly defined and assigned to each team member.
- Project team and client expectations and results are managed through formal project schedules and reporting tools, and frequent client review meetings are held to assess interim deliverables.
- Quality control measures include a project executive review of all interim and final products before they are delivered to the client.





- Bi-weekly (or alternative schedule) meetings with the client's project manager, and/or assigned leadership or steering committee to report progress to date, problems or obstacles encountered, and planned project activities.

We suggest forming a small project committee to collaborate with us on this project. This committee would review our findings, conclusions, and recommendations by evaluating each interim deliverable.

PROPOSED WORK PLAN

This subsection summarizes our proposed task plan and includes a project schedule.

TASK 1: PROJECT INITIATION AND KICK OFF

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

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

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

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

TASK RESULT

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



TASK 2: CURRENT STATE AND EXISTING CONDITIONS ASSESSMENT

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

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



(A) DATA COLLECTION AND INTERVIEWS

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

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

(B) ASSESSMENT OF CURRENT STATE

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

- The current organization of the services provided by the Department.



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

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

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

TASK RESULT

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



TASK 3: BEST MANAGEMENT PRACTICES ASSESSMENT

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

(A) COMPARATIVE SURVEY

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

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

(B) BEST MANAGEMENT PRACTICE ASSESSMENT

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

TASK RESULT

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



TASK 4: OPERATIONAL ASSESSMENT

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

(A) ANALYZE THE EFFECTIVENESS OF MANAGING OPERATIONS

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



- **Maintenance Management** – Preventive Maintenance and Maintenance response programs. This assessment will review current procedures, required maintenance cycles, and maintenance scheduling.
- **Preventive Maintenance** – In this analysis, the project team will assess current Preventive Maintenance schedules and philosophy to determine if the program meets industry standards and manufacturer requirements, as well as determine if changes to the program would reduce or impact reactive work order requirements.
- **Work Order and Process Analysis** – Assess the workflow for managing and processing service requests and work orders to identify opportunities to improve efficiency and effectiveness. This will include process mapping and a review of the steps used for prioritization, assignment, coordination, completion, and closeout, and will determine whether there are any resistance factors or inherent delays that can be mitigated.
- **Response Time Analysis** – Assessing the response type by trade, function, and service to determine if staffing or resources are required based on City expectations of service. This information will assist the project team in determining and documenting reasonable response times and in guiding resource needs to meet those standards.
- **Asset and Resource Assessment** – The project team will review data and documentation held by the Department on the inventory and condition of building assets and their components to determine whether the data is being effectively collected and used to provide facility management services.

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

(B) EVALUATE THE ADEQUACY OF MAJOR WORK PRACTICES

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

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

(C) EVALUATE CURRENT TECHNOLOGY SYSTEMS.

This task will focus on understanding and assessing the Department's current technology systems, including Computerized Maintenance Management Systems (CMMS), Automated Building Controls, and



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

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

TASK RESULT

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

TASK 5: ORGANIZATIONAL AND STAFFING ASSESSMENT

(A) EVALUATE THE ORGANIZATIONAL STRUCTURE OF THE DEPARTMENT

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

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

(B) DEVELOP SERVICE LEVEL AND STAFFING RECOMMENDATIONS.

This analytical effort will develop a departmental staffing allocation based on current and projected service levels, workload, and recommended processes. It will also include a review of each departmental position, with recommendations on the number and types of positions required to meet service demands for each division under review.

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

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

- **Maintenance:** IFMA Benchmark staffing expectations, square footage, and an equivalency unit model are assessed to document the types of facilities managed and benchmark them against typical office



space requirements for maintenance. The model also integrates historical workload data to determine appropriate staffing allocations based on trade-specific work types.

- **Project Management:** This model also uses project management data to determine appropriate staffing for facilities construction projects based on size, scope, complexity, and value.
- **Custodial or Janitorial Services:** Using standard APPA cleaning levels, the model develops custodial staffing requirements to meet expected cleanliness service levels, then assesses those requirements against required staffing or contracted levels.

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

TASK RESULT

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

TASK 6: FINANCIAL AND COST ALLOCATION ASSESSMENT

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

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

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



TASK RESULT

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



TASK 7: DRAFT AND FINAL REPORT AND PRESENTATION

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

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

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

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

TASK RESULT

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



PROPOSED SCHEDULE

The following chart provides the proposed 6-month schedule for completing the assessment.

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

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

PROPOSED COST OF SERVICES

Matrix Consulting Group's fee proposal for this assessment is **\$74,500**. The following project budget outlines the hours by task and consultant level.

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

We typically bill monthly for actual time and expenses incurred. Additionally, we are willing to tailor the scope of our services to fit within the City's needs and budget, ensuring that we deliver maximum value without compromising the project's quality and objective.

NON-COLLUSION AFFIDAVIT OF BIDDER

State of Nevada County of Clark

Alan D. Pennington verifies that:
(Name)

- (1) He/She is owner, partner, officer, representative, or agent of
Matrix Consulting Group, LTD., has submitted the attached
bid: (Company Name)
- (2) He/She is fully informed in respect to the preparation, contents and circumstances in regard to attached bid;
- (3) Neither said bidder nor any of its officers, partners, agents or employees has in any way colluded, conspired or agreed, directly or indirectly with any other bidder, firm or person to submit a collusive or sham bid in connection with attached bid and the price or prices quoted herein are fair and proper.

Alan D Pennington

SIGNATURE

Alan D Pennington

PRINTED NAME

Subscribed and sworn to before me this

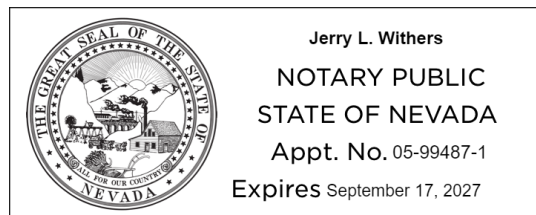
12th Day of February 2025.

Jerry L. Withers

NOTARY PUBLIC in and for

State of Nevada, County of Clark

~~County, Texas~~



My commission expires: 09/17/2027

Notarized remotely using audio-video communication technology via Proof.

THIS FORM MUST BE COMPLETED, NOTARIZED AND SUBMITTED WITH BID

BID CERTIFICATION

The Undersigned, in submitting this bid, represents and certifies:

- a. He/she is fully informed regarding the preparation, contents and circumstances of the attached bid;
- b. He/she proposes to furnish all equipment/service at the prices quoted herein and bid is in strict accordance with the conditions and specifications stated herein;
- c. There will be at no time a misunderstanding as to the intent of the specifications or conditions to be overcome or pleaded after the bids are opened;
- d. He/she is an equal opportunity employer, and will not discriminate with regard to race, color, national origin, age or sex in the performance of this contract.
- e. The undersigned hereby certifies that he/she has read, understands and agrees that acceptance by the City of North Richland Hills of the bidder's offer by issuance of a purchase order will create a binding contract. Further, he/she agrees to fully comply with documentary forms herewith made a part of this specific procurement.

COMPANY: Matrix Consulting Group, LTD.

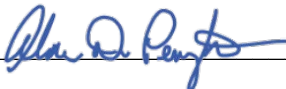
ADDRESS: 1875 S. Grant Street, Suite 960

CITY, STATE & ZIP: San Mateo, CA 94402

TELEPHONE: 650-858-0507

FAX: 650-397-4050

EMAIL: apennington@matrixcg.net

SIGNATURE: 

PRINTED NAME: Alan D. Pennington, President

DATE: February 11, 2026

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

A complete copy of Chapter 176 of the Local Government Code may be found at <http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.176.htm>. For easy reference, below are some of the sections cited on this form.

Local Government Code § 176.001(1-a): "Business relationship" means a connection between two or more parties based on commercial activity of one of the parties. The term does not include a connection based on:

- (A) a transaction that is subject to rate or fee regulation by a federal, state, or local governmental entity or an agency of a federal, state, or local governmental entity;
- (B) a transaction conducted at a price and subject to terms available to the public; or
- (C) a purchase or lease of goods or services from a person that is chartered by a state or federal agency and that is subject to regular examination by, and reporting to, that agency.

Local Government Code § 176.003(a)(2)(A) and (B):

- (a) A local government officer shall file a conflicts disclosure statement with respect to a vendor if:

- (2) the vendor:

(A) has an employment or other business relationship with the local government officer or a family member of the officer that results in the officer or family member receiving taxable income, other than investment income, that exceeds \$2,500 during the 12-month period preceding the date that the officer becomes aware that

- (i) a contract between the local governmental entity and vendor has been executed;
- or
- (ii) the local governmental entity is considering entering into a contract with the vendor;

(B) has given to the local government officer or a family member of the officer one or more gifts that have an aggregate value of more than \$100 in the 12-month period preceding the date the officer becomes aware that:

- (i) a contract between the local governmental entity and vendor has been executed; or
- (ii) the local governmental entity is considering entering into a contract with the vendor.

Local Government Code § 176.006(a) and (a-1)

- (a) A vendor shall file a completed conflict of interest questionnaire if the vendor has a business relationship with a local governmental entity and:

- (1) has an employment or other business relationship with a local government officer of that local governmental entity, or a family member of the officer, described by Section 176.003(a)(2)(A);
- (2) has given a local government officer of that local governmental entity, or a family member of the officer, one or more gifts with the aggregate value specified by Section 176.003(a)(2)(B), excluding any gift described by Section 176.003(a-1); or
- (3) has a family relationship with a local government officer of that local governmental entity.

- (a-1) The completed conflict of interest questionnaire must be filed with the appropriate records administrator not later than the seventh business day after the later of:

- (1) the date that the vendor:

- (A) begins discussions or negotiations to enter into a contract with the local governmental entity; or
- (B) submits to the local governmental entity an application, response to a request for proposals or bids, correspondence, or another writing related to a potential contract with the local governmental entity; or

- (2) the date the vendor becomes aware:

- (A) of an employment or other business relationship with a local government officer, or a family member of the officer, described by Subsection (a);
- (B) that the vendor has given one or more gifts described by Subsection (a); or
- (C) of a family relationship with a local government officer.

CONFLICT OF INTEREST QUESTIONNAIRE
For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

2 ☐ Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

☐ Yes

☐ No

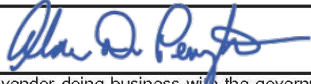
B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

☐ Yes

☐ No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6 ☐ Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7 

Signature of vendor doing business with the governmental entity

February 11, 2026

Date

COMPLIANCE WITH HOUSE BILL 1295

In 2015, the Texas Legislature adopted [House Bill 1295](#), which added section 2252.908 of the Government Code. The law states that a governmental entity may not enter into certain contracts with a business entity unless the business entity submits a disclosure of interested parties to the governmental entity at the time the business entity submits the signed contract to the governmental entity.

The law applies only to a contract of a governmental entity that either (1) requires an action or vote by the governing body of the entity or agency before the contract may be signed or (2) has a value of at least \$1 million. The disclosure requirement applies to a contract entered into on or after January 1, 2016.

The Texas Ethics Commission has adopted rules necessary to implement the law, prescribed the disclosure of interested parties form, and posted a copy of the form on the commission's website.

Filing Process:

The commission has made available on its website a new filing application that must be used to file Form 1295. A business entity must:

- 1) Use the application to enter the required information on Form 1295,
- 2) Print a copy of the completed form, which will include a certification of filing that will contain a unique certification number.
- 3) Contract Number should be the Bid/RFP Number and Bid Title.
- 4) Sign the printed copy of the form (an authorized agent of the business entity must sign),
- 5) Either include your personal information or have the form notarized,
- 6) File the completed Form 1295 with the certification of filing with the governmental body with which the business entity is entering into the contract.

The governmental entity must notify the commission, using the commission's filing application, of the receipt of the filed Form 1295 with the certification of filing not later than the 30th day after the date the contract binds all parties to the contract. The commission will post the completed Form 1295 to its website within seven business days after receiving notice from the governmental entity.

Information regarding how to use the filing application may be found at https://www.ethics.state.tx.us/whatsnew/elf_info_form1295.htm.

FOR DISADVANTAGED BUSINESS ENTERPRISES ONLY

Disadvantaged Business Enterprises (DBE) are encouraged to participate in the City of North Richland Hills bid process. Representatives from DBE Companies should identify themselves as such and submit a copy of their Certification.

The City of North Richland Hills recognizes the certifications of both the State of Texas Building and Procurement Commission HUB Program and the North Central Texas Regional Certification Agency. All companies seeking information concerning DBE certification are urged to contact:

**Texas Building and Procurement Commission
Statewide HUB Program**

1711 San Jacinto Blvd., Austin TX 78701-1416

P O Box 13186, Austin, TX 78711-3186

(512) 463-5872

<http://www.window.state.tx.us/procurement/prog/hub/hub-certification/>

North Central Texas

Regional Certification Agency

624 Six Flags Drive, Suite 216

Arlington, Texas 76011

(817) 640-0606

<http://www.nctrca.org/certification.html>

If your company is already certified, attach a copy of your certification to this form and return as part of your packet.

Company Names: Not Applicable

Representative: _____

Address: _____

City, State, Zip: _____

Telephone No. _____ **Fax No.** _____

Email address: _____

INDICATE ALL THAT APPLY:

____ **Minority-Owned Business Enterprise**
____ **Women-Owned Business Enterprise**
____ **Disadvantaged Business Enterprise**

CONFLICT OF INTEREST QUESTIONNAIRE

Pursuant to Chapter 176 of the Texas Local Government Code, a person, or agent of a person, who contracts or seeks to contract for the sale or purchase of property, goods, or services with the City of North Richland Hills must file a completed conflict of interest questionnaire. The conflict of interest questionnaire must be filed with the City Secretary of the City of North Richland Hills no later than the seventh business day after the person or agent begins contract discussions or negotiations with the City of North Richland Hills or submits to the City of North Richland Hills an application, response to a request for proposal or bid, correspondence, or another writing related to a potential agreement with the City of North Richland Hills. An updated conflict of interest questionnaire must be filed in accordance with Chapter 176 of the Local Government Code. An offense under Chapter 176 is a Class C misdemeanor.

The Conflict of Interest Questionnaire is included as part of this document and can be found at:

<https://www.ethics.state.tx.us/data/forms/conflict/CIQ.pdf>

To be considered for award, the Conflict of Interest Questionnaire is required to be completed with dated signature.

CONTRACT CHANGES GRID

The Contractor has the obligation to review all documents that make up the contract documents in their entirety and include any objections or requests for modifications to the Terms and Conditions, or any of the Contract Documents, in the Contract Changes Grid included with the Notice to Bidders. No changes or modifications will be made to the contract documents unless such changes are set forth in the Contract Changes Grid, submitted to the City along with the Contractor's proposal, and agreed to by the City.

CONTRACT CHANGES GRID

Proposed Contractor/Bidder Matrix Consulting Group, LTD. ("Contractor" or "Bidder"), submits the following modifications to the City's Standard N/A ("Agreement") requesting changes to such provisions be accepted by the City and incorporated into the Agreement. Contractor understands and acknowledges that the City is under no obligation to accept the modification(s) proposed by Contractor; however, the City agrees to negotiate in good faith in consideration of Contractor's request, subject to legal requirements, City policies and advice of the City Attorney.

Section / Page	Term, Condition or Specification	Exception/Proposed Modification	Disposition (For City of NRH Use Only)
N/A			
			City Response: ____ Accepted ____ Not Accepted ____ Modified

Wednesday, January 14, 2026

RFP #26-008 – UTILITY BILLING OPERATIONAL EFFICIENCY AUDIT

ADDENDUM ONE:

- 1) The link on the bid document does not work please use the link on Public Purchase.
[Pre-Proposal Meeting RFP 26-008 UB | Meeting-Join | Microsoft Teams](#)

THIS ADDENDUM MUST BE SIGNED AND RETURNED WITH YOUR RFP RESPONSE.

Acknowledge receipt of this addendum by inserting this page with your RFP response. This addendum form is a part of the contract documents, and it so modifies, amends, deletes and/or adds to the original RFP document.

Name and Address of Company:

Matrix Consulting Group, LTD.

1875 S. Grant Street, Suite 960

San Mateo, CA 94402

Authorized Representative:

Signature: 

Name: Alan D. Pennington

Title: President

Phone: 650-858-0507

Email: apennington@matrixcg.net

Monday, January 26, 2026

RFP #26-009 Facilities & Construction Operational Efficiency Audit

ADDENDUM TWO:

- 1) Change the Pre-proposal date from Tuesday, January 27, 2026 at 3:00 P.M., to Wednesday, February 4, 2026 at 10:00 A.M.

THIS ADDENDUM MUST BE SIGNED AND RETURNED WITH YOUR RFP RESPONSE.

Acknowledge receipt of this addendum by inserting this page with your RFP response. This addendum form is a part of the contract documents, and it so modifies, amends, deletes and/or adds to the original RFP document.

Name and Address of Company:

Matrix Consulting Group, LTD.

1875 S. Grant Street, Suite 960

San Mateo, CA 94402

Authorized Representative:

Signature: 

Name: Alan D. Pennington

Title: President

Phone: 650-858-0507

Email: apennington@matrixcg.net

PROFESSIONAL SERVICES AGREEMENT FOR FACILITIES & CONSTRUCTION OPERATIONAL EFFICIENCY AUDIT

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

1. SCOPE OF SERVICES

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

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

2. COMPENSATION

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

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

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

3. TERM

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

4. TERMINATION

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

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

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

5. **INDEMNIFICATION; RELEASE OF LIABILITY**

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

6. **INDEPENDENT CONTRACTOR**

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

Professional Services Agreement (Minor Services Contract), Page 2 of 18

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

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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:

Professional Services Agreement (Minor Services Contract), Page 3 of 18
Initial Here _____

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

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

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

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

13. **INSURANCE**

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

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

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

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

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

14. **DISPUTE RESOLUTION**

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

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

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

ACCEPTED AND AGREED:

CONTRACTOR:

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

CITY OF NORTH RICHLAND HILLS:

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

ATTEST:

Signed by:
By: Courtney Ramos
Name: Courtney Ramos
Title: Chief Financial Officer

ATTEST:

By: _____
Alicia Richardson
City Secretary/Chief Governance
Officer

APPROVED TO FORM AND LEGALITY:

By: _____
Bradley A. Anderle
City Attorney

Initial
Professional Services Agreement (Minor Services Contract), Page 5 of 18
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CA-CONTRACT NO. "PROF-SERV-MSC 1/10/25"

EXHIBIT A SCOPE OF SERVICES

TASK 1: PROJECT INITIATION AND KICK OFF

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

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

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

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

TASK RESULT

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

TASK 2: CURRENT STATE AND EXISTING CONDITIONS ASSESSMENT

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

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

(A) DATA COLLECTION AND INTERVIEWS

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

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

(B) ASSESSMENT OF CURRENT STATE

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

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

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

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

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

TASK RESULT

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

TASK 3: BEST MANAGEMENT PRACTICES ASSESSMENT

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

(A) COMPARATIVE SURVEY

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

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

(B) BEST MANAGEMENT PRACTICE ASSESSMENT

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

TASK RESULT

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

TASK 4: OPERATIONAL ASSESSMENT

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

(A) ANALYZE THE EFFECTIVENESS OF MANAGING OPERATIONS

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

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

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

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

(B) EVALUATE THE ADEQUACY OF MAJOR WORK PRACTICES

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

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

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(C) EVALUATE CURRENT TECHNOLOGY SYSTEMS.

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

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

TASK RESULT

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

TASK 5: ORGANIZATIONAL AND STAFFING ASSESSMENT**(A) EVALUATE THE ORGANIZATIONAL STRUCTURE OF THE DEPARTMENT**

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

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

(B) DEVELOP SERVICE LEVEL AND STAFFING RECOMMENDATIONS.

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

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

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

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

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

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

TASK RESULT

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

TASK 6: FINANCIAL AND COST ALLOCATION ASSESSMENT

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

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

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

TASK RESULT

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

TASK 7: DRAFT AND FINAL REPORT AND PRESENTATION

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

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

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

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

TASK RESULT

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

EXHIBIT B

COMPENSATION

1. COMPENSATION

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

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

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

2. PAYMENT

Payments to Contractor will be made as follows:

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

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

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

EXHIBIT C

PROJECT SCHEDULE

PROJECT SCHEDULE

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

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

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

CERTIFICATE OF INTERESTED PARTIES

FORM 1295

1 of 1

Complete Nos. 1 - 4 and 6 if there are interested parties.
Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.

OFFICE USE ONLY CERTIFICATION OF FILING

1 Name of business entity filing form, and the city, state and country of the business entity's place of business.

Matrix Consulting Group, Ltd
San Mateo, CA United States

Certificate Number:
2026-1440848

Date Filed:
03/31/2026

Date Acknowledged:

2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.

North Richland Hills

3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.

RFP 26-009
Consulting Services for Facilities and Construction Operational Efficiency Audit

4	Name of Interested Party	City, State, Country (place of business)	Nature of interest (check applicable)	
			Controlling	Intermediary

5 Check only if there is NO Interested Party.



6 UNSWORN DECLARATION

My name is Alan D. Pennington, and my date of birth is .

My address is 101 Southpointe Drive, Suite E, Edwardsville, IL, 62025, USA.
(city) (state) (zip code) (country)

I declare under penalty of perjury that the foregoing is true and correct.

Executed in Madison County, State of Illinois, on the 31st day of March, 2026.
(month) (year)

Signature of authorized agent of contracting business entity
(Declarant)

CITY COUNCIL MEMORANDUM

FROM: The Office of the City Manager **DATE:** April 27, 2026
SUBJECT: Approve award of bid RFP 26-008 to Baker Tilly Advisory Group, LP for a Utility Billing Operational Efficiency Audit in the amount not to exceed \$82,875 and authorize the City Manager to execute the related professional services agreement.

PRESENTER: Paulette Hartman, City Manager

SUMMARY:

It is recommended that the City Council approve the award of bid RFP 26-008 to Baker Tilly Advisory Group, LP for a Utility Billing Operational Efficiency Audit as detailed in the attached proposal in the amount not to exceed \$82,875.

GENERAL DESCRIPTION:

As part of the FY2026 adopted operating budget, the City Council approved conducting a Utility Billing Operational Efficiency Audit. The Council's directive to conduct this efficiency audit stemmed from a commitment to operational excellence and continuous improvement. This aligns with the City Council goals to drive operational excellence into every area, steward the public's money well, and improve safety, security, and infrastructure every day. This audit is being conducted to modernize our service model. The result will be a long-term strategy that uses existing technology to optimize utility billing operations, strengthen financial integrity and provide better service to our community.

To ensure a fair and competitive selection process, the city conducted a comprehensive nationwide search, reaching 2,807 potential vendors. On January 13, 2026, the city formally released a Request for Proposals (RFP) through Public Purchase, a well-established and widely used procurement platform. This broad outreach resulted in a response from the vendor community, with seven (7) proposals received by the submission deadline of February 17, 2026, from the following firms:

Baker Tilly Advisory Group, LP	Raftelis Financial Consultants
Berry Dunn	SLserco, Inc
Crowe, LLP	Weaver
E Source Companies, LLC	

Proposals were evaluated based on the firm's experience, qualifications, proposed methodology, cost and references. Based on an evaluation of the selection criteria, a five-member committee including representatives from the City Manager's Office, Finance, Library, Public Works, and Utility Billing departments recommend awarding the bid to Baker Tilly Advisory Group, LP due to their demonstrated expertise, comprehensive approach, competitive pricing and understanding of municipal utility billing and collections operations. Their extensive experience in conducting similar audits for municipal governments was a significant factor in their selection.

RECOMMENDATION:

Approve award of bid RFP 26-008 to Baker Tilly Advisory Group, LP for a Utility Billing Operational Efficiency Audit in the amount not to exceed \$82,875 and authorize the City Manager to execute the related professional services agreement.

March 17, 2026

Best and final offer prepared for the City of North Richland Hills, Texas

City of North Richland Hills
Attn: Paulette Hartman, City Manager Purchasing Department
4301 City Point Drive
North Richland Hills, TX 76180

Dear Ms. Hartman,

Baker Tilly Advisory Group, LP (Baker Tilly) is pleased to provide our best and final offer (BAFO) as requested by the City of North Richland Hills (the City) as it relates to your Request for Proposal (RFP) for a Utility Billing Operational Efficiency Audit.

Our proposal demonstrates that Baker Tilly possesses the strong interest, expertise and capability to assist the City with your needs.

We are eager to demonstrate our commitment to becoming the City's Valued Business Advisor and are confident that choosing Baker Tilly will provide a compelling cost/value arrangement. Although our proposed project fees are already within the City's budget for this project we are please to extend an additional 2.5% discount as reflected in the table on the following page.

Above all, we will appreciate your business and offer you comprehensive, quality services with personalized, day-to-day attention. We hope you will conclude that our offer provides the best value to the City; however, we are open to discussing how we might adjust the scope of work and/or pricing to meet your specific budget and other requirements.

If you have any questions, please contact me at 312.729.8098 or via e-mail at Caitlin.Humrickhouse@bakertilly.com

Sincerely,

BAKER TILLY ADVISORY GROUP, LP

A handwritten signature in dark ink, appearing to read 'Caitlin Humrickhouse'.

Caitlin Humrickhouse, MPA, Principal
Baker Tilly Advisory Group, LP
+1 (312) 729 8098 | caitlin.humrickhouse@bakertilly.com

Professional fees

Our rates shown in the table below reflect a 2.5% reduction from our original proposed and a 37% discount off our standard hourly billing rates.

PHASE	FEE
Phase 1 — Plan and manage project	\$6,500
Phase 2 — Assess current structure and operations - Information request and review: \$6,000 - As Is Process Maps (3 Maps): \$10,000 - Employee Interviews (14 Interviews): \$7,000 - Peer Benchmarking (5 peers): \$9,000 - Customer Satisfaction Survey: \$9,000 - Travel (Process map workshops): \$4,000	\$45,000
Phase 3 — Analyze current state and develop preliminary recommendations	\$16,000
Phase 4 — Recommend and report - Report Creation: \$16,000 - Travel (In-person Presentation): \$1,500	\$17,500
Discount	(\$2,125)
Total Fees	\$82,875

Project team adjustments

We have two adjustments to the project team, as outlined below.

Replace Project Manager Isaac Bales with Woody Battle.
Add Tammy Lohr-Schweitzer in a Quality Assurance role.



Tammy Lohr-Schweitzer, Director

Engagement role: Additional quality assurance

Tammy specializes in **operational audits and organizational assessments** for public sector entities, including state and local governments, school districts, and higher education institutions. She evaluates programs, processes, and organizational structures to assess operational efficiency, effectiveness, and alignment with strategic objectives. Her approach integrates data-driven analysis with meaningful engagement of leadership and staff to develop thorough, evidence-based evaluations.

Tammy's work focuses on critical components of operational audits, including assessing governance structures, resource allocation, internal processes, and supporting systems. She identifies opportunities to streamline operations, strengthen internal controls, and enhance organizational performance. By analyzing policies, procedures, and workflow practices, she helps organizations identify operational risks, reduce inefficiencies, and improve service delivery.

	She conducts audits in accordance with applicable professional auditing standards, ensuring that methodologies, documentation, and reporting meet rigorous requirements for independence, objectivity, and evidence-based conclusions. Her work emphasizes clear findings and practical recommendations that support accountability, transparency, and continuous operational improvement. Through a collaborative approach, Tammy works closely with client stakeholders to develop reports and recommendations tailored to each organization’s unique operational environment. Her deliverables provide leadership with actionable insights that support informed decision-making and sustainable performance improvements. Prior to joining Baker Tilly, Tammy served as a Performance Auditor with the Washington State Auditor’s Office, where she conducted independent audits of government programs and operations in accordance with Government Auditing Standards (GAGAS).
	Woody Battle - Manager <i>Engagement role: Project manager</i> As a public sector advisory manager, Woody has more than six years of experience developing strategic plans, aligning operations to strategy and managing organizational risk. He leverages experience with organizational restructuring and operational audits of public sector organizations, and financial analysis for private multi-national organizations, as well as private sector experience in Fortune 500 supply chain consulting.

February 17, 2026

City of North Richland Hills, TX

Proposal for a Utility Billing Operational
Efficiency Audit

Contents

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The information provided here is of a general nature and is not intended to address the specific circumstances of any individual or entity. In specific circumstances, the services of a professional should be sought. © 2026 Baker Tilly Advisory Group, LP.

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.

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As of June 3, 2025, Baker Tilly and Moss Adams have merged. Combined statistics are based on data currently available. Actual counts may vary slightly and will be finalized during the integration process.

February 17, 2026

City of North Richland Hills
Attn: Paulette Hartman, City Manager
Purchasing Department
4301 City Point Drive
North Richland Hills, TX 76180

Baker Tilly Advisory Group, LP
17 Cowboys Way
Suite 800
Frisco, TX 75034
+1 (972) 748 0300
bakertilly.com

Dear Ms. Hartman:

Baker Tilly understands that the City of North Richland Hills (the City) is seeking a qualified partner to conduct a comprehensive operational efficiency study of the Utility Billing and Collections Department. This proposal is the starting point — our vision of how we can achieve your goals with a focus on identifying actionable improvements to streamline workflows, improve customer service, and enhance operational and financial performance.

Baker Tilly brings a long-standing commitment to public sector excellence—combining deep governmental advisory specialization with the scale to deliver. We are supported by a national platform organized to deliver sector-focused service, enabling us to bring the right blend of utility operations, process improvement, technology optimization, and financial best-practice expertise to engagements like this one.

For state and local government clients specifically, Baker Tilly's public sector practice includes many professionals and subject matter specialists dedicated to improving local government operations nationwide. This depth allows us to bring tested approaches to operational efficiency studies, process improvement, and performance measurement—while still providing a responsive, hands-on engagement team.

Your RFP calls for demonstrated expertise in municipal utility operations, business process re-engineering, and financial best practices, with deliverables that include AS-IS and TO-BE process mapping, peer benchmarking, assessment of customer satisfaction, and an implementation roadmap with ROI considerations. That is the core of the work our public sector advisory teams deliver. Our operational efficiency audit approach is designed to help public-sector operations become more cost-effective and responsive. We accomplish this by identifying the right organizational structure, staffing, roles, process steps, and technology to streamline delivery and align work to priorities and strategy.

We appreciate your consideration and welcome the opportunity to serve as the City's partner in delivering a forward-looking, practical plan to optimize utility billing operations, improve the customer experience, and strengthen financial integrity. We can't wait to get started.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Caitlin Humrickhouse'.

Caitlin Humrickhouse, M.P.A., SWP, Principal
+1 (312) 729 8098 | caitlin.humrickhouse@bakertilly.com

Experience, qualifications and reputation

Give a brief overview of the firm including, but not limited to, organizational structure and size, areas of specialization, number of years in operation, etc. Include an overview of similar services provided on a regional and local basis.

Baker Tilly at a glance

At Baker Tilly, we bring a legacy and commitment to helping our clients embrace what's next. With more than 11,000 professionals from coast to coast and internationally, our resources fuel our ability to offer clients deep industry insights, bold thinking and holistic solutions. Our ranking as the sixth-largest advisory CPA firm means we're actively shaping the industry landscape across markets.



6th-
largest U.S.
accounting firm



11,000+
team members,
1,000+ principals



90+
years in
business



~3,400
Certified Public
Accountants



\$3B+
firm revenue
in FY2025



100+
worldwide office
locations



300+
workplace and
culture awards

GIVING YOU THE TOOLS YOU NEED TO NAVIGATE THE FUTURE

Baker Tilly will successfully guide the City through changing landscapes with skills, stability and strength as one of the oldest and largest advisory, tax and assurance firms in the United States.

What does our size mean for you? It's about having a powerhouse team of passionate professionals unafraid to roll up their sleeves and provide hands-on support for the City. It's about team members brimming with thoughtful ideas, backed by the scale of a firm genuinely dedicated to your success.

When you choose Baker Tilly, you're not just choosing a leading advisory, tax and assurance firm. You're choosing a skilled navigator for the road ahead.

Bringing greater value, relationships and resources to our clients: Baker Tilly and Moss Adams have joined forces

On June 3, 2025, Baker Tilly and Moss Adams combined to redefine advisory and accounting services for our clients. The merger, which makes Baker Tilly the sixth-largest advisory CPA firm in the United States, brings deeper industry specialization, broader geographic reach and expanded capabilities to the City.

Our unified firm operates under the Baker Tilly name, forming a leading firm positioned to help the middle market navigate an increasingly complex environment. Our combination multiplies the value we can deliver through a shared people-first culture, client-centric service model and steadfast commitment to quality. A fixture on the West Coast, Moss Adams adds a significant presence in Washington, California, Arizona, Colorado and New Mexico, and in Texas.



Upholding tradition while focusing on what's ahead

Where we've been and where we're going with the City

We started by planting strong roots nearly a century ago. From there, we never stopped growing. Since our founding, we have grown to encompass more than 50 different business combinations, each with its own rich history. We have augmented our scope across industries, services and areas of expertise to better serve our clients. And we have expanded our reach from coast to coast and around the globe.



What hasn't changed? Our dedication, values and passion for enhancing and protecting our clients' value. That legacy continues with our service to the City.

Similar services provided on a local and regional basis.

Your team is ready to help you find solutions to overcome the obstacles that stand between you and your goals. We provide a full range of service offerings for state and local governments, including those listed below.

OUR FULL RANGE OF KEY SERVICE OFFERINGS FOR STATE AND LOCAL GOVERNMENTS INCLUDES:

Accounting services and assurance	Housing and economic development
Arbitrage/rebate regulatory compliance	Human capital services
Attestation services	Investment services**
Capital planning	Organizational management advisory
Cybersecurity consulting	Post-issuance compliance
Economic development	Public finance/bond issuance*
Efficiency studies	Process improvement
Federal funding advisory	Rate and user fee studies
Financial management services	Risk advisory and internal audit
Financial reporting and GAAP services	Strategic planning

* Services provided by Baker Tilly Municipal Advisors, LLC, a registered municipal advisor and controlled subsidiary of Baker Tilly Advisory Group, LP, a tax and advisory firm.

** Services provided by Baker Tilly Investment Services, a division of Baker Tilly Wealth Management, LLC, which is a registered investment advisor and controlled by Baker Tilly Advisory Group, LP.

State whether the firm is local, regional, national, or international. Give the location of the office(s) which will provide the service to the City.

Spanning the nation and the globe with our resources for you

The City will have access to resources in over 100 worldwide Baker Tilly office locations, including 25 U.S. states and 13 international office locations. This means wherever you do business and wherever your business grows — across the nation or around the globe — you'll have a team of specialists who

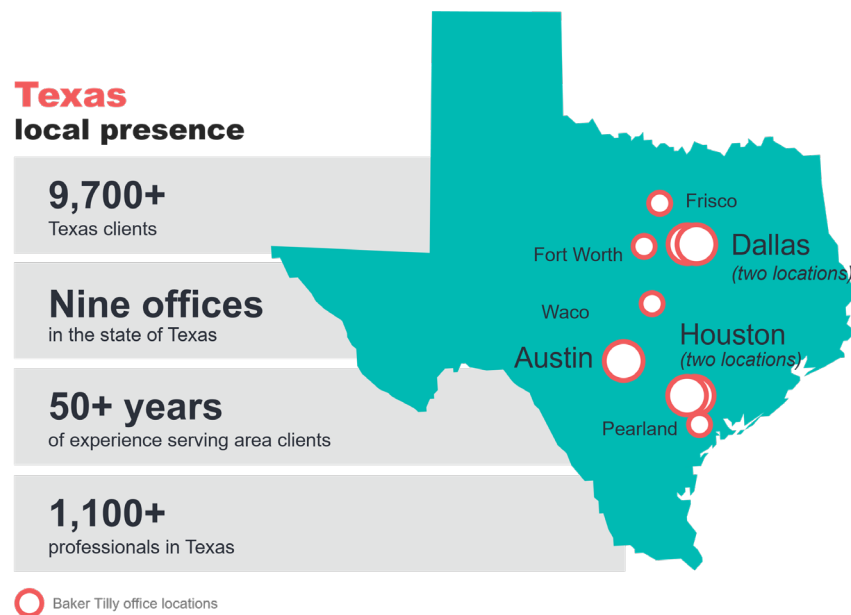
EXPERIENCE, QUALIFICATIONS AND REPUTATION

know the landscape and can help you achieve your goals in compliance with the local laws and regulations.

Local presence in Texas

North Richland Hills will benefit from a responsive, accessible local engagement team based year-round in our Frisco, TX office, while also gaining access to resources that span the nation and the globe. As home to the ninth-largest economy in the world and one of the fastest-growing, most diverse economies in the United States, Texas is a place where growth matters—and we're proud to be growing right alongside you, with more than 1,100 professionals across nine Texas offices serving clients in a wide range of sectors.

For the City, that means exceptional service from a local team passionate about protecting and enhancing your value, with the ability to draw on our firm's broad national resources as your goals or needs evolve.



EXPANDING ACROSS THE TEXAS MAP TO SUPPORT THE CITY

When the City wants a team with an in-depth understanding of economic conditions, knowledge of regional and state regulations and local assistance, you won't have to go far.

List and describe the firm's experience in providing the services being requested. The list should identify a minimum of five (5) clients served, preferably other municipalities or public agencies, during the last five (5) years out of the office that will be serving the City of North Richland Hills. The reference list should include contact names, valid email addresses, phone numbers, dates of service, and a description of the services provided.

Demonstrating that we've been down this path before

The experiences of our clients speak more about Baker Tilly's capabilities than any proposal ever could. That's why we encourage you to talk with our clients. Here are a few individuals who welcome the opportunity to share their Baker Tilly experience.

Each will give you an authentic perspective as you consider your own needs.

EXPERIENCE, QUALIFICATIONS AND REPUTATION

CITY OF SANTA MARIA, CA – UTILITIES DEPARTMENT

Name	Shad Springer	Title	Director of Utilities
Phone	+1 (809) 925 0951 ext. 721	Email	sspringer@cityofsantamaria.org
Dates of service	12/14/2023 to 2/28/2025		
Services	Baker Tilly was engaged by the City of Santa Maria to conduct a comprehensive assessment of the Utilities Department (providing water, wastewater and solid waste services). The assessment aimed to evaluate the department's current workforce structure, operational efficiency, and preparedness for future growth and challenges. The project involved various activities, including interviews, site visits, analysis / application of best practices, and peer research, to gather insights and inform the recommendations. The project delivered a set of 73 recommendations to enhance the effectiveness and sustainability of the Utilities Department. These recommendations focused on enhancing infrastructure and operational efficiency, strengthening technological capabilities, organizational restructuring, developing master plans and strategic roadmaps, optimizing financial and administrative processes, and improving knowledge management. The assessment provided a staffing model with a ten-year outlook and strategic guidance to help the department navigate the complexities of its operations and demands, ultimately achieving its mission of delivering high-quality utility services to the community.		

NORTH TEXAS MUNICIPAL WATER DISTRICT

Name	Brian Brooks	Title	Assistant Deputy Director
Phone	+1 (972) 442 5405	Email	brian.brooks@swbno.com
Dates of service	6/1 2021 to 11/30/2021		
Services	Baker Tilly was engaged to provide an independent review of NTMWD's administrative functions. The report produced 20 recommendations addressing areas such as enterprise risk management, compensation and human capital management, procurement and technology. Baker Tilly used the EPA's EUM framework to assess each area of operations.		

MADISON METROPOLITAN SEWERAGE DISTRICT

Name	William Walker	Title	Deputy Executive Director and Director of Budget and Planning
Phone	+1 608) 235-1033	Email	WilliamW@madsewer.org
Dates of service	3/24/2025 to 8/29/2025		
Services	Baker Tilly partnered with the Madison Metropolitan Sewerage District to conduct a comprehensive organizational design assessment aligned with strategic goals. We reviewed budgets, organizational charts, policies, and performance metrics, and gathered insights through employee surveys, interviews, and focus groups. Based on this analysis, we developed multiple future-state organizational structure options with detailed reporting relationships, financial impact analyses, and implementation strategies. Our final report provided actionable recommendations to optimize staffing, improve processes, and enhance technology usage.		

EXPERIENCE, QUALIFICATIONS AND REPUTATION

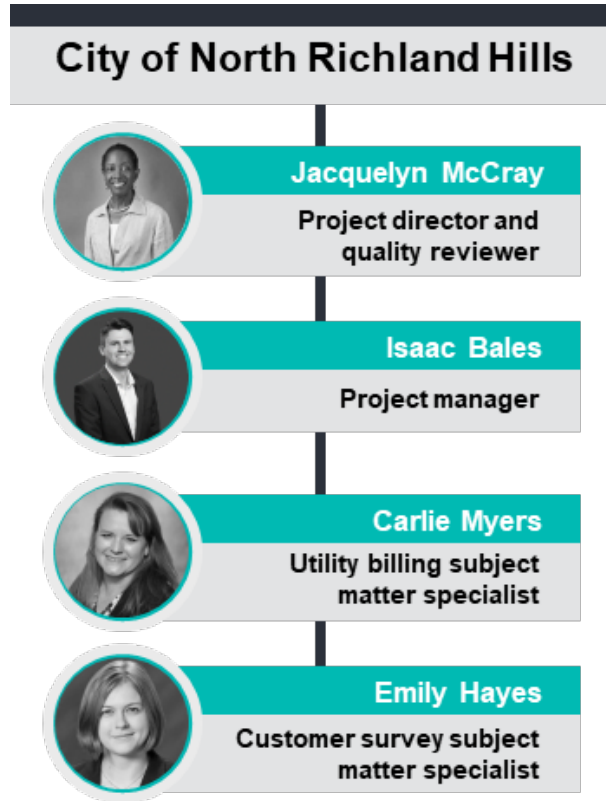
CITY OF SAN LUIS OBISPO, CA			
Name	Greg Cruce	Title	Interim Maintenance Operational Manager
Phone	+1 (805) 781 7264	Email	gcruce@slocity.org
Dates of service	7/14/2023 to 5/17/2024		
Services	Our team was engaged by the Public Works Department to thoroughly examine the Maintenance Division's organizational structure, work practices, and staffing. Through a comprehensive approach involving staff interviews, document reviews, and the study of best practices, we identified several areas for Improvement. Our primary recommendation involved optimizing the Maintenance Division's organizational structure and staffing distribution. We recommended dividing the division into two sections to enhance management support and streamline operations along with the creation of new roles to foster better management of responsibilities and ensure effective succession planning. Additionally, we emphasized the importance of embracing technology and performance measurement systems to improve communication, streamline processes, and facilitate data-driven decision-making, thereby enhancing overall operational efficiency and responsiveness.		

CITY OF MILBRAE, CA			
Name	Sam Bautista, P.E.	Title	Kent County, DE, Director of Public Works
Phone	+1 (302) 744 9725	Email	sbautista@kentcountyde.gov
Dates of service	3/29/2023 to 4/13/2024		
Services	Our team conducted a thorough assessment of the department to take a fresh look at the department's organization structure and staffing to ensure it is rightsized to meet the organization's core goals. This included a review of succession planning and other operational needs. This evaluation concluded that the department should be restructured into two primary divisions (an Operations Division and a Water and Wastewater Division) to address span of control challenges and provide additional management capacity to ensure key goals are being met. There are also gaps in staffing, such as within the Water Pollution Control Plant, Environmental Programs, and gaps related to the review of new development projects. The department would also benefit by strengthening its capacity in critical areas such as performance measurement, analytics, and its use of technology. Addressing these and other issues will require adding 7.5 full-time equivalent (FTE) positions. Finally, the department has seen a significant turnover of staff members in recent years, which has eroded its capacity and institutional knowledge. This report recommends several succession planning approaches to bolster and rebuild the team and develop a greater level of resilience for the future. Other key recommendations address the need to improve City streets and develop a strategic plan to guide the department in the future.		

EXPERIENCE MATTERS. ESPECIALLY THE EXPERIENCE OUR CLIENTS RECEIVE
Connect with our clients to learn more. Additional references are available by request.

EXPERIENCE, QUALIFICATIONS AND REPUTATION

Provide an organization chart for the project team, including any subconsultants. Identify the role and value each staff member with play in the City's projects along with the level of time commitment.

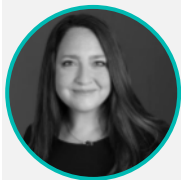


For each key staff member and subconsultant that will be performing detailed, onsite work for the City's project, provide a brief resume that includes an outline of their education, work history, and work on similar projects that makes them a qualified consultant for the City's projects.

Leading the City's operational efficiency audit services and uncovering opportunities along the way

Meet the operational efficiency audit team we've assembled to achieve everything you envision. Selected intentionally for your goals and backed by our specialized resources, these individuals are collaborative and multidisciplinary. Their passion for the public sector will make them an unstoppable force on your behalf. You'll find their bios below and complete resumes in **Appendix A**.

THE TEAM TO ACHIEVE CITY OF NORTH RICHLAND HILLS' GOAL



Caitlin M. Humrickhouse, M.P.A., SWP — Principal

Engagement role: Engagement signer

Caitlin is a strategic workforce planner with a deep understanding of succession planning and strategic human capital management. Caitlin's other areas of expertise include benchmarking, organizational redesign and system needs assessment and selection.

EXPERIENCE, QUALIFICATIONS AND REPUTATION

	Jacquelyn McCray, Ph.D., AICP — Director Engagement role: Project director and quality reviewer Jacquelyn has been a key staff member on myriad projects creating strategic plans, facilitating community engagement, and analyzing development review processes, performance measurement and organizational review. She is particularly adept at process improvement, benchmarking, performance management, training and development, strategic planning and priority setting, and focus group facilitation. She is a skilled civic engagement and group process facilitator and has served various civic and professional groups in this capacity. Jacquelyn has over twenty-five years of experience in local government management. Nine of those years were with the City of Cincinnati, where she was a budget analyst, project manager and land-use planner. She is a member of the American Institute of Certified Planners and the International City/County Management Association.
	Isaac Bales — Manger Engagement role: Project manager Isaac's sole focus is the public sector, with an eight-year track record of working with public utilities, local governments, special districts and other public sector organizations. Over the years, he has served these organizations in various capacities, including municipal advisor, project manager, and business partner. Isaac's diverse project experience has allowed him to specialize in areas such as human resource process reviews, organizational and operational assessments, cost benefit analyses, and software selection services. While focusing in these areas, his prior experiences allow him to understand the larger goals and objectives at play.
	Carlie Myers — Special advisor Engagement role: Utility billing and operations subject matter specialist Carlie has 25 years of experience delivering high quality public services in municipal government. She served most recently as the Utilities Assistant General Manager for Finance/Administration in the City of Riverside (CA)'s Public Utilities Department. In that role she managed utility financial-related activities, including operating and capital budgets; rate administration, billing, customer information systems; customer engagement activities and programs; union negotiations, and administration. Carlie also served as Riverside's Deputy City Manager, coordinating the overall administrative activities and operations of the City and managing the Finance Department, the Internal Audit Division, and Community Police Review Commission. She completed eCornell's Diversity & Inclusion Certificate Program.
	Emily Hayes — Manger Engagement role: Customer survey subject matter specialist Emily is a manager in Baker Tilly's Management Advisory practice with more than 10 years of experience supporting public, nonprofit, and private sector organizations. She specializes in business process optimization, data transformation, risk assessment, and strategic analysis, delivering clear, actionable insights that drive informed decision-making and long-term effectiveness.

AN INTEGRATED TEAM WORKING TOGETHER FOR SUCCESS

Each professional on your team was selected for a reason, but it's our collective brainpower and collaboration that will ultimately make a difference for the City.

EXPERIENCE, QUALIFICATIONS AND REPUTATION

Describe the capacity of your staff and their ability to perform the work in a timely manner relative to the present workload.

Committing now to serving the City for the long term

Your team is excited and deeply committed. In fact, before responding to this RFP, each of them evaluated their workloads to make sure they can deliver the exceptional, attentive, responsive service the City deserves.

Our schedules are clear and we're ready to work closely with your management to co-develop detailed timelines for transition, fieldwork and assurance that meet your deadlines.

Provide any special circumstances or capabilities that you would like City to know about you and your company's team.

Delivering specialized expertise to our public sector clients

Unlike many other firms, Baker Tilly is organized by sector, not service line. What does this mean for the City? It means you will be served by a carefully selected team that blends our government-focused professionals with experienced specialists in the activities of the City. The City of North Richland Hills will work with a knowledgeable team that understands your specific challenges and provides innovative solutions to help you overcome them.



State and local government is a complex, unique environment shaped by fiscal, regulatory and operational considerations not found in other sectors. Recognizing this complexity and eager to serve as a true valued advisor to the public sector, **more than 550 Baker Tilly professionals — including more than 50 principals —** focus directly on serving governments and provide hundreds of thousands of client service hours annually to organizations like the City.

Nationwide, our public sector practice serves more than 4,200 state and local governmental entities, including municipalities, counties, school districts, utilities, transit organizations, airports and special authorities.



EXPERIENCE, QUALIFICATIONS AND REPUTATION

COMMITMENT TO THE PUBLIC SECTOR

Baker Tilly has been in business for nearly a century, and public sector entities were some of our first clients.

In addition to our experienced engagement team, Baker Tilly will draw upon the deep wealth of expertise of firm personnel and many subject matter advisors. Members of the Baker Tilly team have extensive prior careers in all areas of municipal government as former directors and senior managers. This is a strategic talent differentiator for Baker Tilly, and a valuable asset to our public sector clients. Below, we included a table demonstrating the breadth of expertise among our municipal government specialists who can support the core team and the City of North Richland Hills.

Specialists	Admin. Services	Best Practices	Information Technology	Finance & Budget	Performance Metrics & KPIs
Carlos Ramos	•	•			
Chris Bingham		•		•	•
Pete Gonda, MPA, CPPO	•	•		•	
Robert Leland		•		•	
Tyler Schenck	•	•	•		

Provide a minimum of one representative sample of a report that the City will receive at the conclusion of a phase of work.

A representative sample report is provided in **Appendix B**. This sample illustrates the type of deliverable the City will receive at the conclusion of a project phase, including the level of analysis, structure, and clarity of findings and recommendations.

Proposed methodology and tools

Outline how the services will be performed for the operational and efficiency study of the Facilities Construction Management Department operations processes. The outline should include a proposed work plan, timeline of the project, including key milestones and total estimated time needed, and the firm's expectations with regards to City staff assistance that will be needed.

Methodology and Tools: Consultants must provide a detailed description of their proposed methodology, including the analytical tools and techniques they will utilize to conduct the study and develop recommendations. This should include an explanation of how process improvement principles will be applied to identify and analyze operational inefficiencies.

Operational Efficiency Audit

Our team helps make public-sector operations more cost-effective and responsive by transforming departments and entire governments to align with the organization's overall strategy. We help identify the right structure, staffing roles, and process steps to streamline operations and align actions to strategy. This enables our clients to intentionally direct resources toward priorities within the department, for those it supports and across the organization.

Our efficiency audits are critical to determining:

- Strategic visioning and operational alignment
- Division of roles and responsibilities
- Reporting relationships and spans of control
- Workload balance and resource allocation
- Efficient and effective use of technology
- Cultural, environmental and fiscal sustainability

Based on our understanding of the needs of North Richland Hills as outlined in the RFP and based on our prior experience, we have prepared the following plan of work. We are able to modify and refine the proposed phases and activities based on further discussion with you.

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
- 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

PROPOSED METHODOLOGY AND TOOLS

Proposed Timeline: The consultant shall provide a detailed project timeline outlining all phases of the audit and analysis, including key milestones and deliverables. The proposed timeline should demonstrate an efficient and effective approach to completing the project within a reasonable timeframe.

Delivering a project schedule to meet the City's expectations

The chart below represents our customized approach to deliver operational efficiency audit services to the City on time. As appropriate interviews, focus group sessions, workshops and reviews of deliverables will be conducted remotely and/or onsite.

PHASE	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
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.

Proposed pricing

Provide a proposed pricing methodology, structure, and proposed pricing for the project. The pricing submittal shall include multiple options for the City to consider and should include an a la carte fee schedule that allows the City to review and select services it feels is in the best interest of the City.

Delivering a professional fee estimate for the City

Project costs are important to the City, as they are to Baker Tilly. We carefully prepared your project budget, based on the needs and objectives described in the City's RFP and our experience conducting similar assignments.

The City of North Richland Hills' RFP outlines a comprehensive scope of services. Our budget estimate allows for a thorough analysis and insightful advice from an experienced team of government consulting professionals, providing a high value for fees. If, however, our project plan and budget do not align with your expectations, we will be happy to review both to achieve an appropriate balance between your desired results and our pricing.

Baker Tilly will provide the services described in this proposal for the total fixed price, inclusive of both professional service fees and out-of-pocket costs, of **\$85,000**.

PHASE	FEE
Phase 1 — Plan and manage project	\$6,500
Phase 2 — Assess current structure and operations - Information request and review: \$6,000 - As Is Process Maps (3 Maps): \$10,000 - Employee Interviews (14 Interviews): \$7,000 - Peer Benchmarking (5 peers): \$9,000 - Customer Satisfaction Survey: \$9,000 - Travel (Process map workshops): \$4,000	\$45,000
Phase 3 — Analyze current state and develop preliminary recommendations	\$16,000
Phase 4 — Recommend and report - Report Creation: \$16,000 - Travel (In-person Presentation): \$1,500	\$17,500
Total Fees	\$85,000

Pricing additional work

Should the City request and authorize additional work outside the scope of services described in our proposal, we would invoice the City at either our standard hourly rates or at an agreed-upon fee based on the additional scope requested. This may include:

- Work related to a special request
- Additional on-site meetings or presentations

PROPOSED PRICING

- Additional benchmark comparisons or comparison jurisdictions
- Project delays of more than four weeks attributable to the client
- Ongoing implementation support

The current Baker Tilly professional service billing rates are shown in the table below:

TITLE	HOURLY RATE
Principal	\$390
Managing director	\$330
Director	\$330
Senior manager	\$260
Manager	\$215
Senior consultant	\$175
Consultant	\$140
Administrative support	\$50

BAKER TILLY'S STANDARD HOURLY RATES

We will base fees for additional services on our standard hourly rates. We will always tell you if the assistance you need is out of scope and never perform additional work without approval.

Stating our assumptions

We based our project scope and fee quote on the assumptions detailed below. Should any of these change during the engagement, we will bring the matter to the City's attention immediately and prepare a change order detailing the new requirements and corresponding budget impact. We will not undertake additional work without the City's written approval. Assumptions include:

- The City's senior management is fully committed to the success of this project.
- The City will designate and assign a dedicated project manager, who will be responsible for coordinating activities with Baker Tilly and the City personnel, as needed, throughout the project.
- Baker Tilly will have access to and be provided with electronic or other readily available data without the need to conduct data extraction or comprehensive synthesis.
- Information will be provided within the specified timeframes and format.
- There will be no significant changes in scope from that outlined in this proposal.
- Our bid is conditioned upon being afforded the opportunity to propose additional terms and negotiate mutually agreeable revisions to Utility Billing Operational Efficiency Audit Contract prior to executing a final contract.
- The City recognizes that the services provided are advisory in nature only and that the City will assume responsibility for implementation decisions.
- Adherence to project timelines depends upon client personnel's availability to participate in interviews, focus groups, deliverable reviews, etc.
- Work will be performed onsite or virtually as appropriate for the type of work being performed.

Appendix A: Resumes

PRINCIPAL

Caitlin M. Humrickhouse, M.P.A., SWP

Caitlin Humrickhouse is a principal with Baker Tilly's public sector advisory practice.



Baker Tilly Advisory Group, LP

400 North Ashley Drive
Suite 1600
Tampa, FL 33602
United States

T: +1 (312) 729 8098

caitlin.humrickhouse@bakertilly.com

bakertilly.com

Education

Master of Public Administration with
a concentration in financial
management
University of Illinois at Chicago

Bachelor of International Business
Bachelor of Spanish
University of Illinois at Urbana-
Champaign

Caitlin is a strategic workforce planner with a deep understanding of succession planning and strategic human capital management. Caitlin's other areas of expertise include benchmarking, organizational redesign and system needs assessment and selection. Prior to joining the firm, she worked at the University of Illinois at Chicago performing program and market analyses for an online education unit.

Specific experience

- Provides management consulting services with a focus on resource optimization, assisting governmental entities in their efforts to ensure the resources available (people, processes and technology) are utilized in the most efficient manner
- Reviews and redesigns core business processes to enhance internal controls, align with industry best practices, leverage available technology and create efficiencies
- Performs organizational structure analyses for local governments, examining the current state versus the future optimal state of job functions and departments
- Offers technology needs assessment and system selection services to help organizations achieve strategic goals by leveraging technology
- Prepares organizations to be sustainable and resilient in the face of workforce challenges and fiscal pressure through the application of operational and organizational reviews, succession planning and technology implementation

Industry involvement

- Illinois Association of Municipal Management Assistants
- Illinois City/County Management Association (ILCMA)
- Institute of Internal Auditors (IIA)
- International City/County Management Association (ICMA)

Community involvement

- Step Up
- Chicago Chapter of the U.S. National Committee for United Nations Women

DIRECTOR

Jacquelyn McCray, Ph.D., AICP

Jacquelyn McCray is a director with Baker Tilly's public sector advisory practice.



Baker Tilly Advisory Group, LP

140 E Town St
Suite 1275
Columbus, OH 43215
United States

T: +1 (513) 394 7369

jacquelyn.mccray@bakertilly.com

bakertilly.com

Education

Ph.D. in leadership and change
Antioch University
(Culver City, California)

Master of public administration
Bachelor's degree in urban
planning
University of Cincinnati

Jacquelyn is a professional urban planner. She has worked on numerous projects involving development review, organizational and workflow analyses, performance measurement, strategic benchmarking and planning, and service sharing. Jacquelyn has experience in process improvement and re-engineering of local government development review processes involving multiple departments and agencies.

She also has excellent interview and facilitation skills and frequently conducts leadership, employee and stakeholder focus group meetings. She is a skilled civic engagement and group process facilitator and has served various civic and professional groups in this capacity.

Jacquelyn previously held positions as a budget analyst, project manager and land-use manager with the City of Cincinnati. After concluding her tenure with Cincinnati, she served as vice chairperson and member of the Cincinnati City Planning Commission for nine years.

Specific experience

- Extensive experience helping local governments create strategic plans and community visions, reform and improve development review processes, analyze organizations and workflows, develop performance measures and analyze peer benchmarking data
- Designed and facilitated strategic planning and goal-setting workshops for municipalities and organizations across the U.S.
- Performed organization and operations analysis for municipalities and organizations across the U.S.
- Refined experience in analyzing organizational operations, conducting development review process analyses and identifying improvement projects for planning and land use management organizations

MANAGER

Isaac Bales

Isaac is a manager with Baker Tilly's public sector practice.



Baker Tilly Advisory Group, LP

66 Hudson Blvd E
Suite 2200
New York, NY 10001
United States

T: +1 (317) 465 1659
isaac.bales@bakertilly.com

bakertilly.com

Education

Bachelor of Science in finance
Butler University
(Indianapolis, Indiana)

Isaac is a trusted advisor to public utilities, local governments and special districts, serving as a project manager and strategic business specialist. He brings deep expertise in human resource process reviews, organizational and operational assessments and software selection initiatives. His broad project experience enables him to align tactical improvements with the strategic goals of public sector organizations, driving efficiency, accountability and long-term value.

Specific experience

- Leads organizational and operational reviews to enhance efficiency, optimize staffing, streamline processes and evaluate alternative service delivery models
- Conducts business process assessments to identify improvement opportunities, strengthen internal controls and align operations with industry best practices
- Delivers end-to-end technology consulting including needs assessments, request for proposal (RFP) development, vendor evaluation and demo facilitation for enterprise resource planning (ERP), asset management and other enterprise systems

Industry involvement

- American Public Works Association (APWA)
- American Public Power Association (APPA), Business and Finance Conference Planning Committee
- Public Sector HR Association (PSHRA)
- Project Management Institute (PMI)

Thought leadership

- Core workout with Core Competencies, North Carolina – PSHRA Conference, speaker, 2025
- Building a talent pipeline, APPA National Conference, speaker, 2023
- [Utility University: Workforce development- helping you transition towards new energies](#), presenter, 2022

MANAGER

Isaac Bales

Page 2

Continuing professional education

- Project Management Professional (PMP)
- Public Sector HR Association – Certified Professional (PSHRA-CP)
- Registered municipal advisor representative

Carlie Myers

Carlie is a special advisor with Baker Tilly's public sector advisory practice.



Baker Tilly Advisory Group, LP

2050 Main St
Suite 700
Irvine, CA 92614
United States

T: +1 (949) 222 2999
carlie.myers@bakertilly.com

bakertilly.com

Education

Bachelor of Science in Business
Administration
University of Phoenix

Diversity and Inclusion Certificate
Program
Cornell University
(Ithaca, New York)

Carlie has 25 years of experience delivering high quality public services in municipal government. She is skilled in developing strong internal and external relationships to facilitate collaboration within the organization, other agencies and community partners to achieve high priority goals.

Specific experience

- Served as utilities assistant general manager finance/administration for the city of Riverside, California's Public Utilities Department
- Managed all utility financial related activities, including operating and capital budgets; rate administration, billing, customer information systems; customer engagement activities and programs; union negotiations and administration
- Prepared board and city council reports and presentations including five year electric and water rate increases; self generation program; reserve policy review; capital improvement budgets and revenue bond issuance
- Member of the citywide equity team to ensure an inclusive and diverse workplace and ensure city programs and services continue to meet community needs
- Served as Riverside's deputy city manager
- Responsible for complex professional administrative work while assisting the city manager and assistant city manager with the coordination of the overall administrative activities and operations of the city
- Managed the finance department, the internal audit division and community police review commission, to promote effective and efficient operations throughout the organization
- Lead city efforts, outreach and council discussions for new policies addressing the California public employee's retirement scheme (CalPERS) pension unfunded accrual liability debit for, providing a long term fiscal sustainability for the city's financial health

MANAGER

Emily Hayes, CIA

Emily is a manager with Baker Tilly's management advisory practice.



Baker Tilly Advisory Group, LP

601 W Riverside
Suite 1800
Spokane, WA 99201-0663
United States

T: +1 (206) 302 6204
emily.hayes@bakertilly.com

bakertilly.com

Education

Master of Science in
information management
University of Washington

Bachelor of Arts in
international studies
American University

Emily is a seasoned consulting professional with more than a decade of experience delivering strategic, operational, and risk management advisory services to public, private, Tribal, healthcare, higher education and nonprofit organizations. She collaborates with a diverse portfolio of municipal, state, transit, utility, housing, and county agencies, as well as mission-driven and commercial entities, to strengthen performance, resilience and accountability. Emily specializes in business process assessment and optimization, data transformation, compensation and benchmarking studies, market and economic analysis, risk assessment, and business continuity planning. Known for her strong research and information management background, she provides clients with clear, actionable insights that support informed decision-making, operational efficiency and long-term organizational effectiveness.

Specific experience

- Association of Local Government Auditors (ALGA)
- Institute of Internal Auditors (IIA)
- International City and County Manager's Association (ICMA)

Continuing professional education

- Certified Internal Auditor (CIA)

Appendix B: Sample report



Utilities Department Assessment

February 4, 2025



February 4, 2025

Baker Tilly Advisory Group, LP
2570 W El Camino Real, Suite 640
Mountain View, CA 94040
+1 (949) 809-5588
bakertilly.com

[REDACTED]

[REDACTED]

Baker Tilly is pleased to transmit this report summarizing our assessment of the [REDACTED] (City) Utilities Department. The focus of this assessment was to evaluate the department's current workforce structure, operational efficiency, and preparedness for future growth and challenges.

The report presents our observations as well as a set of proposed recommendations to enhance the effectiveness and sustainability of the Utilities Department in meeting the growing needs of the community. Specifically, we have outlined strategies to optimize staffing levels, improve resource allocation, and streamline operational processes to ensure the department's continued success in providing essential utility services to the residents of the City.

We wish to thank City staff for their assistance in providing us with a variety of information and having candid discussions with our team members to inform this assessment. Their cooperation and insights have been invaluable in shaping our understanding of the department's operations and challenges.

We believe that the recommendations outlined in this report will provide a solid foundation for the Utilities Department to navigate the complexities of its operations and demands and ultimately achieve its mission of delivering high-quality utility services to the community.

Thank you once again for the opportunity to collaborate on this important initiative.

Sincerely,



Carol Jacobs, Managing Director
Baker Tilly Advisory Group, LP
+1 (949) 809-5588 | carol.jacobs@bakertilly.com

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Executive Summary

Baker Tilly was engaged by the City Utilities Department to provide the department with a comprehensive strategy to achieve its vision for the future, address staffing challenges, and scale up as the City grows.

Despite its establishment nearly 20 years ago, the Utilities Department remains relatively new and underdeveloped, lacking the infrastructure and strategic framework necessary to function as a fully realized department. The creation of the department, as a split from the Public Works Department, was a fairly sudden step, and may not have been accompanied by thorough consideration of the department's long-term needs and objectives. As a result, there are opportunities to refine and improve the department's structure and organization.

Overall, the department's ad-hoc creation and development continue inhibiting its operations and strategic thinking. It has gained some wonderful tactical instincts, but, for the second-largest department in the City, it has an underdeveloped organizational capacity when it comes to strategic planning and development. This is particularly important in the utility environment, and improvements in this area will bring dividends to the City and its residents. This deficiency is not a result of individual or management failings but is more a result of the fact that this is a new department that was created without adequate planning. In such an environment, tactical and operational imperatives are always going to be prioritized over long-run strategic needs. The advantage of an analysis such as this is to bring such strategic issues into the focus they deserve.

Our recommendations provide a ten-year outlook and guide the department toward becoming a real, sustainable entity, equipped to meet the evolving needs of the community. By providing actionable insights and strategic guidance, this report serves as a roadmap for the department's transformation, empowering its leaders to develop and cultivate the department for the benefit of all stakeholders.

This report provides 71 recommendations which are contained in Attachment A.

Major Areas of Focus and Recommendations

As part of our assessment process, we engaged in various activities, including interviews, site visits, analysis of best practices, and peer research. These activities provided valuable insights that informed the major areas of focus and recommendations outlined in this report, guiding department leaders toward strategic priorities for the near term. These areas of focus include:

1. **Enhancing infrastructure and operational efficiency:** Strengthening information technology (IT) and technological capabilities: Expanding IT capacity and creating a dedicated IT strategic plan are essential for leveraging existing systems like SCADA and implementing new tools such as a computerized maintenance management system (CMMS) to enhance operational efficiency. A CMMS, in particular, will allow the department to better understand both planned and unplanned maintenance requirements and to apply resources appropriately.
2. **Strengthening technological capabilities:** To enhance its operational effectiveness, the department must invest in expanding IT capacity and developing a strategic plan that integrates existing and emerging technologies. This includes fully leveraging the SCADA system, implementing a comprehensive CMMS, as mentioned above, and utilizing data analytics to drive decision making. A clear technology roadmap will provide direction for the department, ensuring that technological investments align with broader organizational goals and improve overall service delivery.

3. **Organizational restructuring and staffing enhancements:** The current structure of the Utilities Department limits its ability to function as a fully developed, independent entity. A key focus is restructuring the department to better align with strategic objectives, including creating new divisions and enhancing leadership roles. Strategic staffing enhancements - hiring specialized technical staff, expanding regulatory compliance positions, and reorganizing existing teams - will address skill gaps and position the department to manage growth effectively. This restructuring creates a more agile, accountable, and strategically focused organization.
4. **Developing master plans and strategic roadmaps:** Master planning is crucial for setting a clear direction for the department's future. By updating and/or developing comprehensive master plans for water, solid waste, and other critical areas, the department will create a strategic framework that aligns with industry standards and the City's projected growth. These plans will serve as roadmaps for infrastructure investments, operational improvements, and long-term sustainability, ensuring the department can meet the evolving needs of the community.
5. **Optimizing financial and administrative processes:** Streamlining financial and administrative processes will enhance efficiency and accountability within the department. This includes clarifying procurement guidelines, standardizing processes for equipment replacement, and distinguishing between sole and single-source procurements. Additionally, empowering staff with the necessary access and authority to manage financial tasks will improve workflow and reduce delays. These optimizations will create a more responsive and well-managed department that can adapt quickly to operational and financial challenges.
6. **Improving knowledge management:** The success of the Utilities Department hinges on its ability to attract, retain, and develop a skilled workforce. Recommendations include implementing structured training and career development programs, conducting retirement eligibility analyses to anticipate future staffing needs, and creating knowledge transfer tools to ensure continuity. Fostering a culture of continuous learning and professional growth will enable the department to build a capable and motivated team that is prepared to meet future demands.

These focus areas provide a strategic pathway for the Utilities Department to build a stronger, more sustainable organization capable of adapting to the City's growth and evolving needs. Implementing these recommendations will empower the department to fulfill its vision and better serve its community.

Organization of the Document

This report is organized into the following major sections:

- Project Approach;
- Streamlining Operations and Leveraging Technology;
- Inter-Departmental Coordination;
- Strategic Planning for Future Growth;
- Safety;
- Succession Planning; and,
- Organization Structure and Staffing.

Background and Project Approach

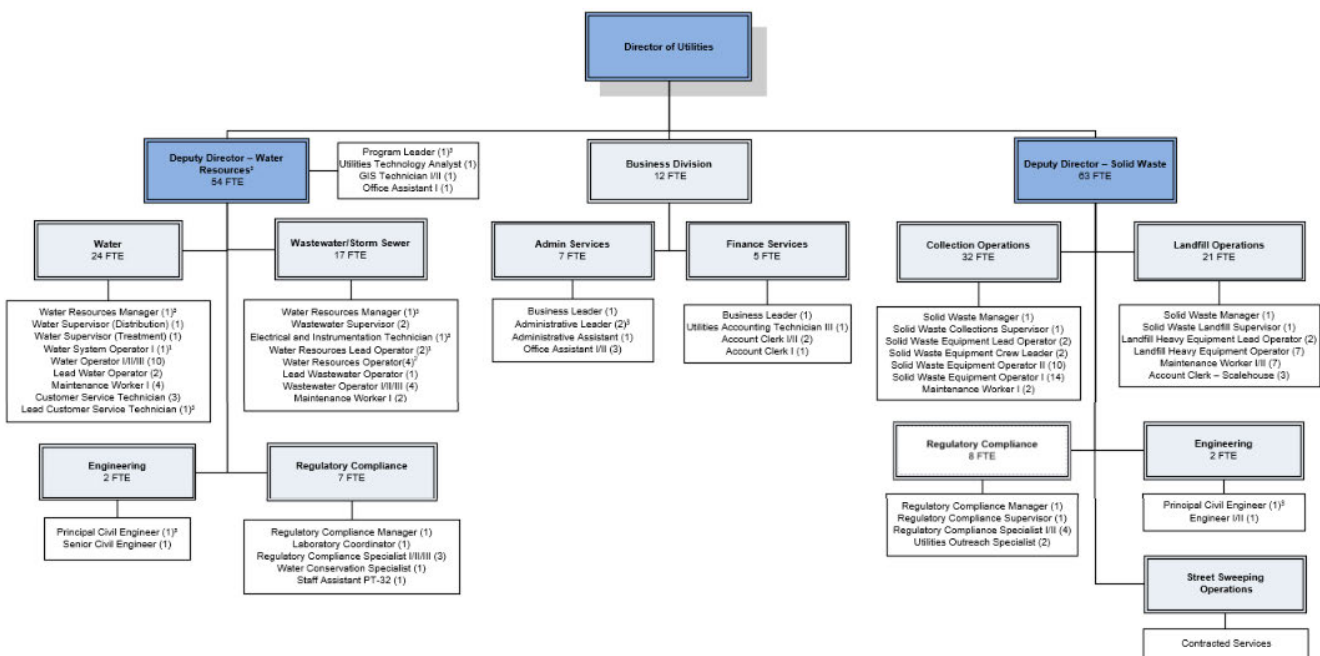
Background

Located on California's Central Coast, [REDACTED] stands as the largest municipality in population and geographic area within [REDACTED] County. Boasting a diverse population of over 109,000 residents, the City has experienced significant growth, surpassing [REDACTED] as the county's most populous city in 2006. With forecasts predicting a 32 percent population increase by 2050¹, strategic planning becomes paramount to meet the rising demand for essential utilities.

The City operates under a Council-Manager form of government, comprising ten departments in total. As the second largest department within the City, the Utilities Department oversees four enterprise funds: water, wastewater, solid waste collections, and solid waste disposal. It is currently organized into three divisions: water resources, solid waste, and business (see Figure 1).

With 132 authorized full-time equivalents (FTEs), the Utilities Department accounts for nearly 20 percent of the City's workforce. However, positions are not always filled after attrition, leading existing employees to take on additional responsibilities. This has led to new unique positions as the department adapts to evolving needs and workloads.

Figure 1. Existing Utilities Department Organizational Structure



¹ Upon attrition, position becomes Water Operator I/II/III
² Upon attrition, positions become Wastewater Operator I/II/III
³ Approved Personnel Changes During Project

Project Approach

Baker Tilly and Utilities Department leadership staff began the project with a kickoff meeting to discuss the project's objectives and timeline. Baker Tilly obtained information to inform the recommendations in this report through various activities as discussed below.

Interviews

- Utilities Department leadership team
- Directors and/or managers from Human Resources, Finance, Community Development, Public Works and Information Technology

Site Visits

- Regional Landfill
- Wastewater Treatment Plant

Employee Survey

Peer Agency Comparison

- Data figures were provided by the cities of , , and Sanitation District and County
- The cities of , as well as the County of , did not provide data

Process Maps

- Edit List, Meter Exchange, New Water Meter Installs, Temporary Construction Meters, Leak Adjustments, Starting and Stopping Water Service, Delinquent Accounts, Water Reconnect, Starting Trash Service, Transferring Trash Service, and Closing Trash Accounts

Staffing Model and Projection

Engagement Themes

Baker Tilly used a multifaceted approach to gather insights from departmental staff in our assessment of the Utilities Department. Through interviews, process mapping meetings, and an employee survey, we gained a comprehensive understanding of the operational landscape, identified challenges, and uncovered opportunities for growth. The following themes capture the perspectives shared by staff. The complete interview themes and survey results are in Attachments B and C, respectively.

Our findings depict a department poised for transformative growth amidst operational challenges, mainly stemming from its ad-hoc creation and development. Staff engagement revealed staffing and resource concerns. Employees expressed dissatisfaction with staffing levels, mirroring management's acknowledgment of the need for additional supervisory and middle management roles to enhance oversight, better support data analysis, and facilitate effective decision-making capabilities.

The department's technological landscape presents both challenges and opportunities. The absence of a CMMS and the underutilization of a Geographic Information System (GIS) and Supervisory Control and Data Acquisition (SCADA) system highlights the need for a robust technology infrastructure and specialized staff to fully utilize collected data. The successful implementation of Routeware and the current transition to SpryPoint for utility billing signal important and successful steps toward modernization.

The employee survey highlights discrepancies in accountability measures and teamwork dynamics, indicating areas for improvement in organizational health. The need for enhanced communication, improved morale, and a strategic focus on innovation is evident.

The department's tactical approach toward long-term Capital Improvement Planning (CIP) and master planning, primarily driven by state-mandated tasks and immediate project demands, has not been a priority historically because it has fallen on Public Works. However, this is inconsistent with the department's responsibility for several types of infrastructure. The recent hire of a principal engineer in Water Resources for CIP development is promising, yet the capacity for future-focused planning is limited by current project workloads. Moreover, the infrastructure requires attention, with aging water meters and the need for a comprehensive water meter replacement program.

Interdepartmental collaboration, particularly with Finance and Utility Billing, is marked by a blend of ineffective communication and systemic inefficiencies, with duplicate systems stemming from restricted access to finance systems.

The engagement underscores a department at a crossroads, with a clear recognition of the challenges ahead and a determination for improvement. By focusing on these key aspects, the Utilities Department can improve operational efficiency, employee morale, and service delivery.

Peer Learning

In our analysis of the Utilities Department, we conducted a detailed comparison with peer agencies, including the cities of ██████████, ██████████, ██████████, ██████████, Sanitation District and ██████████ County. This comparison covered critical operational areas such as collections, disposal and landfill, and water resources. Our team reviewed organization charts, position titles, and the number of FTEs. This provided us with the necessary details to formulate well-informed staffing proposals tailored to enhance the efficiency and effectiveness of the Utilities Department.

We developed a benchmark survey to gather detailed budgetary information, discern the scope of services offered versus those contracted to other entities, and evaluate performance metrics. This approach enables us to identify areas where the department excels and opportunities for improvement. By leveraging the data, we can ensure that the department not only meets but exceeds standards set by its counterparts, thereby delivering superior service to the community.

Despite our efforts to obtain data for a thorough comparison of the department's solid waste landfill and collections metrics, we were unable to gather the necessary information. This lack of data presents a challenge in benchmarking the department's performance against industry standards. We made multiple email and phone call attempts to the ██████████ for collections data, and to the Counties of ██████████, ██████████ for disposal and landfill metrics but were unsuccessful in conducting our survey. To address this gap, our teams also researched the California Association of Sanitation Agencies (CASA) and the Solid Waste Association of North America (SWANA). Unfortunately, neither organization had publicly available performance measures suitable for benchmarking. While SWANA provides agency members access to performance measures, their most recent data was from 2018, which is too outdated to effectively serve our benchmarking needs.

We were, however, able to obtain comparison data for Water Resources. The metrics received for Water Resources reveal that the department operates at a significantly higher capacity, managing more water and sewer accounts, and overseeing an extensive network of water and sewer mains. Notably, the average water demand is more than double that of four peers, with 13,126 acre-feet compared to their 6,230 acre-feet, underscoring the department's operational scale.

We used benchmarks from the American Water Works Association's 2023 Utility Benchmarking report (AWWA report). This report compiles performance data from utilities across North America, including summaries categorized by customer base. With a service population of around 110,000, ██████████ is on the cusp between two data subsets. Therefore, we present averages from both the 50,000-100,000-population group and the 100,000-500,000-population group to compare ██████████ performance.

Regarding overall staffing, the Water Resources Division aligns closely with the median staffing levels of water utilities in the 50,000-100,000-population group and is significantly lower than those in the larger utility group. On the wastewater side, ██████████ is near the 25th percentile of the smaller wastewater

utilities and again falls well below the range for larger utilities. This indicates that the Division is operating with fewer resources compared to similar and larger utilities. Staff feedback highlighted that they are currently understaffed. To take on more responsibilities and implement necessary infrastructure changes, an increase in staffing levels is essential. Visual comparisons of staffing levels are provided in the charts below in Figures 2 - 9.

Figure 2. Water Utility FTEs

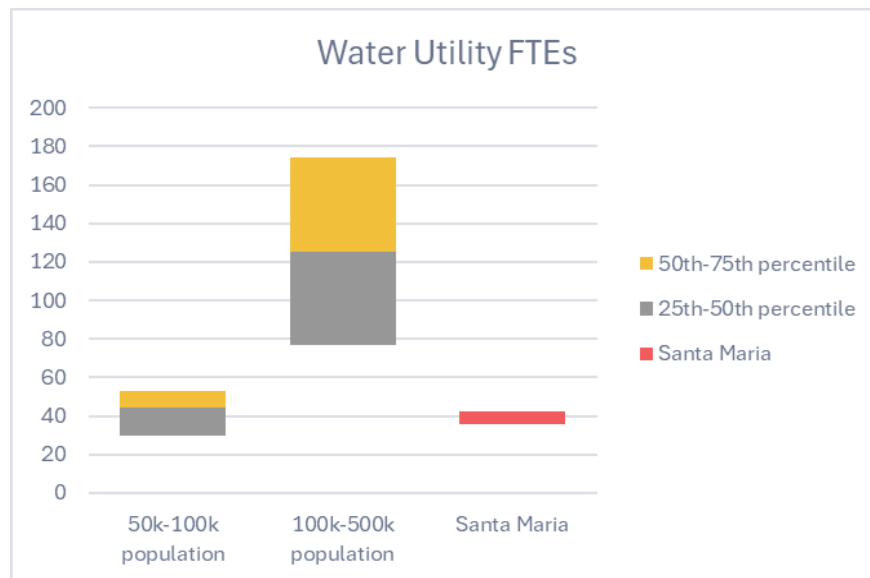
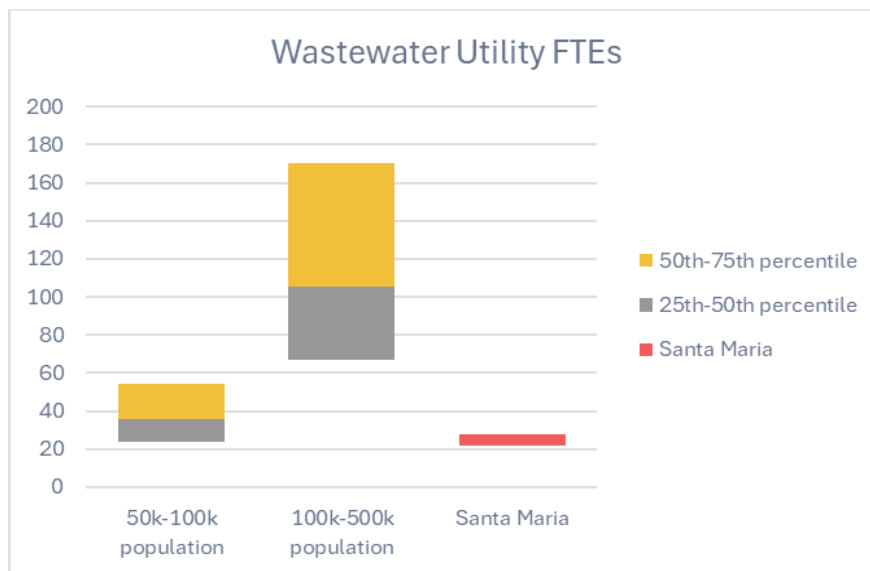


Figure 3. Wastewater / Storm Sewer Utility FTEs



In comparing output, we observe that production of potable water per FTE comes in significantly higher than the range for smaller utilities, and comparable to the 75th percentile for larger utilities. For wastewater processing, performance is considerably higher than the ranges for smaller and larger utilities. This indicates that Water Resources is operating at a strong and efficient level. Staff feedback indicates that maintaining and enhancing this efficiency, along with handling additional responsibilities, may require further support and resources.

Figure 4. Water Production per FTE

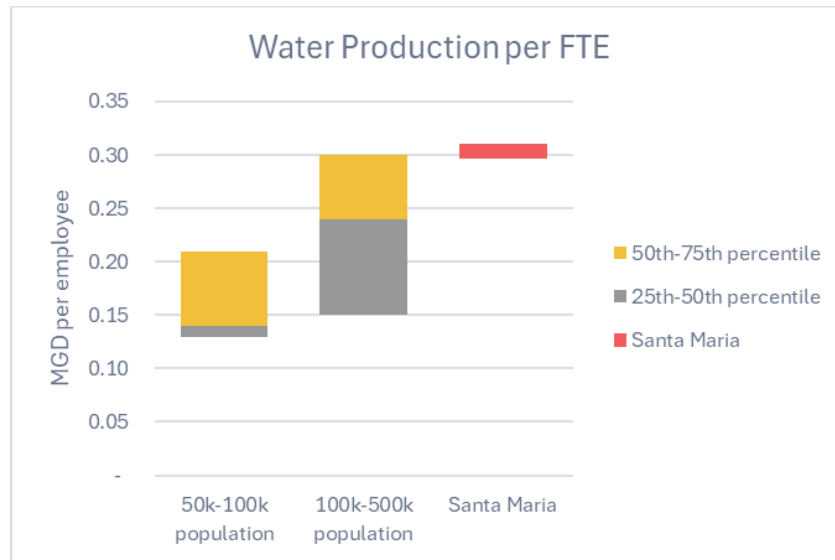
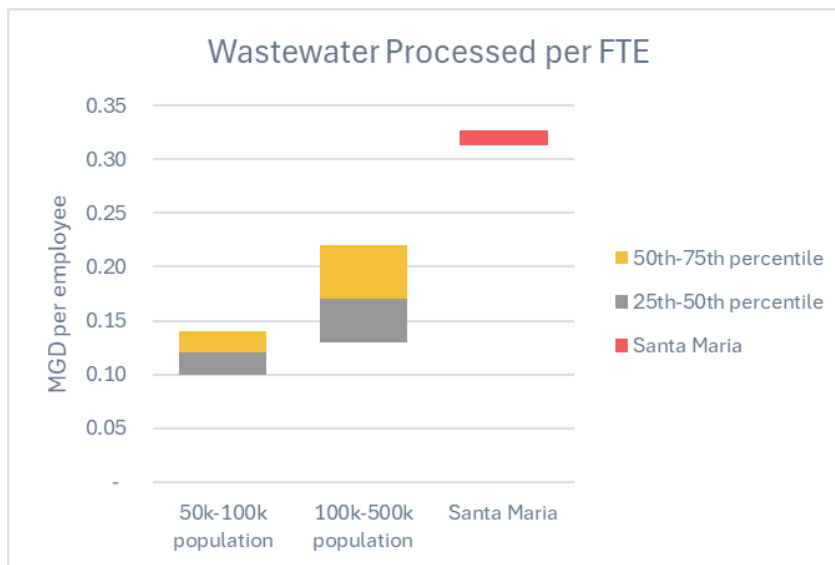


Figure 5. Wastewater Processed per FTE



Considering customer accounts instead of treated volume, [REDACTED] number of water accounts per FTE is similar to the 75th percentile of larger utilities and exceeds the overall range of smaller utilities. For wastewater accounts, [REDACTED] significantly surpasses the range for both utility sizes. This demonstrates that Water Resources is efficiently managing a high volume of customer accounts with fewer staff compared to other utilities. While this showcases the Division's strong performance and capability, maintaining this efficiency and accommodating future growth or additional responsibilities will necessitate increased support and resources.

Figure 6. Water Accounts per FTE

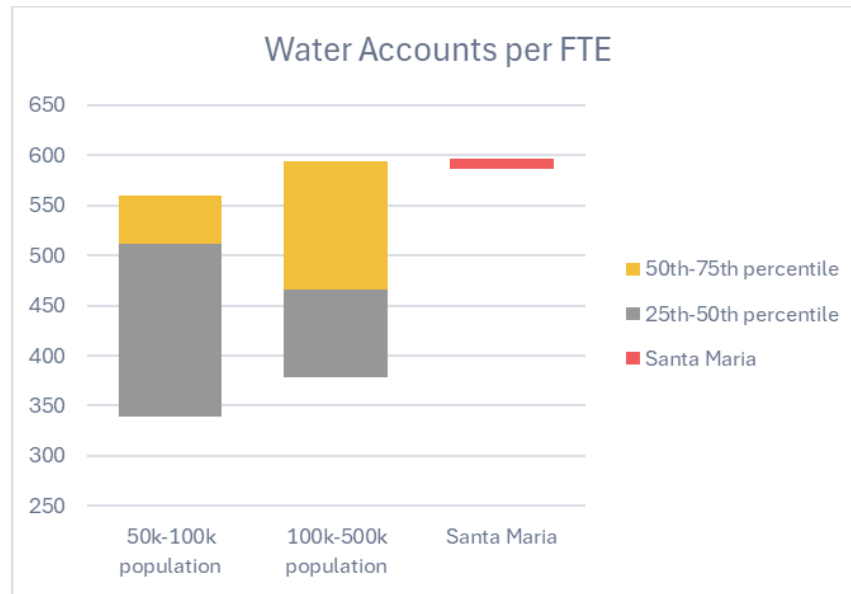
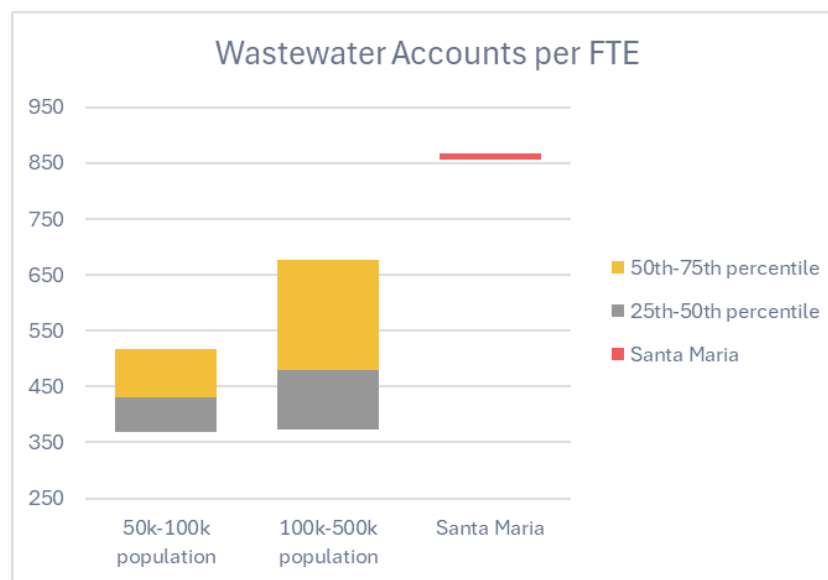
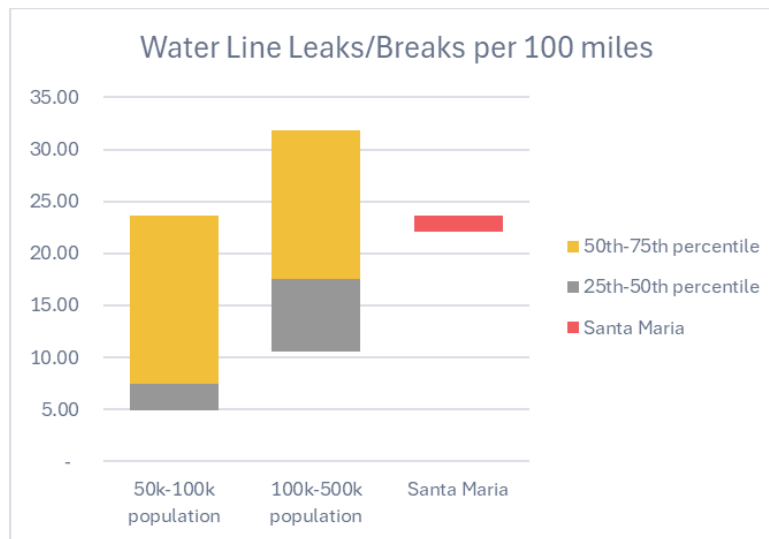


Figure 7. Wastewater Accounts per FTE



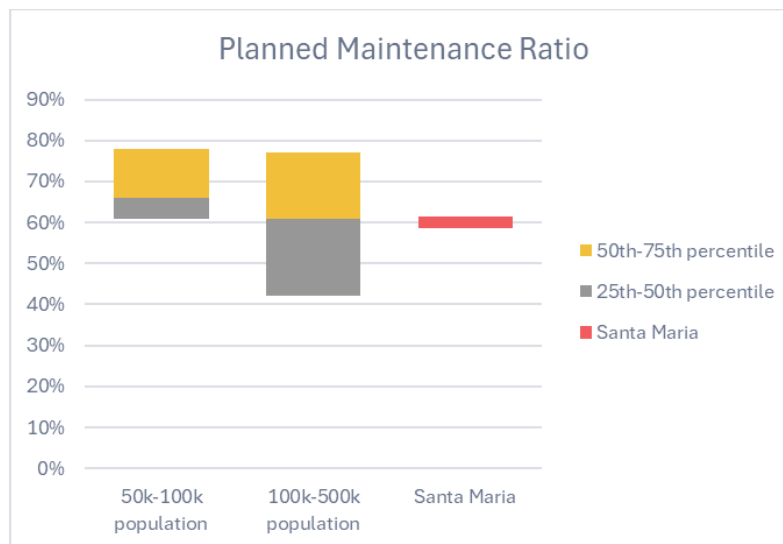
In addition to the per-employee measures, we reviewed two key metrics of system maintenance and reliability. The first metric is the number of breaks or leaks in the waterlines. [REDACTED] was near the 75th percentile of smaller utilities and above the median value for larger utilities. This metric is heavily influenced by the age of the utility system's assets and the historical maintenance efforts. While [REDACTED] system is relatively reliable, there is room for improvement, particularly in addressing aging infrastructure and enhancing maintenance practices.

Figure 8. Water Line Leaks/Breaks per 100 Miles



The final performance measure we examined was the utility's planned maintenance ratio, which compares the time spent on regular or preventive maintenance to unplanned maintenance due to leaks or breaks. On this metric, [REDACTED] is comparable to the 25th percentile of smaller utilities and close to the median value for larger systems. This comparison indicates that the department spends more on reactive maintenance than preventative maintenance. This could lead to higher costs and service disruptions, unless a greater emphasis is placed on preventative maintenance. However, given the lower staffing levels that [REDACTED] utilizes, this is the expected outcome.

Figure 9. Planned Maintenance Ratio



Our analysis reveals that while the Utilities Department demonstrates strong operational efficiency, particularly in water production and wastewater processing, it operates with fewer resources compared to similar and larger utilities. The department efficiently manages a high volume of customer accounts with fewer staff, but maintaining this efficiency and accommodating future growth may require additional support and resources.

Based on our peer learning and benchmarking research, it is evident that [REDACTED] faces significant staffing inefficiencies impacting various aspects of the department. This report systematically addresses

these issues, proposing detailed recommendations to rectify them and ensure a more efficient staffing structure. Moreover, once the recommendations in this study are implemented, there may be a need to increase front-line staff. However, this determination cannot be made until the processes are streamlined and the impact of these changes is fully assessed. This comprehensive approach ensures that all necessary responses to the comments from this section are effectively summarized and addressed.

Streamlining Operations and Leveraging Technology

The Utilities Department operates in a dynamic environment where technological advancements play a pivotal role in enhancing operational efficiency and service delivery. Over the past year, significant strides have been made with the introduction of GIS, which has streamlined processes. However, despite this progress, the department faces challenges in effectively analyzing and utilizing the increasing volume of data generated. There is a critical need to leverage technology more effectively to capitalize on the data insights provided by GIS and other systems. By embracing modern solutions such as SCADA systems, advanced metering infrastructure (AMI), and comprehensive data analysis tools, the department can optimize its operations, improve decision-making processes, and enhance service reliability. This section outlines strategic recommendations aimed at harnessing the power of technology to streamline workflows, minimize costs, and deliver superior services to the community.

Technology Governance

The Enterprise Resource Planning (ERP) system's update and the transition to SpryPoint for utility billing are pivotal for the department's future. However, relying solely on ERP to fix citywide issues is misguided. Proper implementation, training, and access to information are essential for the system's effectiveness. Historically, the Finance Department's control has limited data access, creating challenges. If these practices persist, the department may continue to face inefficiencies, data silos, compliance risks, and missed strategic opportunities. Utilities must play a significant role in utility billing and for the ERP's citywide implementation to be collaborative, ensuring comprehensive benefits and strengthening the City's infrastructure. (See Inter-Departmental Coordination, below)

The SCADA system and data analysis are critical for the department, yet both are underutilized due to insufficient IT capacity. This inefficiency could lead to operational setbacks, strategic oversights, and increased risks, especially as the sole SCADA maintainer nears retirement. Recently, the department received approval for an Electrical and Instrumentation Technician (EIT) dedicated to the SCADA system, which is a positive step toward enhancing its maintenance and utilization. To further mitigate these issues, it is imperative to expand IT capacity, ensuring robust data analysis and strategic use of SCADA, thereby enhancing departmental efficiency and decision making, and ultimately strengthening the City's infrastructure. (See Organization Structure and Staffing for additional information)

Recommendation 1. Expand IT capacity to fully leverage the SCADA system and data analysis capabilities, ensuring these critical tools are utilized to their fullest potential for the department's operations.

The current deployment of technology within the department lacks a cohesive strategic direction, resulting in fragmented IT initiatives and suboptimal utilization of technological resources. There is a notable absence of a unified roadmap that aligns technology investments with departmental goals and operational priorities. As a result, there may be inefficiencies in resource allocation, missed opportunities for technological integration, and challenges in achieving optimal performance from existing IT systems. Creating an IT strategic plan will provide a structured approach to prioritize and synchronize IT projects, ensuring they align with departmental objectives and enhance operational efficiency. By defining clear goals, timelines, and performance metrics, the IT strategic plan will guide future technology investments, promote coordination among IT initiatives, and facilitate the effective deployment and management of technology solutions. This proactive approach will ultimately support the department in leveraging technology as a strategic asset to meet evolving service demands and improve overall organizational effectiveness.

Recommendation 2. Create an IT strategic plan to establish a clear roadmap for technology within the department.

Computer Maintenance Management System (CMMS)

As noted above, the department spends more time reacting to unscheduled maintenance events than on planned preventative maintenance. This is inefficient. Implementing a CMMS and preventative

maintenance program is essential for the department to enhance operational efficiency and reduce downtime. An appropriate rollout and implementation of such a system will ensure that maintenance tasks are performed proactively, leading to cost savings and improved asset management. If the department continues without a CMMS, it may face increased maintenance costs, equipment failures, and potential service disruptions. Therefore, it is crucial to prioritize the implementation of a CMMS with a strategic and well-planned approach to maximize its benefits and support the department's long-term success. This will facilitate data-driven decision making and help capture institutional knowledge within the department.

An appropriate rollout and implementation of such a system will ensure that maintenance tasks are performed proactively, leading to cost savings and improved asset management. To achieve this, the department should configure the CMMS to work seamlessly with SpryPoint, ensuring streamlined workflows and efficient tracking of work orders. A robust work order system within the CMMS will enable the department to track the lifecycle of work orders effectively, minimizing errors and delays associated with manual processes.

In developing and implementing a CMMS, it is crucial to evaluate similar software or systems used by other City departments to determine if the same system can meet the specific needs of the Utilities Department. Utilizing a system already in use by another department, such as Public Works, can provide several benefits, including consistency across departments, which is essential for seamless integration and operational efficiency. Additionally, using the same system can facilitate knowledge sharing and resource optimization, as staff from different departments can collaborate and share insights on best practices and troubleshooting. While an evaluation of the CMMS used by Public Works was not within the scope of this assessment, it is important to note that these systems are typically designed to handle a suite of public works functions, which includes utility functions. This means that the system is likely capable of meeting the needs of the Utilities Department as well. Best practice suggests adopting the same system as another department within the city unless there is a disqualifying reason, such as specific functional requirements that the system cannot meet or significant integration challenges.

Recommendation 3. Implement a CMMS and preventative maintenance program to streamline maintenance processes, improve operational efficiency, and reduce equipment downtime.

Recommendation 4. Integrate the new CMMS with SpryPoint.

Recommendation 5. If possible, align the new CMMS with the CMMS in the Public Works Department.

Our experience is that implementing these systems successfully requires active participation in the implementation process by the staff members who will use the system going forward. Developing a comprehensive implementation plan for the new CMMS is imperative (the implementation action plan that follows this report will serve as a starting point). This plan should include identifying a dedicated project manager and allocating temporary staff or consultants to support deployment efforts.

Selecting the right project manager for a CMMS implementation is crucial for success. The project manager should have experience in managing similar projects, particularly CMMS or other enterprise software systems, and be familiar with project management methodologies and change management practices. Strong leadership and communication skills are essential to coordinate with stakeholders, including IT staff, department heads, and end-users, and to clearly articulate project goals, timelines, and expectations. While technical expertise is not mandatory, a good understanding of the CMMS and its integration with other systems is important for informed decision-making and addressing technical challenges. The project manager should also be skilled in identifying potential issues and developing solutions to mitigate risks, ensuring the project stays on track.

With the additional recommended staff in the Engineering and Technology Division and Business Division, there is a strong likelihood that the ideal candidate for the project manager role can be found within these divisions. However, there may be a need to expand the use of temporary staff to cover the

project manager's day-to-day work during the period when the employee is focused on CMMS implementation.

Such a structured approach will ensure smooth integration, minimize disruptions, and maximize the system's effectiveness in improving departmental operations.

Recommendation 6. Develop an implementation plan for the CMMS that includes identifying an internal project manager within the Utilities Department to oversee the implementation.

Recommendation 7. Expand the use of consultants or temporary staff to temporarily backfill key City staff during implementation.

Process Workflows

Efficient process workflows are a critical part of an effective maintenance management system. The workflow establishes process steps that staff and customers follow. As shown in the "as is" process maps (Attachment D), these workflows are currently manual and labor-intensive, requiring significant time and effort from staff to ensure each step is completed accurately. The transition to SpryPoint will assist in automating many of these routine responsibilities, significantly increasing operational efficiency. However, there are still areas for improvement that need to be addressed to fully optimize the system.

One such opportunity for improvement is to change the location of where door tags for 48-hour water shut-off notices are printed. Currently, Utility Billing staff print the door tags downtown and the Customer Service Technicians in Water Resources retrieve them. This practice is inefficient and time consuming, as it disrupts workflow and reduces the time available for other critical tasks. The manual nature of this process adds unnecessary steps and complexity to the workflow. To address this inefficiency, Customer Service should generate and print the list of door tags, thereby reducing the number of trips to the Utility Billing counter. By transferring the responsibility of printing door tags to Customer Service staff, redundant steps can be eliminated to improve overall process efficiency.

Recommendation 8. Move door tag printing operations from Utility Billing to Customer Service.

Currently, whenever trash service is stopped, containers are picked up and then re-delivered when service is started. This practice is labor-intensive and unnecessary. It requires significant time and effort from staff, diverting resources from more critical tasks. The manual handling of containers consumes valuable time and increases the risk of injury and wear on equipment. This process adds extra complexity to the workflow, making it less efficient and more costly.

It is recommended to discontinue picking up trash containers when service is stopped. Instead, leaving the containers in place can save time and resources, allowing staff to focus on more essential duties. This change will streamline operations by eliminating unnecessary trips to pick up and re-deliver containers. As a result, labor costs will be reduced, and overall efficiency within the department will be improved.

Adopting this approach aligns with industry-best practices, which emphasizes minimizing unnecessary tasks to enhance operational efficiency and resource allocation. By eliminating this unnecessary task, the department can better allocate its resources to areas that directly impact service quality and operational effectiveness. This shift will also reduce the physical strain on staff and decrease the utilization of equipment, leading to longer service life and lower maintenance costs.

Furthermore, maintaining containers in place will provide a more consistent service experience for customers, as they will not have to wait for containers to be re-delivered when service resumes. This continuity can enhance customer satisfaction and reduce the administrative burden of managing container logistics.

However, we recognize that this is a significant change in operations and may result in additional challenges. To address these concerns, we recommend implementing this change on a trial basis. This

will help identify any issues and determine if they can be resolved while maintaining the high level of customer service that ██████████ prides itself on.

Recommendation 9. Discontinue picking up containers when trash service is stopped on a trial basis.

Automation

As the Department transitions to SpryPoint, staff should look to automate routine responsibilities to significantly increase operational efficiency. Currently, much of the workflow is manual, which can be time-consuming and prone to errors.

An area that remains highly manual in the current workflow is scheduling work with customers. For example, staff frequently make manual phone calls to schedule large meter sets, collect or drop off trash containers, and address other service-related tasks. The process relies heavily on staff making manual phone calls and other direct communications, which is time-consuming and susceptible to errors or delays. This inefficiency slows down operations and impacts customer satisfaction. To further enhance efficiency, the Department should implement a self-scheduling tool that allows customers to book appointments, eliminating the need for manual phone calls. Since SpryPoint does not appear to offer a built-in self-scheduling feature, the Department should select a scheduling tool that integrates seamlessly with SpryPoint. This will streamline appointment-setting processes, reduce staff workload, and improve customer experience.

Once these new tools are deployed, there may be opportunities for additional streamlining through PowerApps. It is recommended that staff work with their new IT team to create and maintain any developed applications. This collaboration will ensure that the Department continues to innovate and optimize its processes, further enhancing operational efficiency and service delivery. Implementing SpryPoint and additional automation could occur faster and more efficiently as shown in the “to be” process maps (Attachment E).

Recommendation 10. Leverage automation to enhance operational efficiencies of mundane responsibilities.

Recommendation 11. Implement a self-scheduling tool to eliminate the need for routine customer contacts.

Recommendation 12. Collaborate with IT to create and maintain applications from PowerApps to further streamline department workflows.

Advanced Metering Infrastructure (AMI)

The City currently employs an AMI system where meter readings are communicated via radio to towers, enabling efficient data collection. All meters in ██████████ can be read through this AMI system. However, in cases where a communication error or other issues prevent the read from being communicated, Customer Service Technicians perform manual reads. AMI provides significant benefits, primarily through faster and more accurate meter readings in real time, which ensures precise billing and immediate detection of anomalies in water usage. This capability helps address issues proactively, before they escalate into significant problems. One of the critical advantages of AMI is its ability to detect leaks swiftly. For instance, if a customer is out of town and service pipes burst or if there is a substantial leak, the AMI system alerts both the Utilities Department and customer (if they have opted for high-water usage alarms). While the Department has a procedure in place where it notifies customers where continuous consumption is recorded over a 72-hour period, significant damage could occur before such a notification is sent. This early detection prevents water wastage and mitigates potential damage to properties.

AMI also enhances data accessibility, delivering a wealth of data that can be made available to customers. This allows them to monitor their water usage patterns closely, leading to more informed consumption behaviors and better water conservation practices. Additionally, automated reading technology inherent in AMI systems reduces many recurring operating costs associated with manual

meter readings. This efficiency gain translates into cost savings for the department, which can be redirected to other critical infrastructure needs. The system can also identify drops in water pressure, which may indicate leaks or other issues in the distribution network, helping to maintain the integrity of the water supply and prevent service interruptions.

To fully leverage the benefits of AMI, the Utilities Department should investigate newer AMI programs compatible with the new meters, considering factors such as interoperability, data security, ease of integration, and cost effectiveness. The technology associated with AMI is evolving and getting better at detecting leaks and allowing for customers to understand usage patterns to control their use and costs in real time. Implementing new AMI software will provide better water usage data for both the Utilities Department and customers. Customer engagement is also crucial; educating customers on the benefits of AMI and how to use the data provided to manage their water usage effectively can help them set up alerts for high water usage and track their consumption patterns. Operational training for Utilities staff will ensure they are proficient in using AMI systems and interpreting the data, allowing them to respond quickly to issues and provide better service to customers. Establishing a system for ongoing monitoring and assessment of the AMI program's performance will help refine processes, enhance system functionality, and ensure that the department continues to meet the evolving needs of its customers. By implementing new AMI software, the Utilities Department can achieve significant improvements in water management, operational efficiency, and customer service, paving the way for a more sustainable and responsive water utility.

Recommendation 13. Investigate newer AMI programs compatible with the new meters.

Recommendation 14. Implement new AMI software that will provide better water usage data for the Utilities Department and provide customers the option of a portal to allow easy access to water use data, receive immediate leak detection alerts and water system notifications and pay their monthly bill.

Performance Measures

The Utilities Department tracks a comprehensive list of performance measures for Water Resources and Solid Waste to ensure efficient service delivery and environmental compliance. These metrics include water demand/workload, sewer and storm sewer effectiveness and efficiencies, collections by accounts served, tons collected and hauled, and tons per load, providing a holistic view of operational effectiveness. The data gathered from these measures enables the Utilities department to identify areas for improvement, allocate resources more effectively, and enhance overall service quality.

Additionally, this information proves invaluable for long-term planning and sustainability efforts, as it offers insights into consumption patterns and waste management efficacy. In addition to the existing performance measures, Baker Tilly recommends incorporating additional measures to further improve the department's capabilities. With the Water Resources Division's recent transition to a GIS-based work order system, it is anticipated that more metrics will be tracked in the future.

Recommendation 15. Measure the frequency of valves being exercised, hydrant flushing, and how often meters are replaced and tested.

Purchasing

While oversight of the City's Purchasing Guidelines is not within the department's purview, feedback from staff in Utilities indicates that the City's Purchasing Guidelines currently hinder streamlined procurement of specialized equipment. The City's Purchasing Guidelines are designed to be a comprehensive policy tool, yet their extensive content and detailed appendices appear to be overwhelming for staff who often require quick access to information for specialized purchases. This complexity can lead to delays and errors in procurement processes, as staff may struggle to find the relevant information promptly. A more streamlined manual, with a clear standardization process for equipment and explicit details on

cooperative purchasing, would prevent procurement inefficiencies and potential missteps due to the current flexibility in budget-approved purchases without council oversight.

Our team suggests working with the City Manager's Office and Finance Department to recommend several key improvements. By collaborating with these departments, the Utilities Department can work towards streamlining procurement procedures, reducing delays, and enhancing resource allocation. This approach will ensure that the department can operate more effectively and continue to provide high-quality services to the community.

By relegating detailed appendices to separate reference documents, the manual becomes a more practical tool for everyday use, enhancing efficiency and reducing the likelihood of errors. Standardization would ensure that all departments use the same equipment, simplifying training, maintenance, and procurement processes. This consistency would not only streamline operations but also reduce costs associated with maintaining a diverse range of equipment. Additionally, the manual lacks sufficient information on equipment standardization and sourcing justifications, leading to confusion and frustration among staff. A formal standardization process would provide clear guidelines for purchasing, reducing the risk of procurement errors and ensuring that all purchases align with the City's strategic goals. Furthermore, the manual does not adequately explain cooperative purchasing programs, which could facilitate equipment purchases.

Recommendation 16. Collaborate with the City Manager's Office and Finance Department to address purchasing challenges.

Recommendation 17. Establish a formal process for standardizing equipment to eliminate confusion and enhance consistency across the department, leading to smoother operations and maintenance.

The City's policy of allowing equipment purchases without Council approval, if budgeted, provides flexibility but can cause confusion if replacements are not identified in the budget. The adherence to the California Uniform Public Construction Cost Accounting Act (CUPCCAA) guidelines for public works projects complicates equipment purchases related to infrastructure improvements, as it requires determinations on applicable policy requirements. CUPCCAA facilitates efficient public construction work management, allowing for projects up to \$60,000 to be handled internally or through negotiated contracts, and up to \$200,000 via informal bidding, standardizing cost accounting and bidding procedures.

Recommendation 18. Ensure the budget identifies equipment replacements.

Federal funding adds another layer of complexity, with references to federal procurement standards, notably 2 CFR 200.318 to 327, and special provisions for Federal Transportation Procurements needing to be correctly understood and applied. Federal funding standards impose stringent procurement requirements that necessitate detailed documentation and adherence to overarching laws. These requirements ensure the fulfillment of contractor agreements and maintain ethical standards to uphold transparency and accountability with federal awards. This dual framework of local and federal guidelines ensures that the department's procurement activities meet the highest standards of fiscal responsibility and regulatory compliance.

Clarifying cooperative purchasing programs will expedite procurement and improve pricing through collective bargaining power. Distinguishing between sole and single-source procurement will prevent misunderstandings and streamline decision making, ensuring that the right procurement method is used in each situation. Strengthening the justification for sole-source purchases, especially when using federal funds, will ensure compliance with grant requirements and protect the department against audit risks. Finally, clarifying local agency procurement adoption by stating that local agencies are leveraging the procurement process, not the contract, of the initiating agency will provide clearer guidance and reduce confusion. These improvements aim to enhance the efficiency, clarity, and compliance of the procurement process within the Utilities Department.

Recommendation 19. Clarify cooperative purchasing programs to expedite procurement and ensure better deals are secured through collective bargaining power.

Recommendation 20. Distinguish between sole and single-source procurement to prevent misunderstandings and streamline decision making.

Recommendation 21. Strengthen the justification for sole-source purchases, especially when using federal funds, to ensure compliance with grant requirements and protect against audit risks.

Interdepartmental Coordination

Effective coordination and collaboration between departments are essential components of a well-functioning Utilities Department. During its nearly two-decade tenure, the department has encountered challenges related to siloed operations and inconsistent communication channels with other City departments. These issues have resulted in duplicated efforts, missed opportunities for synergy, and inefficiencies in service delivery. To overcome these barriers and foster a cohesive organizational culture, it is imperative to prioritize interdepartmental coordination. This section focuses on strategic initiatives of establishing clear communication protocols, defining roles and responsibilities, and enhancing collaboration across departments. By fostering stronger relationships and aligning efforts, the Utilities Department can achieve operational excellence and better meet the evolving needs of its stakeholders.

Over the years, the Utilities Department has often taken on tasks originally assigned to other departments due to gaps in responsibility allocation, leading to inefficiencies and duplicated efforts. One prevalent example is the management of cell tower leases, which does not align with the core functions and expertise of the department. By formalizing a structured process for assigning and regularly reviewing departmental responsibilities, the department can clarify roles, reduce overlap, and ensure that tasks are handled by the most suitable department, thereby enhancing overall operational efficiency and focus. This approach will also foster a culture of accountability and collaboration across the organization, aligning efforts more effectively with strategic objectives.

Recommendation 22. Establish a formal process for assigning and reviewing departmental responsibilities to ensure tasks are appropriately delegated and avoid unnecessary assumptions by the Utilities Department.

Recommendation 23. Reassign the management of cell tower leases to a more appropriate department consistent with the revenues generated from the leases.

Integrating Service Level Agreements (SLAs) can further enhance service delivery and accountability among the various departments. SLAs serve as contractual agreements between service providers and stakeholders, defining the expected level of service and the metrics by which performance will be measured. They are essential tools for ensuring transparency, accountability, and quality in service provision. SLAs outline responsibilities, helping to clarify who is accountable for what tasks and functions, thus addressing the current issue of unclear responsibilities and ownership among departments. Integrating SLAs into the department's operations enhances efficiency and promotes a culture of accountability and continuous improvement in service delivery, both within the Utilities Department and in collaboration with other departments providing services for utilities. Two example SLAs between city departments will be provided under separate cover to the client as part of the final report.

Recommendation 24. Develop SLAs with partnering departments to clearly define roles and responsibilities.

Another significant area requiring attention is the overlap and inefficiencies between the Finance Services section of the Business Division and the Finance Department. Finance Services has taken on tasks traditionally managed by the Finance Department but lacks the necessary access and authority in the ERP system, currently Eden, to perform these tasks efficiently. This lack of access leads to duplicative efforts and operational bottlenecks. The City is currently implementing a new ERP system, making this an opportune time to address these issues and streamline operations.

For example, the Finance Services section handles tasks such as billings at the landfill scale house and the septage receiving station at the Wastewater Treatment Plant (WWTP), which overlap with the Finance Department's functions. However, due to a lack of access to the ERP system, the division cannot handle adjustments or interact directly with the system, causing inefficiencies. The division manually processes approximately 75 journal entries per year, which are then entered by the Finance Department due to the Utilities Department's lack of direct access to the financial system. This additional step adds unnecessary

complexity and delays. Providing access to the financial system will reduce the back-and-forth with the Finance Department and streamline operations.

Additionally, the Finance Services section faces challenges in converting City budget and accounting information into a pro-forma format for rate-setting purposes. Currently, this process is manual, prone to errors, and time-consuming. It involves reconciling budget data with operational needs and historical expenditure patterns, often leading to discrepancies between projected rates and actual financial outcomes. This inefficiency can result in inconsistencies in rate adjustments and impact the department's ability to accurately forecast revenue and expenditure trends.

The new ERP system should integrate directly with the pro forma and rate-setting process. This would significantly improve efficiency and accuracy. By integrating budget data directly into the rate-setting framework, the Finance Services section can streamline financial forecasting and rate adjustments. An integrated system would automate calculations based on real-time financial data, ensuring that rate adjustments align closely with budgetary requirements and operational needs. This approach reduces manual work and enhances transparency and accountability in financial planning and decision making.

The Finance Services section currently uses a variety of asset management systems, most of which are Excel-based and lack integration. This fragmented approach results in inefficiencies, difficulties maintaining accurate and up-to-date information, and increases the risk of human error. Utilizing a true asset management system as part of the CMMS recommended in an earlier section of this report would centralize asset management, streamline maintenance scheduling, improve data accuracy, and enhance overall operational efficiency. By moving all asset management functions to a CMMS, the Finance Services section can eliminate the redundancy and manual data entry associated with multiple disparate systems, thus improving reliability and effectiveness.

Recommendation 25. Establish a formal process for assigning and reviewing departmental responsibilities to ensure tasks are appropriately delegated and avoid unnecessary assumptions by the Utilities Department.

Recommendation 26. Empower Utilities Department staff to handle financial and customer service issues by providing appropriate access and authority in the financial system to allow them to handle financial adjustments, journal entries, and other related tasks efficiently.

Recommendation 27. Integrate and standardize asset management systems across the Utilities Department through a CMMS to replace the current hodgepodge of systems.

Recommendation 28. Integrate the new ERP system with the pro forma and rate-setting process that aligns with the City's budget and accounting practices.

Over the years, the Utilities Department has often taken on tasks originally assigned to other departments due to gaps in responsibility allocation, leading to inefficiencies and duplicated efforts. By formalizing a structured process for assigning and regularly reviewing departmental responsibilities, the department can clarify roles, reduce overlaps, and ensure that tasks are handled by the most suitable department, thereby enhancing overall operational efficiency and focus. This approach will also foster a culture of accountability and collaboration across the organization, aligning efforts more effectively with strategic objectives.

Strategic Planning for Future Growth

As of January 1, 2022, the estimated population of the City had already reached nearly [REDACTED] surpassing [REDACTED] as the most populous city in the county. Projections indicate that this growth trend will continue, with the population forecasted to increase by 32 percent to 143,100 by 2050². Such significant population growth poses opportunities and challenges for the department. As demand for water and solid waste services escalates alongside the expanding population, the strain on existing infrastructure, staffing, and resources become increasingly apparent. In response to this anticipated growth, the City has undertaken various expansion projects to address immediate needs. However, while the department has excelled tactically, the focus on urgent matters, like regulatory issues, has sometimes overshadowed strategic planning and long-term vision. Strategic foresight is essential to ensure that the utilities can effectively meet the evolving demands of a burgeoning population. This section outlines recommendations for current expansions and discusses additional implementations necessary to sustainably accommodate the City's projected growth in the coming years.

The department is preparing for two significant expansions, the development of a new landfill site and the expansion of the WWTP. With the demand for waste management and wastewater treatment services expected to increase alongside population growth, it is essential to plan these expansions meticulously to ensure they align with the long-term goals and sustainability objectives. Additionally, the department is planning to relocate water resources staff housed at the WWTP to the current landfill site to optimize operations and resource allocation. This consolidation and proposed staffing increases underscore the need for an expanded space. A well-designed building will reduce operational costs through functional efficiencies and help attract and retain top talent.

Ensuring sufficient capacity and effective project management are paramount. The recent departure of the deputy director overseeing Solid Waste, who was instrumental in designing the new landfill site, adds a layer of urgency to these efforts. While the City is in the process of recruiting to fill the vacant deputy director position, there is an immediate need to maintain momentum on this critical project. As one of the key individuals responsible for overseeing the development of the new landfill site, the new deputy director will play a vital role in ensuring effective project management and timely completion.

Additionally, with the impending closure of one of the few remaining nearby public landfills, Tajiguas Landfill, there is added pressure to expedite the opening of the new site. This closure will impact the available space at the new landfill site, necessitating prompt action to ensure adequate waste management capacity for the City's future needs. The City must begin coordination for long-term contracts to plan for the transfer work.

The future transition to the new landfill at [REDACTED] is a critical juncture for the City, with significant financial and operational implications. The design and opening of a new landfill by 2030 represent a substantial investment and a strategic move toward modernized waste management. However, the risks associated with establishing a new landfill cannot be overlooked. These include the costs of construction, potential regulatory hurdles, and the need for effective transition planning.

The interim period will require dual operations, managing the new [REDACTED] site and the current regional landfill until its closure is finalized. This phase is particularly challenging, as it demands precise planning to ensure seamless operations, compliance with environmental regulations, and uninterrupted service to the community.

Recommendation 29. Develop a comprehensive transition plan for the new landfill at [REDACTED] to ensure a smooth changeover, addressing potential challenges and opportunities that come with this critical juncture for the City.

The transition to an electrified fleet, driven by the California Air Resources Board (CARB) is a crucial environmental initiative for Solid Waste Collections. However, the department faces challenges with

² [REDACTED] [County Association of Governments \(SBCAG\): Regional Growth Forecast 2050](#)

technology limitations, evident from an electric vehicle's inability to complete a full route, as well as the financial implications of vehicle costs and charging infrastructure. Electric vehicles currently struggle to complete a full route due to their limited battery life of 6-8 hours and reduced carrying capacity of 8 tons compared to 10 tons for diesel trucks. Additionally, the cost of electric trucks is substantially higher, at around \$1,000,000 each, compared to \$500,000 for diesel trucks. This financial burden necessitates careful planning and budgeting to ensure compliance with the 2031 California regulations, which mandate a shift from diesel to electric vehicles.

To meet these requirements, the team is purchasing new vehicles and upgrading existing ones to electric, aiming to have seven side loaders and six front loaders by 2031. This will accommodate potential route expansions and ensure compliance with the diesel cutoff date. The Interim Solid Waste Manager has developed a fleet and staffing evaluation, which can be found under Attachment F.

The long-term implications of these regulations include the need for additional infrastructure to support electric vehicles and the potential impact on service delivery. Diesel trucks can be used until the end of their lifecycle post-2031, after which they must transition to electric. Until electric vehicles can match the productivity of diesel vehicles, the City will need more vehicles and additional staffing to accomplish the same number of daily pickups. Currently, electric automated side-loading residential loaders are approximately 70-80% as productive as their diesel counterparts and twice as expensive.

Recommendation 30. Create an electrified fleet implementation strategy that aligns with CARB's mandate, detailing timelines, budget and staffing requirements, and staff training programs to facilitate the department's transition.

If these issues are not addressed, the department may face increased operational costs and service disruptions. Balancing environmental goals with operational feasibility is essential, and solutions like hybrid models or a phased approach to electrification should be considered to ensure the department's sustainability and efficiency. Moreover, the upgrade to scale software for improved compliance reporting and the need to staff mandated programs like the diversion program are vital for regulatory adherence and the department's future sustainability.

Updating and replacing infrastructure, similar to the future development of the new landfill at ██████████ and upgrades to the WWTP, will ensure the reliability and efficiency of the Utilities Department. Assessing and upgrading meters, pipes, and other infrastructure will prevent potential failures and reduce maintenance costs. This proactive approach will enhance service quality and customer satisfaction.

Before February 2022, the City was permitted under Central Coast Regional Water Quality Control Board ("Central Coast Water Board") Order No. R3-2010-0001 for individual waste discharge requirements for discharges of domestic wastewater to land from the City WWTP, located on South Black Road in ██████████

On September 25, 2020, the Central Coast Water Board adopted *General Waste Discharge Requirements Order No. R3-2020-0020 for Discharges from Domestic Wastewater Systems with Flows Greater than 100,000 Gallons per Day*. The City was required to enroll under the General Permit and meet its increased and more stringent discharge requirements. The WWTP cannot currently meet the requirements; as a result, the City will need to upgrade the plant and has already engaged a consultant to manage the project.

IMPORTANT NOTE: The upgrade to the WWTP will require different treatment processes to meet the new discharge requirements. These processes will most likely involve a more complex treatment process that will require an increase in staffing. Recommendations for necessary staffing to properly operate and maintain the plant and meet new discharge requirements will require careful consideration as the project advances in order to maintain high standards and operational efficiency.

Recommendation 31. Evaluate staffing for the WWTP upgrade.

Recommendation 32. Assess infrastructure and equipment necessary for operations and update and/or replace where necessary.

The Wastewater Master Plan was last updated in 1993 and used during the last two treatment plant expansions in 1996 and 2008. With the projected growth, anticipated higher household size and new discharge requirements from the State, it is essential to update the master plan. The City is planning to develop a new Master Plan as part of the WWTP upgrade project to comply with these new requirements.

The new Master Plan will not only update, replace, and expand on the 1993 version but also ensure that the WWTP has the necessary capacity and employs efficient processes and advanced technologies to treat liquids and solids in conformance with current and anticipated environmental standards. This forward-thinking strategy will outline the long-term vision and actions needed to manage the City's water resources sustainably, ensuring the protection and optimal use of these resources. The plan should include an assessment of existing infrastructure, identify infrastructure needs, and set long-term goals, with updates recommended every five years to stay ahead of changing conditions and regulations.

It is recommended to proceed with the new Wastewater Master Plan, incorporating a regular update cycle every five years, to ensure ongoing compliance with state regulations, accommodate future growth, and maintain the efficiency and sustainability of the wastewater treatment facilities.

The City does not have a water master plan but has an urban water master plan last updated in 2020. There is a need to develop a comprehensive Water Master Plan that aligns with the latest industry standards and growth projections. This strategic update will ensure the water management system is equipped to handle future demands efficiently and sustainably. A thorough assessment of the existing infrastructure within this plan will highlight necessary improvements and help establish long-term goals, securing the City's water resources for the coming years and fostering a proactive approach to environmental conservation and resource management.

Recommendation 33. Develop the water master plan to reflect the latest industry standards and growth projections, ensuring the Department's infrastructure can meet future demands.

Developing a Solid Waste Master Plan is essential to align with the recent changes and projected growth. Best practices and data indicate that efficient and sustainable waste management is crucial for meeting future demands and environmental standards.

This plan will enhance the department's operations by ensuring that solid waste management practices are efficient, sustainable, and capable of handling increased waste volumes. The impact will be significant, leading to improved operational efficiency, reduced environmental footprint, and better resource management, ultimately supporting the City's long-term sustainability goals.

Recommendation 34. Develop a Solid Waste Master Plan.

Water meters can lose accuracy as they age. Newer meters provide more accurate water consumption data; this will allow the utility to charge more accurately. Reducing the amount of unbilled water will increase utility revenue. Meters should be replaced every 15 to 20 years. Establishing a replacement program provides an annual replacement budget amount necessary to fund the replacement program.

Recommendation 35. Establish a water meter replacement program.

Safety

A critical area that requires continued attention is expanding the department's existing safety program. Recognizing the department's recent designation of a dedicated safety position and update of its safety plan, it is evident that the department has taken proactive steps toward bolstering its safety program. Utilities has established a specialized safety program to strengthen existing protocols and ensure compliance with industry standards, as well as to foster a culture of safety through targeted training and rigorous oversight. Centralizing safety management under a designated administrative leader will enable the department to effectively manage risks, reduce incidents, and safeguard personnel and the public, thereby reinforcing organizational stability and financial health.

Currently, each of the solid waste collection vehicles has safety cameras installed. However, there are additional features that are not installed, which are considered best practices in the industry. In addition to the current cameras, there is an option to install an internal-facing camera, which is not utilized in [REDACTED]. These interior cameras help with accident investigations and could decrease liability by providing a clear view of the driver's actions and the vehicle's interior environment. The City of San Antonio conducted a pilot program from 2009 to 2011, where they installed interior cameras in their collection vehicles. This program resulted in a significant reduction in collection vehicle accidents - from 142 accidents in 2009 to 57 in 2011, a decrease of nearly 60%³. Additionally, there is a feature that sends a signal for a distracted driver, alerting the driver to potential safety risks in real time. Implementing these advanced features can significantly enhance the overall safety of the operations, improve accountability, and reduce accidents and associated costs. By adopting these industry-best practices, the department can ensure a higher standard of safety and efficiency in its solid waste collection operations.

Recommendation 36. Implement an interior monitoring system in the collection vehicles to ensure safety and efficiency.

Recommendation 37. Introduce a distraction alert system in the collection vehicles that send signals to drivers when they are detected to be distracted.

To further enhance safety and encourage best practices among drivers, it is recommended to establish a driver scoring system for the collections vehicles. This system would evaluate drivers based on key performance metrics such as adherence to safety protocols, driving behavior, and incident records and recognize drivers who achieve above a certain score (for example, a score of 90% or higher). While this initiative may represent a significant investment, the potential benefits of reducing liability and enhancing operational safety are substantial. The scoring system promotes accountability and continuous improvement, fostering a culture of excellence within the department. By recognizing top-performing drivers, the department can motivate all drivers to adopt safer driving habits, ultimately reducing the risk of accidents and enhancing overall operational efficiency. This approach aligns with industry-best practices and supports the department's commitment to safety, efficiency, and employee engagement, making the initial costs justified by the long-term gains.

Recommendation 38. Establish a driver scoring system for solid waste collections vehicles and introduce a recognition program for drivers who achieve above a certain score.

³[KENS Channel 5, San Antonio, Texas: Smile, you're on garbage-cam! City monitors drivers, roadways](#)

Succession Planning

The employee survey revealed concerns in talent management. 65% of staff expressed doubts about the City's capability to attract and retain talent, mirroring sentiments from staff interviews, highlighting a critical area for improvement in human resources (HR) strategies.

Succession planning is a strategic practice of cultivating a talent pipeline within an organization to ensure the continuity of service delivery by identifying and preparing potential leaders for future leadership roles. Succession planning nurtures growth and enhances the retention of employees. Effective succession planning helps employees see a well-defined career trajectory within the organization. This inspires individuals to invest in their professional development and cultivate a sense of loyalty and commitment to the organization. The result is a more engaged and dedicated workforce.

Significant turnover has tangible implications for the department and the community. With each separation, the department loses institutional knowledge and expertise. The turnover affects project continuity, collaboration, and efficiency within the department's workforce. As remaining team members take on an additional workload, the potential for burnout and decreased job satisfaction may also increase, which can exacerbate the cycle of turnover. Over time, morale may suffer, and a sense of instability can permeate the workplace. This can make attracting and retaining top talent difficult.

The loss of experienced personnel hampers the ability to deliver timely and high-quality services. As a result, projects may experience delays, maintenance schedules might be disrupted, and critical upgrades could be deferred. In the long term, this could erode public trust in the department's ability to meet their needs effectively, potentially leading to broader community-wide consequences.

To mitigate these risks, the new organizational structure recommended in the below section supports succession planning by ensuring no more single points of failure. This structure promotes a more resilient and adaptable workforce capable of maintaining operational continuity despite personnel changes. By distributing critical responsibilities and knowledge among multiple employees, the department can better preserve institutional knowledge and expertise, reducing the impact of turnover and enhancing overall stability.

The department should a comprehensive retirement eligibility analysis to identify those positions that are likely to become vacant due to retirements. This analysis will enable the organization to proactively plan for succession, ensuring a smooth transition of knowledge and responsibilities. By anticipating vacancies, the organization can develop targeted recruitment and training programs to prepare internal candidates for advancement, thereby reducing the disruption caused by employee turnover. This foresight allows the organization to preserve institutional knowledge, maintain continuity in critical roles, and foster employee development by creating clear career pathways. Although conducting a retirement analysis was beyond the scope of this project, an examination of employment dates provided by the City revealed that the average tenure of Utilities Department employees is approximately 8.53 years with nine employees having worked for over 20 years, and 25 employees for 15 or more years. This aging workforce indicates anticipated turnover in the coming years, particularly among field employees. All Solid Waste Equipment Operator IIs have worked more than 10 years, while the Solid Waste Equipment Lead Operators have worked more than 20 years and are expected to retire over the next year. A full retirement eligibility analysis would provide a more detailed and precise forecast of impending vacancies, enabling even more targeted and effective succession planning efforts.

Recommendation 39. Conduct a comprehensive retirement eligibility analysis.

Once at-risk positions are identified through the retirement eligibility analysis, training and development opportunities can be created to target the competencies and specific skills needed to ensure a seamless transition, maintain operational continuity, and prepare the next generation of leaders within the organization.

Additionally, when the department becomes aware of supervisors or managers retiring or leaving the organization, those employees should be asked to create a transition plan that documents important

“need to know” information for their successor. A key component of this transition plan is documenting duties and responsibilities comprehensively. Documenting institutional knowledge before employees leave is crucial to ensure a thorough and effective knowledge transfer. This is especially important for single-person classifications. Attachment G provides a sample of a position profile template that the department can use to ensure knowledge transfer.

Recommendation 40. Develop and implement a knowledge transfer process and tools.

In addition to these activities, the department would benefit from encouraging the establishment of individualized training and career development plans. These plans would empower employees to take ownership of their professional growth by collaboratively creating personalized pathways with their supervisors. While the initiative should come from the department in concert with HR, the responsibility for crafting and implementing these plans would primarily lie with the individual employee and their supervisor. By tailoring development opportunities to each employee's unique skills, interests, and career aspirations, the department can foster a culture of continuous learning and growth, leading to greater employee satisfaction, retention, and organizational success.

Recommendation 41. Establish training and career development plans.

Organization Structure and Staffing

Department Organization Structure

The current department structure is characterized by a disjointed and relatively flat hierarchy, substantiated by several key observations⁴. Several single points of failure are evident, indicating that the structure was designed for the status quo rather than accommodating growth and strategic initiatives. The employee survey reinforces these issues, with 58% of respondents disagreeing that staffing levels are appropriate for the workload, and 62% finding staffing levels inadequate for the required work. Staff, while hardworking and cognizant of their impact on residents' quality of life, are overwhelmed by the daily workload of operations. (We typically find that about 70 to 80 percent of employee respondents in organizational assessments believe that staffing levels are appropriate.) Additionally, the department operates in status quo mode, primarily focused on operational rather than strategic objectives.

There is notable reliance on support from Public Works which, due to evolving regulatory requirements, often lacks the specific expertise needed by the department. Building this expertise within the department is crucial to ensure sustainable operations and strategic planning. The absence of inspection staff and insufficient plan review capabilities are becoming increasingly problematic, especially with new developments.

The department needs to address these structural inefficiencies to ensure compliance with regulations and support future growth. This includes staffing mandated programs like the solid waste diversion program, implementing succession planning, and establishing clear training and productivity standards.. The survey data, indicating a high awareness of job vacancies but a significant perception of inadequate staffing, underscores the urgency for structural reform to meet the department's present and future demands.

Engineering and Technology Division

The Utilities Department has four engineer positions – two specializing in Water Resources (Principal Civil Engineer, Senior Civil Engineer) and two in Solid Waste (Principal Civil Engineer and Engineer I/II). Historically, the Utilities Department relied on the Public Works Department for engineering support, including capital improvement projects and inspections. However, when the Department split from Public Works, the expectation was for Utilities to remain primarily operational, without direct involvement in engineering or development review functions. Over time, Public Works has shifted its focus away from Utilities projects, leading to a decline in technical expertise needed for critical tasks such as trash enclosures and sewer capacity assessments. Despite evolving expectations, the Utilities Department has not been built up to handle these responsibilities.

This has led to inadequate review and implementation of service requirements for Utilities services in new or redeveloped parcels. Examples include inconsistent consideration of Utilities capacity constraints for water and sewer or site design to accommodate adequate trash enclosures.. Utilities, lacking their own inspectors, must rely on Public Works Inspectors. This arrangement has deteriorated over the years, with Public Works no longer inspecting water meter installations, instead, delegating this responsibility to the Community Development Department. This has led to additional issues, as the Community Development staff believe they are not adequately trained to assess meters, especially larger and underground ones despite multiple trainings from Utilities staff. One of the concerns raised by Community Development staff is that water meters do not always fit the plumbing correctly, requiring the expertise of Utilities staff for proper installation.

The roles and responsibilities between Utilities, Public Works, and Community Development have become increasingly blurred due to turnover, resulting in Utilities absorbing more engineering-related

⁴ Please note, all current state division organization structures are based on the current state approved in February 2024.

duties. This shift has strained the Utilities Department's capacity, especially in areas traditionally overseen by Public Works.

In the 2022 Organizational Review of Public Works, the Matrix Consulting Group recommended that the design and construction of the Utilities capital improvement projects be transferred to the Utilities Department. This move was aimed at balancing the workload of the existing staff and reducing the scope of projects that the staff had to manage. It does make sense for the Utilities Department to take on these responsibilities, but they do not currently have the staffing to do so.

To address these challenges effectively, it is recommended to consolidate the four engineers currently distributed across Water Resources and Solid Waste into a unified Engineering Division within the Utilities Department. This consolidation would streamline project oversight, enhance technical expertise, and align engineering efforts closely with Utilities' operational goals. Furthermore, additional staff (two Senior Civil Engineers, one Public Works Inspector, and one division head - an Organizational/Enterprise Leader [Non-Safety] or Engineering Division Deputy Director) should be hired to build capacity within the Engineering Division to manage the expanding workload previously handled by Public Works. This strategic expansion will ensure that Utilities has the requisite skills and resources to independently oversee and execute engineering tasks, including capital improvements and regulatory compliance initiatives.

The additional positions will provide added technical expertise in the integration and utilization of GIS for spatial data analysis, infrastructure mapping, asset management, and development review meetings. Additionally, they will help in the implementation and maintenance of SCADA systems for real-time monitoring, control, and automation of water and waste operations. We believe these positions will help improve data accuracy, operational efficiency, manage performance metrics, and streamline work. Consolidating engineers into a dedicated division will bolster staffing levels, and importantly, Utilities can more effectively mitigate operational inefficiencies, improve project delivery timelines, and maintain high standards of service across its operational areas. This organizational realignment will also foster clearer delineation of responsibilities and improve coordination with other City departments, ultimately enhancing overall service delivery to the community.

The Utilities Department pays approximately \$800,000 annually to the General Fund for Public Works and Community Development services through the utility franchise fee. This arrangement was established based on a cost allocation framework developed in 2019, aimed at ensuring compliance with Proposition 218 and accurately reimbursing the General Fund for overhead costs not covered in the existing cost allocation plan.

The basis for the \$800,000 annual transfer no longer exists. In addition, the services related to development projects are to be completely offset by fees, as the City Council approved 100% cost recovery in 2024. With the justification for transfer no longer relevant and the difficulty in providing necessary services to Utilities from Public Works and Community Development, reallocating these funds to establish an independent engineering division within Utilities would be the most effective for providing service while limiting additional financial impact to the Enterprise Funds. This strategic realignment would allow the department to build its internal engineering capacity, enhancing its ability to manage and oversee critical projects and planning and other infrastructure needs.

One personnel change in the FY 2024-2026 budget was approved to begin to address the engineering expertise required in Utilities. This included the upgrade of a vacant Senior Civil Engineer in Solid Waste to a Principal Civil Engineer.

Utilities aims to take full ownership of CIPs from start to finish, including inspections, due to a lack of ownership in other departments. This strategy would allow Public Works to manage Citywide General Fund projects while Utilities focuses on Utilities Enterprise Fund projects. Presently, the Director of Utilities, the only person with CIP experience, is heavily involved in CIP reviews routed from Public Works. To reduce reliance on the Director, an Engineering Division Deputy Director is recommended to lead the Division, enabling the Director of Utilities to concentrate on broader responsibilities rather than being a Project Engineer.

Recommendation 42. Consolidate current engineering staff in the Engineering Division.

Recommendation 43. Create an Engineering and Technology Division, with an Engineering Division Deputy Director (Organization/Enterprise Leader) reporting directly to the Director.

There is a significant gap in inspection expertise within the Utilities Department, as staff must train inspectors from Public Works and Community Development, who still require assistance from Utilities staff for routine reviews. Hiring an internal inspector would eliminate this dependency, ensuring more efficient and autonomous project management. This addition will ensure that inspection expertise is readily available, reducing the reliance on other departments and enhancing overall efficiency. Furthermore, it will improve the quality and safety of Utilities projects by ensuring compliance with all relevant regulations. A dedicated inspector will also streamline project timelines, leading to faster completion and better resource allocation.

Looking ahead, it is important to recognize that additional inspectors may be required as development citywide continues to grow. Ongoing evaluation of inspection needs will be necessary to determine if further inspectors are required in the future. Proactively assessing these needs will ensure that Utilities can maintain high standards of quality and efficiency in its delivery of services and projects.

Recommendation 44. Add one inspector initially and evaluate demand for additional inspectors.

It was noted that Utilities Department staff do not attend development review meetings, instead rely on Public Works for review and consideration of Utilities impacts. With a lack of utilities experience and focus, this reliance has resulted in unsatisfactory outcomes for Utilities services and dissatisfaction with the development community. With a newly formed Engineering Division, we recommend Utilities Engineering staff begin attending these meetings. Assigning Engineering staff to these meetings will ensure that technical expertise is directly applied, leading to more accurate and efficient reviews. This will also facilitate better communication and collaboration between departments, improving project outcomes.

Recommendation 45. Assign staff from the newly formed Engineering and Technology Division to attend Development Review meetings.

The department's lack of technical support is a significant shortcoming. All technological needs are currently handled by the Utilities Technology Analyst, which poses a risk due to reliance on a single individual. This approach does not align with best practices, as it lacks redundancy and backup support in case of emergencies or extended absences. Furthermore, the workload for the Utilities Technology Analyst is already substantial, and with the addition of a recommended CMMS, the division's technology demands will further increase, necessitating additional support. We recommend increasing technical expertise within the division to assist the current staff in meeting the needs of the growing Department.

Creating a team dedicated to engineering and technology within the department will provide expertise and support to assist current staff in leveraging technology effectively, thereby enhancing operational efficiency. The proposed structure can be seen in Figure 10.

To provide leadership and direction for technological initiatives, it is recommended to hire an Information Technology Manager who will oversee the new Information Technology workgroup. This managerial position will ensure that technology resources are effectively deployed to support departmental objectives. Hiring an Information Technology Manager will streamline the coordination of technology initiatives, ensuring that the Utilities Department's systems are robust, secure, and up-to-date. This role will foster innovation by implementing advanced technologies and best practices, leading to more efficient service delivery and better resource management.

As noted in the Streamlining Operations and Leveraging Technology section of this report, implementing a CMMS and preventative maintenance program is essential for the department to enhance operational

efficiency and reduce downtime. An appropriate rollout and implementation of such a system will ensure that maintenance tasks are performed proactively, leading to cost savings and improved asset management. If the department continues without a CMMS, it may face increased maintenance costs, equipment failures, and potential service disruptions. Therefore, it is crucial to prioritize the implementation of a CMMS with a strategic and well-planned approach to maximize its benefits and support the department's long-term success. This will facilitate data-driven decision-making and help capture institutional knowledge within the department. Managing these systems and obtaining important data and reports is a complex and ongoing responsibility, therefore we recommend hiring a Business Systems Analyst to implement and support the CMMS.

Recommendation 46. Hire an Information Technology Manager (Program Leader) to oversee the new Information Technology team in the Engineering and Technology Division.

The technical expertise of the EIT and Utilities Technology Analyst, currently under Wastewater/Storm Sewer, aligns more closely with the Engineering and Technology department. This move will enhance operational efficiency by providing necessary backup opportunities and ensuring continuity in technical knowledge. Integrating these roles under the Information Technology Manager (Program Leader) in Technology will streamline workflows and foster a cohesive team environment. This realignment is expected to improve departmental performance and support the organization's technological initiatives.

Recommendation 47. Move the Electrical and Instrumentation Technician and Utilities Technology Analyst to the Engineering and Technology Division.

Recommendation 48. Hire a Business Systems Analyst to oversee the implementation of the new CMMS and assist with managing the system after the implementation phase.

GIS provides detailed spatial data and analysis essential for efficient infrastructure management. It is our understanding that there is at least a five-year backlog of the GIS as-built data in Public Works. This is problematic as it hinders accurate and up-to-date mapping, delays project planning and execution, limits modeling accuracy for water and wastewater services, does not provide base information for implementation of a complete CMMS, and impacts overall operational efficiency. Engaging consultants or qualified temporary help to address the backlog of GIS data to catch up the backlog of GIS data will provide accurate data management, thereby preventing delays in water and sewer model updates, as well as tracking maintenance activities and needs in a CMMS.

The volume of data the department collects has outpaced its capacity to analyze and utilize it effectively. The current GIS Technician I/II, a relatively new role within the department, is operating at or beyond capacity and lacks sufficient time to fully leverage skills to enhance technological operations. To address this, we recommend the addition of a GIS Analyst. A GIS Analyst is crucial for distributing the workload more effectively, bringing in specialized expertise for advanced GIS tasks, and supporting succession planning by developing a skilled team. While the GIS Analyst will focus on advanced spatial analysis and integrating new technologies, the existing GIS Technician handles general GIS data management and maintenance. For example, the GIS Technician updates sewer maps, whereas the GIS Analyst uses these maps to determine optimal routes for new pipes or identify areas needing repairs based on data patterns. This deeper analysis is essential for making smarter decisions about infrastructure. The volume of data the department collects has outpaced its capacity to analyze and utilize it effectively.

Recommendation 49. Add a GIS Analyst to enhance the capacity to fully analyze and utilize the data being collected.

Recommendation 50. Hire consultants or qualified temporary help to assist with the backlog of GIS data.

Computer Aided Design (CAD) drawings are not consistently provided with final plans, which necessitates transforming these drawings into shapefiles for use in GIS. This gap in the workflow creates inefficiencies

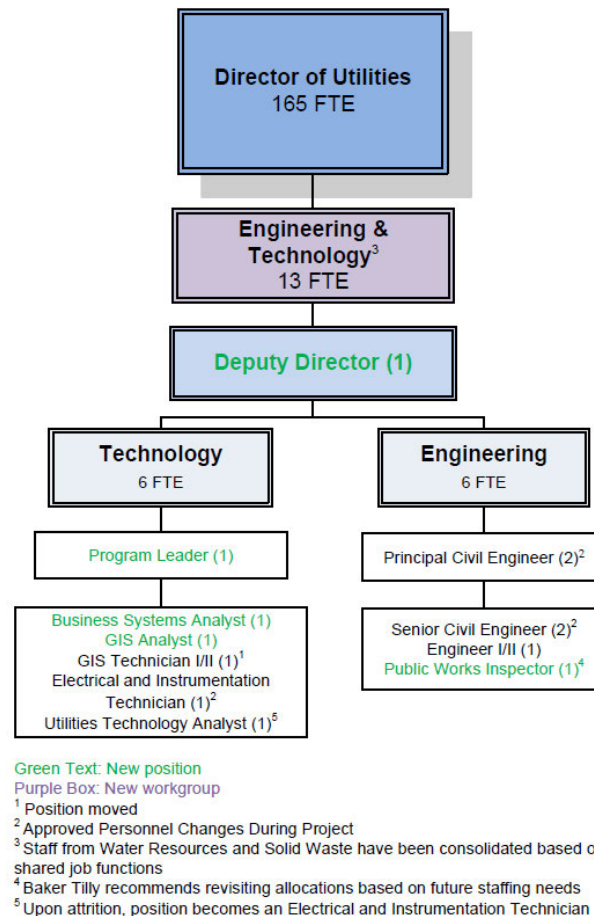
and potential inaccuracies in spatial data integration. Improving collaboration between CAD and GIS teams will streamline workflows and ensure spatial data is accurately integrated into final plans. Receiving CAD drawings with final plans would further enhance the precision and reliability of infrastructure projects. This improvement will lead to more efficient project execution, reduce errors, and enhance data integration. Ultimately, this will result in more accurate and reliable infrastructure planning and maintenance. Additionally, fostering a more cohesive working environment that encourages knowledge sharing and innovation will improve overall productivity and service delivery within the departments. Adding staffing in Utilities to address Utilities-related items for new development and capital projects as previously recommended in this section will facilitate a close coordination of CAD data from those processes and the GIS system necessary for Utilities by providing both services within the Department with a focus on utilities.

Recommendation 51. Improve collaboration between CAD and GIS teams to streamline workflows and ensure receipt of CAD drawings with final plans for accuracy.

The GIS Technician I/II is recommended to move from the Water Resources Division to the Engineering Division, as this strategic move will consolidate engineering staff from Water Resources and Solid Waste into a single, cohesive unit, fostering a more collaborative environment, streamlining workflows, and improving communication among team members. This move will lead to more innovative solutions and efficient problem solving, while also optimizing resources, reducing redundancy, and allowing for a more specialized focus on GIS-related tasks within engineering projects, ultimately strengthening the Department by creating a more integrated and efficient engineering team that delivers better service and infrastructure management.

Recommendation 52. Move the GIS Technician I/II from Water Resources to the Engineering Division.

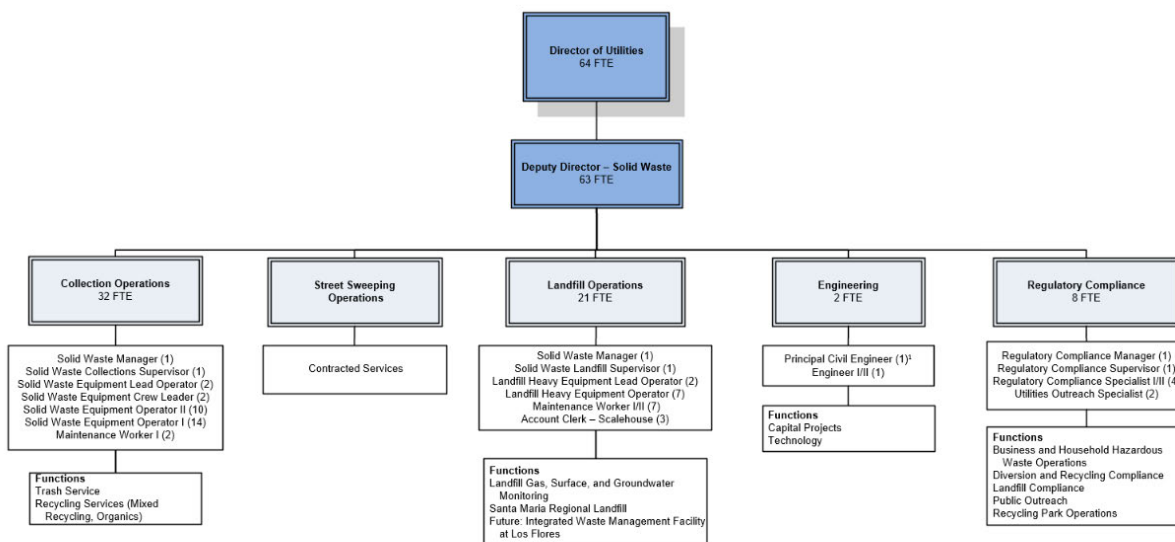
Figure 10. Proposed Engineering and Technology Division Organization Structure



Solid Waste Division

The Solid Waste Division's responsibilities are vast, covering the entire lifecycle of waste management to maintain cleanliness, promote recycling, and ensure compliance with all relevant regulations. The division is structured into five distinct operational areas: refuse collection for residential and commercial sectors, landfill disposal operations, street sweeping, recycling operations, and regulatory compliance. This division is led by a Deputy Director (vacated at the initiation of this project) who oversees a total of 64 FTEs as shown in Figure 11. Within this framework are two Solid Waste Managers who specialize in Collections and Landfill operations, ensuring that each functional area is managed effectively and per environmental regulations and community needs from the point of collection to the final disposal or recycling. Overall, the division is well organized and serves as a model for the remaining divisions.

Figure 11. Current Solid Waste Division Organization Structure



*Approved Personnel Changes During Project

The current arrangement where five Public Works Fleet staff members are stationed at the landfill as part of the Utilities Department presents an operational challenge. While the Utilities Department bears financial responsibility for these personnel, they remain under the supervision of Public Works Department staff. This setup creates an inherent organizational disconnect, potentially impacting the efficiency and autonomy of fleet operations within the Utilities Department. Given the complex nature of Utilities fleet management, this lack of direct oversight may hinder strategic decision making and operational agility needed for optimal performance. To streamline operations and enhance efficiency in fleet management, it is recommended to formally integrate the Public Works Fleet staff housed at the landfill into the Utilities Department's organizational structure. This integration should include establishing direct supervision and accountability within the Utilities Department, aligning these personnel more closely with the specific operational needs and priorities of utilities fleet management.

A detailed transition plan should be developed to ensure smooth integration. The plan should include timelines for transitioning supervisory responsibilities, reallocating reporting structures, and providing necessary training for new leadership. Additionally, key milestones should be established to assess progress and address operational concerns during the transition.

By consolidating oversight and control, the Utilities Department can better leverage its resources, optimize fleet maintenance and deployment strategies, and ensure that fleet operations align seamlessly with departmental goals and objectives. This proposed move will not impact procurement and replacement; we recommend continuing to coordinate those functions citywide, as is the current practice across all departments.

Recommendation 53. Transfer Fleet operations at the landfill from Public Works to the Solid Waste Division reporting to the Deputy Director.

Recommendation 54. Develop a transition plan for the transfer of Fleet.

Each operating division has a regulatory compliance function; however, years ago, there was one single Regulatory Compliance Division. Our initial recommendation based on staff interviews and materials provided by the Department was to combine Regulatory Compliance staff in Water Resources and Solid Waste to help cross-train staff and learn the nuances of each workgroup, allowing the workgroup to sit within the business group. However, after discussions with the Utilities team, this approach was found to be unfeasible. Because the work is so specialized and permitting requirements are so different,

opportunities for cross-training are extremely limited. Instead, it is recommended to further bifurcate the groups so that regulatory compliance and operations staff work together as a team. This decision allows each group to place more attention on their independent areas, ensuring better focus and efficiency in their respective domains. Given that regulations drive operations and have become increasingly complex, it is optimal for the teams to collaborate closely.

As a landfill owner and operator, the City is subject to a comprehensive framework of regulations designed to ensure environmental protection, public health, and safety. Key regulations include:

- California Code of Regulations (CCR), Title 14: This title governs solid waste management, including the operation and closure of landfills. It sets standards for landfill design, operation, monitoring, and reporting.
- California Integrated Waste Management Act (AB 939): This act requires local jurisdictions like the City to divert a certain percentage of waste from landfills through recycling and composting initiatives.
- State Water Resources Control Board (SWRCB) Regulations: Landfills must comply with waste discharge requirements that prevent contamination of groundwater and surface water. Operators are required to implement monitoring programs and corrective actions if contamination is detected.
- Air Quality Regulations: Landfills must adhere to air quality standards set by the California Air Resources Board (CARB) and local air quality management districts. This includes managing landfill gas emissions and implementing control measures to reduce volatile organic compounds (VOCs).
- California Environmental Quality Act (CEQA): This act requires landfill operators to conduct environmental impact assessments for new landfill projects or significant expansions, ensuring that potential environmental impacts are considered and mitigated.
- Post-Closure Maintenance and Monitoring Regulations: After a landfill is closed, operators are required to monitor and maintain the site for a specified period, ensuring that it does not pose environmental or public health risks.
- Public Participation Regulations: Landfill operators must provide opportunities for public input and engagement regarding landfill operations, expansions, and closure plans, fostering transparency and community involvement.

In addition, as a municipal solid waste, recycling, and organics waste service collection provider, the City is governed by a range of regulations aimed at promoting sustainable waste management practices, enhancing recycling rates, and reducing environmental impact. Key regulations include:

- California Integrated Waste Management Act (AB 939): This act requires local jurisdictions to develop and implement waste diversion programs to reduce the amount of waste sent to landfills, targeting a diversion goal of 50% (and higher in some areas).
- Senate Bill 1383 (SB 1383): Enacted to reduce organic waste in landfills, this law mandates that jurisdictions implement programs for the collection of organic materials, including food waste and green waste, and achieve a 75% reduction in organic waste disposal by 2025.
- AB 341: This legislation requires commercial businesses generating a certain amount of waste to recycle and mandates that local jurisdictions develop recycling programs to meet diversion goals.
- AB 827: This law enhances access to recycling programs for multi-family residential dwellings, requiring property owners to provide recycling services.
- California Code of Regulations (CCR), Title 14: This title contains detailed requirements for the management of solid waste, including collection practices, recycling mandates, and reporting obligations for waste diversion efforts.

- California Environmental Quality Act (CEQA): Waste collection providers may need to comply with CEQA when implementing new programs or expanding existing services, ensuring that potential environmental impacts are assessed.
- Container Recycling Regulations: Providers must adhere to regulations governing the collection and processing of beverage container recyclables under the California Beverage Container Recycling and Litter Reduction Act (AB 2020).
- Local Franchise Agreements: Many jurisdictions have franchise agreements that outline specific requirements for refuse, recycling, and organics collection, including service standards, reporting, and community outreach efforts.
- Hazardous Waste Regulations: Collection providers must comply with regulations regarding the handling and disposal of hazardous waste, ensuring that such materials are managed in accordance with state and federal laws.

A similar recommendation to split the regulatory compliance group, based on comparable circumstances, was developed for the Wastewater and Water workgroups. Please refer to Recommendation 59 below.

Recommendation 55. Split Regulatory Compliance between Landfill and Collection Operations.

A dedicated Regulatory Compliance Manager for the Recycling and Diversion team is crucial for overseeing the expanding recycling and diversion programs. This manager would unify team activities, ensuring a cohesive strategy across all programs. They would provide strategic oversight, align programs and positions, and develop long-term strategies to address new regulations and operational challenges. This role would also improve coordination with operations staff, while the supervisor focuses on direct staff management, program implementation, and compliance tracking. Adding this managerial layer bridges the gap between specialized roles, driving unified initiatives and ensuring regulatory compliance and outreach programs work seamlessly. This structure mirrors the peer-to-peer relationship with the Regulatory Compliance Manager on the Solid Waste Disposal side, who currently manages fewer staff.

Recommendation 56. Hire a Regulatory Compliance Manager to oversee the Recycling and Diversion team.

The current Solid Waste Landfill Supervisor is completing the task of maintaining the landfill gas system and carrying out various technical maintenance activities. This situation not only proves inefficient for the supervisor, but also creates internal conflicts regarding responsibility – specifically, whether such tasks fall under the regulatory compliance group or the landfill operations group. In addition, while the Public Works Facilities team supports the general facilities on site, they do not support the generator, scale house, or other specialized technical systems residing in Utilities. To address these challenges, it is recommended that a specialized Field Technician be hired specifically for landfill operations. This new role would report directly to the Solid Waste Landfill Supervisor overseeing landfill operations and would focus on maintaining the landfill gas system and other specialized site maintenance activities. This addition would ensure the efficient functioning of these systems, allowing the supervisor to concentrate on their primary responsibilities. Meanwhile, the Public Works Facilities team should continue to support the facilities for which they are currently assigned and responsible.

Recommendation 57. Hire a Field Technician to maintain landfill gas systems and perform specialized site and facility maintenance.

The City contracts out an ongoing function of ensuring compliance with California's SB 1383 regulations, a position crucial for the City's compliance efforts. The contracted role includes engaging with businesses and apartment complexes to encourage participation in organic waste and recycling programs. The responsibilities also encompass addressing contamination issues and providing necessary resources such as indoor containers and informational materials. The role involves performing route audits to verify proper waste sorting, utilizing technology for accurate recordkeeping, and adhering to and developing procedures to streamline field processes. Despite the importance of these tasks, the current contracting arrangement has resulted in a lack of continuity of services with more than six different contracted

employees carrying out the work over the past two years. This arrangement is not effective and does not fully leverage the potential for operational efficiency and cohesive integration within the Utilities Department.

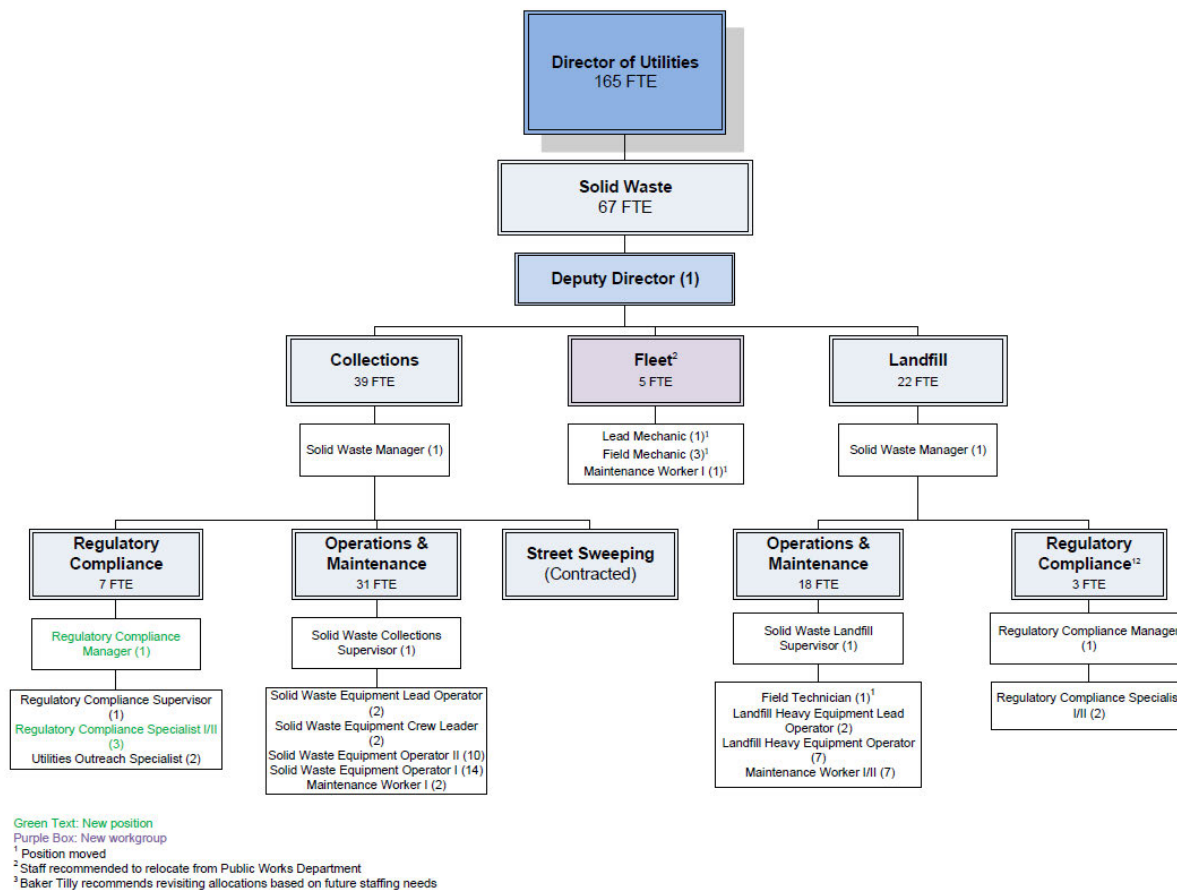
To enhance operational efficiency, ensure regulatory compliance, and improve waste management practices, it is recommended to hire a dedicated Regulatory Compliance Specialist I/II for this role. Bringing this position in-house will streamline workflows, improve the consistency of field operations, lead to more effective route audits, and better management of waste sorting processes. Importantly, it will ensure continuous and thorough compliance with SB 1383 regulations, including more consistent engagement with businesses and apartment complexes, addressing contamination issues promptly, and providing ongoing support and resources. In addition, utilizing technology for accurate recordkeeping and reporting will be more efficient with a dedicated employee facilitating better tracking of compliance efforts and more reliable data for analysis and reporting. An in-house Regulatory Compliance Specialist I/II can develop and adhere to procedures that streamline field operations, reducing redundancies and improving overall efficiency. Integrating this role within the Utilities Department will foster a more cohesive working environment, encouraging knowledge sharing and innovation.

Recommendation 58. Hire a dedicated Regulatory Compliance Specialist I/II for diversion responsibilities.

The proposed organizational structure in Figure 12 captures the new Fleet workgroup transferred from Public Works and the addition of a Field Technician, Regulatory Compliance Manager and Regulatory Compliance Specialist I/II. By moving Engineering staff from Solid Waste to its own workgroup directly reporting to the Director of Utilities, Solid Waste increases its headcount by 3 FTEs.

IMPORTANT NOTE: As the department transitions operations to the new landfill at [REDACTED] an increase in staffing will be necessary. While the exact number of additional staff is not yet determined – pending completion of the final site design and planned operations – it is crucial the department assess this need carefully as plans for operations at the new landfill site. At a minimum, it is expected that additional Regulatory Compliance Specialist I/II positions will be required. Furthermore, Utilities should evaluate the viability of the existing specialist-to-manager structure to ensure effective hierarchical supervision and support for succession planning. Staffing structure must foster accountability, mentorship, and professional development, all of which are key to maintaining high standards and operational efficiency.

Figure 12. Proposed Solid Waste Division Organization Structure



Water Resources Division

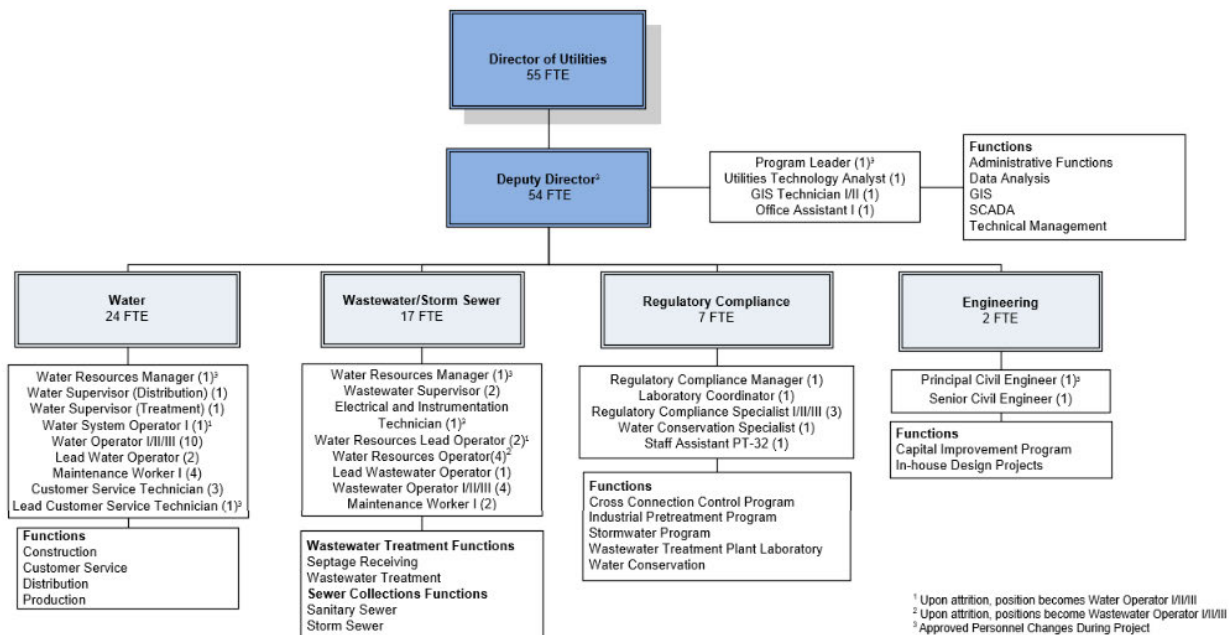
The Water Resources Division is structured to encompass several critical areas of service: Water, Wastewater Treatment, Sanitary and Storm Sewer Collections, Regulatory Compliance, and Engineering. This division is tasked with the vital responsibility of ensuring an adequate supply of potable water for domestic, industrial, and fire protection purposes, operating the City's WWTP, and maintaining sanitary sewer and storm systems.

At the start of the Baker Tilly assessment, the division was managed by a singular Water Resources Manager overseeing all sections. Upon approved personnel changes in the FY 2024-26 budget, the division now has authority to hire a new deputy director and a second Water Resources Manager to help oversee operational and maintenance aspects of Water and Wastewater. This structure, which our team recommends, now aligns with Solid Waste, offers a stronger reporting line, and provides the ability to oversee day-to-day operations more efficiently. The Water Resources Division will benefit from the additional staff with management responsibilities and supervisory roles. These changes are expected to provide a more effective span of control and aid in data analysis and projections, resulting in a more efficient organizational structure while offering increased opportunities for professional development within the division.

Additionally, as part of additional approved personnel changes in the FY 2024-26 budget, a Program Leader was added to help support the administration of the division, a Lead Customer Service Technician was added to the water workgroup, and an Electrical and Instrumentation Technician was added to support both water and wastewater.

The current structure can be found below in Figure 13.

Figure 13. Current Water Resources Division Organization Structure



As mentioned in the Solid Waste Division section, because regulatory compliance continues to become increasingly specialized, it is recommended to split the regulatory compliance workgroup by creating two Regulatory Compliance Supervisors from the existing vacant Regulatory Compliance Manager position. This division of the work will allow the Water and Wastewater workgroups to focus more intensively on their specific regulatory needs in alignment with operations, ensuring that compliance efforts are tailored to the distinct requirements of each area.

The City, as an urban water supplier serving over 100,000 customers, is subject to a variety of regulations related to sustainable water management, quality, and conservation. This includes the following legislation:

- **Water Conservation Legislation:** The California Urban Water Management Planning Act requires large urban water suppliers to prepare and update Urban Water Management Plans (UWMPs) every five years, focusing on water supply reliability, conservation measures, and demand management.
- **SB 606 and AB 1668:** These laws establish specific water use efficiency standards for urban water suppliers, mandating performance measures for indoor and outdoor water use, which suppliers must meet to promote conservation.
- **California Safe Drinking Water Act:** This act regulates water quality and safety, requiring urban water suppliers to monitor and ensure compliance with state and federal drinking water standards.
- **Drought Contingency Plans:** Suppliers must develop and implement plans detailing strategies for drought response, including water conservation measures and emergency supply plans.
- **Water Recycling and Reuse Regulations:** Suppliers must adhere to regulations governing the safe recycling and reuse of water, promoting sustainable practices.
- **Sustainable Groundwater Management Act (SGMA):** This legislation requires urban suppliers that rely on groundwater to participate in the development and implementation of Groundwater Sustainability Plans to ensure long-term water availability.

- Environmental Regulations: Urban water suppliers must comply with various environmental regulations, including the California Environmental Quality Act (CEQA), which assesses the environmental impacts of water supply projects.

In addition, as owner and operator of the WWTP, the City is governed by a comprehensive set of regulations aimed at protecting public health and the environment. Key regulations include:

- California Porter-Cologne Water Quality Control Act: This law establishes the framework for water quality regulation in California, requiring wastewater treatment plants to obtain National Pollutant Discharge Elimination System (NPDES) permits for discharges to surface waters.
- NPDES Permits: Administered by the State Water Resources Control Board (SWRCB), these permits set specific effluent limits, monitoring requirements, and operational conditions to ensure that discharges do not harm water quality.
- Waste Discharge Requirements (WDRs): The WWTP must comply with WDRs, which outline the conditions under which they can discharge wastewater, including treatment standards and monitoring protocols.
- California Code of Regulations (CCR), Title 22: This title governs the treatment and reuse of recycled water, setting standards for the safe use of treated wastewater for various purposes, including irrigation and industrial processes.
- California Environmental Quality Act (CEQA): Wastewater treatment projects may require environmental impact assessments under CEQA to evaluate potential impacts on the environment and community.
- State and Regional Water Quality Control Board Regulations: Local Regional Water Quality Control Boards enforce regulations related to wastewater treatment, ensuring compliance with state and federal water quality standards.
- Water Recycling and Reuse Regulations: These regulations promote the beneficial use of treated wastewater, requiring treatment plants to meet specific standards for different types of recycled water applications.
- Public Health Regulations: The California Department of Public Health sets standards for wastewater treatment to protect public health, particularly regarding pathogen removal and the safe use of recycled water.
- Stormwater Management Regulations: Treatment plants must also manage stormwater discharges, following regulations that aim to prevent pollution from runoff.

By separating water and wastewater compliance functions, the department can enhance the expertise within each team, reduce the risk of regulatory oversights, and improve the overall management of compliance-related tasks. This approach also facilitates more targeted training and resource allocation for greater efficiency and effectiveness in meeting regulatory demands.

Recommendation 59. Split Regulatory Compliance between Water and Wastewater/Sanitary & Storm Sewer.

Recommendation 60. Split Regulatory Compliance Workgroup into Two Supervisor Roles by Filling the Vacant Regulatory Compliance Manager Position

A future study should be conducted to evaluate whether all tasks within the Water and Wastewater Divisions necessitate certified operators or if some duties could be managed by specialized maintenance personnel. This analysis should commence once the appropriate supervisory structure is established. Conducting this evaluation now would be difficult due to the current supervisory framework not being adequately equipped to accurately assess the complexity of tasks and determine the appropriate staffing needs. By evaluating the intricacies of various tasks, the Department could potentially develop a more versatile workforce. This approach may enhance staffing efficiency, enabling the Department to transition

from reactive to proactive maintenance strategies, particularly in areas such as sewer collections and maintenance groups.

Recommendation 61. Perform a study to determine which tasks within Water and Wastewater Divisions require certified operators.

Hiring an additional Customer Service Technician in Water Operations and Maintenance is essential to support ongoing growth and improve service delivery. This role will enhance the department's ability to manage water metering, billing, and infrastructure maintenance more efficiently. By addressing customer inquiries and resolving issues promptly, the additional technician will help maintain high customer satisfaction and operational reliability. Given the anticipated 32 percent population increase to 13,000 residents by 2050, this addition will ensure the department can handle increased demand and maintain service quality. It is also advisable to reevaluate future staffing needs based on the Regional Growth Forecast for ██████████ County and the accompanying staffing model to ensure continued efficiency and effectiveness.

Recommendation 62. Reevaluate staffing needs based on regional growth forecasts for efficiency

Recommendation 63. Add an additional Customer Service Technician in Water Operations and Maintenance.

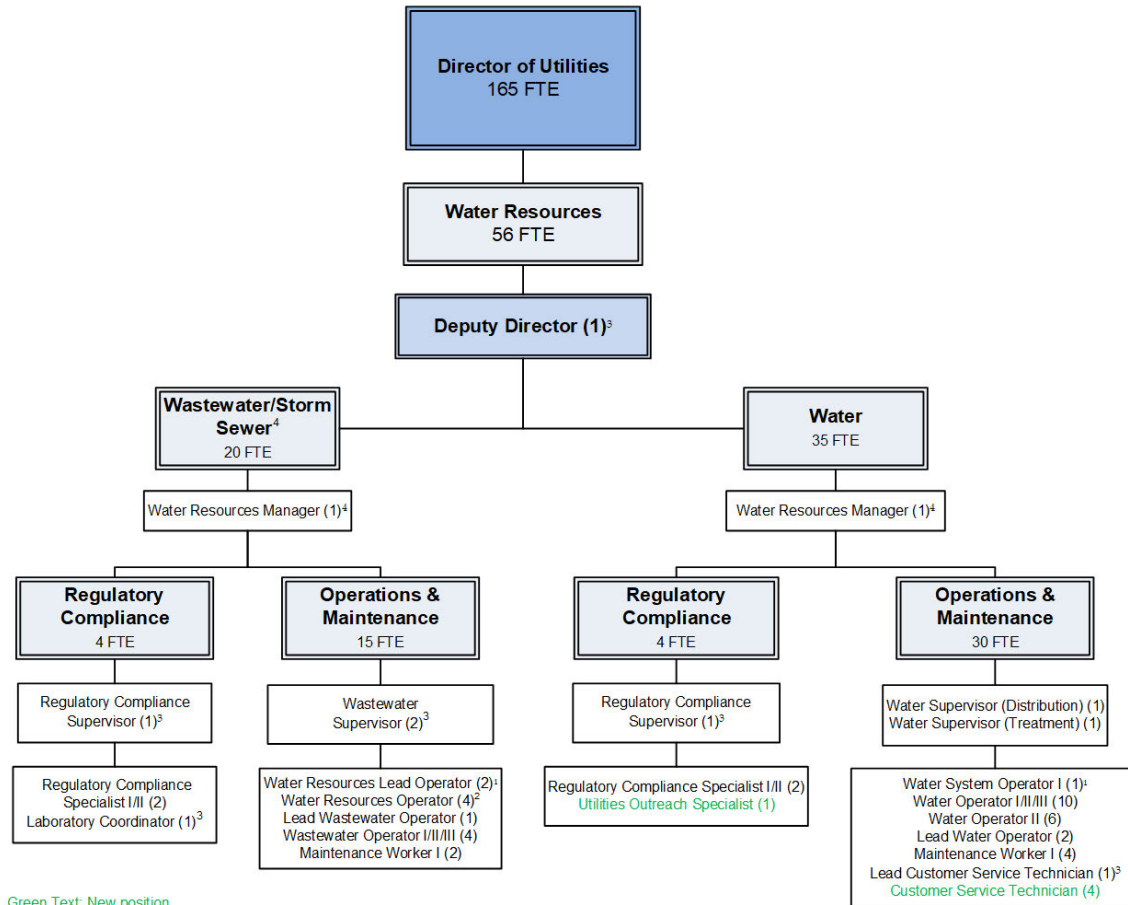
Based on attrition, the previous Water Conservation Specialist position has been transitioned to an additional Regulatory Compliance Specialist role. This change enhances the resilience and capacity of the Regulatory Compliance Team, allowing for more effective management of regulatory demands. To address the outreach and marketing needs of the Water Resources Division, it is proposed to create a new Utilities Outreach Specialist. This role should report directly to the Regulatory Compliance Supervisor within the Water workgroup.

Implementing these changes will provide several benefits. The Utilities Outreach Specialist will enhance the Department's ability to engage with the community, promote water conservation efforts, and effectively communicate important information. Overall, these adjustments will create a more robust and adaptable workforce, capable of meeting both current and future challenges.

Recommendation 64. Add a Utilities Outreach Specialist to in the Water workgroup to help with community engagement.

Consolidating engineering functions from Water Resources and Solid Waste and creating a new Engineering Division reporting to the Director of Utilities and moving staff to the new Administrative Management workgroup will increase Water Resources headcount by 2.0 FTE from 54 to 56. See Figure 14 for a proposed organization structure for Water Resources.

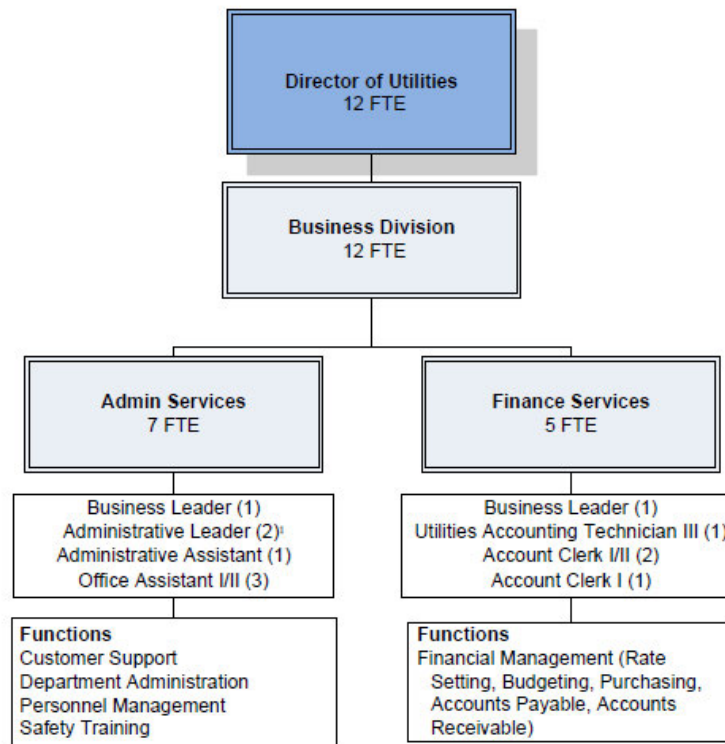
Figure 14. Proposed Water Resources Division Organization Structure



Business Division

The Business Division is responsible for department administration, customer service, personnel management, and finance services related to rate setting, budgeting, and purchasing for the Utilities Department. The division is led by two Business Leaders, who oversee a staff of 10 FTEs. This structure enables the division to manage the financial and customer service aspects of the Utilities Department, ensuring efficient operations and high-quality service delivery. The Business Division, as shown in Figure 15, is vital to maintaining the Department's financial health while supporting internal and external customers of over 132 staff members and over 22,000 customers, respectively.

Figure 15. Current Business Division Organization Structure



¹Approved Personnel Changes During Project

The Utility Billing Division resides within the Finance Department located downtown in the City Hall Annex, despite being funded by the Utilities Department. This arrangement presents several challenges, including inefficiencies in customer service and a lack of direct oversight by the Utilities Department. Customers often experience frustration as they are bounced between the Finance and Utilities departments because the Finance Department cannot answer certain questions, and the Utilities Department lacks the authority and access to make necessary adjustments within the City's financial software (Eden). The frequent interactions between Utility Billing and Water Resources highlight the need for closer integration to efficiently handle billing and meter-related activities.

The Utility Billing structure currently consists of a program leader (utility billing manager), four finance clerks, and two accounting technicians.

Moving the Utility Billing function and staff to the Utilities Department will address these challenges by centralizing customer service, reducing inefficiencies, and improving the overall customer experience. With direct oversight, the Utilities Department will have the authority and access needed to resolve customer issues promptly, eliminating the current bottlenecks. This realignment will also enhance communication and coordination between Utility Billing and other divisions within the Utilities Department, leading to more streamlined operations and better resource allocation.

Since Utility Billing is already funded by the Utilities Department, this move will ensure that resources are used effectively and support strategic goals such as improving technological infrastructure and implementing advanced billing systems. Additionally, we recommend that a transfer plan be developed to ensure a smooth transition of the Utility Billing function from Finance to Utilities. Ultimately, this transition will facilitate better planning, execution, and service delivery, benefiting the department and its customers.

Recommendation 65. Transfer the Utility Billing function and current staff to the Utilities Department.

Recommendation 66. Develop a transition plan for the transfer of Utility Billing.

Hiring an Administrative Leader to report to the Business Leader in Finance Services will significantly enhance the department's efficiency and effectiveness in managing its complex financial functions. The Administrative Leader will streamline processes, improve project management, and ensure smooth workflow execution, allowing the Business Leader to focus on high-level strategy and decision-making related to the four enterprise funds. By overseeing financial data analysis, compiling comprehensive reports, and managing project schedules, this role will reduce delays, enhance accuracy, and ensure timely execution of day-to-day critical tasks. This support will free up senior leadership to focus on broader organizational objectives, leading to more effective financial management and better outcomes across the four funds related to rate setting, budgeting, and procurement. Adding the Administrative Leader would strengthen the department's resiliency, enabling it to better adapt to challenges and support long-term growth.

Recommendation 67. Hire an Administrative Leader under Finance Services reporting to the Business Leader.

Account Clerks at the scale house, responsible for taking and processing payments at the landfill, currently reside within the Solid Waste Division. Given their primary role is financial, it is recommended to relocate them to the Business Division. This strategic move aligns their role more closely with their financial responsibilities and centralizes financial functions within the Business Division, providing greater resiliency and access to enhanced financial resources and expertise. By situating them in the Business Division, staff will have the opportunity to participate in cross-training initiatives, ensuring backup support and coverage in case of absences, which improves overall operational flexibility.

However, because there are significant differences between these two functions, including business hours of operation (the landfill is open 7 days a week 7:00 a.m. to 4 p.m., with utility billing hours currently Monday through Thursday 8:00 a.m. to 5:00 p.m.), establishing a cross-training program between the two functions and overlapping shifts is critical. This would enable Utility Billing staff to step in as backup during absences at the scale house, while scale house clerks could provide similar support during peak times at Utility Billing.

This change is also intended to have a positive effect on landfill operations because the maintenance workers and landfill heavy equipment operators currently provide relief coverage; moving the Account Clerks assigned to the Scale house into Business Services will allow for a more streamlined workflow and enable the landfill operations to focus on their core activities without interruptions, ultimately enhancing efficiency and productivity across both divisions.

This move will need to be evaluated once operations transition to the new landfill site to ensure that the intended benefits and efficiencies continue to be realized and to make any necessary adjustments based on the new operational environment.

Recommendation 68. Move Account Clerk – Scale House staff from Landfill Operations to Finance Services in the Business Division.

To provide the department with stronger and more consolidated customer support, the Office Assistant I/II should be moved from the Water Resources Division to the Customer Service team within the Business Division when the department consolidates functions at the landfill. This shift will enhance efficiency by aligning the Office Assistant with the expanded functions of the Customer Service team. By centralizing customer service-related tasks, the position will be able to support a wider range of customer service-related activities, ensuring consistent support across the board. This will require structured cross-training in all customer service areas to ensure that all staff can be provided with the required levels of support for each area.

This move will improve coordination and resource allocation, enabling the Office Assistant I/II to address needs for all customer service operations, rather than being assigned to a single division. As the

department expands customer service functions, this realignment will provide the necessary backbone to support those efforts, fostering better communication, streamlined workflows, and a more efficient use of resources. Additionally, assigning this role within the Customer Service team will allow for more effective management of customer inquiries, billing processes, and service requests, leading to enhanced service delivery and improved operational effectiveness across the department.

Recommendation 69. Move the Office Assistant I/II from the Water Resources Division to the Business Division under Customer Service.

To better serve Utilities, we recommend developing an Administrative Management workgroup to consolidate administrative responsibilities. This addition will streamline processes and improve efficiency by centralizing administrative tasks. Centralizing administrative tasks within a dedicated workgroup will not only improve operational efficiency but also foster a more cohesive and collaborative work environment. A specialized team focused on administrative duties can ensure that these tasks are handled by individuals with the appropriate expertise and training, leading to higher quality and more consistent administrative support. Moreover, this workgroup will allow other department staff to focus more on their core responsibilities, reducing the burden of administrative tasks on non-administrative personnel. Having all administrative staff working together will enhance communication and coordination, leading to faster response times for internal requests. This consolidation will also create opportunities for cross-training, ensuring staff can cover for each other during absences, thus maintaining consistent support across the department.

Recommendation 70. Create an Administrative Management workgroup.

This new group will consist of a program leader, three administrative leaders, one confidential technician, and an administrative assistant. Centralizing departmental work and consolidating all administrative resources into a single, dedicated workgroup will improve consistency in administrative processes and task execution.

To lead the Administrative Management group, the Program Leader should be moved from the Water Resources Division. This transition will enhance administrative efficiency by aligning the Program Leader with the broader functions of the Administrative Management team. In this recently added role, the Program Leader will oversee the two existing Administrative Leaders over personnel management and safety/training, a proposed new confidential technician to support them, a third proposed new Administrative Leader that will provide cross functional department support and lead special projects, and the existing Administrative Assistant within the group, helping to lead administrative management for the entire Utilities Department.

Centralizing administrative tasks within this division will enable the Program Leader to support a wider range of activities, ensuring consistent and comprehensive support across the department. This move will improve coordination and resource allocation, allowing the Program Leader to address administrative needs for all operations rather than being confined to a single division. As the department expands its functions, this realignment will provide the necessary administrative backbone to support these efforts, fostering better communication, streamlined workflows, and a more efficient use of resources. Additionally, aligning this role within the Administrative Management group will allow for more effective management of departmental inquiries, processes, and service requests, leading to enhanced service delivery and improved operational effectiveness across the department.

The Business Division is under-resourced, significantly limiting its operational efficiency and ability to effectively support the Water Resources and Solid Waste Divisions. The core issue lies in the division's lack of high-level management, including the need for a deputy director to oversee the Business Division. This hinders its capacity to operate efficiently and fulfill its role as a strategic, collaborative partner. With the proposed increased staffing and consolidation of support staff as discussed in the recommendations above, the Business Division will expand from 12 to 28 FTEs to accomplish current and additional key functions (see Figure 16). As such, the division will be better equipped to provide essential oversight and operational value. This is critical for the Utilities Department to grow into a truly effective and efficient City department. Additionally, because the Business Leader over customer service will have a smaller scope,

the department should evaluate supervisory staffing levels upon attrition to ensure the structure is optimized for efficiency and service delivery; replacing the Business Leader at attrition with a Program Leader may be more suitable and in line with the structure of the other work groups.

Recommendation 71. Add a Deputy Director to oversee the Business Division.

Hiring a third Administrative Leader in Administrative Management is crucial for providing cross-functional support and managing special projects, particularly as the Utilities Department undertakes new initiatives such as opening a new City landfill and developing a replacement wastewater treatment plant. The creation of a separate Engineering and Technology division will increase the focus on special projects within this workgroup, and the subset of such projects will be increasing significantly over the next 5 to 10 year. creating a gap that necessitates additional project support. This new leadership will enhance the coordination and execution of these projects, ensuring they are completed efficiently and effectively. Given the increasing scope and complexity of such projects the addition of this position is well justified and indeed urgently needed.

Recommendation 72. Add an Administrative Leader to cross-functional support in Administrative Management.

Hiring a Confidential Technician to support the Administrative Leader over personnel and safety is essential for building resiliency. This role would enhance the efficiency and effectiveness of the Administrative Management workgroup by providing critical support in managing sensitive information and safety protocols. Additionally, it would allow the Administrative Leader to focus on strategic initiatives, improving overall operational performance.

Recommendation 73. Add a Confidential Technician to support the Administrative Leader in the Administrative Management workgroup.

Figure 16. Proposed Business Division Organization Structure

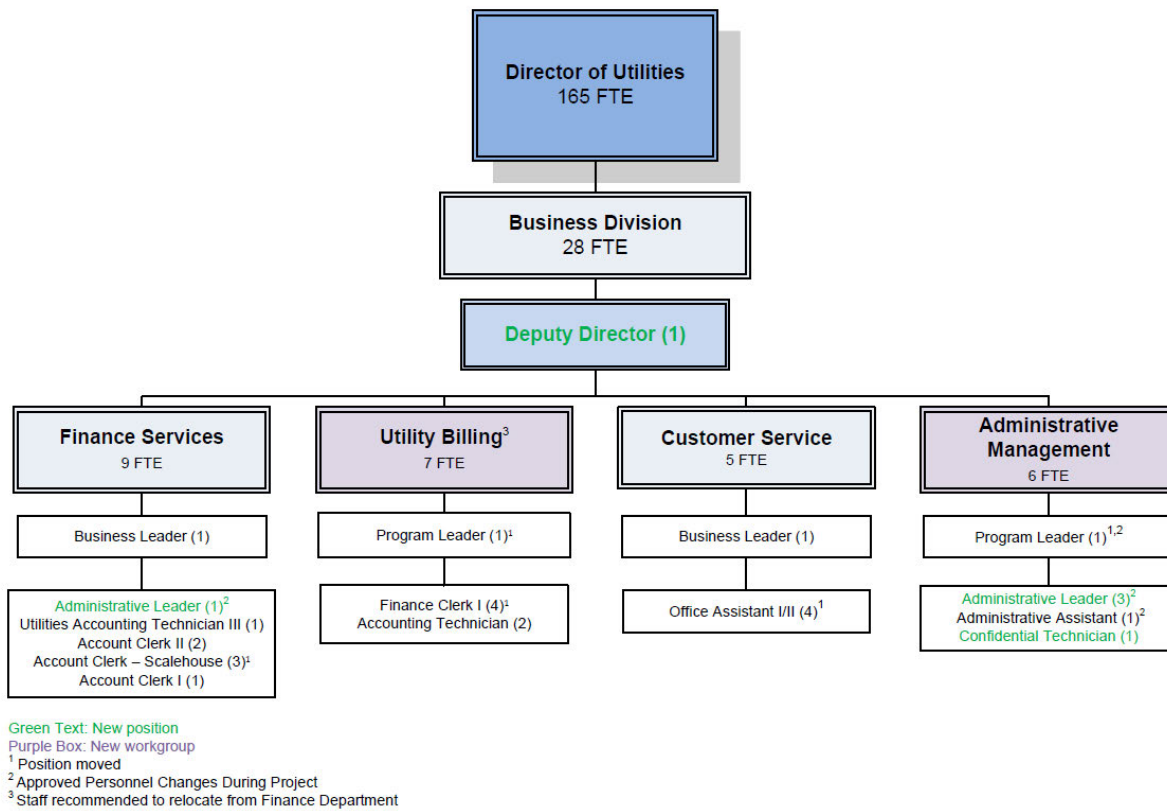
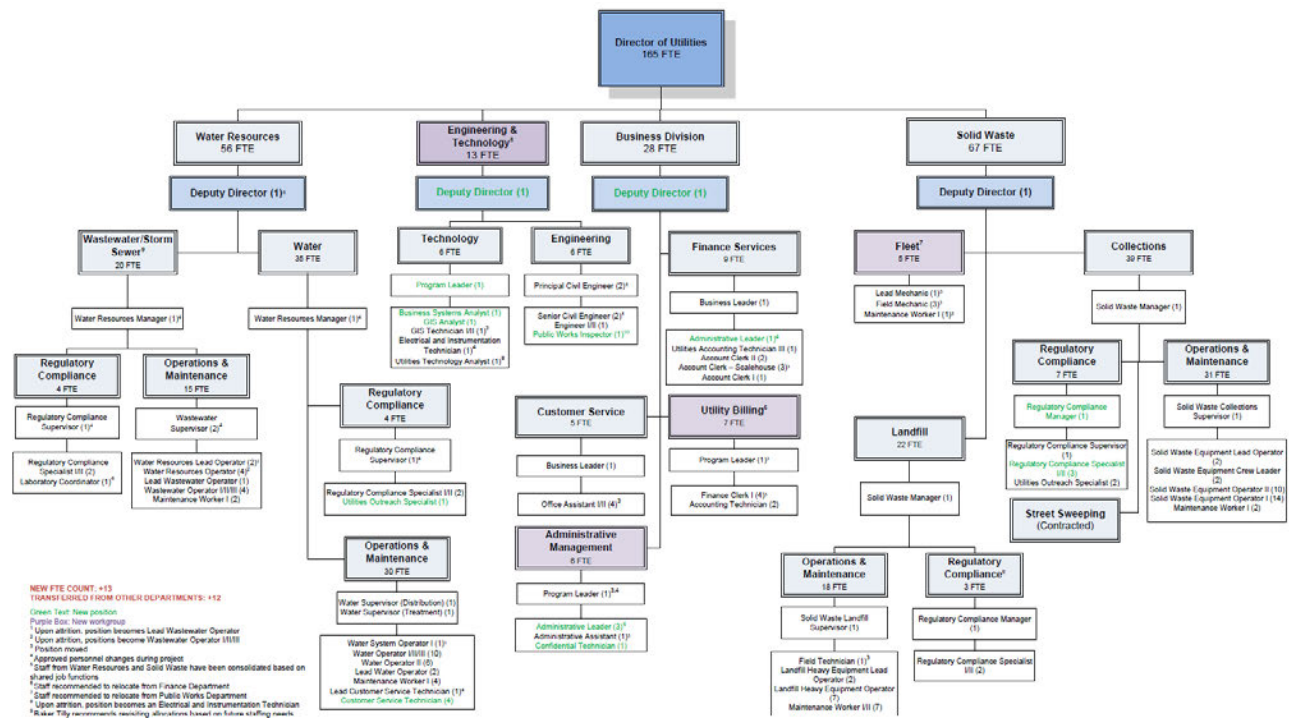


Figure 17 below details the new organizational structure in its entirety. Baker Tilly believes these changes will benefit Utilities now and in the future as the department expands operations, develops new infrastructure, adapts to future regulations, and settles into new facilities.

Figure 17. Proposed Departmentwide Organization Structure



Vacancies

Data provided as of December 2024 showed that of the department's 132 authorized FTEs, 27 (20.7%) were vacant, as shown in Table 1. High turnover and vacancies can reduce productivity and impact morale as remaining staff members must take on additional responsibilities to cover the workload of the vacant position(s). This can lead to increases in stress levels, poor customer service, and too often, further vacancies as staff seek less challenging work environments. The department must address the vacant positions. An analysis of the baseline staffing required for the departments will be guesswork until vacancies are filled.

Recommendation 74. Prioritize filling vacancies within the Department

Table 1. Departmentwide Vacancies

Division	Total FTE	Total Vacancies	Vacant Positions
Business	12	1	Account Clerk I (1)
Solid Waste	64	8	Landfill Heavy Equipment Operator (1) Maintenance Worker I/II (2) Solid Waste Manager (2) Solid Waste Equipment Lead Operator (1) Regulatory Compliance Specialist I/II (1) Utilities Outreach Specialist (1)

Division	Total FTE	Total Vacancies	Vacant Positions
Water Resources	55	18	Customer Service Technician (1) Deputy Director (1) Electrical and Instrumentation Technician (1) Lead Wastewater Operator (1) Lead Water Operator (2) Maintenance Worker I (3) Program Leader (1) Regulatory Compliance Manager (1) Senior Civil Engineer (1) Staff Assistant PT-32 (1) Wastewater Operator I/II/III (1) Wastewater Supervisor (1) Water Operator I/II/III (2) Water Supervisor (Treatment) (1)

Near-Term Staffing Recommendations

The Utilities Department is currently experiencing a pressing need for staffing, particularly in supervisory, middle management, and administrative support roles. This deficiency has resulted in the existing staff being overwhelmed with daily operational tasks, leaving little room for strategic planning or focusing on long-term objectives. The lack of a strong management hierarchy and adequate administrative aid has led to inefficiencies and a reactive approach to service delivery. Addressing these staffing needs is crucial for immediate relief and lays the groundwork for a sustainable staffing model that aligns with the City's growth trajectory over the long term.

In response to these challenges, it is essential to consider the addition of near-term staff to the Utilities Department. These new roles are intended to address the gaps in management and administrative support, thereby reducing the burden on current staff. This move is in line with the rapid organizational growth and external pressures. By implementing these staffing recommendations, the Utilities Department can lay a new foundation that more accurately reflects the present circumstances and fosters a sustainable organizational structure.

These proposed additions aim to enhance the Utilities Department's capability to manage its operations more effectively and improve the quality of services provided to the community. Moreover, the staffing model (discussed in the following section of the report) will provide longer-term recommendations, ensuring that the Utilities Department remains well-equipped to handle the evolving needs of the City.

There are several near-term staffing recommendations presented in this report. These new positions reflect the rapid pace of growth and the external drivers experienced by the organization. By adding these recommended positions, the Utilities Department will establish a new foundation that better reflects current reality and creates a more sustainable organization. The near-term position recommendations are shown in the table below.

Table 2. Recommended Near-Term Staffing Changes

Division	Type of Change	Position	FTE Change
Business Division	Addition	Deputy Director	+ 1.0
Business Division	Addition	Administrative Leader	+ 2.0

Division	Type of Change	Position	FTE Change
Business Division	Addition	Confidential Technician	+ 1.0
Business Division	Transfer from Finance	Program Leader	+ 1.0
Business Division	Transfer from Finance	Finance Clerk I	+ 4.0
Business Division	Transfer from Finance	Accounting Technician	+ 2.0
Engineering & Technology	Addition	Deputy Director	+ 1.0
Engineering & Technology	Addition	Program Leader	+ 1.0
Engineering & Technology	Addition	Business Systems Analyst	+ 1.0
Engineering & Technology	Addition	Public Works Inspector	+ 1.0
Engineering & Technology	Addition	GIS Analyst	+ 1.0
Solid Waste	Addition	Regulatory Compliance Manager	+ 1.0
Solid Waste	Addition	Regulatory Compliance Specialist I/II	+ 1.0
Solid Waste	Transfer from Public Works	Lead Mechanic	+ 1.0
Solid Waste	Transfer from Public Works	Field Mechanic	+ 3.0
Solid Waste	Transfer from Public Works	Maintenance Worker	+ 1.0
Water Resources	Addition	Customer Service Technician	+ 1.0
Water Resources	Addition	Utilities Outreach Specialist	+ 1.0
Total New FTEs			+13.0
Total Transferred FTEs			+12.0
Grand Total ¹			+25.0

¹ Three positions are recommended to be moved from the Public Works Department. Therefore, they are not new FTEs to the City, but new to the Utilities Department. Seven positions are recommended to be moved from the Finance Department. Therefore, they are not new FTEs to the City, but new to the Utilities Department.

Compared to the AWWA report, the City's Water and Wastewater Operator staffing is very lean. While Baker Tilly does not recommend staffing increases purely based on peer comparisons, it is important to note that staff survey responses also indicated a high workload. However, interviews revealed that while there are enough frontline staff, there is a significant need for management and supervisors to focus on strategic planning.

Should the department decide to add frontline staff, we recommend a phased approach. Initially, the priority should be to add a middle management group, as indicated in this report. This will provide the necessary strategic oversight and support for frontline staff. Once vacancies are filled, robust technology

streamlines operations and the new wastewater plant is designed, the department will have a clearer understanding of additional frontline staffing needs.

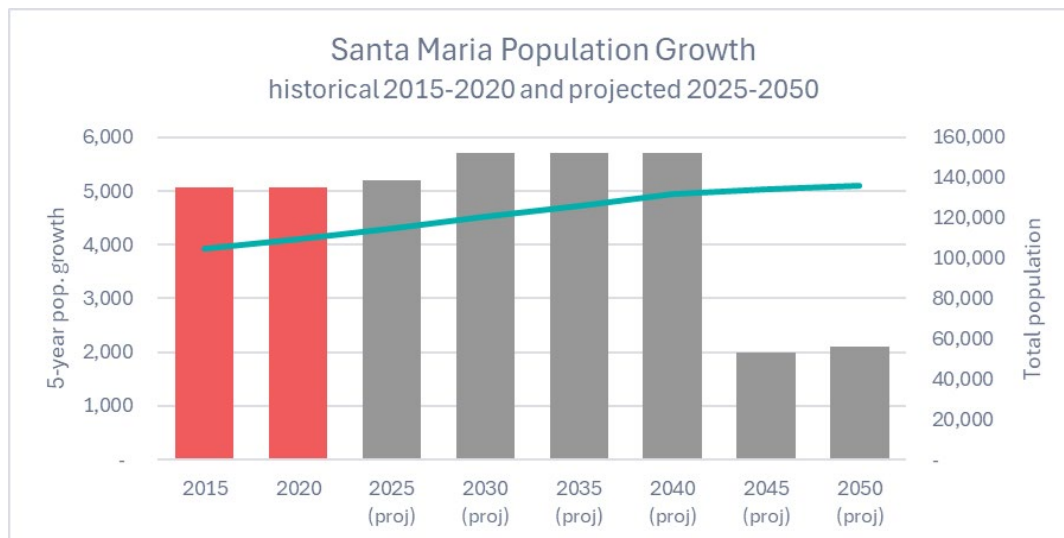
Staffing Model and Projections

Addressing these vacancies and strategically increasing staffing levels are necessary for maintaining operational efficiency and service quality as [REDACTED] continues to grow. In projecting the staffing needs for the Utilities Department, we first assessed the staffing and organizational changes required to address the workload demands and challenges currently facing the organization. These staffing changes are focused on management and administrative capacity as outlined in the previous section.

In addition to addressing current challenges per our near-term staffing recommendations, we also reviewed anticipated growth in the community and estimated the growth needed in the organization to meet the service demands likely to be generated by future residents and employers.

Population projections for the region anticipate that [REDACTED] will grow by 28% between 2020 and 2050. Growth is expected to continue at a strong pace through 2040 before slowing down in the last ten years of the planning period⁵. This results in disproportionately high growth in the short to medium term, with modest growth in the last ten years of the projections.

Figure 18. [REDACTED] Population Growth

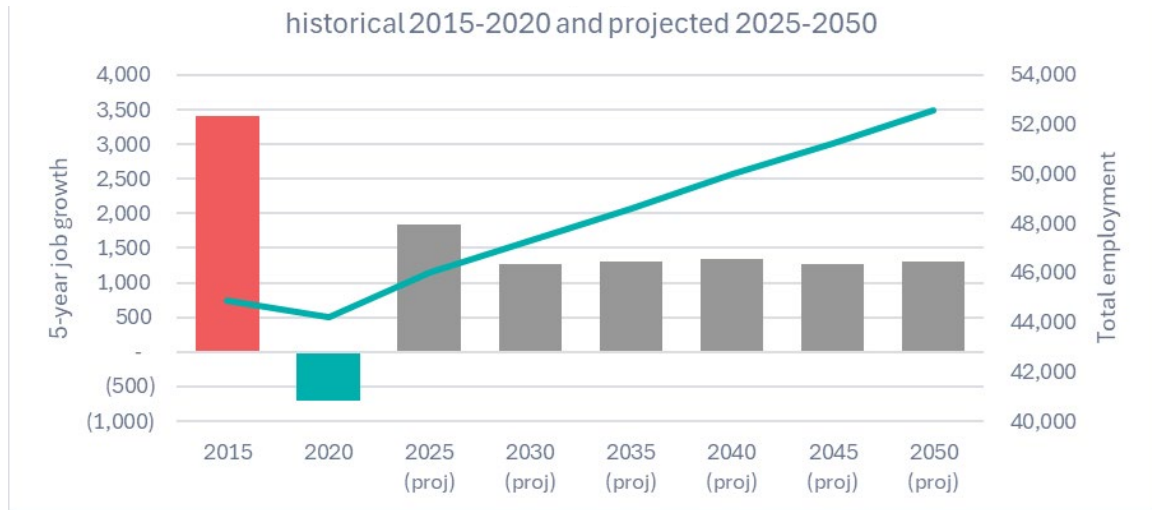


One mitigating factor relating to utility services is the assumption that approximately 20% of new population growth will be driven by an increase in household size as opposed to the development of new residential properties. This pattern results in fewer new accounts to be serviced, and likely some efficiencies at the household level in terms of consumption of water and production of solid waste.

In addition to the population growth driving residential demands for service, forecasts show job growth of over 21% between 2020 and 2050, after a slight dip in employment due to post-pandemic effects. Job growth is projected to be steady through the entire period, as opposed to the front-loaded growth projected for population.

⁵ [REDACTED] County Association of Governments, Regional Growth Forecast 2050 [REDACTED] County, January 2019

Figure 19. Employment Growth



This continuing growth in population and employment will drive demand for utility services. Our analysis anticipates that between 7,500 and 8,500 customer accounts will be created by 2040, requiring additional staffing to meet these service demands. The organizational improvements outlined previously will position the Utilities Department to manage this growth effectively.

Figure 20. Water Accounts

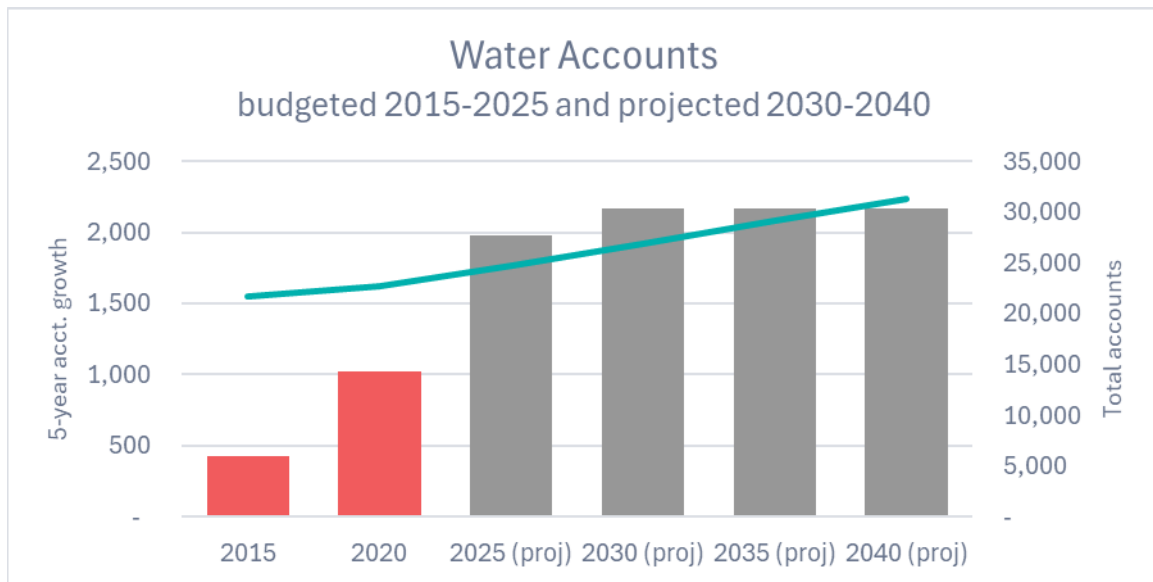


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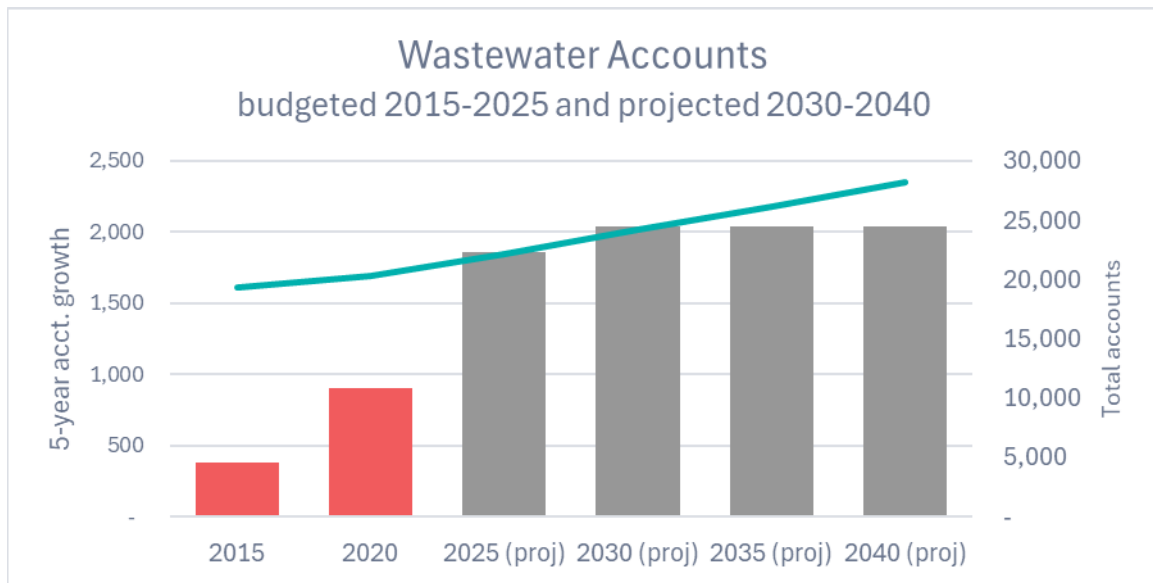
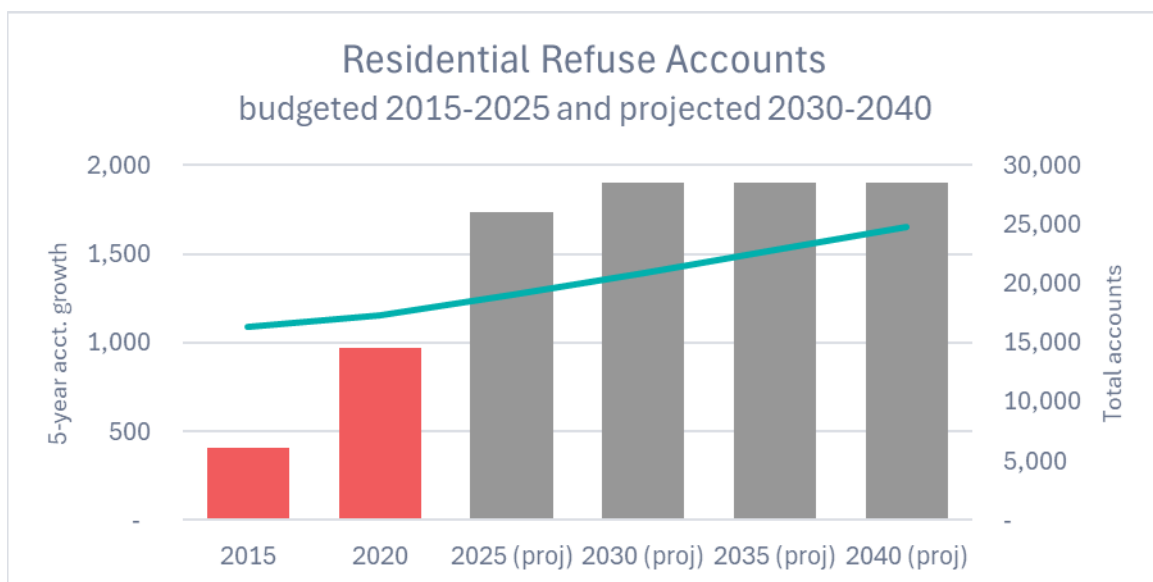
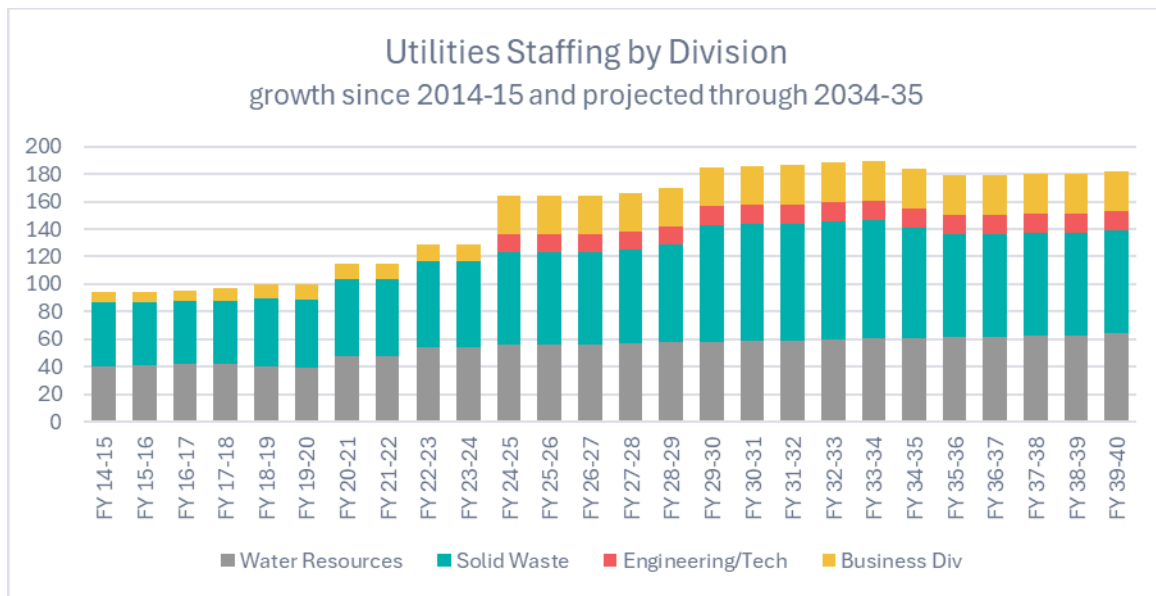


Figure 22. Residential Refuse Accounts



Looking at staffing growth between FY 2014-15 through the present and then at projected staffing through FY 2039-40, we observe steady growth as the Utilities' customer base expands and service demands grow to match. There are a few points of interest in the staffing trends, the first of which is the reorganization recommended in this report. This would move staff members from Water Resources and Solid Waste into the Business Division. This is visualized in the chart below by the growth in the gold segment of the columns in FY 2024-25. Additionally, the creation of an Engineering and Technology Division will shift some staff and add new technical staff to the department, as reflected in the red column segments.

Figure 23. Utilities Staffing by Division



Another departure from the generally steady growth trend comes into play as the Solid Waste Division transfers operations from the old landfill to the new. The projections anticipate several years when Solid Waste will need to manage and operate both locations, resulting in higher staffing for the division until operations at the old landfill site are completed.

Another potential complication may arise from the staffing needs of a potential new WWTP. Depending on the design of the facility, the Water Resources Division may need to adjust the size of its wastewater treatment contingent. While a newer WWTP will probably provide for greater automation, potentially reducing staffing requirements, it will also come with much more extensive and complex treatment systems which may necessitate increased staffing. The end result will depend on the exact treatment systems selected as well as location and other variables.

Our projections anticipate the addition of approximately 51 FTEs by FY 2039-40, bringing the size of the Utilities Department from 132 FTEs to 183. This would be a reduction from the maximum size of 191 FTEs reached when the Solid Waste Division manages two landfill sites simultaneously. The addition of 51 FTEs represents department growth of approximately 38.64%. More than half of this growth is due to the staffing recommendations described in this report; the remaining growth addresses continuing development in the community and its impacts on customer account numbers. Staffing adjustments related to growth in customer base is lower than the overall growth projected for the community, which reflects anticipated gains in efficiency due to organizational effectiveness, process improvements, and technology investments, as well as the economies of scale associated with a larger department.

It is also important to note that once the department has installed a proper CMMS (Recommendations 3-6) it will have a much greater ability to plan and predict workload and staffing requirements. Once all planned maintenance functions are loaded into the CMMS and the department has a reasonable period of experience with unplanned maintenance requirements it will be able to match staffing requirements with the resources provided with a precision not currently possible.

Conclusion

The recommendations and strategic focus areas outlined in this report provide a clear pathway for the Utilities Department to evolve into a fully realized and sustainable entity capable of meeting the City's growing needs. By addressing critical gaps in technology, infrastructure, staffing, and organizational structure, the department can better align its operations with its long-term vision and goals. The proposed changes are not just about immediate fixes but are designed to build a resilient, efficient, and adaptable department that can navigate future challenges with confidence.

However, it is crucial to emphasize that these improvements in management structure, support staff, and technology will not be sufficient on their own. There remains a pressing need to address the requirements of the front-line staff who play a pivotal role in executing the department's mandate. The front-line staff will also be significantly impacted by the operations of the new landfill and the new WWTP.

Implementing these recommendations will require committed leadership, strategic planning, and collaboration across all levels of the department. By embracing these changes, the Utilities Department will be empowered to enhance service delivery, improve operational efficiency, and foster a work environment that attracts and retains talented professionals. The roadmap provided in this report sets the foundation for a transformative journey, positioning the department as a vital, forward-thinking partner in the City's continued growth and success.

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Attachment B — Interview Themes

To: [REDACTED]

From: Andy Belknap, Director
Michelle New, Consulting Manager, Project Manager
Paul Woodard, Special Advisor
Elliot Hallett, Consultant

Subject: [REDACTED] Utilities Department Assessment - Interview Themes

Date: March 21, 2024

Summary

The themes outlined in this memorandum were compiled based on input provided to the Baker Tilly team during interviews with the Utilities Department management team and department directors and managers who have frequent interaction with the Utilities Department, as listed below.

- Building Manager, Community Development
- Deputy Director of Utilities
- Director of Public Works
- Director of Utilities
- Employment Services Manager, Human Resources
- Interim Director of Finance
- Interim Director of Human Resources
- Labor Relations Manager, Human Resources
- Planning Manager, Community Development
- Regulatory Compliance Manager
- Utilities Finance Manager
- Utilities Manager
- Utility Billing Manager, Finance
- Water Resources Manager

The comments, which we grouped into five themes or categories, summarize viewpoints expressed by the interviewees. The five themes or categories include:

1. Staffing,
2. Functional alignment and organization structure,
3. Lack of technological investment,
4. Planning for future growth, and
5. Other.

Interview Themes

Staffing

- Department staff are hardworking and recognize that the work they do is important.
 - They see their work as directly associated with residents' quality of life: providing safe drinking water, solid waste collection and sanitation services, service provision to all new developments, conservation promotion, etc.

- Department staff is overwhelmed with day-to-day operations.
- The department lacks supervisory/middle management staff to maintain proper and effective spans of control; these positions are needed to analyze data and make projections.
- No inspection staff exists, and this is a problem with respect to new developments. The original expectation was that Public Works could cover for Utilities but as the reorganization matures this is becoming problematic.
- Plan review is also an issue as Utilities is understaffed in this area and is not always able to participate in the Development Review Meetings. Again, the expectation was that Public Works could handle Utilities conditioning / plan review, but it is becoming increasingly problematic. A recurring problem is the location of trash enclosures. There is not sufficient administrative support for the work done in the field.
- Administrative support is also needed to support recruitments.
- The Geographic Information System (GIS) Technician, Civil Engineer, and Safety and Training coordinator are all new positions that support the department.
- To meet compliance regulations, the department will need to staff mandated programs (e.g., diversion program).
- There is a need for succession planning and documenting training requirements, expectations, and productivity standards.
 - An expectations and productivity manual has been drafted and is being reviewed by Human Resources (HR).

Functional alignment and organization structure

- Using crew leaders and leads to organize teams is a good first step in providing a hierarchy for succession; eventually the department might need to add superintendents to accommodate significant future growth.
- Collections staffing and organization is sufficient because routes are optimized, and staff has already been hired for upcoming weekly organic collection.
- Engineering staff in Public Works manage projects that are designed by Utilities department staff and contractors; this can lead to projects not always being built as designed.
- Separate and uncoordinated Capital Improvement Program (CIP) delivery systems have developed in Public Works and Utilities and the work of each needs to be coordinated. A suggestion is to have Utilities program and engineer Utilities projects with Public Works handling bidding and construction and Utilities working with Public Works on inspection and acceptance. There are ongoing discussions about the potential benefits of having utility billing move from Finance to the Utilities Department. There are challenges in working across departments. For example, customers are often bounced between Finance and Utilities because Finance cannot answer operational questions and Utilities cannot adjust bills.
- Solid waste fleet management work out of the Public Works Department but are on site at the Landfill. The Utilities Department pays Public Works for the fleet management staff. Any costs incurred by the Utilities Department must be specific to utilities and cannot be used for any general fund expenses. However, the billing from Public Works is not detailed enough to properly delineate the utility costs. There is also a control issue by not having the fleet mechanics supervised by Utilities staff, yet still be required to follow specific regulations.
- Use of consultants has mainly focused on larger or specialized plant repairs, special water studies, models and plans, contract development for water well pump houses, and specialized waste (e.g., household hazardous waste, green waste, construction and demolition waste, trees, and mattresses).

Lack of technological investment

- The lack of technology use within the Utilities Department is an overarching problem for the organization which prohibits operational efficiency and effectiveness.
- The main gap is that data is being collected, but not analyzed or used to make decisions.
- Technology staff is needed to fully implement and use new software.
- There is a question as to whether the department should have its own technology staff.
- The department does not have a Computerized Maintenance Management System (CMMS) and work orders are not tracked. Public Works is currently implementing a CMMS and Utilities may learn from this work and perhaps adopt the same system.
- GIS is collecting data, but there isn't sufficient capacity to fully analyze and use it.
- Supervisory Control and Data Acquisition (SCADA) is maintained by one person, who is nearing retirement age. SCADA is robust, but data that is collected is not being used.
- Routeware collection software has been implemented successfully.
- The City is updating its ERP system this summer; utility billing will switch to SpryPoint. Some consideration should be given to Utilities having a stronger role in utility billing.

Planning for future growth

- Each operating division has regulatory compliance staff but there is disagreement regarding whether they have the bandwidth to anticipate future tasks.
- Although they do make efforts to be strategic, overall, the department is more tactical than strategic. There needs to be more of a focus on the future.
- The new civil engineer was hired to develop a CIP, but they are spending time on regular capital projects and have not time to plan.
 - The department is focused on state-mandated items and does not have any long-term CIP planning.
- Water master plan was last completed in 2012.
- The department needs a staffing program to outline future staffing needs, including staffing for the new wastewater treatment plant and new landfill.

Other

- There is constant open communication with Finance – Utility Billing (weekly meetings, ongoing Teams chats, etc.) and generally a good working relationship, but also many duplicate systems since Utilities cannot directly access any Finance systems.
- Some of the infrastructure is outdated.
 - Current meters are 15-20 years old; a meter replacement program is needed.
- HR is planning to undertake a citywide compensation and classification study that will affect positions in the Utilities Department.

Next Steps

These interview themes, together with the results of the process mapping, peer research, and employee survey, will inform our analysis and assessment of City of [REDACTED] Utilities Department.

Attachment C — Employee Survey Results

Executive Summary

Baker Tilly has been engaged by the ██████████ to conduct an assessment of the City's Utilities Department and to provide the department with a comprehensive strategy to achieve its vision for the future, address staffing challenges, and scale up as the city grows. Part of our work included designing and deploying an employee survey to help inform the assessment by understanding employees' opinions about the City's strengths, limitations, and opportunities for the future.

Employees were asked a series of questions along nine general topics, including staffing, resources, talent management, organizational health, organizational culture, communication, strategic and business planning, support of new ideas and continuous improvements, and service delivery and customer service.

Overview

The survey questions were developed by Baker Tilly with input from ██████████ staff. Baker Tilly's interviews with the Utilities Department's management team and with several ██████████ department heads helped to inform questions for the survey. The questions were reviewed by the Director of Utilities and refined after that discussion.

The survey was distributed via email by the Director of Utilities on March 4, 2024, to 97 active department employees. Two email reminders were sent before the survey closed on March 15. A total of 66 employees responded to the survey, a response rate of 68%.

Survey Design

The survey consisted of statements in nine categories as shown below. Respondents were asked to indicate whether they strongly agree, agree, disagree, or strongly disagree with each. Respondents were also allowed to answer don't know, and those responses are included in the analysis.

Questions in the survey fell into the following categories:

1. Staffing
2. Resources
3. Talent Management
4. Organizational Health
5. Organizational Culture
6. Communication
7. Strategic and Business Planning
8. Support of New Ideas and Continuous Improvements
9. Service Delivery and Customer Service

Additionally, demographic questions were asked of the employees to gain background information about respondents to the survey, and to provide context for the data. These questions included the respondents' division, type of position, and tenure at the City.

Survey Results

Staffing

The first series of questions centered around the topic of staffing. Table 1 shows responses to seven statements about the City's staffing. The table shows the number of responses for strongly agree, agree,

disagree, strongly disagree, and don't know separately, as well as the combined total for strongly agree/agree and disagree/strongly disagree. Those cells highlighted in **light orange** show a high level of agreement (80% or higher) with the statement, while cells with **light green** highlights indicate at least one-quarter of respondents disagreed with the statement. The cells highlighted in **light purple** show that respondents' opinions were split.

The statement with the most agreement about staffing is that 80% of the respondents are aware of openings for vacant positions in their section or division, followed by 77% of the respondents who stated that they are aware of openings for vacancies within the Utilities Department. Given the size of the Utilities Department and its structure, it is expected that staff would be aware of openings for vacancies within both their immediate section or division, and in the department as a whole.

Two questions regarding the appropriateness and adequacy of staffing levels received low ratings. When asked if the staffing level in their workgroup is appropriate for the workload, 58% of the respondents disagreed. When asked if staffing levels are adequate for the work required of one's section or division, 62% of the respondents disagreed. It is noteworthy that over half of the respondents indicated that staffing levels are low; however, 76% of respondents reported that they can complete their work within expected timeframes. Of concern is the 58% disagreement that the level of staff is appropriate for the workload, and the 62% disagreement with the statement that staffing levels are adequate for the work required of respondents' divisions.

Table 1. Staffing

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
I can complete my work within expected timeframes	16 (24%)	34 (52%)	11 (17%)	5 (7%)	0 (0%)
	50 (76%)		16 (24%)		0 (0%)
The staffing level in my work group is appropriate for the workload	6 (9%)	20 (30%)	22 (33%)	16 (24%)	2 (3%)
	26 (39%)		38 (58%)		2 (3%)
Staffing levels are adequate for the work required of my section or division	6 (9%)	15 (23%)	26 (39%)	15 (23%)	4 (6%)
	21 (32%)		41 (62%)		4 (6%)
I am generally aware of openings for vacant positions in my section or division	16 (24%)	37 (56%)	7 (11%)	5 (7%)	1 (2%)
	53 (80%)		12 (18%)		1 (2%)
I am informed about the status of hiring for vacancies in my section or division	12 (18%)	25 (38%)	22 (33%)	6 (9%)	1 (2%)
	37 (56%)		28 (42%)		1 (2%)
The vacancies in my section or division do not impact my ability to perform work effectively	7 (11%)	24 (36%)	25 (38%)	9 (13.5%)	1 (1.5%)
	31 (47%)		34 (51.5%)		1 (1.5%)
I am generally aware of openings for vacant positions throughout Utilities	10 (15%)	41 (62%)	11 (17%)	4 (6%)	0 (0%)
	51 (77%)		15 (23%)		0 (0%)

Resources

Table 2 shows the results for statements about the department's resources. Cells highlighted in **light orange** show a high level of agreement. Generally, Utilities Department employees agreed that resources are available, they know how to use and access those resources, and have the training needed to use the tools required to do their jobs effectively. One area of strength is the City's technology, with 92% of the respondents stating that they have the technology needed to do their jobs effectively. Additionally, employees agreed that they have the tools, materials, equipment, and training they need to perform their work.

The lowest rated statement in the resources category was regarding policies and procedures, with 20% disagreeing that their division's or section's policies and procedures are relevant and up to date, and an additional 15% of the employees indicating that they don't know. This could be indicative that employees have suggestions to improve or update the policies and procedures, or that there are employees who are unfamiliar with them, even though 84% of the respondents reported knowing how to access them. The Utilities Department could explore this area, making sure that all employees are familiar with the policies and procedures, and determining if there is a need for a partial or comprehensive review and update.

Table 2. Resources

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
I have the materials and tools needed to do my job effectively	19 (29%)	39 (59%)	6 (9%)	2 (3%)	0 (0%)
	58 (88%)		8 (12%)		0 (0%)
I have the equipment needed to do my job effectively	18 (27%)	39 (59%)	8 (12%)	1 (2%)	0 (0%)
	57 (86%)		9 (14%)		0 (0%)
I have the technology needed to do my job effectively	14 (21%)	47 (71%)	4 (6%)	1 (2%)	0 (0%)
	61 (92%)		5 (8%)		0 (0%)
I have the necessary training to effectively perform my job duties	10 (15%)	48 (73%)	7 (11%)	1 (2%)	0 (0%)
	58 (88%)		8 (12%)		0 (0%)
I am provided additional training when I need it	12 (18%)	43 (65%)	10 (15%)	0 (0%)	1 (2%)
	55 (83%)		10 (15%)		1 (2%)
I know where to find City Administrative Memos (CAMs) and/or Department policies and procedures	20 (30%)	36 (54%)	4 (6%)	3 (5%)	3 (5%)
	56 (84%)		7 (11%)		3 (5%)
My division's or section's policies and procedures are relevant and up to date	7 (11%)	36 (54%)	11 (17%)	2 (3%)	10 (15%)
	43 (65%)		13 (20%)		10 (15%)

Talent Management

Table 3 shows the results for statements about talent management in the Utilities Department. Cells highlighted in light orange show a high level of agreement, while those in light green indicate at least one-quarter of respondents disagreed with the statement.

The statements about talent management within the Utilities Department show general agreement by the staff. Four of the five statements received agreement scores of 70% or higher; 89% of the respondents agree that their skills and abilities are effectively used; 77% of the respondents stated that their supervisors support their professional development; 71% of the respondents understand that professional development opportunities are available; and 70% of the respondents indicate that they receive performance-related feedback from their supervisor.

The issue of concern in talent management surrounds the perceived ability of the City to attract and retain employees, with 65% of the respondents reporting that they do not agree that the City as a whole is able to attract and retain employees.

Table 3. Talent Management

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
My skills and abilities are effectively used in my current role	24 (36%)	35 (53%)	5 (7%)	1 (2%)	1 (2%)
	59 (89%)		6 (9%)		1 (2%)
My supervisors provide me with feedback related to my performance	11 (17%)	35 (53%)	14 (21%)	5 (7%)	1 (2%)
	46 (70%)		19 (28%)		1 (2%)
My supervisors support my professional development	16 (24%)	35 (53%)	10 (15%)	3 (5%)	2 (3%)
	51 (77%)		13 (20%)		2 (3%)
Opportunities for professional development are made available to me	16 (24%)	31 (47%)	13 (20%)	3 (4.5%)	3 (4.5%)
	47 (71%)		16 (24%)		3 (4.5%)
The City is able to attract and retain employees	4 (6%)	15 (23%)	19 (29%)	24 (36%)	4 (6%)
	19 (29%)		43 (65%)		4 (6%)

Organizational Health

Table 4 shows the results for statements about the department's organizational health. Cells highlighted in light orange show a high level of agreement while those in light green indicate at least one-quarter of respondents disagreed with the statement.

Strong organizational health is critical for an organization to function effectively. In the survey, respondents were asked to evaluate thirteen statements about aspects of the department's organizational health. There is general agreement that the Utilities Department's organizational health is positive, but several statements show disagreement from at least 25% of the respondents.

On the issue of accountability, there is a strong sentiment that employees are held accountable for their actions (99% agreed) and for the results of their own work (97% agreed). This indicates that methods are in place to ensure accountability and that those methods are being implemented. This number dips to 65% agreement when staff was asked if other employees in their section or division are being held accountable for their work, and 68% agreement that others in their section or division are being held accountable for their actions. This discrepancy may or may not be a concern; if accountability measures are being consistently applied, some staff may still feel that others are not being held accountable, even if they are. The confidential nature of conversations regarding accountability and performance often leads to people feeling that standards are not applied evenly.

Of the thirteen statements, a notable finding is that 25% or more of the respondents disagreed with nine of them. These statements encompassed teamwork, respect, accountability, and feeling valued. There was also disagreement concerning aspects of supervision, such as the ability to raise concerns without fear of retaliation, receptiveness of supervisors to ideas for improvement, and supervisors sharing information or recognizing work contributions. Furthermore, 37% of the respondents either disagreed with or were uncertain about whether the Utilities Department values its employees.

Table 4. Organizational Health

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
Employees in my section or division work well as a team	15 (23%)	26 (39%)	15 (23%)	9 (14%)	1 (2%)
	41 (62%)		24 (36%)		1 (2%)
Employees in my section or division treat each other with respect	13 (19%)	34 (51%)	11 (17%)	5 (8%)	3 (5%)
	47 (70%)		16 (25%)		3 (5%)
I am held accountable for the results of my work	24 (36%)	40 (61%)	1 (1.5%)	1 (1.5%)	0 (0%)
	64 (97%)		2 (3%)		0 (0%)
Employees in my section or division are held accountable for the results of their work	9 (14%)	34 (50.5%)	11 (17%)	9 (14%)	3 (4.5%)
	43 (64.5%)		20 (31%)		3 (4.5%)
I am held accountable for my actions	23 (35%)	42 (64%)	1 (1%)	0 (0%)	0 (0%)
	65 (99%)		1 (1%)		0 (0%)
Employees in my section or division are held accountable for their actions	10 (15%)	35 (53%)	10 (15%)	9 (14%)	2 (3%)
	45 (68%)		19 (29%)		2 (3%)
I can raise concerns about work-related issues without fear of retaliation	11 (17%)	32 (48%)	11 (17%)	9 (13.5%)	3 (4.5%)
	43 (65%)		20 (30.5%)		3 (4.5%)
My supervisors encourage open and honest communication	16 (24%)	31 (47%)	10 (15%)	4 (6%)	5 (8%)
	47 (71%)		14 (21%)		5 (8%)
My supervisors are open to ideas for improvement	13 (20%)	32 (48%)	11 (17%)	5 (7.5%)	5 (7.58%)
	45 (68%)		16 (24.5%)		5 (7.5%)
My supervisors share information that helps me to understand the “big picture”	9 (14%)	33 (50%)	16 (24%)	5 (7.5%)	3 (4.5%)
	42 (64%)		21 (31.5%)		3 (4.5%)
My work contributions are acknowledged and/or recognized	16 (24%)	28 (42%)	14 (21%)	7 (11%)	1 (2%)
	44 (66%)		21 (32%)		1 (2%)
I am encouraged to contribute to work process improvements	15 (23%)	37 (56%)	7 (10.5%)	5 (7.5%)	2 (3%)
	52 (79%)		12 (18%)		2 (3%)
The Department values its internal customers (employees)	9 (14%)	33 (50%)	14 (21%)	7 (10.511%)	3 (4.5%)
	42 (64%)		21 (31.5%)		3 (4.55%)

Organizational Culture

Organizational culture influences behavior in an organization. This collective personality of an organization shapes how employees make decisions, approach their work, and engage with their co-workers and the organization as a whole.

Table 5 shows the results for statements about the department’s organizational culture. Cells highlighted in light orange show a high level of agreement while those in light green indicate at least one-quarter of respondents disagreed with the statement. The cells highlighted in light purple show that respondents’ opinions were split.

Two areas rated very high are that respondents clearly understand their job responsibilities and expectations (93%) and are engaged in their work (97%). This first statement reinforces ratings regarding

personal accountability in the previous section. Another positive aspect about the department is that 81% of the respondents feel that they are treated as a valuable member of the team by other employees, which indicates that there is good camaraderie and support among staff within Utilities. This contrasts with the previous section where 64% of the respondents felt that they are valued by the Department.

One area of concern was the rating given to the statement that morale is positive in the City. Only 5% of the respondents strongly agreed that morale in the City is positive, and 26% don't know. Opinions about morale in the department and in the division or section indicates that it is higher there than in the City, but those ratings were split. 55% of the respondents agreed that morale is positive in the division or section, but 42% disagreed and an additional 2% do not know. 45% of the respondents agreed that morale is positive in the department, but 44% disagreed and an additional 11% don't know.

Table 5. Organizational Culture

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
I have a clear understanding of my job responsibilities and expectations	19 (29%)	42 (64%)	5 (7%)	0 (0%)	0 (0%)
	61 (93%)		5 (7%)		0 (0%)
I am engaged in my work	28 (42%)	36 (55%)	1 (1.5%)	0 (0%)	1 (1.5%)
	64 (97%)		1 (1.5%)		1 (1.5%)
My team works well together	21 (32%)	30 (45%)	7 (11%)	5 (7.5%)	3 (4.5%)
	51 (77%)		12 (18.5%)		3 (4.5%)
I am treated as a valued team member by other employees	19 (29%)	34 (51.5%)	6 (9%)	4 (6%)	3 (4.55%)
	53 (80.5%)		10 (15%)		3 (4.5%)
When mistakes are made, my supervisor emphasizes lessons learned rather than placing blame	16 (24.5%)	30 (45.5%)	12 (18%)	2 (3%)	6 (9%)
	46 (70%)		14 (21%)		6 (9%)
I trust my supervisors	16 (24%)	25 (38%)	12 (18%)	5 (8%)	8 (12%)
	41 (62%)		17 (26%)		8 (12%)
I trust the management team in Utilities	17 (26%)	23 (35%)	11 (16.5%)	7 (10.51%)	8 (12%)
	40 (61%)		18 (27%)		8 (12%)
Morale is positive in my division or section	5 (8%)	31 (47%)	20 (30%)	8 (12%)	2 (3%)
	36 (55%)		28 (42%)		2 (3%)
Morale is positive in the Department	4 (6%)	26 (39%)	21 (32%)	8 (12%)	2 (3%)
	30 (45%)		29 (44%)		7 (11%)
Morale is positive in the City	3 (4.5%)	17 (26%)	20 (30%)	9 (13.5%)	17 (26%)
	20 (30.5%)		29 (43.5%)		17 (26%)
Utilities fosters a culture of respect and inclusivity	6 (9%)	33 (50%)	13 (20%)	6 (9%)	8 (12%)
	39 (59%)		19 (29%)		8 (12%)
I would recommend others to work in my section or division	16 (24.5%)	28 (42.5%)	12 (18%)	4 (6%)	6 (9%)
	44 (67%)		16 (24%)		6 (9%)
I would recommend others to work for Utilities	17 (26%)	31 (47%)	11 (16.5%)	3 (4.55%)	4 (6%)
	48 (73%)		14 (21%)		4 (6%)

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
I would recommend others to work for the City	10 (15%)	37 (56%)	9 (14%)	4 (6%)	6 (9%)
	47 (71%)		13 (20%)		6 (9%)

Communication

Table 6 shows the results for statements about communication in the department. Statements highlighted in light orange show a high level of agreement, while those in light green indicate at least one-quarter of respondents disagreed with the statement.

Two highly rated aspects of communication in Utilities are the 84% of respondents agreeing that if they have a question or concern, they can speak openly to their supervisors about it, and 82% agree that they can express ideas or opinions with their supervisor. 73% of the respondents agree that important information about the department is shared in a timely manner, and that they can communicate and coordinate effectively with other departments as needed.

Five of the ten statements about communication indicate opportunities to improve. More than 25% of the respondents disagree that there is open communication within their section or division (27%), that there is open communication within the department overall (29%), that there is open communication within the City overall (33%), and that their input matters at work (29%). 32% of the respondents disagreed with the statement that their supervisor involves them in decisions that affect them and their work.

Table 6. Communication

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
There is open communication within my section or division	8 (12%)	38 (58%)	13 (20%)	5 (7%)	2 (3%)
	46 (70%)		18 (27%)		2 (3%)
There is open communication within the Department overall	5 (7.5%)	37 (56%)	12 (18%)	7 (11%)	5 (7.5%)
	42 (63.5%)		19 (29%)		5 (7.5%)
There is open communication within the City overall	3 (5%)	26 (39%)	16 (24%)	6 (9%)	15 (23%)
	29 (44%)		22 (33%)		15 (23%)
Important information about the Department is provided to me in a timely manner	6 (9%)	42 (64%)	12 (18%)	4 (6%)	2 (3%)
	48 (73%)		16 (24%)		2 (3%)
My input matters at work	13 (19.75%)	27 (41%)	13 (19.75%)	6 (9%)	7 (10.5%)
	40 (60.75%)		19 (28.75%)		7 (10.5%)
If I have a question or concern, I can speak openly to my supervisors about it	19 (29%)	36 (54.5%)	6 (9%)	3 (4.5%)	2 (3%)
	55 (83.5%)		9 (13.5%)		2 (3%)
I can express my ideas and opinions with my supervisors	20 (30%)	34 (52%)	5 (7.5%)	4 (6%)	3 (4.5%)
	54 (82%)		9 (13.5%)		3 (4.5%)
My supervisors involve me in decisions that affect me and my work	12 (18%)	30 (45%)	14 (21%)	7 (11%)	3 (5%)
	42 (63%)		21 (32%)		3 (5%)

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
My supervisors model open and honest communication	16 (24%)	30 (45%)	10 (15%)	5 (8%)	5 (8%)
	46 (69%)		15 (23%)		5 (8%)
I communicate and coordinate effectively with other City Departments as needed	14 (21%)	34 (52%)	11 (16.5%)	3 (4.5%)	4 (6%)
	48 (73%)		14 (21%)		4 (6%)

Strategic and Business Planning

Table 7 shows the results for statements about strategic and business planning in the department. Statements highlighted in light orange show a high level of agreement, while those in light green indicate at least one-quarter of respondents disagreed with the statement. The cells highlighted in light purple show that respondents' opinions were split.

91% of the respondents agree that they know the mission of the Utilities Department, and 96% have a clear understanding of how their job contributes to fulfilling the mission of the department. These two responses indicate understanding of the department's mission and the connection between one's role and its importance in meeting the mission. This understanding of the department's mission is further reinforced with 80% of the staff agreeing that they know what success looks like for their section or division.

Over 25% of the respondents disagreed that their section or division anticipates issues and problems that affect their work (35%) and 31% disagreed that their section or division is efficient from an operational perspective. Respondents were split on their opinions of whether decisions in their section or division are made in a timely manner, with 51% in agreement, 41% disagreeing, and 8% do not know.

Table 7. Strategic and Business Planning

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
I know the mission of the Utilities Department	18 (27%)	42 (64%)	4 (6%)	1 (1.5%)	1 (1.5%)
	60 (91%)		5 (7.5%)		1 (1.5%)
I have a clear understanding of how my job contributes to fulfilling the mission of the department	23 (35%)	40 (60.5%)	2 (3%)	0 (0%)	1 (1.5%)
	63 (95.5%)		2 (3%)		1 (1.5%)
My section or division anticipates issues and problems that affect my work	5 (7.5%)	32 (49%)	22 (33%)	1 (1.5%)	6 (9%)
	37 (56.5%)		22 (34.5%)		6 (9%)
My section or division is efficient from an operational perspective	7 (10.5%)	36 (54.5%)	17 (26%)	3 (4.5%)	3 (4.5%)
	43 (65%)		20 (30.5%)		3 (4.55%)
Decisions in my section or division are made in a timely manner	4 (6%)	30 (45%)	25 (38%)	2 (3%)	5 (8%)
	34 (51%)		27 (41%)		5 (8%)
I understand my section's or division's priorities	15 (23%)	35 (53%)	14 (21%)	0 (0%)	2 (3%)
	50 (76%)		14 (21%)		2 (3%)

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
I know what success looks like for my section or division	18 (27%)	35 (53%)	11 (17%)	0 (0%)	2 (3%)
	53 (80%)		11 (17%)		2 (3%)

Support of New Ideas and Continuous Improvements

Table 8 shows the results for statements about the support of new ideas and continuous improvements in Utilities. According to the Regional Growth Forecast for ██████████ County, ██████████ is forecast to have a 32 percent population increase to 143,100 residents by 2050. Anticipated growth has a significant impact on the demand for water and solid waste services, which may put a strain on existing infrastructure. Support of new ideas and continuous improvements are important to consider as the City seeks to meet the demands of the growth forecast.

Statements highlighted in light orange show a high level of agreement while those in light green indicate at least one-quarter of respondents disagreed with the statement. Overall, the staff rated the department highly in statements regarding support of new ideas and continuous improvements, which will help the department embrace innovation in anticipation of growth and change. 87% of the staff reports agreement with being encouraged to use their judgment and initiative when carrying out their job, and 80% of the staff agree that their supervisors encourage them to make independent decisions. However, 29% of the staff disagreed that creativity and innovation are encouraged by their supervisors.

Table 8. Support of New Ideas and Continuous Improvements

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
I am encouraged to find ways to improve work processes or services.	17 (26%)	33 (51%)	8 (12%)	3 (5%)	4 (6%)
	50 (77%)		11 (17%)		4 (6%)
I am encouraged to use my own judgment and initiative when carrying out my job ¹	21 (32%)	36 (55%)	4 (6%)	2 (3%)	2 (3%)
	57 (87%)		6 (9%)		2 (3%)
Creativity and innovation are encouraged by my supervisors	14 (21%)	27 (42%)	15 (23%)	4 (6%)	5 (8%)
	41 (63%)		19 (29%)		5 (8%)
My supervisors support and value initiative	21 (32%)	30 (46%)	7 (11%)	2 (3%)	5 (8%)
	51 (78%)		9 (14%)		5 (8%)
My suggestions for improving services are taken seriously ¹	12 (18%)	30 (46%)	9 (14%)	6 (9%)	8 (12%)
	42 (64%)		15 (23%)		8 (12%)
My supervisors encourage me to make independent decisions	22 (34%)	30 (46%)	7 (11%)	2 (3%)	4 (6%)
	52 (80%)		9 (14%)		4 (6%)

¹One respondent skipped this question, making the percentages add to 99%.

Service Delivery and Customer Service

Table 9 shows the results for statements about the service delivery and customer service in the Utilities Department. This section of the survey also reveals high support for the statements that the employees

rated. Statements highlighted in light orange show a high level of agreement. 83% of the respondents agree that they receive the information necessary to perform their jobs effectively; 83% agree that customer needs are a top priority for Utilities; and 82% agree that they are supported by their supervisor in solving customer issues/questions.

Table 9. Service Delivery and Customer Service

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
I receive the information necessary to perform my job effectively ¹	12 (18%)	42 (65%)	7 (11%)	1 (2%)	3 (5%)
	54 (83%)		8 (13%)		3 (5%)
My Department is well organized to deliver the services we provide	14 (21.5%)	33 (51%)	13 (20%)	2 (3%)	3 (4.5%)
	27 (72.5%)		15 (23%)		3 (4.5%)
Customer needs are a top priority of Utilities	22 (34%)	32 (49%)	5 (7.5%)	1 (1.5%)	5 (8%)
	54 (83%)		6 (9%)		5 (8%)
I am empowered to make decisions to solve problems for customers ¹	17 (26%)	32 (49%)	6 (9%)	2 (3%)	8 (12%)
	49 (75%)		8 (12%)		8 (12%)
I feel supported by my supervisor in solving customer issues/questions	20 (31%)	33 (51%)	6 (9%)	0 (0%)	6 (9%)
	53 (82%)		6 (9%)		6 (9%)

¹One respondent skipped this question, making the percentages add to 99%.

Respondent Information

Basic demographic information was requested of survey respondents to understand the mix of respondents participating in the survey. The following information was requested: division, type of position, and years of service. Tables 10 through 12 summarize the responses.

Table 10. In which Division do you work?

Division	Response
Business	6 (9%)
Solid Waste	25 (39%)
Water Resources	33 (52%)

Table 11 shows the position type of the respondents. Position concentration varied widely across respondents.

Table 11. Which of the following best describes your position?

Position	Response
Administrative/Office	13 (21%)
Operations/Field	31 (51%)
Technology, engineering, or regulatory	10 (16%)
Supervisor to mid-management	7 (12%)
Department management	0 (0%)

Table 12 shows the range of years of employment with the Utilities Department. A total of 42% of respondents have worked for the City for five years or less, while 14% have worked for the City longer than 20 years. Baker Tilly is assisting the department with identifying resources and changes needed to maintain sustainable operations and prepare for the future with a ten-year outlook. While preparing for this ten-year timeframe, the department should be mindful of the employees who have longevity with the City and ensure that systems are in place to capture their institutional knowledge.

Table 12. How long have you worked for the City?

Tenure	Response
Less than 3 years	18 (28%)
3 to 5 years	9 (14%)
6 to 10 years	12 (19%)
11 to 20 years	16 (25%)
21 years or more	9 (14%)

Conclusion

The survey results offer valuable insights into the perceptions and experiences of employees within the Utilities Department, aligning closely with the themes we heard in the interviews recently conducted with management staff. These findings highlight the department's strengths, challenges, and areas for improvement.

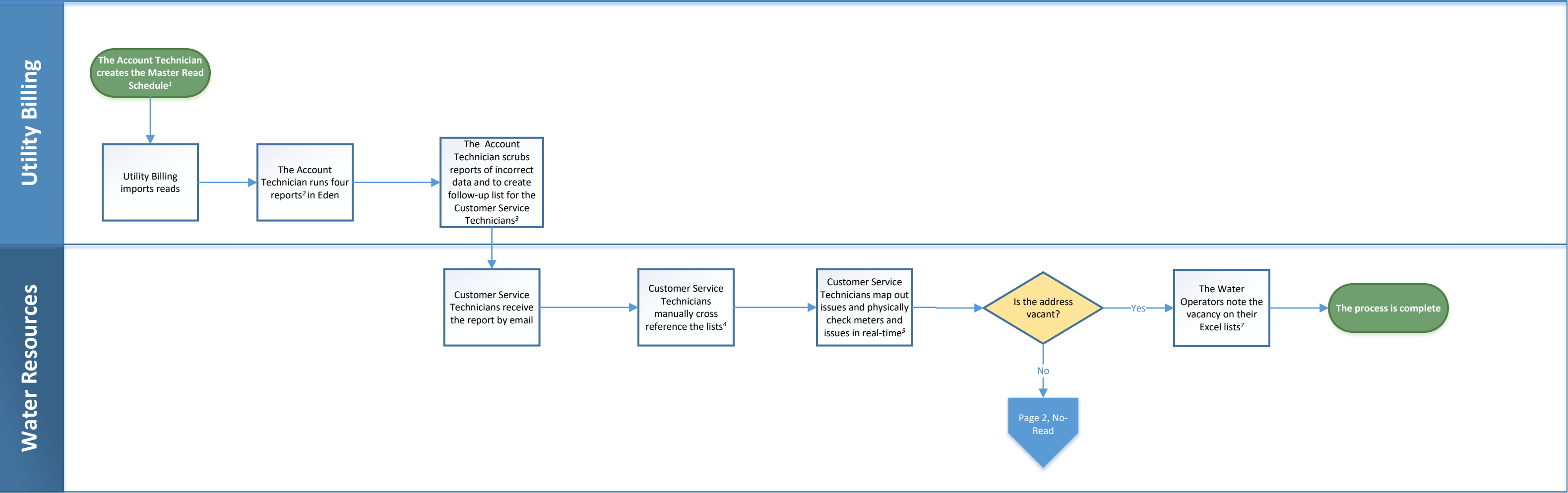
Consistently, both the survey and interview themes underscore concerns about staffing levels and resource adequacy to meet workload demands. Employees indicated dissatisfaction with current staffing levels and their workload. Similarly, while there is general agreement among employees regarding effective talent management practices, concerns persist about the City's ability to attract and retain employees, mirroring sentiments from the interviews.

Additionally, perceptions of organizational health revealed discrepancies in accountability measures and concerns about teamwork, respect, and feeling valued, echoing sentiments expressed in the interviews. However, it is worth noting that employees may not have full visibility into the application of accountability measures due to the confidentiality of personnel actions. Despite these challenges, the survey revealed a strong desire for improvement and a commitment to addressing issues collaboratively. Moreover, the survey revealed opportunities to enhance communication within the department and across the City, alongside concerns about morale, strategic planning, and fostering innovation. Addressing these identified issues will be crucial in enhancing departmental effectiveness, employee satisfaction, and service delivery, aligning with the department's vision for the future as the City continues to evolve. By leveraging the strengths within the department and implementing targeted strategies to address the identified challenges, we can position the Utilities Department for continued success and ensure it remains a cornerstone of service and excellence within the City.

Attachment D — “As Is” Process Maps

Edit List - Zero Consumption / No-Read (Map 1 – Page 1 of 2)

Billing Process



Notes

¹A Master Read Schedule for water meters is a timetable that outlines when water meters are read in a particular area. This schedule can be monthly, bi-monthly, or follow another time frame depending on the utilities policies and the type of meter.

²The four reports run by the Accounting Technician are: Missing Read List, Zero Consumption Report, and High and Low Reporting.

³Using one list to send to Utility Billing staff to follow-up on. They also identify accounts where Eden tells them what customers consumption should be. They have the ability to tell if something is incorrect.

⁴Receiving up to four lists that are cross-referenced manually.

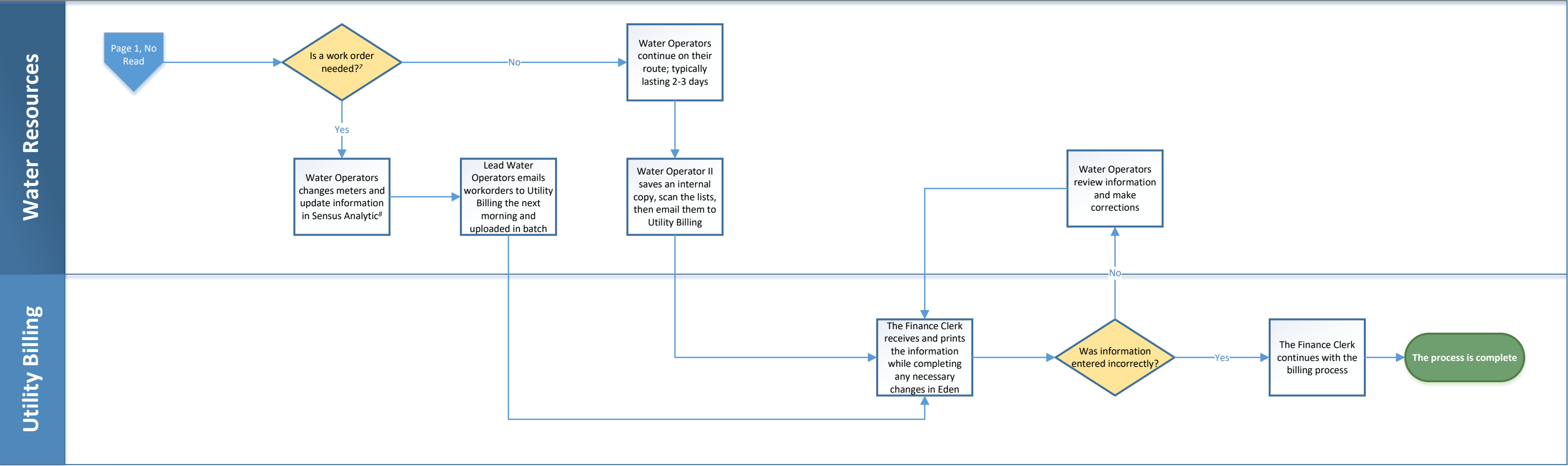
⁵During this phase, Water Operators cross-reference the list from the last three months to ensure it is not a repeat issue. Once reviewed, they will divided the addresses amongst one another. Some Water Operators are using PlaceMaker, a application is a 3rd party delivery app downloaded and paid for by staff on their personal phone to help route assigned meters. Staff are not required to use this application and not all staff use it.

⁶Zero Consumption Meter Read: The property could be vacant, the meter is not reporting water use correctly (Stuck list: gives the Customer Service Technician a read, but it is the same read over and over), or there is a malfunction with the water meter or its transmitter (In these incidents, the Customer Service Technician puts in a ticket to fix the meter). Inspections typically take 10 minutes for a comprehensive check, and can be installed within 15 minutes.

⁷ Water Operators are making note of the vacancy to make sure they do not recheck the same location for another three months.

Edit List - Zero Consumption / No-Read (Map 1 – Page 2 of 2)

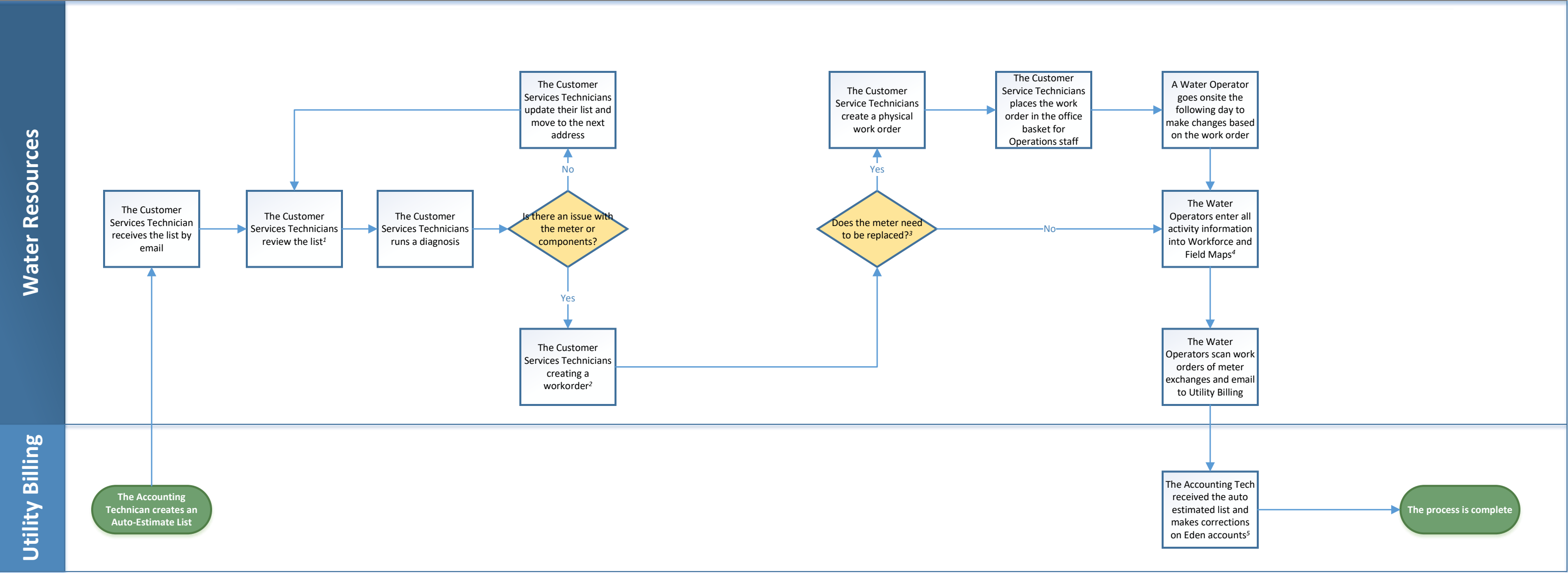
Billing Process



⁷Notes
⁸Information includes: Meter ID and latest meter read.

Edit List - Auto-Estimate (Map 2 – Page 1 of 1)

Billing Process



Notes

¹This responsibility is split amongst the four Customer Service Technicians. There is no order for assignments. Staff regularly check over 100 addresses.

²The transmitting radio will be rebooted or replaced and paired with the meter. Pigtail wire between both units will be checked. If the meter does not function or communicate with electronics, a physical work order is made.

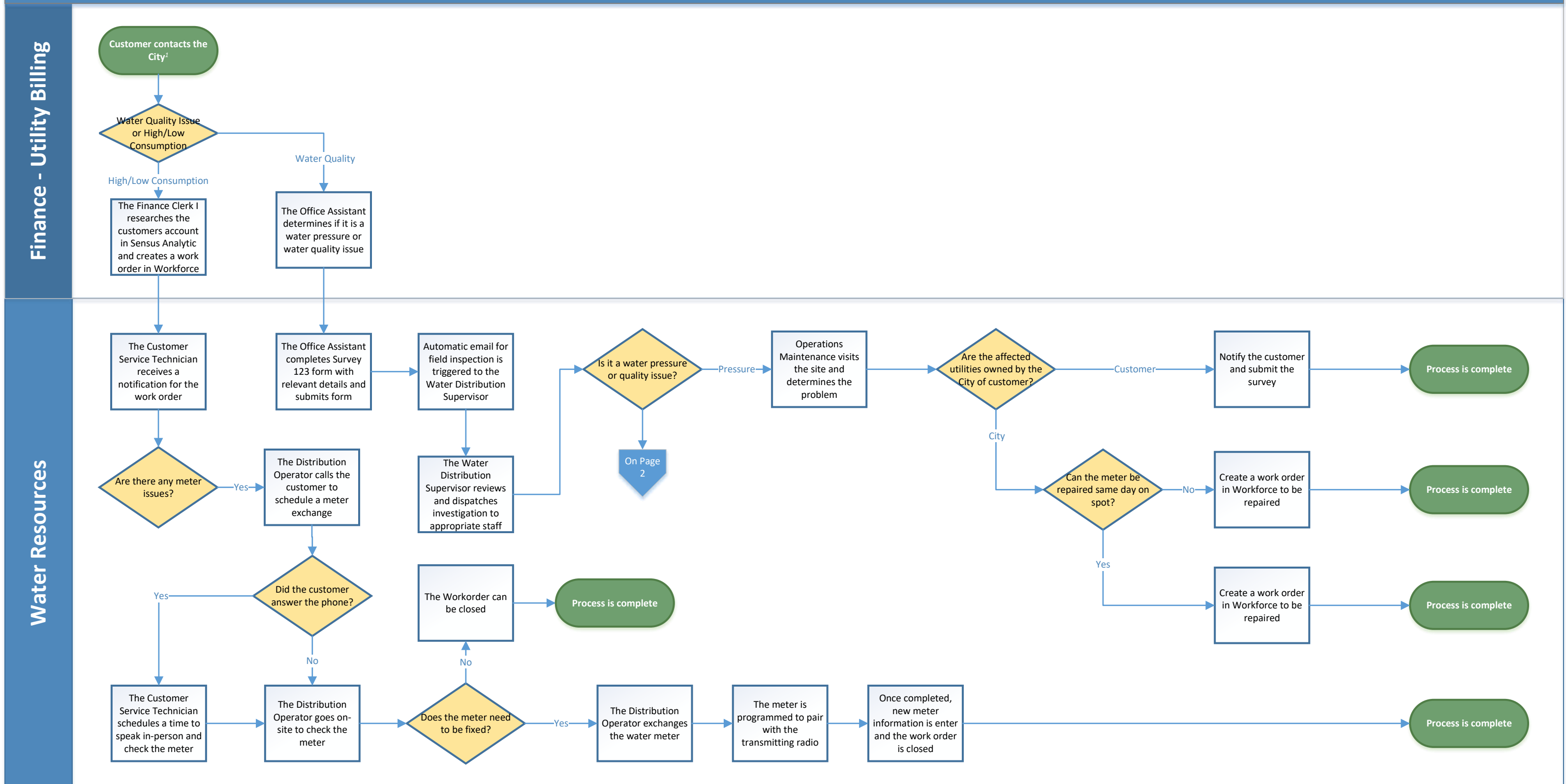
³Operators normally carry meters that can be exchanged 5/8" to 1". Larger meters may require an appointment due to serving multiple units

⁴Field Maps will document any changes including updated or removed meter IDs, meter sizes, and radio IDs. ArcGIS Field Maps, a robust GIS field application, enables map viewing, new data collection, and existing data inspection by the Utility Department. Workforce is utilized to generate prioritized task lists for field teams and monitor work progress from the office. However, it's important to note that Workforce and ArcGIS Field Maps do not integrate with Eden.

⁵The Utility Billing staff uses Field Maps dashboard to display information from work orders. The use of this dashboard could eliminate the need for physical copies in the future.

Meter Exchange (Map 3 – Page 1 of 2)

Water Dispatch to Field Employees



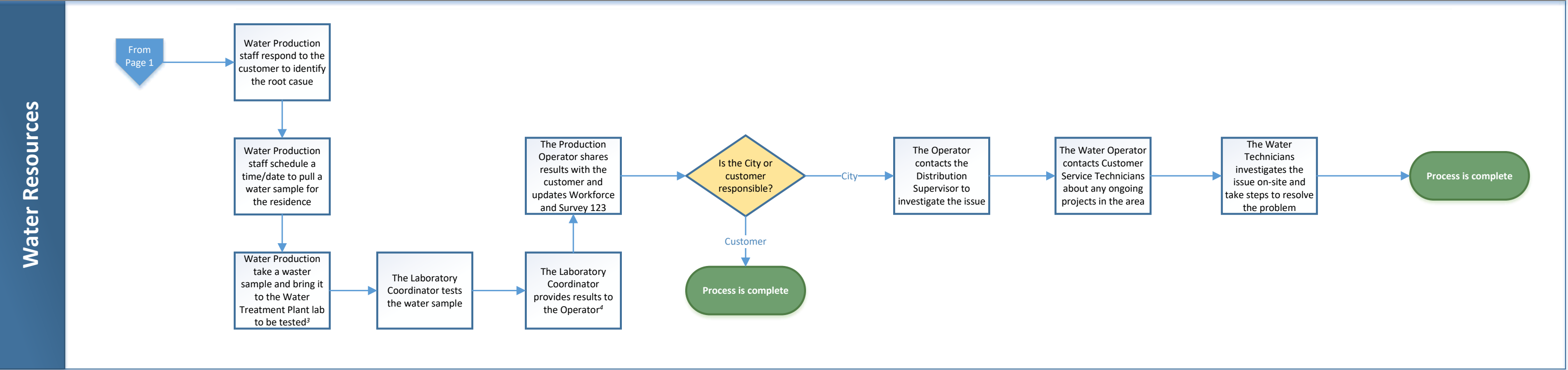
Notes

¹The Office Assistant I in Water Resources is often notified instead of the Finance Clerk I in Utility Billing. In these situations, the Office Assistant I will handle the customers phone call/request.

²The Customer Service Technician takes a sample from a nearby hydrant to the lab located at the Water Treatment Plant to be tested by the Lab Coordinator. Customer Service Technicians have appropriate equipment in their vehicles to transport samples.

Meter Exchange (Map 3 – Page 2 of 2)

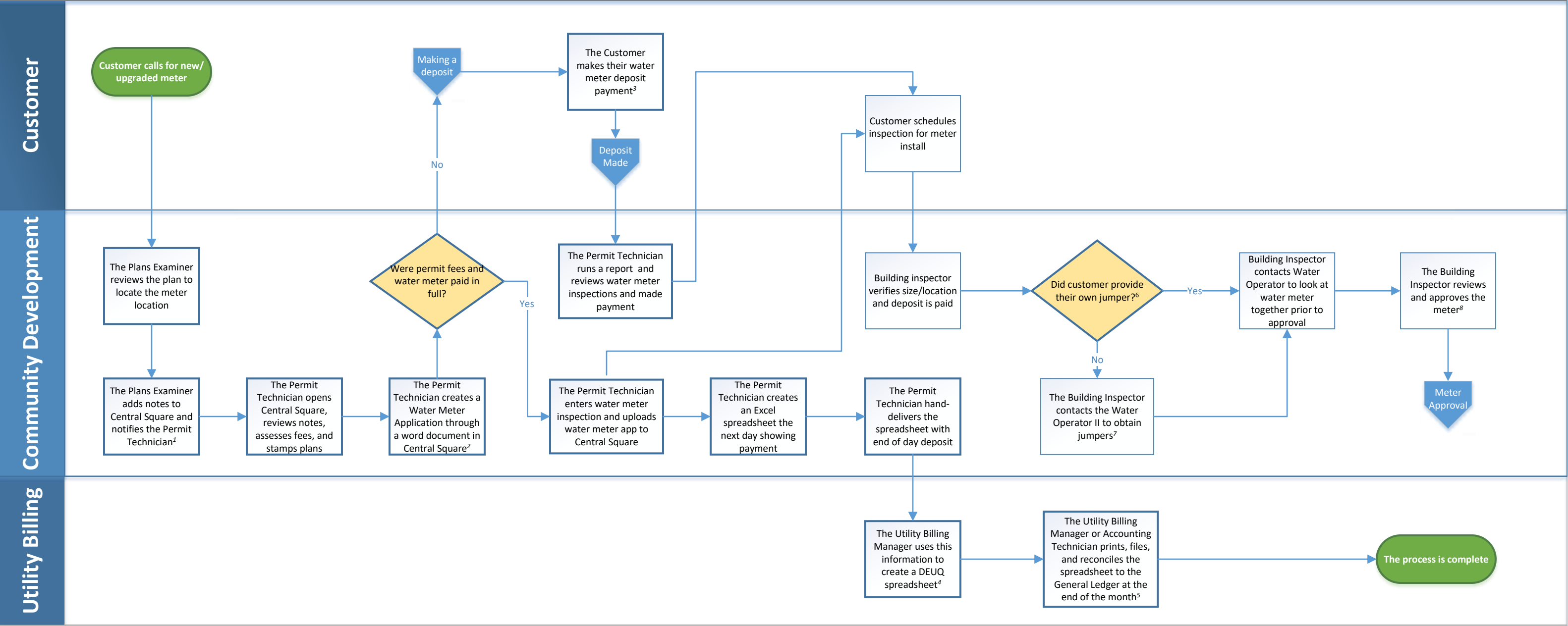
Water Dispatch to Field Employees



Notes
³Tests can take upwards of an hour and require 0.5 liters of water.
⁴The Lab Coordinator can also notify the customer directly. The customer is typically notified of the finds, but not all the time.

New Water Meter Installs (Map 4 – Page 1 of 2)

New Water Meter Installs



Notes

¹There is no notification received by the Permit Technician to know when or where to work. If problems occur, it goes back to the person who submit the application.

²Once the plans for Central Square have been approved by all relevant departments (Building, Permits, Parks and Recreation, Waste Water, and Fire), the Permit Technician is the final authority to review the permit. This includes assessing fees, stamping plans, and reviewing notes. Only after this final review by the Permit Technician, Central Square is officially opened.

³The Contractor needs to pay the permit fees and a \$1,000 water meter deposit for meter configuration/installation.

⁴The Utility Billing Manager takes the lines from an Excel spreadsheet and enters it into a separate dwelling unit equivalents (DEU) spreadsheet. Utilities is looking at the DEUQs annually to see if water rights numbers are decreasing.

⁵If numbers don't balance, Utilities Billing Manager reviews the entries in the GL and Tyler Cashiering. If the General Ledger doesn't balance to Tyler Cashiering, the UB Manager checks with Community Development to identify the cause

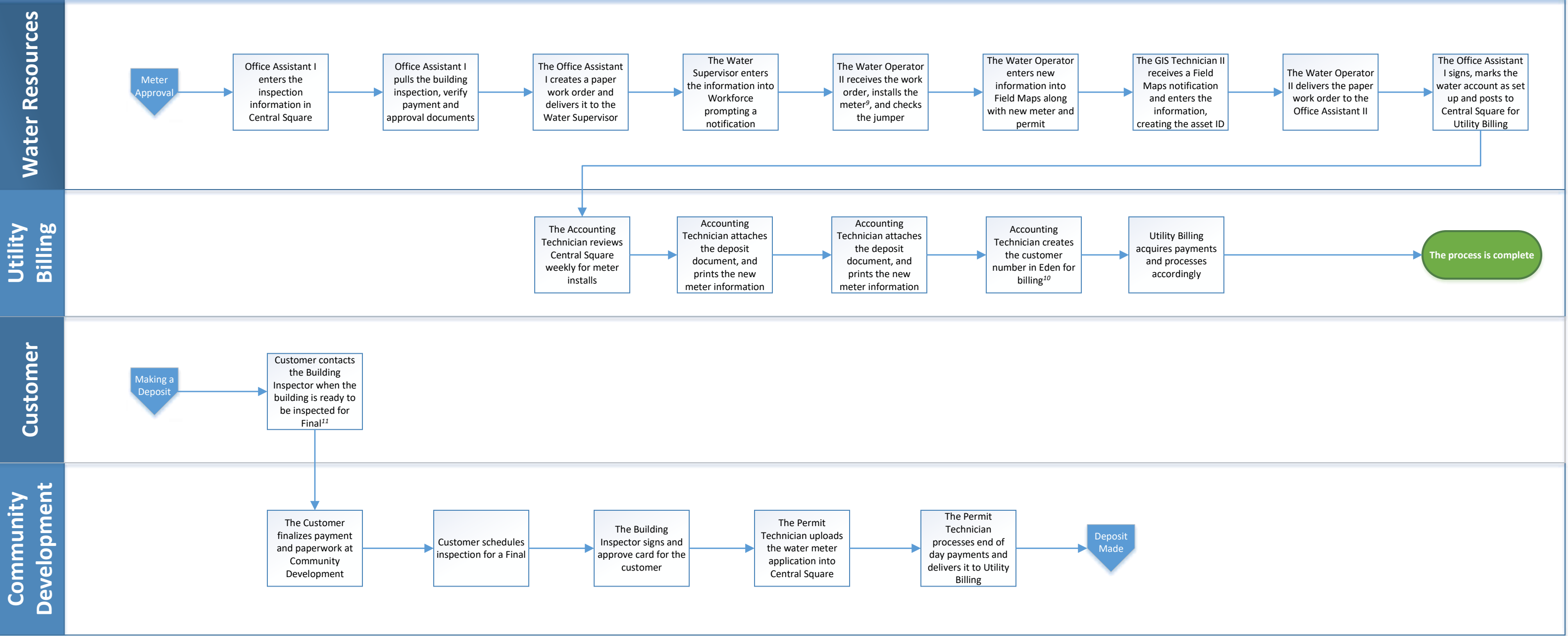
⁶A meter jumper is device used in utilities during the servicing or replacement of a meter. The meter jumper is used to 'jump' around the meter being serviced creating a temporary electrical connection that bypasses the meter.

⁷There is a desire for the City to offer jumper services to ensure they are up to the City's standards. Incorrect jumpers or installations lead to additional problems needing to be addressed by staff. this part is very inefficient for all parties involved. Once inspector meets with the water operator (assuming jumpers are on hand and does not need to make one) the Building Inspector has to get jumper back to contractor/customer.

⁸The Building Inspector informs the Water Operator II if there are issues so the two can investigate the issue together. The Building Inspector recognizes that he is uncomfortable approving the issue on his own.

New Water Meter Installs (Map 4 – Page 2 of 2)

New Water Meter Installs

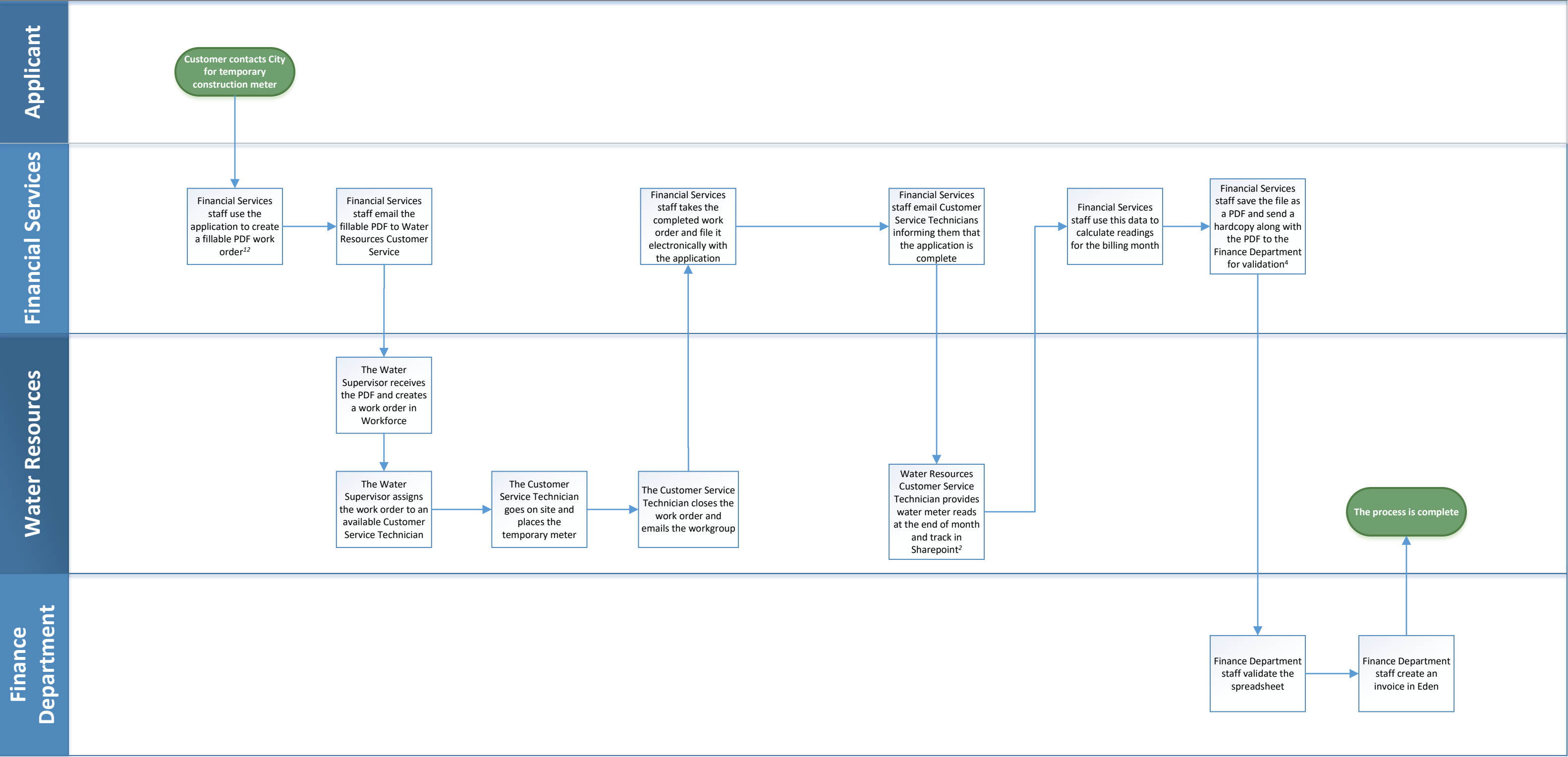


Notes

⁹The Water Operator II must install the meter within three days.
¹⁰If there is one customer with 10 accounts, they are printing out 10 individual pieces of paper. Eden will automatically create the number of customers. Depending on the address, the clerk has to add the service location, meter information, first read, and routes (water, recycling, and refuse). They will update the meter fees and rates for routes based on the address.
¹¹This process can be triggered at any time in the process, this is mapped out to capture when a deposit is made. The remaining amounts will need to be paid before a final inspection occurs.

Temporary Construction Water Meter (Map 5 – Page 1 of 1)

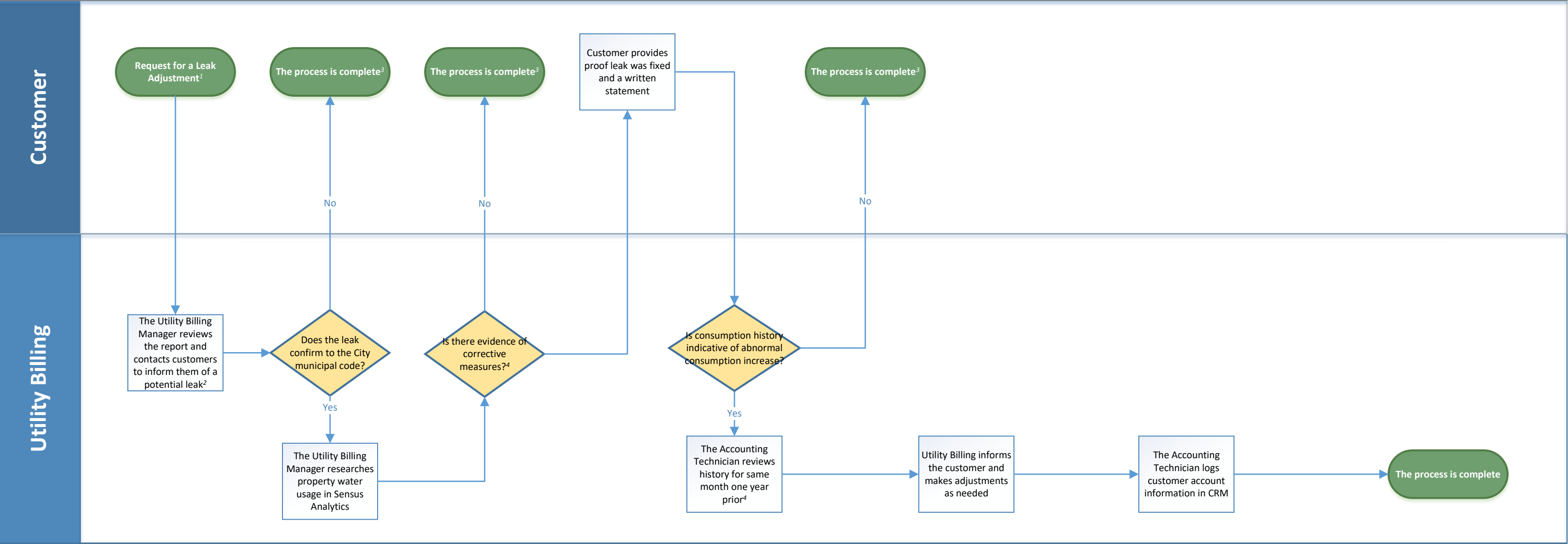
New Water Meter Installs



Notes
¹The Fire Department is unaware of the process and not part of the review process.
²The Financial Services staff are asking project specifics and documenting to know where and why the water is being used. Additionally, they need to know if the project is outside city limits, and if so, if the Utilities Director has signed off on the project. This is an internal procedure not documented on the form.
³They are sending an email to the "UTCM" email group to let them know the application has been completed. This stems from an old paper work order process. The application gets updated annually based on new fees.
⁴There is one master spreadsheet for each customer with approximately 10-30 construction meters at a time.

Leak Adjustments (Map 6 – Page 1 of 1)

Leak Adjustments



Notes

¹The High-water consumption report is triggered by a phone call from the customer when a spike in billing occurs.

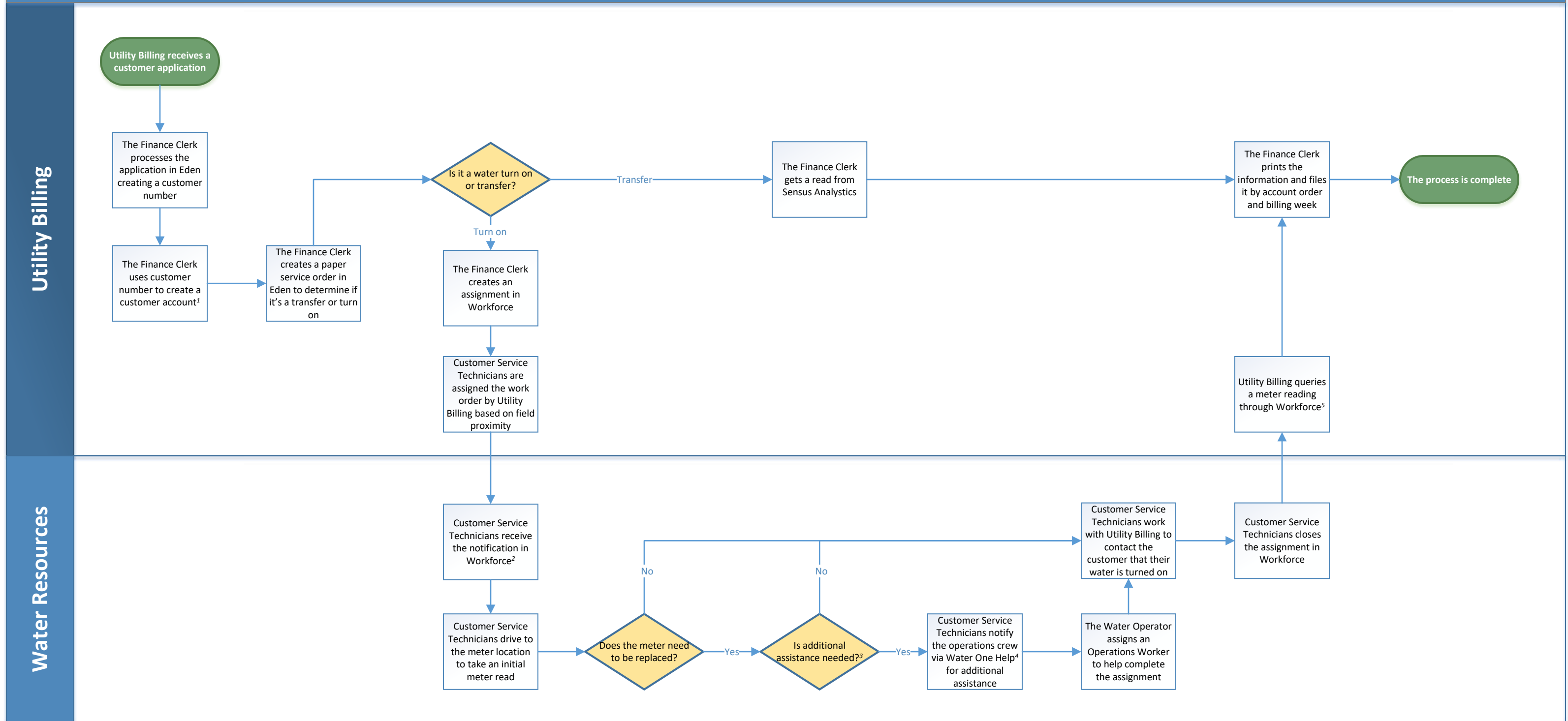
²The report is located in Eden and details abnormally high water consumption.

³According to the municipal code, there is a provision for disputed accounts where excess water usage is recorded outside of normal care. Utilities can manage these disputes based on average consumption, past records, and applicable fees/charges within the municipal code. If the request does not comply with the City municipal code, no adjustment will be made. Utility Billing will inform the customer and log the interaction into the customer's account in the CRM system.

⁴Utility Billing discounts the two highest bills (rates) based on last year's history and run it against the rate they're billed. The average is then split. This can amount to upwards of 50% off on the 2 highest bills. The customer must provide proof that it was leaking and are able to show that water is normalizing. There is no formal dollar amount to stay under. This has historically been decided by best practice.

Starting Service (Map 7 – Page 1 of 1)

Water Consumption Starting Service



Notes

¹If the customer has multiple accounts, they will have multiple customer numbers. If it's an existing account in Eden, Utility Billing will copy the account to create an account number, and then assign it the customer number they just created.

²Staff start an assignment (to avoid duplicating an assignment), go into Field Maps, locate the meter and then add the date, type of work, location of meter, and take an initial read (for Field Maps and workforce).

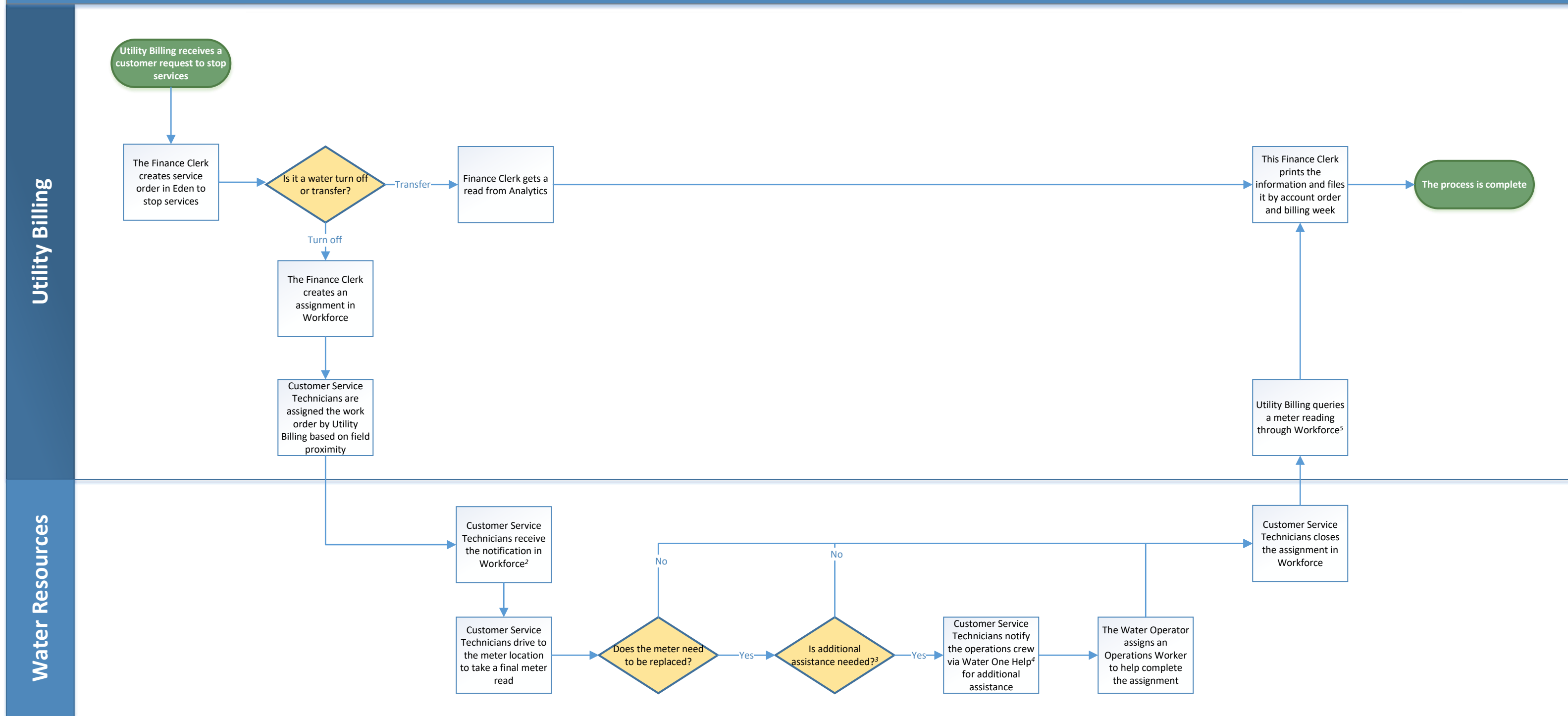
³Staff require backup at least once a week. This is due to safety problems with the houseless population and when the meter is located underground, requiring a special tool to help locate it.

⁴Water One Help is a roaming cellphone that stays within the Water Resources team to make communication between staff quicker. Water Resources, Utility Billing and the Police Department have access to the line for emergencies.

⁵Staff keep the reading from the start date for billing. They notate this on the service request; this is typically done by the Finance Clerk. There is no alert to go back and check this information.

Stopping Service (Map 8 – Page 1 of 1)

Water Consumption Stopping Service



Notes

¹If the customer has multiple accounts, they will have multiple customer numbers. If it's an existing account in Eden, Utility Billing will copy the account to create an account number, and then assign it the customer number they just created.

²Staff start an assignment (to avoid duplicating an assignment), go into Field Maps, locate the meter and then add the date, type of work, location of meter, and take an initial read (for Field Maps and workforce).

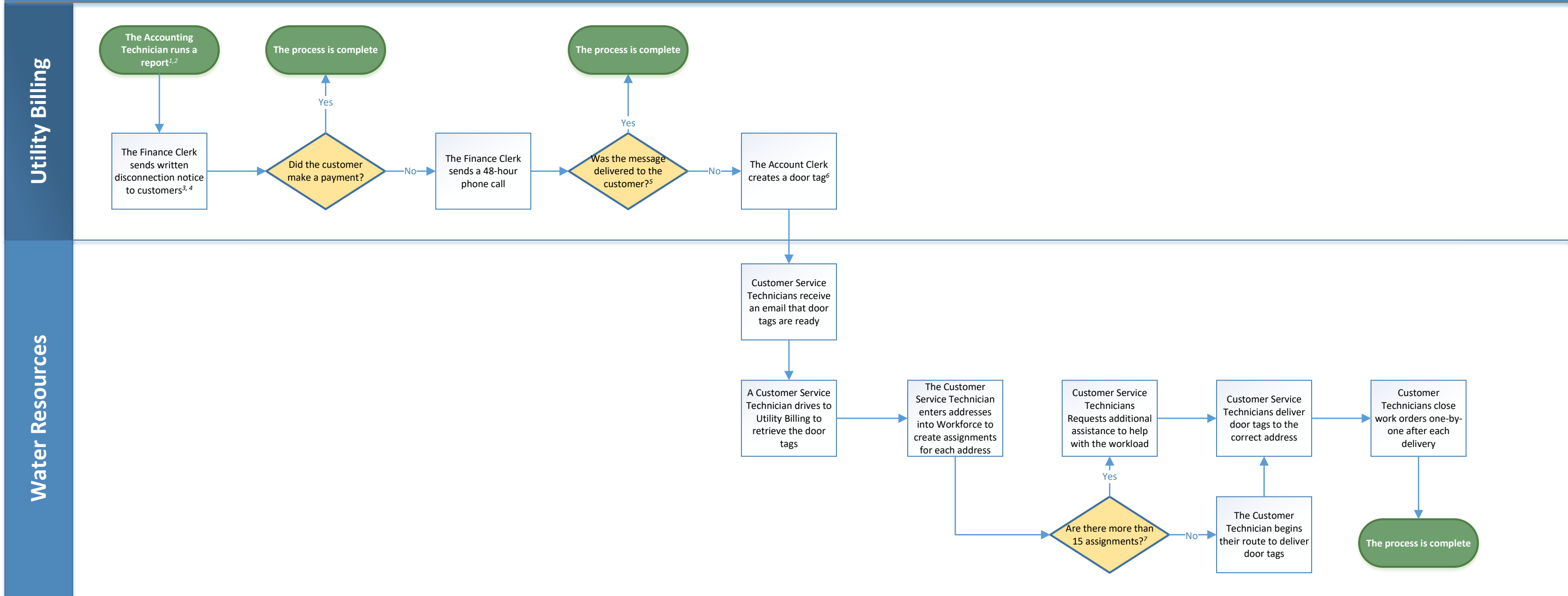
³Staff require backup at least once a week. This is due to safety problems with the houseless population and when the meter is located underground, requiring a special tool to help locate it.

⁴Water One Help is a roaming cellphone that stays within the Water Resources team to make communication between staff quicker. Water Resources, Utility Billing and the Police Department have access to the line for emergencies.

⁵Staff keep the reading from the start date for billing. They notate this on the service request; this is typically done by the Finance Clerk. There is no alert to go back and check this information.

Delinquent Accounts (Map 9 – Page 1 of 2)

Written Disconnection Notice and 48-Hour Call



Notes

¹The report is populated and data driven and filters payment arrangements while checking against payments that are passed due. It removes the payment plan and notates that an account will receive a written disconnection notice.

²The report is populated and notes that an account and its customer will have their payment plan removed and receive a written disconnection notice. There is also a \$15 fee.

³A notice is sent two weeks after the original due date. The Account Clerk sends this out as a written notice.

⁴The Account Clerks will run reports for morning payments (three different reports are generated). They are checking the drop box at the department for last second payments, and check the online payment portal to see if delinquent accounts made payment. These are all manual checks.

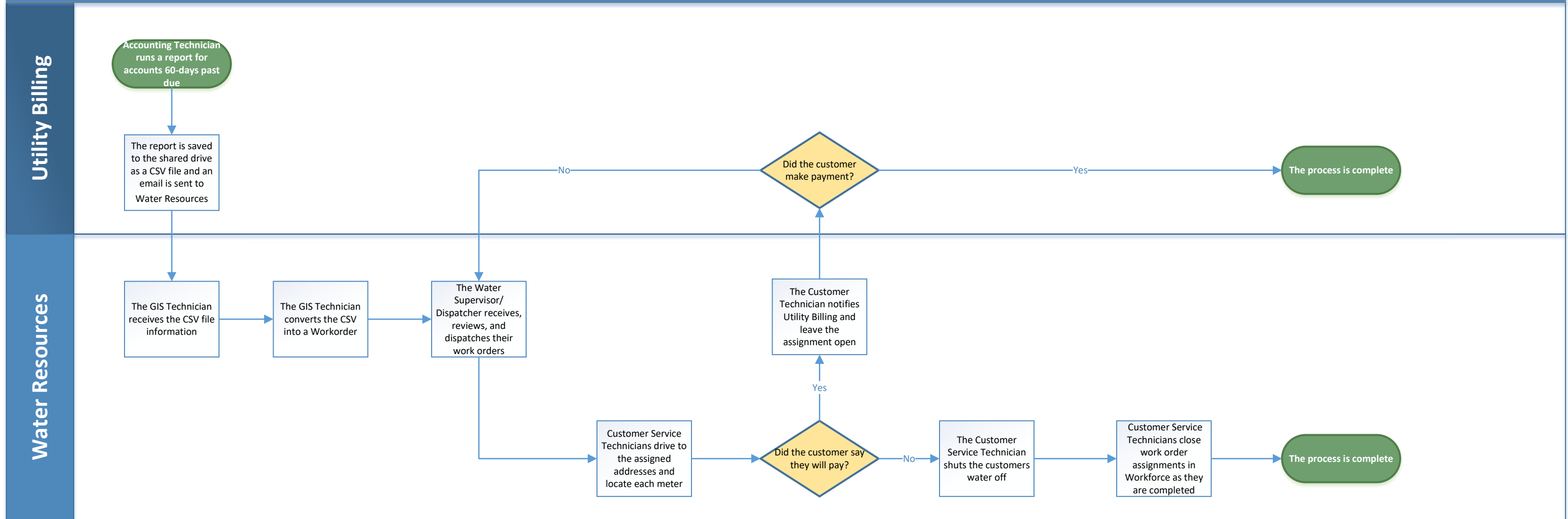
⁵No door tag is needed if the Customer responds, or a voicemail was left.

⁶Custom door tags include the following information: account number, amount due, customer name, address, and date of the tag. Door tags make mention that water will be shut off in 48 hours.

⁷A query of all accounts that received the 48-hour phone call is made and a \$5 penalty fee is added to those accounts. The same task is completed for accounts that received a door tag, which is \$25.

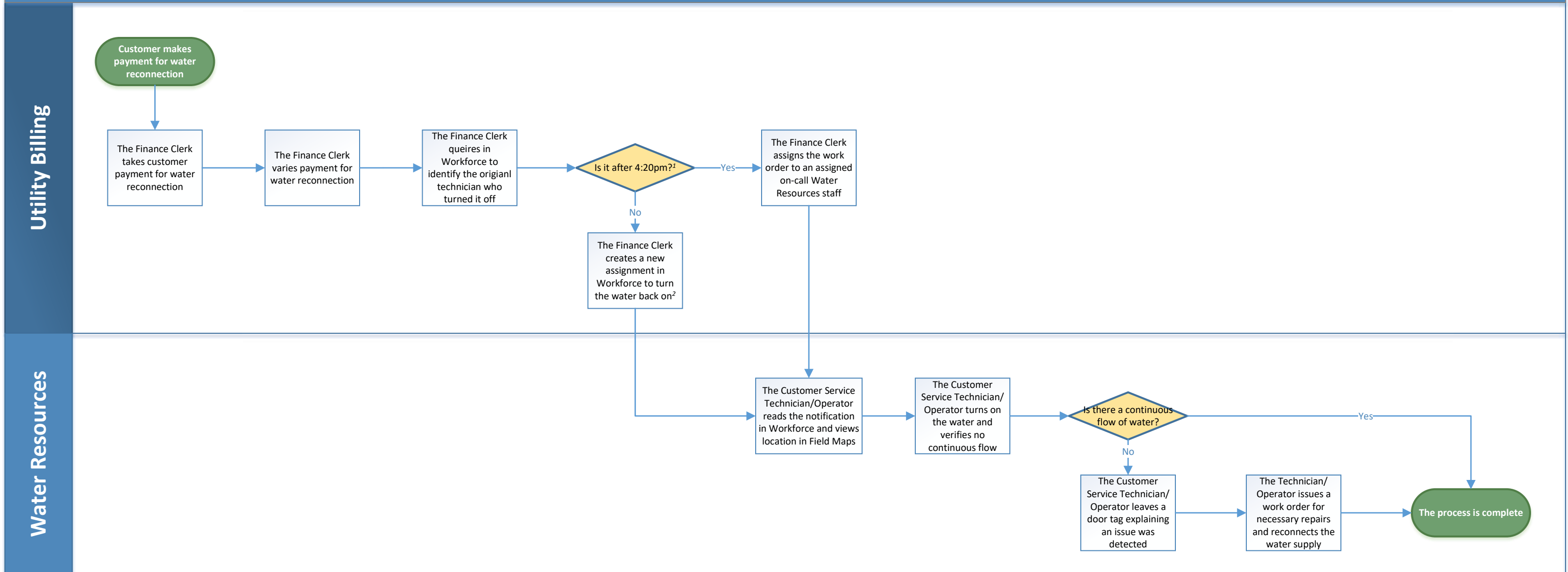
Delinquent Accounts (Map 10 – Page 1 of 1)

Water Disconnection



Delinquent Accounts (Map 11 – Page 1 of 1)

Water Reconnection



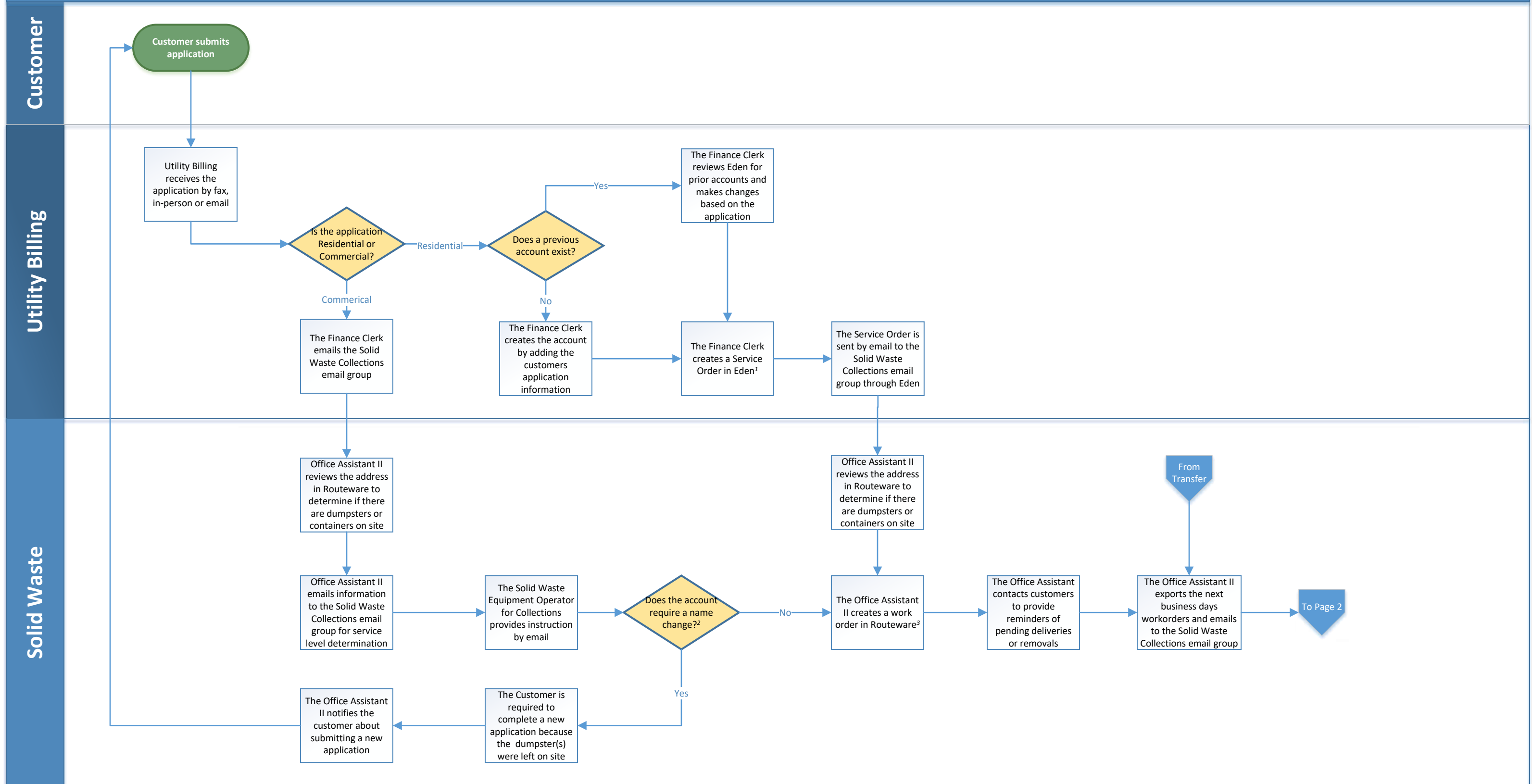
Notes

¹Customer Service Technicians are assigned to complete their work by 4:15pm. Afterhours fees begin for customers beginning at 4:30pm. Anything after 5pm is assigned to the on-call staff.

²Water reconnections are typically assigned to the same Customer Service Technician that did the original disconnection for non-payment.

Starting Trash Services (Map 12 – Page 1 of 3)

Trash Starting Service



Notes

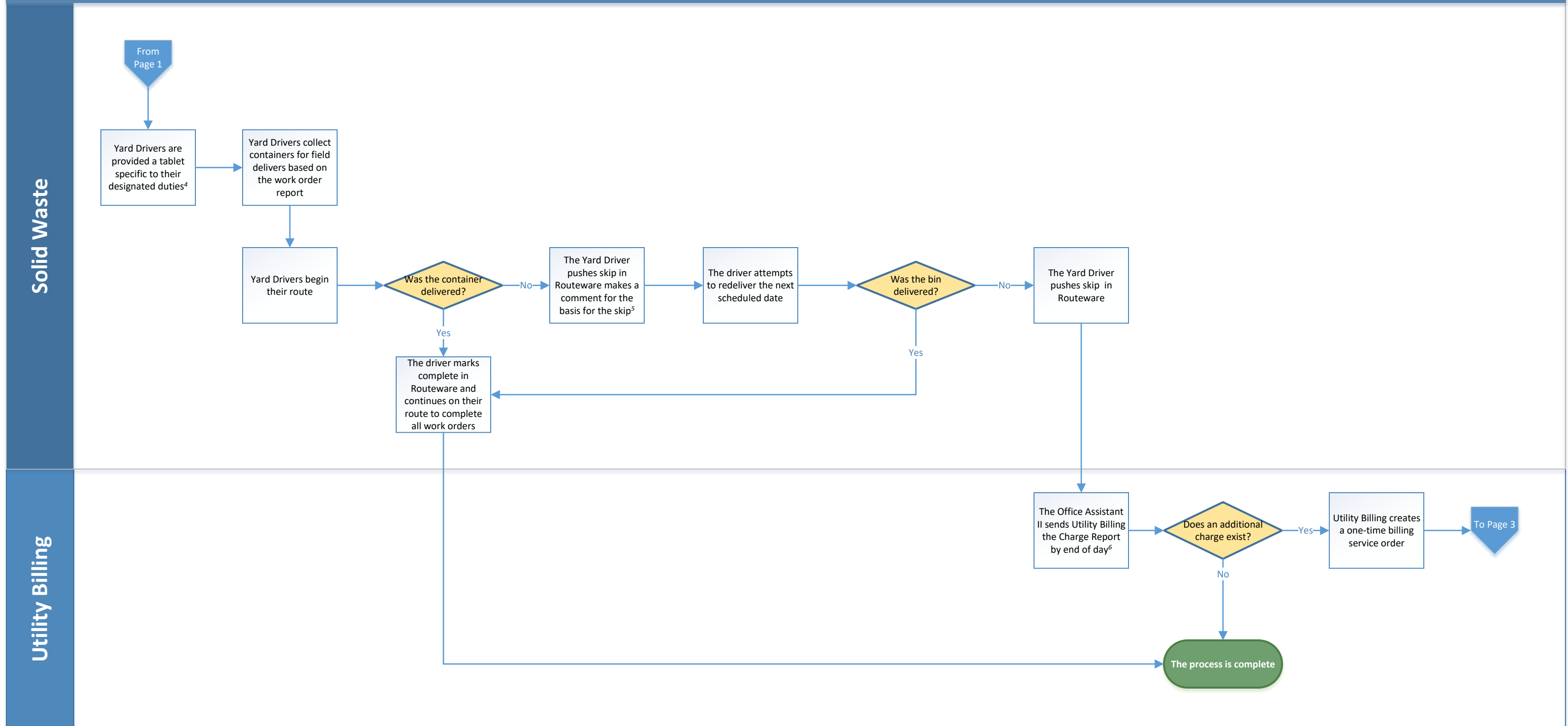
¹The report includes the start date, number of containers being delivered, service size and number of pick-ups.

²Name changes can occur with new franchise owners.

³The Office Assistant II enters the customer address, attaches the type of waste collection action and includes detailed notes to aid field staff in removing and/or delivering containers and dumpsters.

Starting Trash Services (Map 12 – Page 2 of 3)

Trash Starting Service



Notes

⁴Each tablet is equipped with Routeware and represents assigned routes for either residential, commercial or the yard.

⁵This notifies the Office Assistant II to call and arrange redelivery.

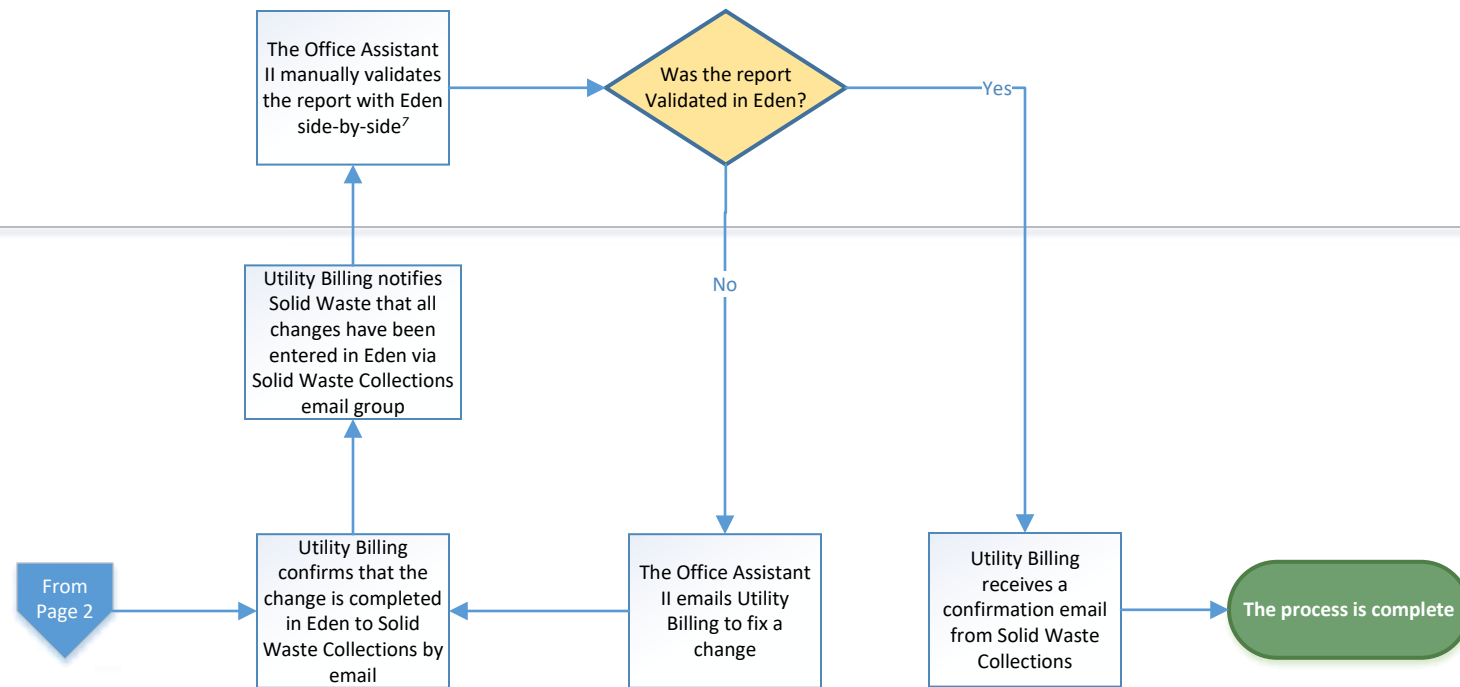
⁶If unable to get in contact with a customer, Solid Waste will notify Utility Billing through a charge report. Through this process, Utilities notifies that the customer will still be billed for what they have so that billing does not stop and Utility Billing knows what to bill. The charge report is emailed to Utility Billing and tracked in Eden.

Starting Trash Services (Map 12 – Page 3 of 3)

Trash Starting Service

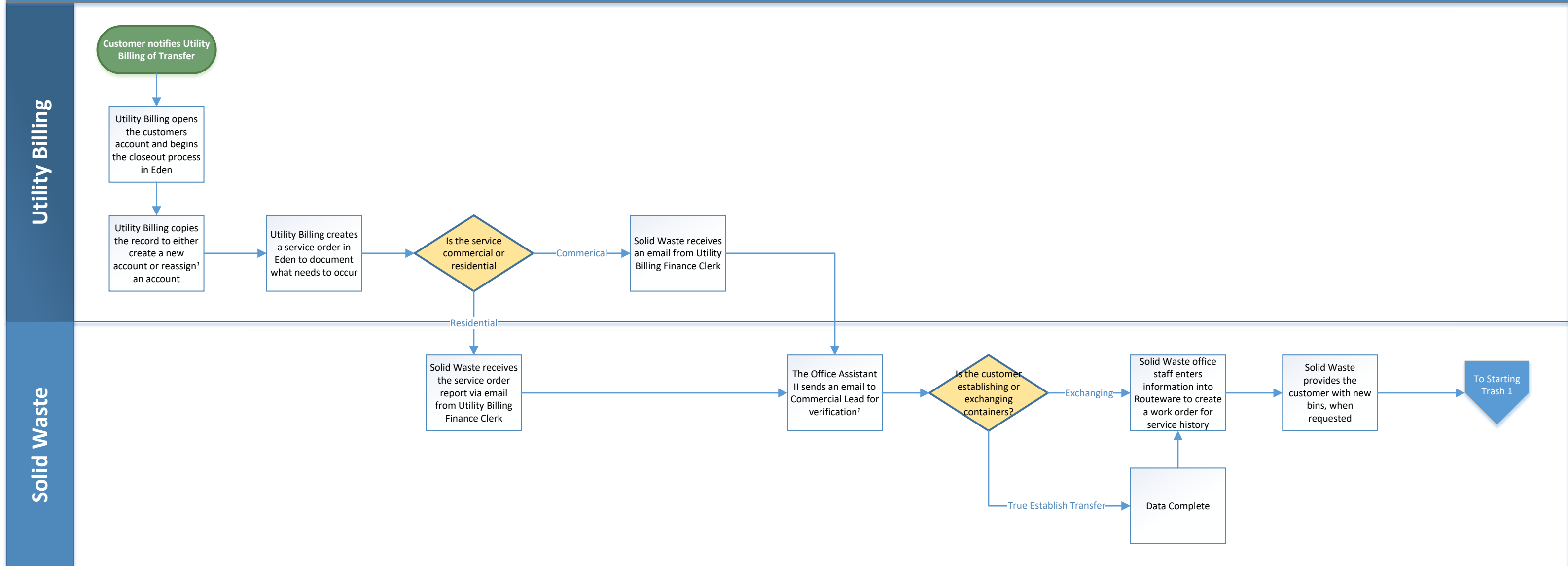
Solid Waste

Utility Billing



Transfers (Map 13 – Page 1 of 1)

Trash Start and Stops

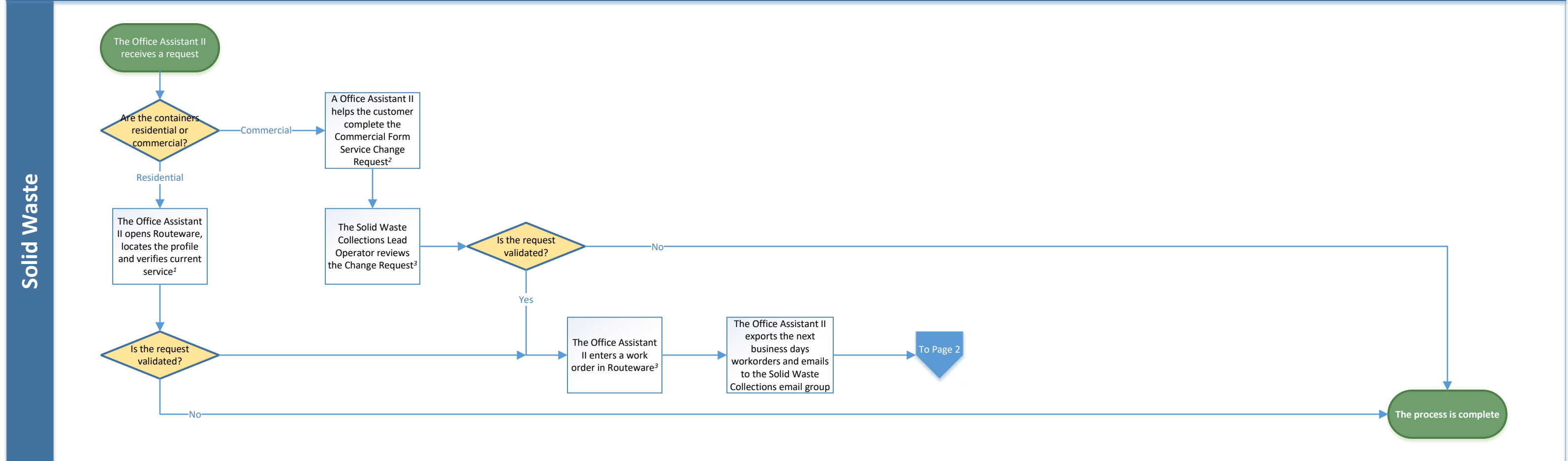


Notes

¹Verification details if the transfer or change of business will be closing or if no action is needed.

Trash Service Changes (Map 14 Page 1 of 2)

Trash Start and Stops



Notes

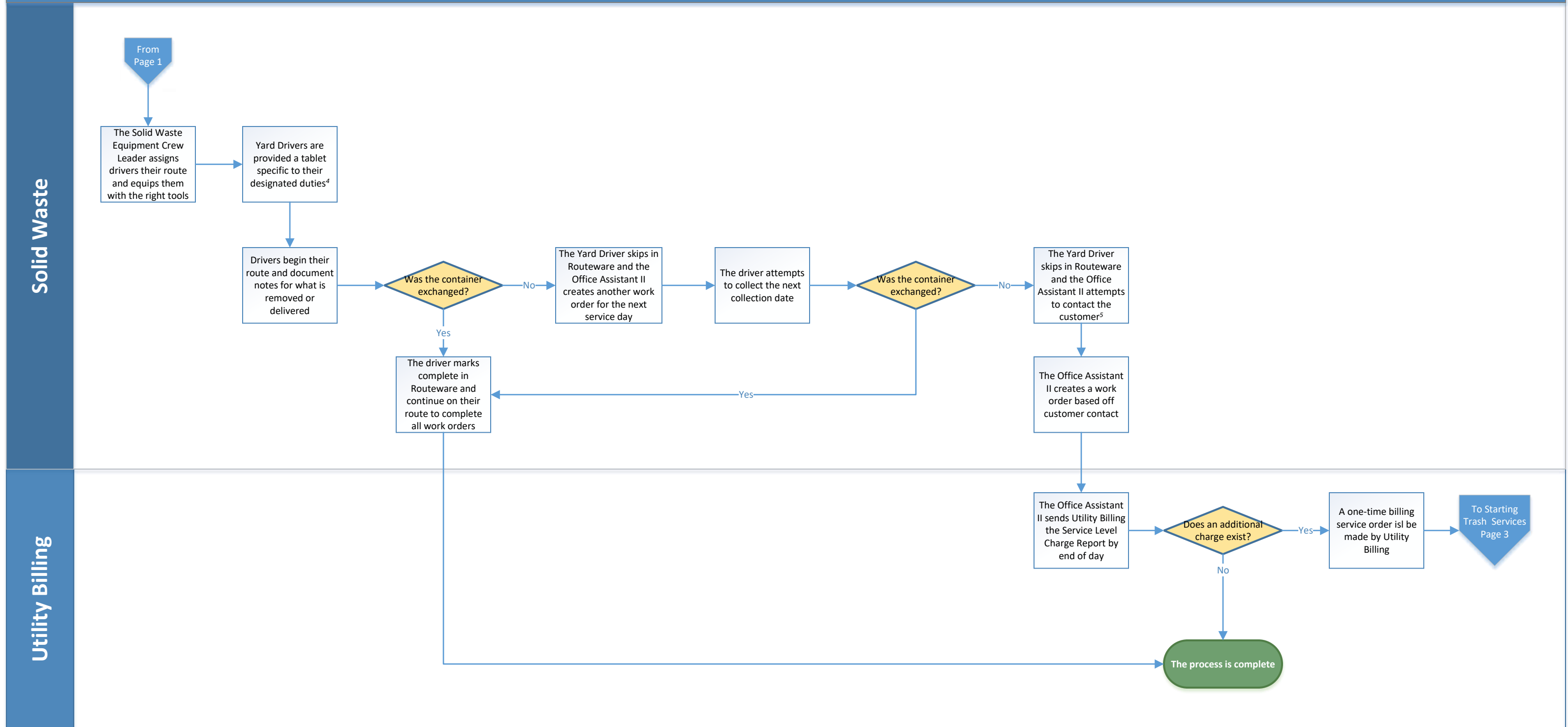
¹The Office Assistant II will verify the account number and personal information with the customer.

²Same processes as residential because it effects their billing)confirms account numbers, they provide general information such as who is calling/responsible party, contact information for future questions. They specify the current services and changes (increase/decrease of services). Staff let them know if there are additional questions or if approved changes will be seen within the next week.

³The Office Assistant II is providing information to for the Yard Drivers who are looking for service levels (4 to 2). Drivers will also share how the bins are looking aesthetically to gauge if they need to be replaced.

Trash Service Changes (Map 14 Page 2 of 2)

Trash Start and Stops



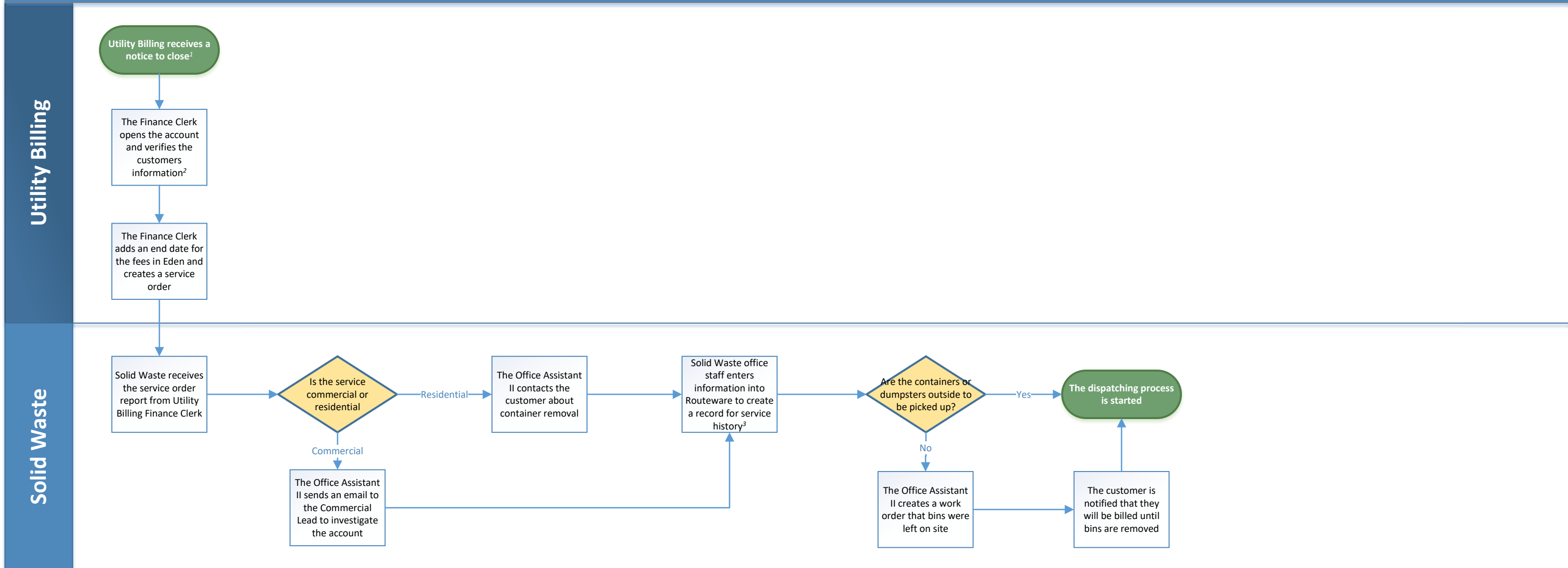
Notes

⁴Each tablet is equipped with Routeware and represents either return service, residential, commercial or the solid waste yard.

⁵If unable to get in contact with a customer, Solid Waste will make a comment through a change report process through Utility Billing. Through this process, the Solid Waste Collections Supervisor makes a comment that the customer will still be billed for what they have so that billing does not stop and Utility Billing knows what to bill. Notes are sent to Utility Billing and tracked in Eden.

Closing Trash Account (Map 15 – Page 1 of 1)

Trash Start and Stops



Notes

¹This can be received by fax, in-person, or email.

²The Finance Clerk will verify the customer's social security number, account number, or government ID if in person. The person closing the account must be the responsible party on the account or spouse. If the information is incorrect, the account cannot be closed. If the customer is in office, they have the customer sign the slip, and if not, they print the slip out and send a confirmation via email for the customers record.

³The Office Assistant II enters the following information: how the request was received and the responsible party's initials. The customer is asked to leave the bins out for removal while asking if they have vacated the property.

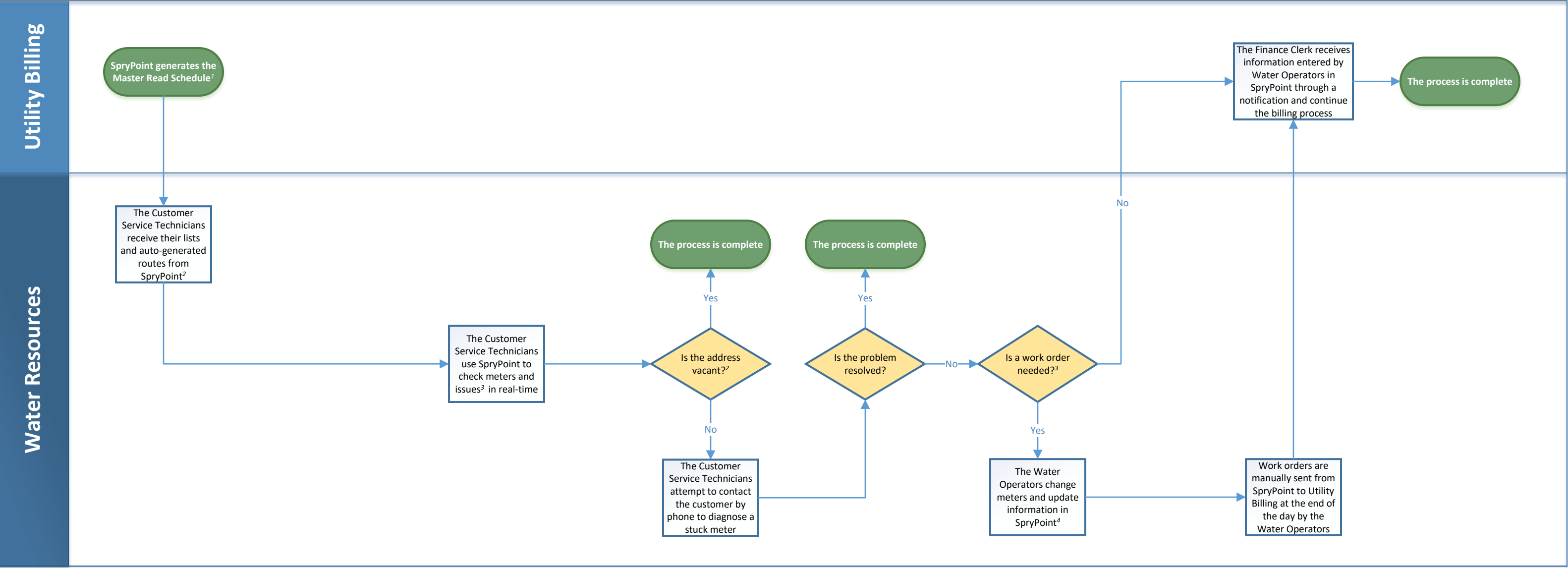
⁴Once the customer account is closed, staff create a vacant notice by copying the record or reuse the account (can only refuse an account 10 times)

⁵Information includes when the site became vacant and if the customer was unable to put the bins out. Staff will modify the start date and, possibly, the size and retrofit them so they are ready for the next possible pick-up date. If containers can be removed, staff delete the refuse line in Eden.

Attachment E — “To Be” Process Maps

Edit List - Zero Consumption / No-Read (Map 1 – Page 1 of 1)

Billing Process



Notes

¹A Master Read Schedule for water meters is a timetable that outlines when water meters are read in a particular area. This schedule can be monthly, bi-monthly, or follow another time frame depending on the utilities policies and the type of meter. SpryPoint will have the ability to generate reports on a frequency determined by department staff.

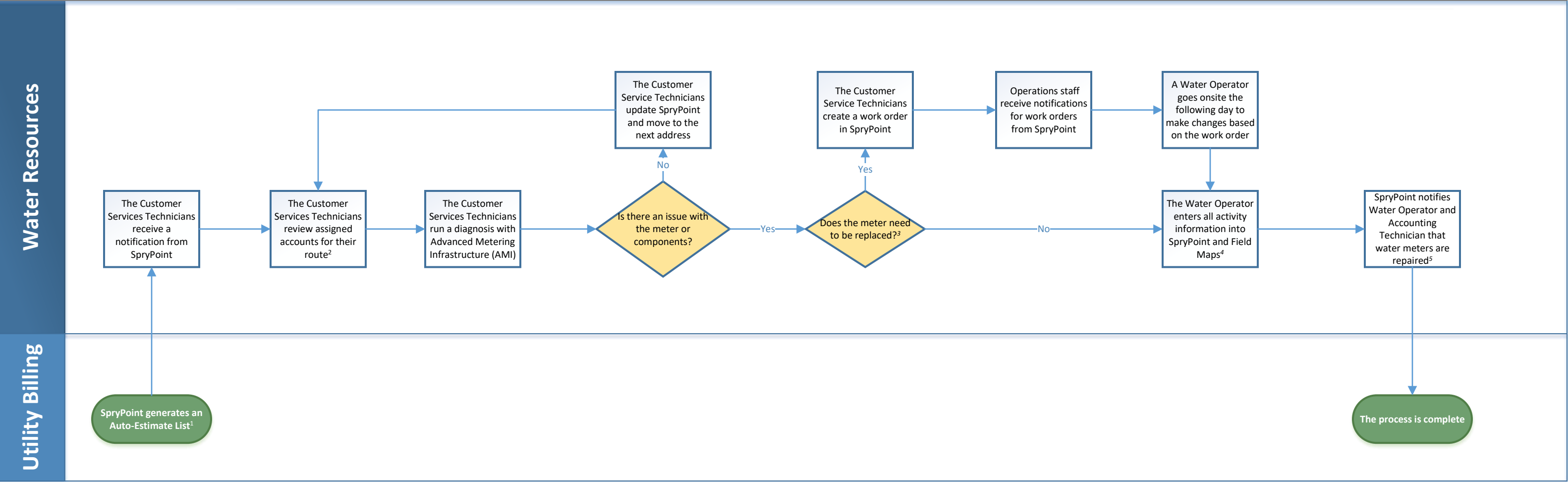
²The auto generated list should provide Customer Service Technicians with no-reads, high reads, low reads, zero consumption and highlight repeat cases.

³Fixable vs. replaced: If the meter is stuck, it needs to be replaced.

⁴After determining whether a work order is necessary, the Water Operators proceed with their route, which usually takes two to three days to complete.

Edit List - Auto-Estimate (Map 2 – Page 1 of 1)

Billing Process



Notes

¹SpryPoint will have the ability to generate reports on a frequency determined by department staff.

²This responsibility is split amongst the four Customer Service Technicians. There is no order for assignments. Staff regularly check over 100 addresses.

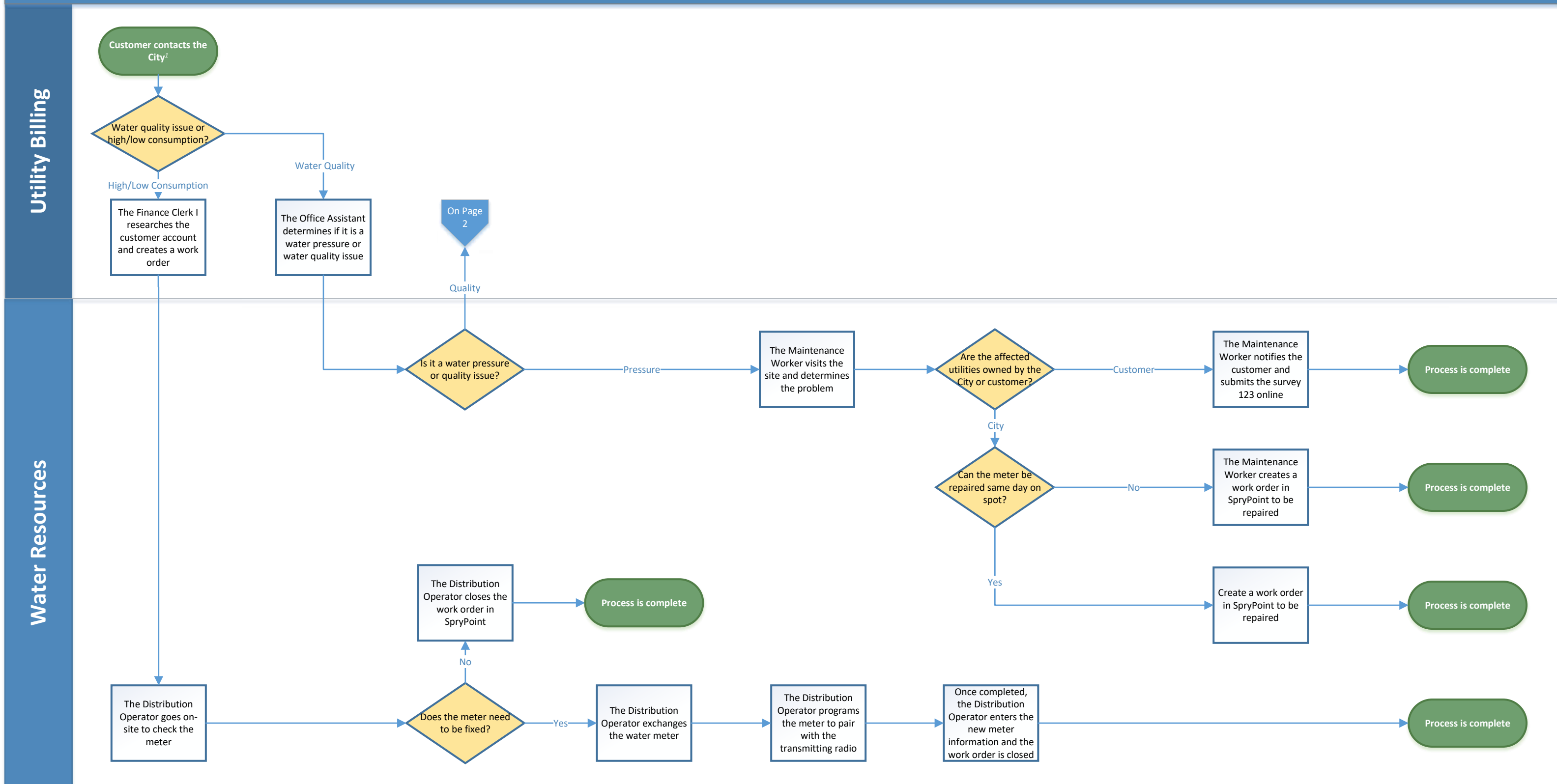
³The transmitting radio will be rebooted or replaced and paired with the meter. The pigtail wire between both units will be checked. If the meter does not function or communicate with electronics, a work order is made. Operators normally carry meters that can be exchanged 5/8" to 1". Larger meters may require an appointment due to serving multiple units

⁴Field Maps will document any changes including updated or removed meter IDs, meter sizes, and radio IDs. ArcGIS Field Maps, a robust GIS field application, enables map viewing, new data collection, and existing data inspection by the Utility Department. Workforce is utilized to generate prioritized task lists for field teams and monitor work progress from the office. However, it is important to note that Workforce and ArcGIS Field Maps do not integrate with Eden.

⁵SpryPoint will automatically update the customer account with new activity information.

Meter Exchange (Map 3 – Page 1 of 2)

Water Dispatch to Field Employees

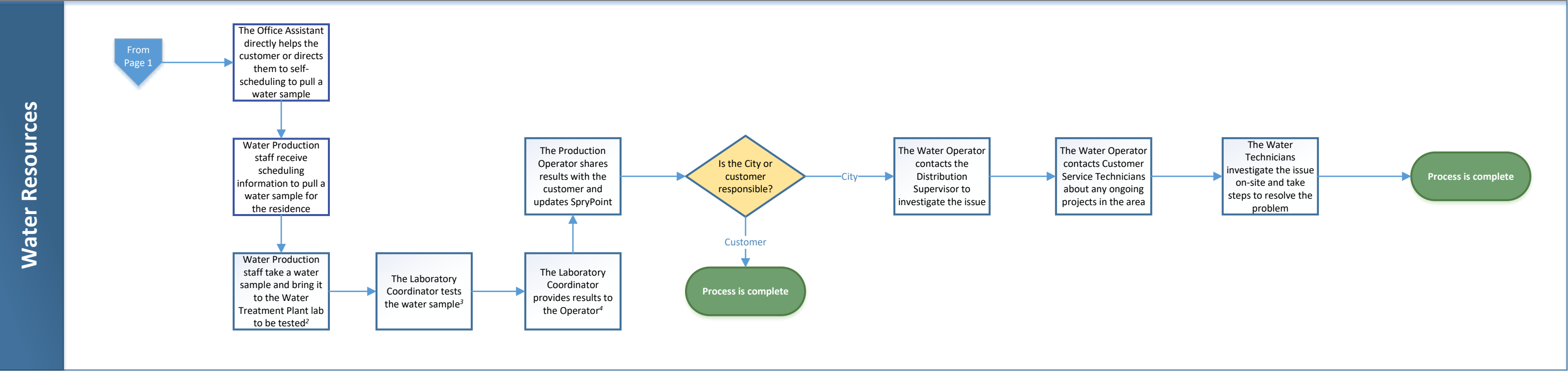


Notes

¹Routing customer complaints from Finance before they were received by Utilities may result in delays.

Meter Exchange (Map 3 – Page 2 of 2)

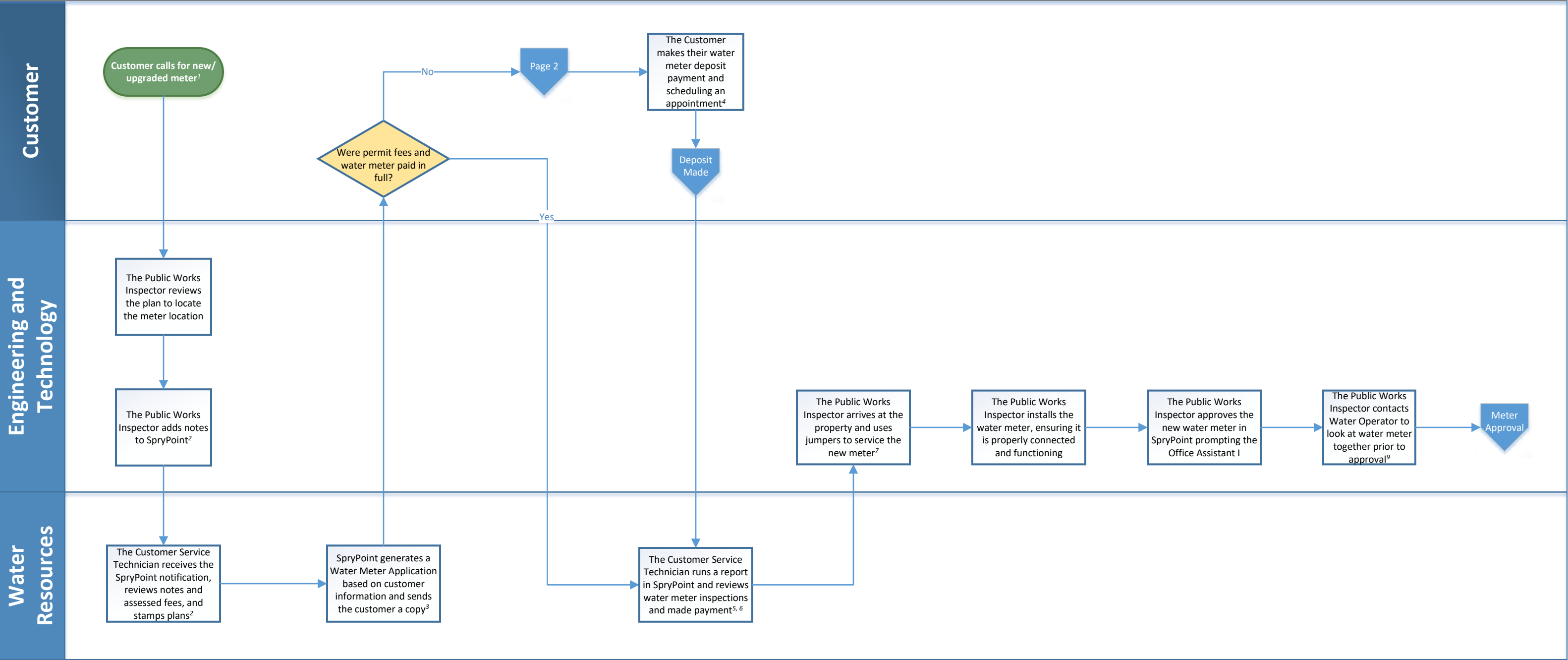
Water Dispatch to Field Employees



Notes
²The Customer Service Technician takes a sample from a nearby hydrant to the lab located at the Water Treatment Plant to be tested by the Lab Coordinator. Customer Service Technicians have appropriate equipment in their vehicles to transport samples.
³Tests can take upwards of an hour and require 0.5 liters of water.
⁴The Lab Coordinator can also notify the customer directly. The customer is typically notified of the finds, but not all the time.

New Water Meter Installs (Map 4 – Page 1 of 2)

New Water Meter Installs



Notes

1Customers can contact either the Water Resources or Utility Billing staff, who will then connect them to the Engineering and Technology to speak with the Public Works Inspector

2Upon entry into SpryPoint, based on the application uploaded by the Public Works Inspector, SpryPoint should automatically apply the correct fees.

3Once the plans for Central Square have been approved by all relevant departments (Building, Permits, Parks and Recreation, Waste Water, and Fire), the Permit Technician is the final authority to review the permit. This includes assessing fees, stamping plans, and reviewing notes. Only after this final review by the Public Works Inspector, SpryPoint is officially opened.

4The Contractor needs to pay the permit fees and a \$1,000 water meter deposit for meter configuration/installation.

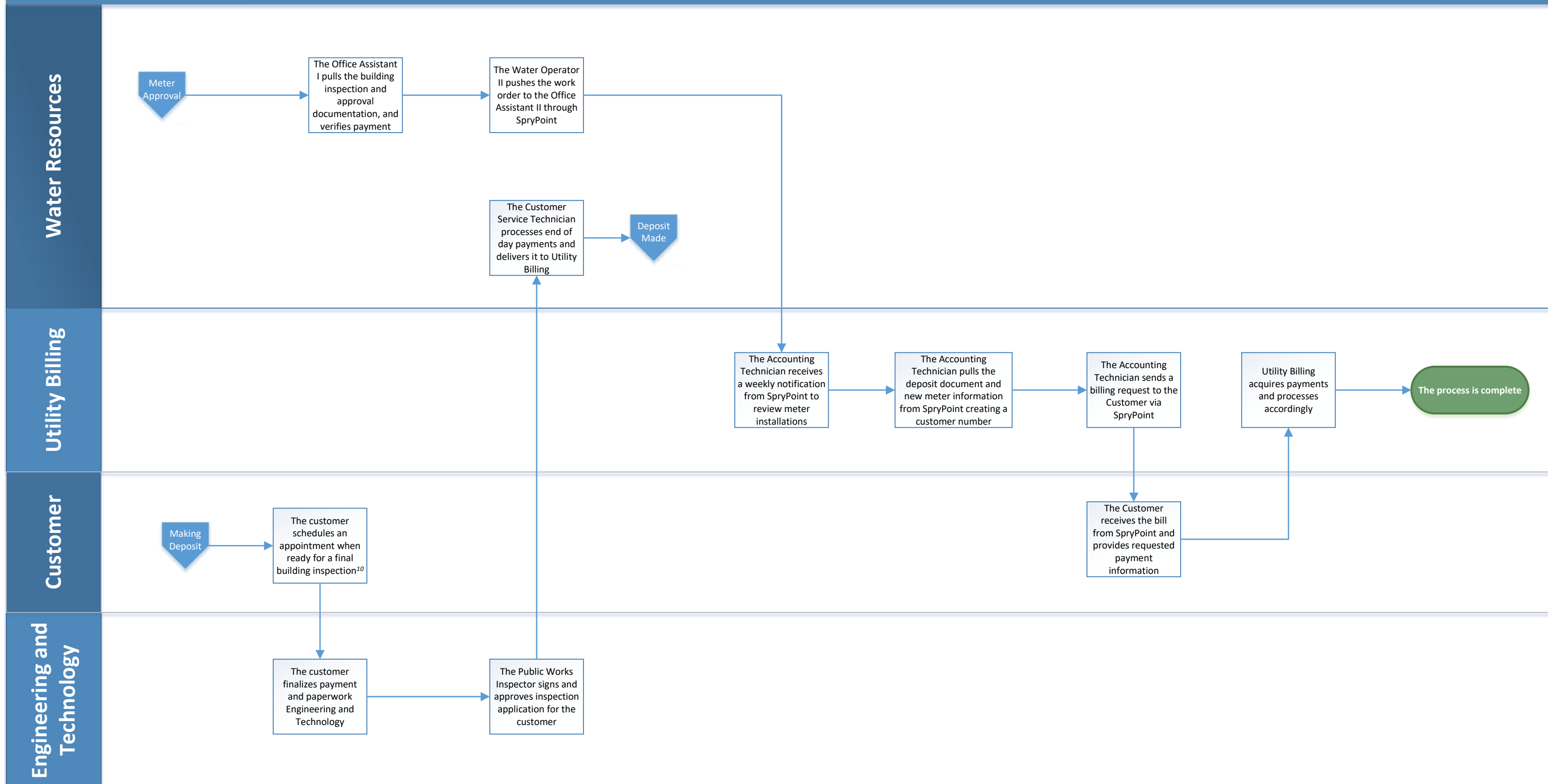
5The Permit Technician sends a notification for the report to the Utility Billing Manager. The Utility Billing Manager takes the lines from an Excel spreadsheet and enters it into a separate dwelling unit equivalents (DEU) spreadsheet. Utilities is looking at the DEUs annually to see if water rights numbers are decreasing. The Permit Technician will also verify the size, location and verify that a deposit has been paid.

6The Utility Billing Manager uses this information to create a DEUs spreadsheet reconciling the end of month general ledger. If numbers don't balance, Utilities Billing Manager reviews the entries in the GL and Tyler Cashiering. If the General Ledger doesn't balance to Tyler Cashiering, the Utility Billing Manager checks with Community Development to identify the cause

7A meter jumper is a device used in utilities during the servicing or replacement of a meter. The meter jumper is used to 'jump' around the meter being serviced creating a temporary electrical connection that bypasses the meter.

New Water Meter Installs (Map 4 – Page 2 of 2)

New Water Meter Installs



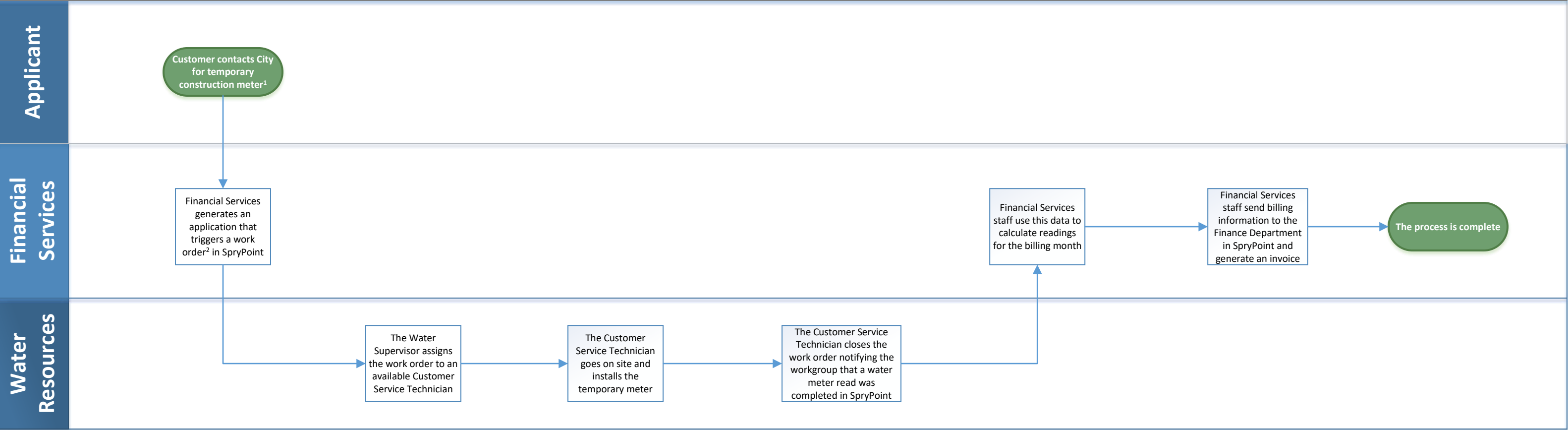
Notes

⁹The Water Operator II must install the meter within three days.

¹⁰This process can be triggered at any time in the process, this is mapped out to capture when a deposit is made. The remaining amounts will need to be paid before a final inspection occurs.

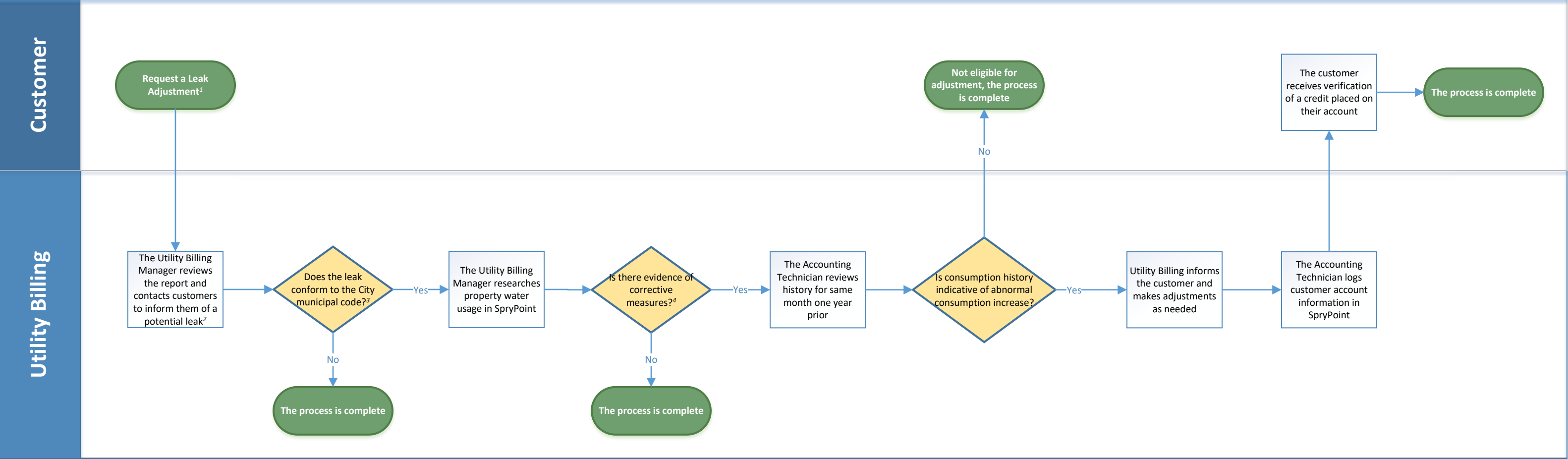
Temporary Construction Water Meter¹ (Map 5 – Page 1 of 1)

New Water Meter Installs



Notes
¹The Fire Department is unaware of the process and not part of the review process.
²The Financial Services staff are asking project specifics and documenting to know where and why the water is being used. Additionally, they need to know if the project is outside city limits, and if so, if the Utilities Director has signed off on the project. This is an internal procedure not documented on the form.

Leak Adjustments (Map 6 – Page 1 of 1)



Notes

¹Leak adjustment/High-water consumption report requests can be triggered from an internal report showing higher than average consumption, or a customer calling when a spike in billing occurs. The report is located in Eden and details abnormally high water consumption.

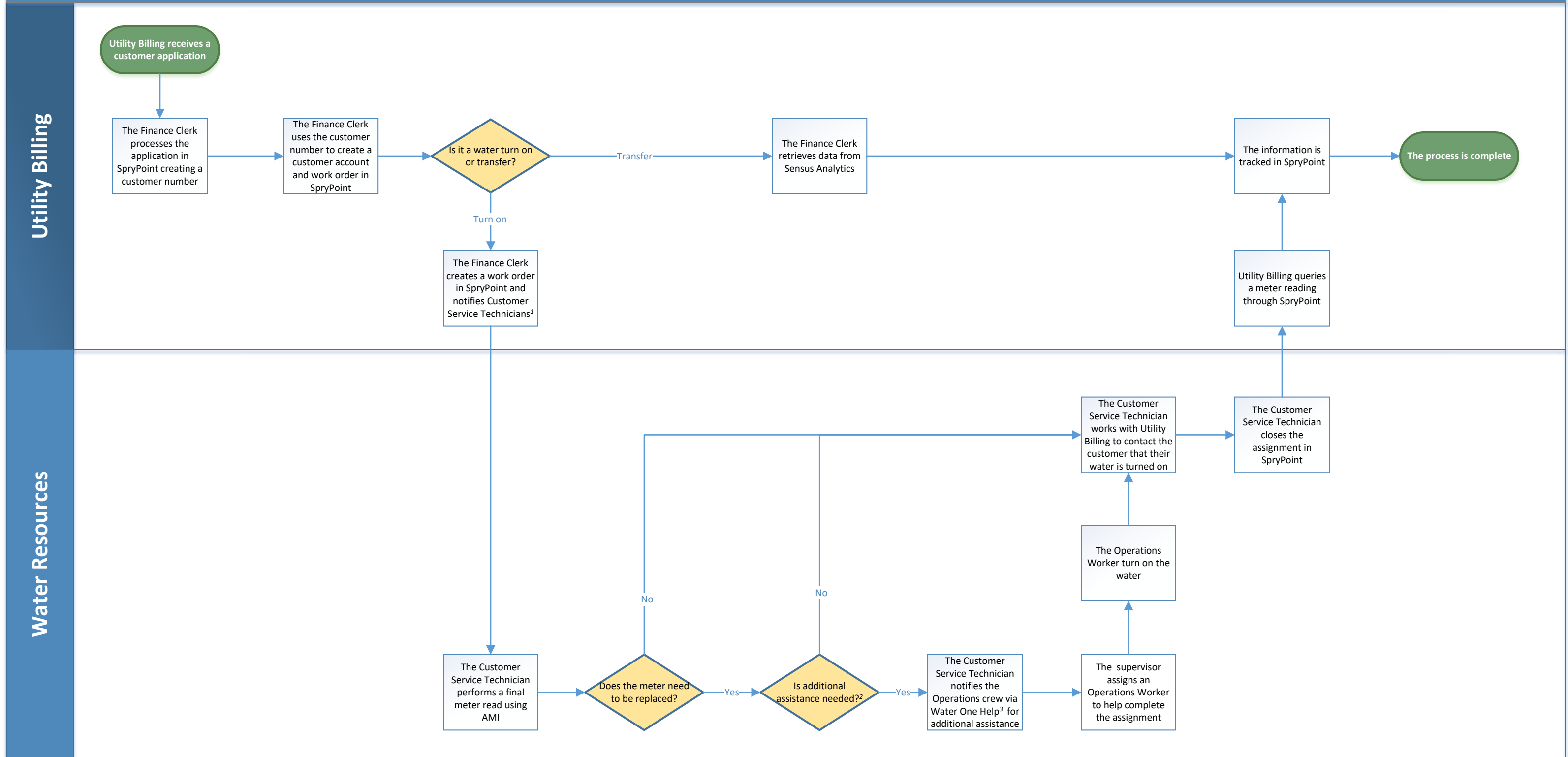
²The Utility Billing Manager requests that the customer provides proof that the leak was fixed along with a written statement.

³According to the municipal code, there is a provision for disputed accounts where excess water usage is recorded outside of normal care. Utilities can manage these disputes based on average consumption, past records, and applicable fees/charges within the municipal code. If the request does not comply with the City municipal code, no adjustment will be made. Utility Billing will inform the customer and log the interaction into the customer's account in the CRM system.

⁴Utility Billing discounts the two highest bills (rates) based on last year's history and run it against the rate they're billed. The average is then split. This can amount to upwards of 50% off on the 2 highest bills. The customer must provide proof that it was leaking and are able to show that water is normalizing. There is no formal dollar amount to stay under. This has historically been decided by best practice.

Starting Service (Map 7 – Page 1 of 1)

Water Consumption Starting Service



Notes

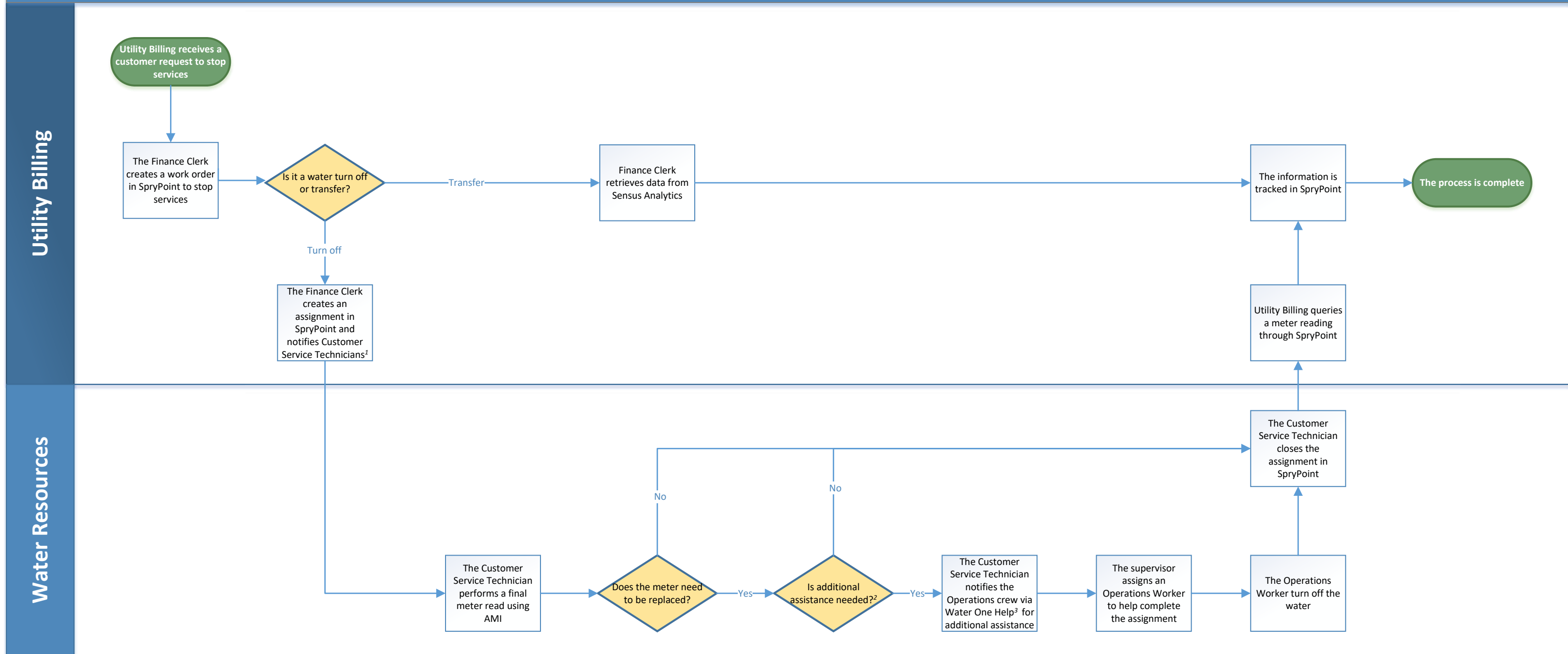
¹ Staff will start an assignment in SpryPoint. Customer Service Technicians will go into Field Maps, locate the meter and then add the date, type of work, location of meter, and take an initial read.

² Staff require backup at least once a week. This is due to safety problems with the houseless population and when the meter is located underground, requiring a special tool to help locate it.

³ Water One Help is a roaming cellphone that stays within the Water Resources team to make communication between staff quicker. Water Resources, Utility Billing and the Police Department have access to the line for emergencies.

Stopping Service (Map 8 – Page 1 of 1)

Water Consumption Stopping Service



Notes

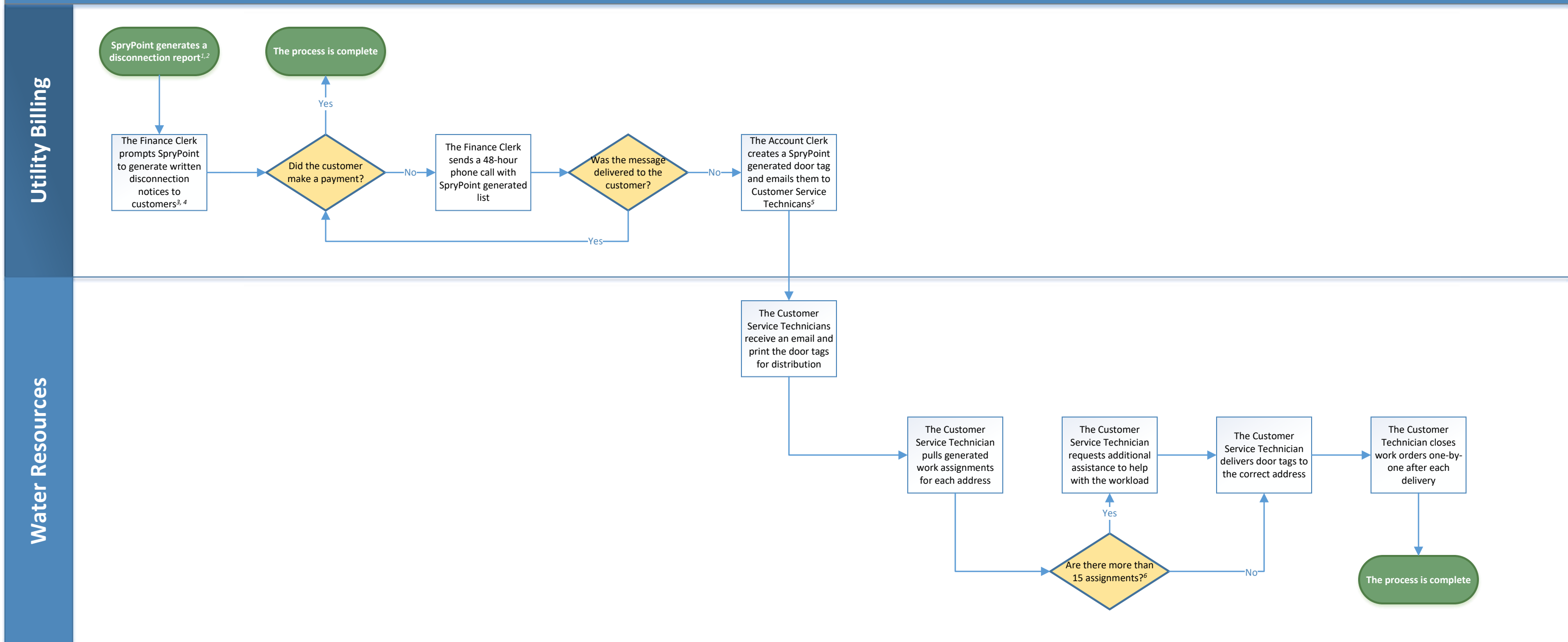
¹ Staff will state an assignment in SpryPoint. Customer Service Technicians will go into Field Maps, locate the meter and then add the date, type of work, location of meter, and take an initial read.

² Staff require backup at least once a week. This is due to safety problems with the houseless population and when the meter is located underground, requiring a special tool to help locate it.

³ Water One Help is a roaming cellphone that stays within the Water Resources team to make communication between staff quicker. Water Resources, Utility Billing and the Police Department have access to the line for emergencies.

Delinquent Accounts (Map 9 – Page 1 of 1)

Written Disconnection Notice and 48-Hour Call



Notes

¹SpryPoint will have the ability to generate reports on a frequency determined by department staff.. The report is populated and data driven and filters payment arrangements while checking against payments that are passed due. It removes the payment plan and notates that an account will receive a written disconnection notice.

²The report is populated and notes that an account and its customer will have their payment plan removed and receive a written disconnection notice. There is also a \$15 fee.

³A notice is sent two weeks after the original due date. The Account Clerk sends this out as a written notice.

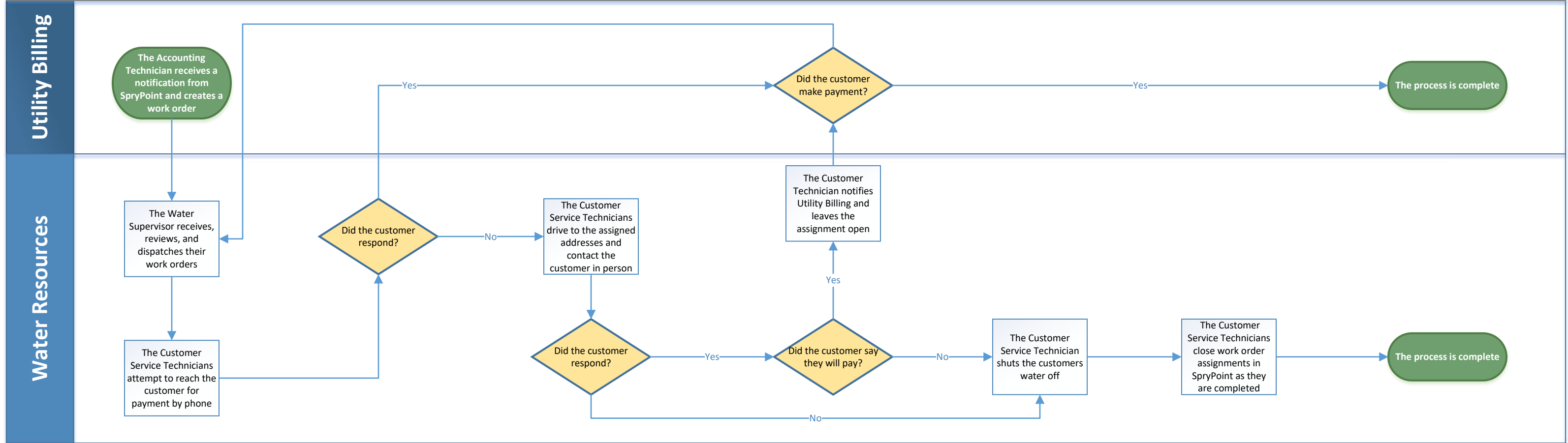
⁴The Account Clerks will program SpryPoint to run reports for morning payments (three different reports will be generated). They are checking the drop box at the department for last second payments, and check the online payment portal to see if delinquent accounts made payment. These are all manual checks.

⁵Custom door tags include the following information: account number, amount due, customer name, address, and date of the tag. Door tags make mention that water will be shut off in 48 hours.

⁶A query of all accounts that received the 48-hour phone call is made and a \$5 penalty fee is added to those accounts. The same task is completed for accounts that received a door tag, which is \$25.

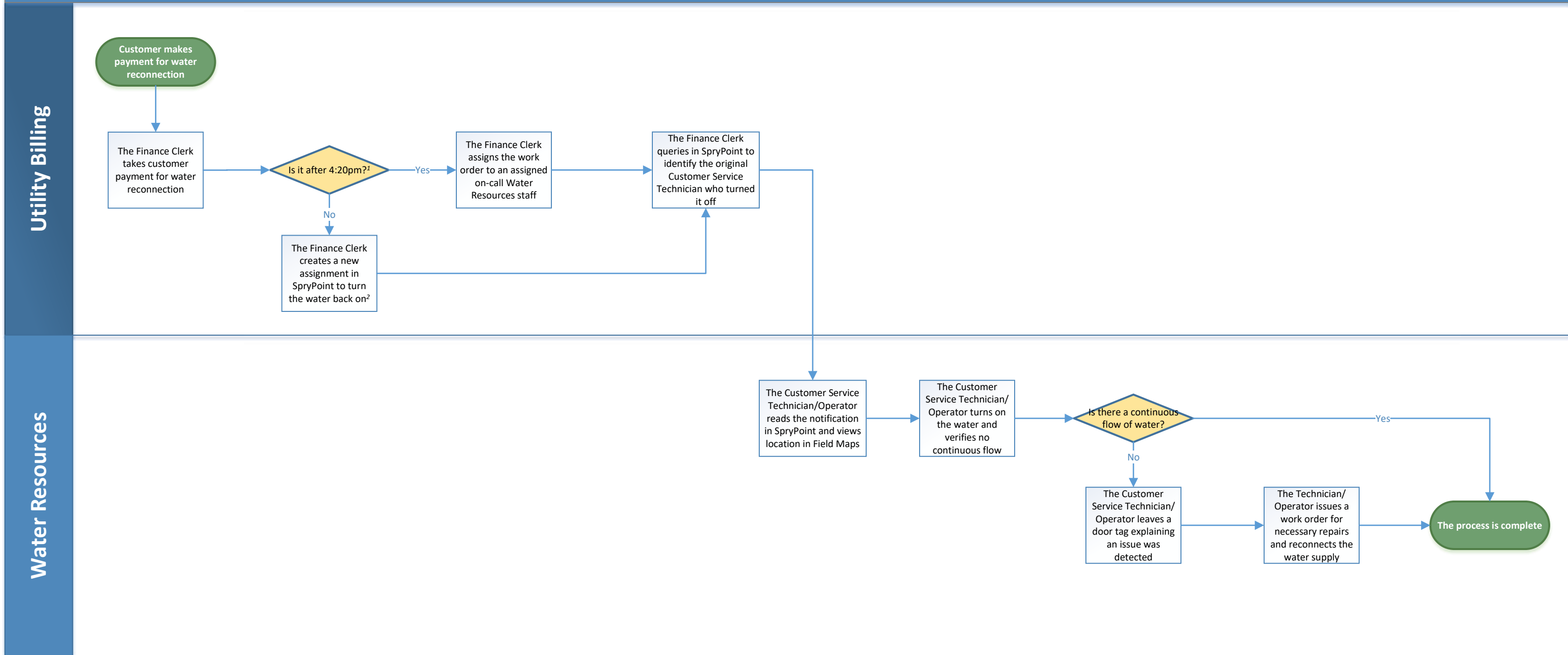
Delinquent Accounts (Map 10 – Page 1 of 1)

Water Disconnection



Delinquent Accounts (Map 11 – Page 1 of 1)

Water Reconnection



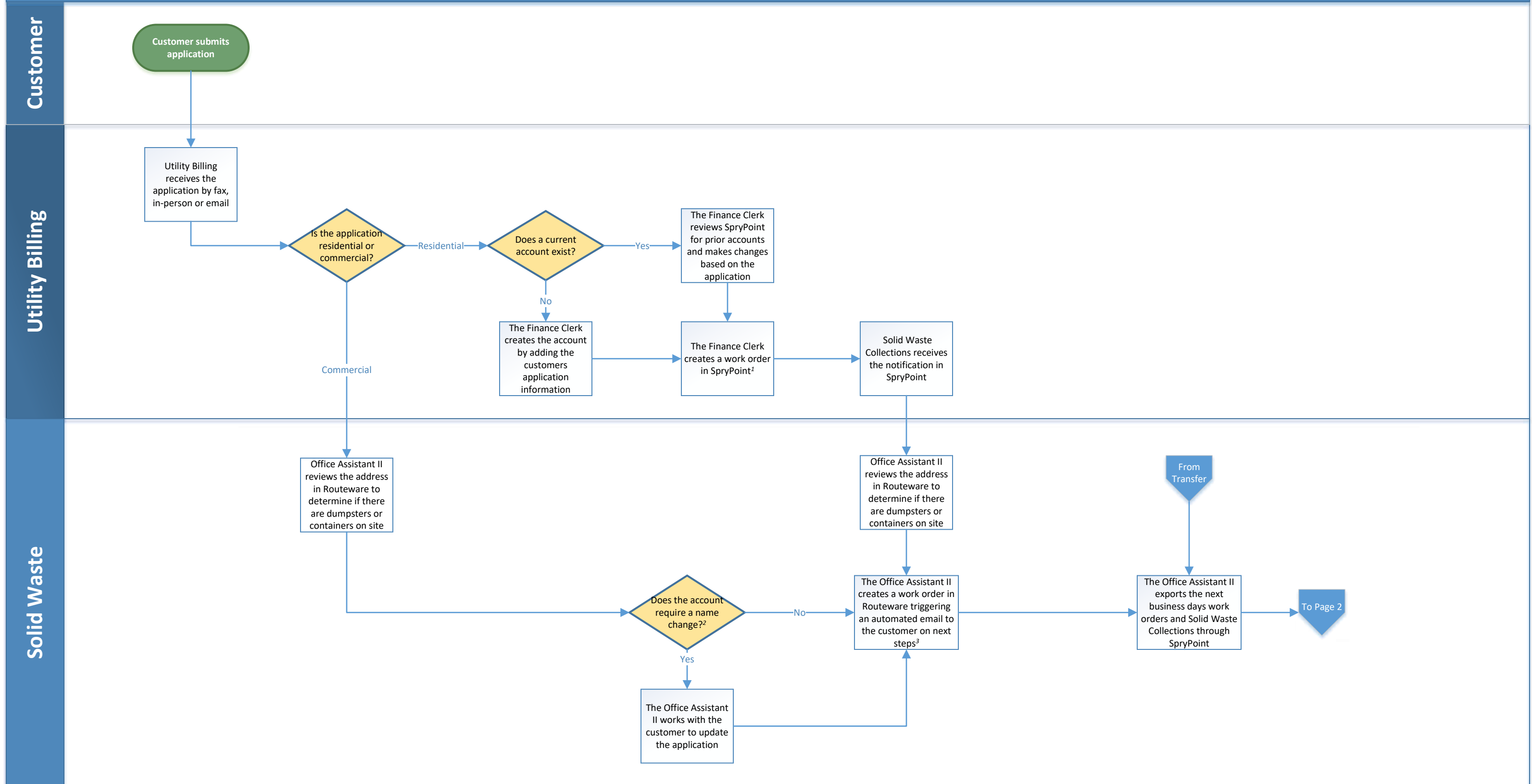
Notes

¹Customer Service Technicians are assigned to complete their work by 4:15pm. Afterhours fees begin for customers beginning at 4:30pm. Anything after 5pm is assigned to the on-call staff.

²Water reconnections are typically assigned to the same Customer Service Technician that did the original disconnection for non-payment.

Starting Trash Services (Map 12 – Page 1 of 3)

Trash Starting Service



Notes

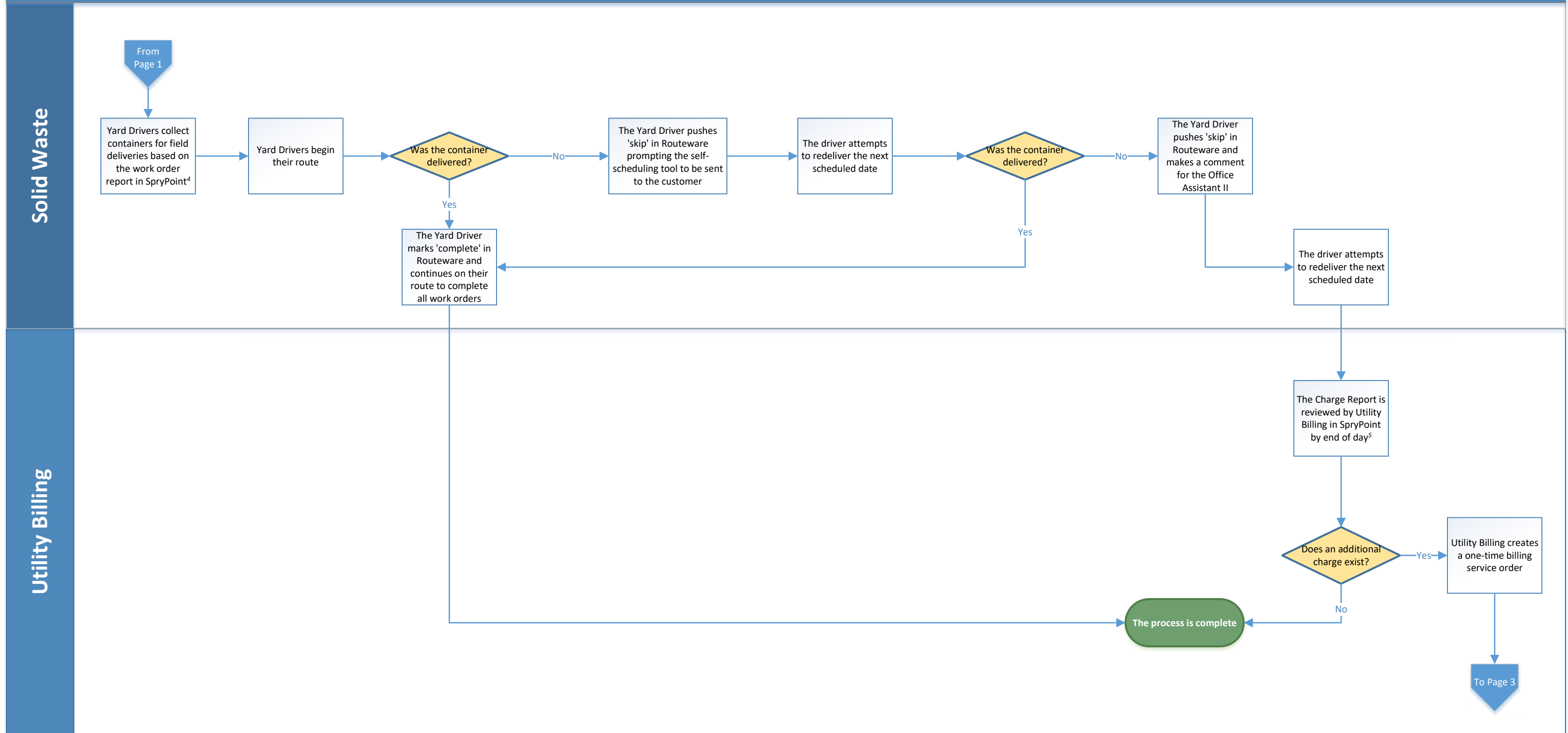
¹The work order includes the start date, number of containers being delivered, service size and number of pick-ups.

²Name changes can occur with new franchise owners.

³The Office Assistant II enters the customer address, attaches the type of waste collection action and includes detailed notes to aid field staff in removing and/or delivering containers and dumpsters.

Starting Trash Services (Map 12 – Page 2 of 3)

Trash Starting Service



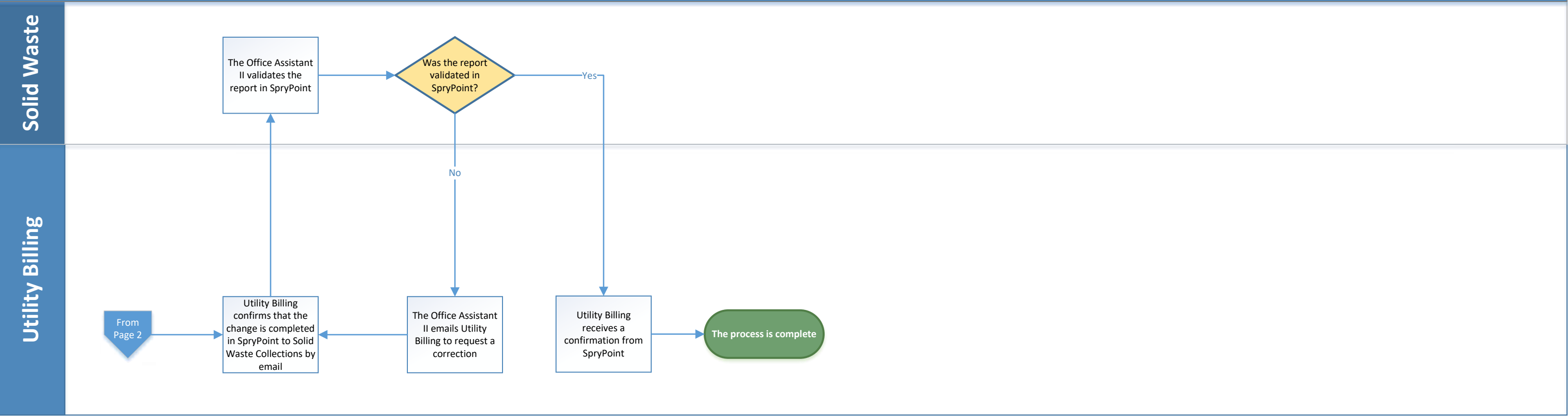
Notes

⁴Yard Drivers are provided a tablet specific to their designated duties. Each tablet is equipped with Routeware and represents assigned routes for either residential, commercial or the yard.

⁵If unable to get in contact with a customer, Solid Waste will notify Utility Billing through a charge report. Through this process, Utilities notifies that the customer will still be billed for what they have so that billing does not stop and Utility Billing knows what to bill. The Charge Report is emailed to Utility Billing and tracked in SpryPoint.

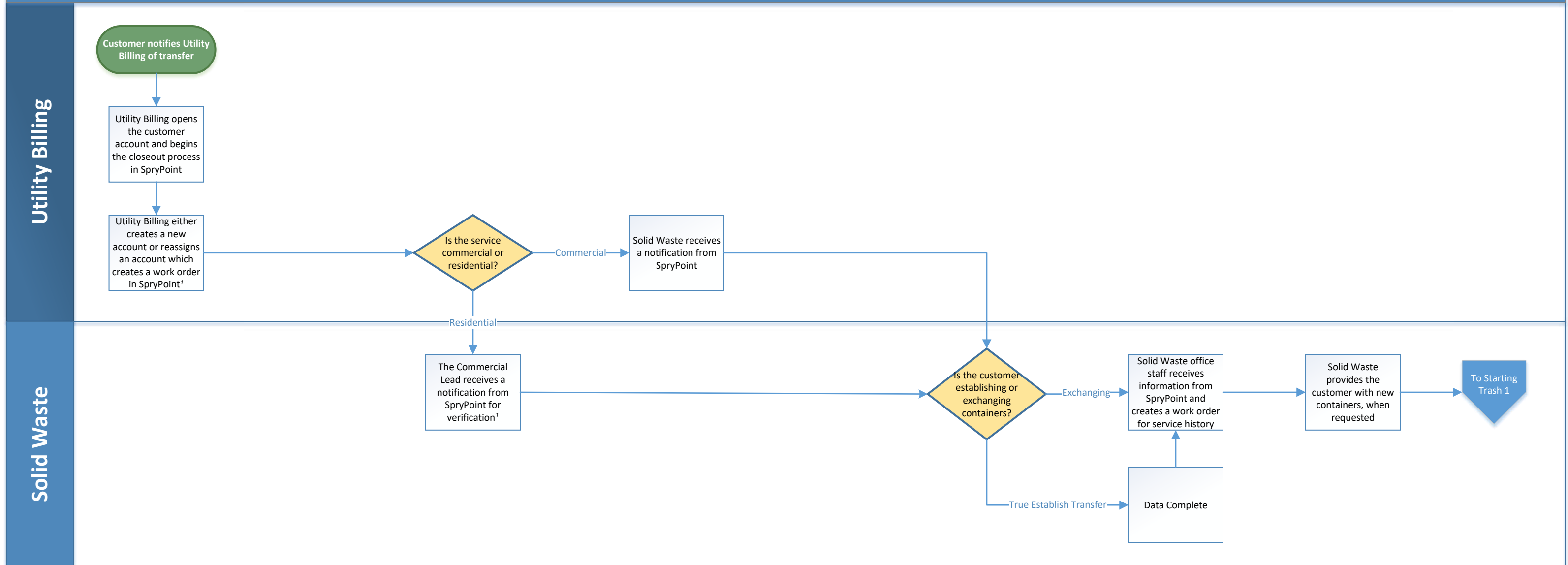
Starting Trash Services (Map 12 – Page 3 of 3)

Trash Starting Service



Transfers (Map 13 – Page 1 of 1)

Trash Start and Stops

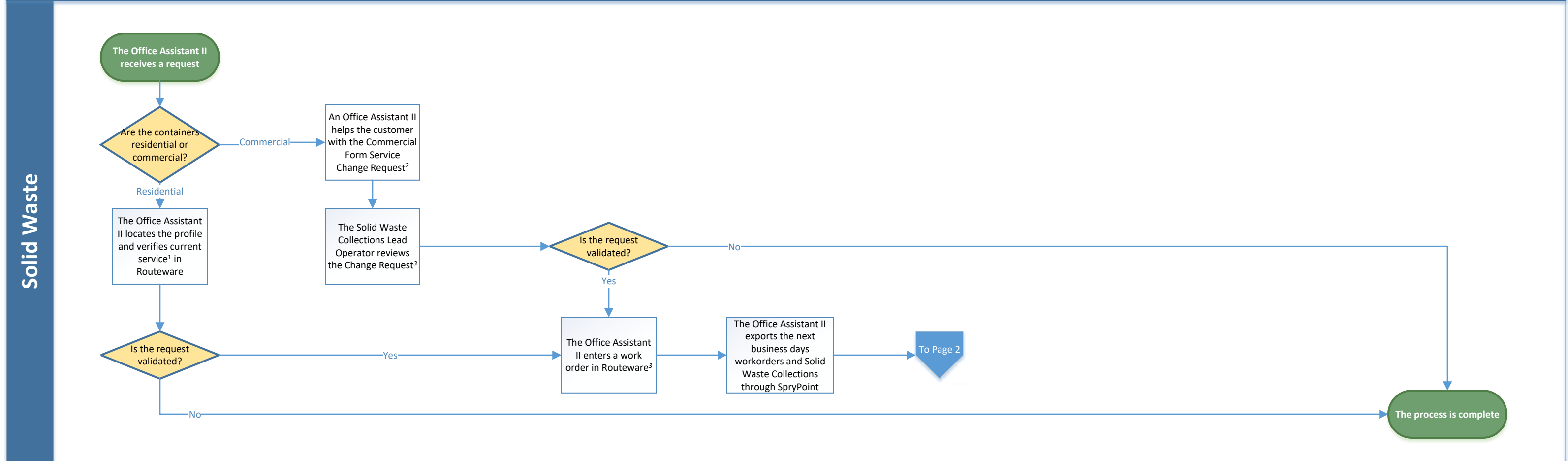


Notes

¹Verification details if the transfer or change of business will be closing or if no action is needed.

Trash Service Changes (Map 14 Page 1 of 2)

Trash Start and Stops



Notes

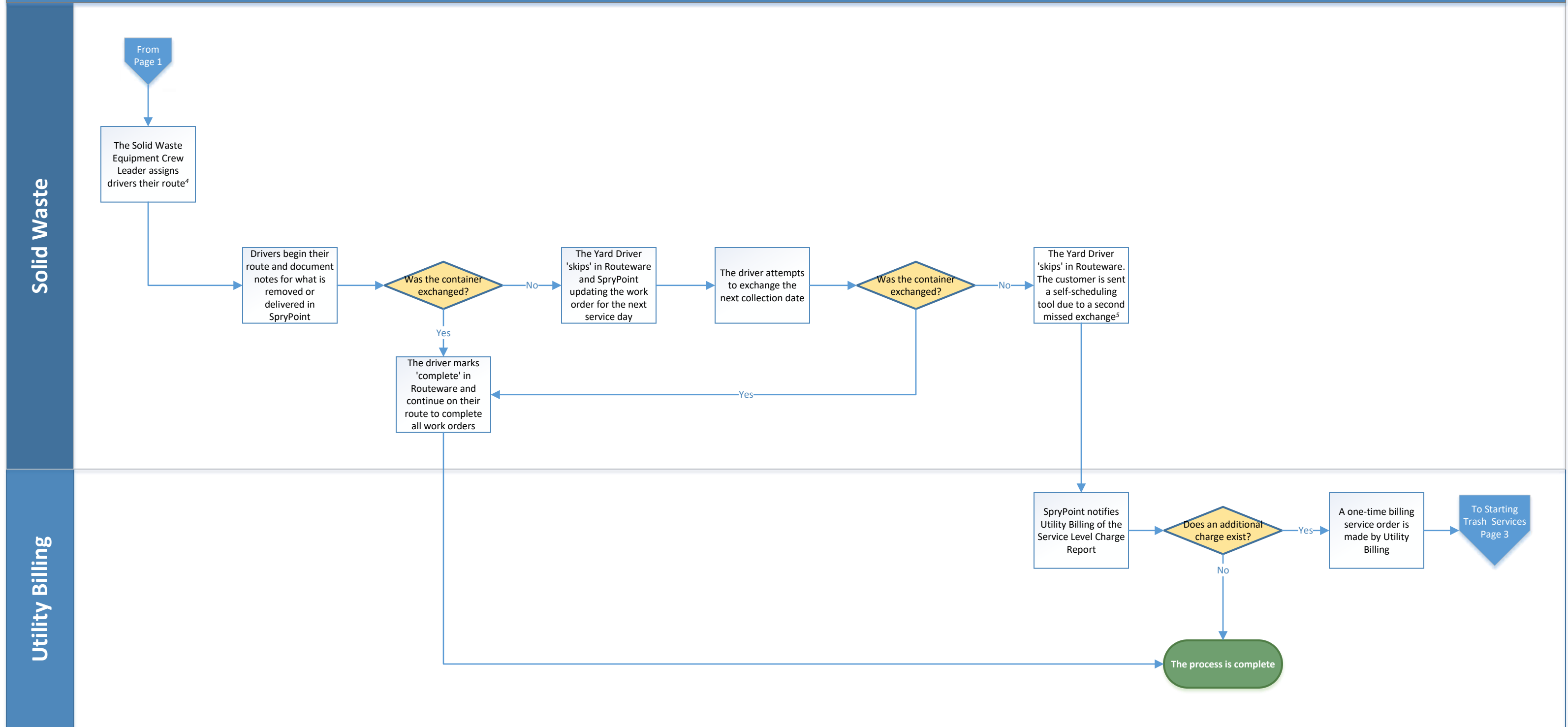
¹The Office Assistant II will verify the account number and personal information with the customer.

²Same processes as residential because it effects their billing confirms account numbers, they provide general information such as who is calling/responsible party, contact information for future questions. They specify the current services and changes (increase/decrease of services). Staff let them know if there are additional questions or if approved changes will be seen within the next week. If the customer is in person or on the phone, the Office Assistant II will immediately help the customer complete the Commercial Form Service Change Request. If a request is received via mail or fax, the Office Assistant II will send the customer a self-scheduling link.

³The Office Assistant II is providing information to for the Yard Drivers who are looking for service levels (4 to 2). Drivers will also share how the bins are looking aesthetically to gauge if they need to be replaced.

Trash Service Changes (Map 14 Page 2 of 2)

Trash Start and Stops



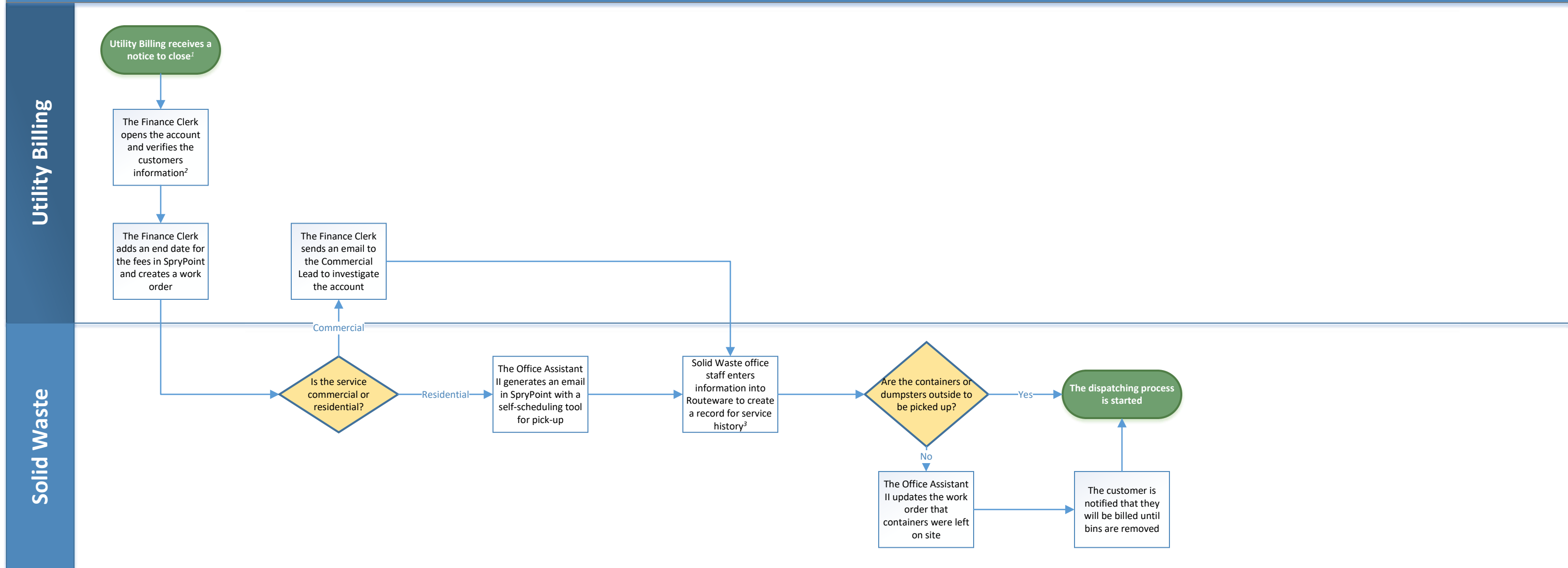
Notes

⁴Yard Drivers are provided a tablet specific to their designated duties. Each tablet is equipped with Routeware and represents assigned routes for either residential, commercial or the yard.

⁵If unable to get in contact with a customer, Solid Waste will make a comment through a change report process through Utility Billing. Through this process, the Solid Waste Collections Supervisor makes a comment that the customer will still be billed for what they have so that billing does not stop and Utility Billing knows what to bill. Notes are sent to Utility Billing and tracked in Eden.

Closing Trash Account (Map 15 – Page 1 of 1)

Trash Start and Stops



Notes

¹This can be received by fax, in-person, or email.

²The Finance Clerk will verify the customer's social security number, account number, or government ID if in person. The person closing the account must be the responsible party on the account or spouse. If the information is incorrect, the account cannot be closed. If the customer is in office, they have the customer sign the slip, and if not, they print the slip out and send a confirmation via email for the customers record.

³The Office Assistant II enters the following information: how the request was received and the responsible party's initials. The customer is asked to leave the bins out for removal while asking if they have vacated the property.

Attachment F — Fleet and Staffing Evaluation

Solid Waste Collections Fleet and Staffing Evaluation 2.0
Updated Date: 01/17/2025

Current Fleet

- **Automated Side Loaders (A/S/L):** 13 units + 9 holdovers
- **Commercial Front Loaders (C/F/L):** 13 units + 8 holdovers

Current Staffing

- **Supervisor:** 1
- **Lead Operators:** 2
- **Crew Leaders:** 2
- **S.W.E.O.I:** 14
- **S.W.E.O. II:** 10
- **M.W. I:** 2

Required Fleet

- **A/S/L:** 20 units (13 active, 7 spares)
- **C/F/L:** 16 units (10 active, 6 spares)

Projected Required Staffing by 06/01/2031

- **Supervisor:** 1
- **Lead Operators:** 2
- **Crew Leaders:** 2
- **S.W.E.O.I:** 17
- **S.W.E.O. II:** 13
- **M.W. I:** 2

Projected Fleet Requirements by 06/01/2031

- **A/S/L:** 20 units (16 active, 4 spares)
- **C/F/L:** 16 units (12 active, 4 spares)

City Growth Projections (2031)

- **Residential Route:** Add 3 A/S/Ls (1 trash, 1 recycle, 1 organics)
 - **Commercial Route:** Add 2 C/F/Ls (1 trash, 1 recycle)
-

Solid Waste Collections Recommendations

- **Fleet Expansion:** Start in CY 2025 to address aging fleet.
 - **Order Placement (January 2025):**
 - Order 4 A/S/Ls for 2028 delivery.
 - **Holdovers (CY 2025):**
 - Holdover 7 A/S/Ls for spares: 6417-16, 6411-19, 6414-19, 6412-14, 6423-16, 6425-16, 6451-16 to meet service demand.
 - Retire 10 additional holdover trucks.
 - **Additional Staffing:** Open recruitment for 3 S.W.E.O.I and 3 S.W.E.O.II in mid-2030 to have operators trained for the additional routes in 2031.
-

Key Summary

- **Fleet Needs by 2031:** 20 A/S/Ls, 16 C/F/Ls.
 - Order 4 A/S/Ls for 2028 delivery to meet Collections 2031 requirements and CA diesel cutoff.
- **Staffing Needs by 2031:** 17 S.W.E.O.Is, 13 S.W.E.O.IIs.
 - Hire 6 Operators in 2030 to meet Collections needs in 2031.
- **Additional S.W.E.O.s:** Adding more S.W.E.O.s will support operational needs and provide coverage for vacation and sick leave.

Solid Waste Collections Customer Growth Projections (2024-2029)

Single-Family Home Projections:

- **2026:** 304 new single-family homes
- **2028:** 290 new single-family homes
- **2030:** 180 new single-family homes anticipated just beyond the five-year period

Multifamily Development:

- **Total Units:** 821 units across three multifamily developments expected to come online within the next five years.

Anticipated Funding for Residential Containers:

- **2026:** \$70,000
- **2028:** \$65,000
- **2030:** \$45,000 anticipated just beyond the five-year period

Planned Allocation for Commercial Dumpsters:

- **Total Estimated Budget:** \$80,000 over the next five years (preliminary estimate).

Additional Considerations:

- In addition, the Building Department “Com-Dev” receives on average 35 applications a month for Accessory Dwelling Units (ADUs).

Summary:

This growth projection outlines the expected increase in residential and multifamily units, along with the corresponding funding allocations for Solid Waste Collection. Regular updates from Community Development will provide further insights into potential growth drivers.

Attachment G — Position Profile Template



[REDACTED] Utilities Department
Position Profile and Resource Guide – TEMPLATE
[INSERT JOB TITLE]

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Project Profile

Introduction

The [REDACTED] Utilities Department recognizes the value of preparing employees for career advancement and having an effective succession planning program that anticipates future staffing needs. Succession planning is a multi-pronged effort that anticipates staffing changes, encourages staff development, documents institutional knowledge, and ensures continuity of service. This *Position Profile and Resource Guide* has been created as a tool for employees interested in career advancement into this position and serves as a repository of central duties, job requirements, and essential skills, as well as important contacts and resources.

While some of this information will not be applicable to each position within the department, those with specialized knowledge and responsibilities should complete this entire document. Completion of the document should be done in collaboration with the administrative team.

Position Overview

Position Title

Add the name of the position being vacated.

Department/Unit

Add the department or unit to which the position belongs.

Current Job Holder

Add the name and contact information of the current job holder.

Successor

Add the name and contact information of the designated successor, if known.

Organization and Reporting Structure

Department administration to include the department organization chart. Summarize where the position resides, functions of the unit/division, and reporting structure.

Position Summary

Essential Responsibilities and Duties

Outline the primary responsibilities and duties associated with the position. Include both day-to-day tasks and broader strategic roles.

Critical Skills and Competencies

In collaboration with your supervisor, identify the essential skills, competencies, and qualifications required to excel in the position. List both technical and soft skills needed for effective job performance.

High-performing organizations succeed because their employees exhibit desired critical competencies. A competency is a set of skills, attributes, and behaviors used to define and measure an individual's effectiveness. Competencies provide a structured guide for the professional development of individuals interested in career advancement.

All employees use multiple competencies to perform their job. The [REDACTED] Utilities Department identified workplace competencies that contribute to an individual's success. The table below shows which of the competencies are most important for success *in this position*, as ranked by individuals knowledgeable about the roles and responsibilities the position performs.

Crucial to Success	Extremely Important	Important
- List competencies here	- List competencies here	- List competencies here

Job-Specific Knowledge

Document specific knowledge areas that are unique to the role and not easily transferable without guidance. Include industry-specific knowledge, regulations, or best practices.

Minimum Requirements

Using the job description as a base, and in collaboration with the section supervisor, department administration should list minimum educational and experience requirements for the role. Include any required licenses, training, or certifications.

On the Job

Tools and Systems

List the tools, software, and systems regularly used in the role. Provide access instructions and details for any proprietary systems.

Field Operations and Safety

If the position involves fieldwork, consider adding a section about field operations, safety protocols, and any specialized equipment usage.

Permits and Regulations

Include information about relevant permits, licenses, and regulatory compliance that the successor needs to be aware of, especially if the role involves managing construction or public infrastructure projects.

Emergency Response and Disaster Management

If the position has responsibilities related to emergency response or disaster management, detail the procedures and coordination with other departments during emergencies.

Infrastructure and Assets

If the role includes asset management or maintenance, outline the key infrastructure and assets the position is responsible for overseeing.

Contacts and Stakeholders

Identify key internal and external contacts the role interacts with regularly. Provide a brief description of the nature of these interactions.

Data and Asset Management Systems

Include information about data management systems used to track assets, maintenance schedules, and work orders.

Budget and Resource Management

If the position involves budget management or resource allocation, provide insights into budgeting processes and financial responsibilities.

Cross-Department Collaboration

Identify other departments or teams the position collaborates with regularly.

Utilities Department Information

Utilities Projects and Priorities

Provide an overview of ongoing and upcoming utilities projects and their strategic priorities.

Long-Term Projects and Planning

If the role involves long-term planning, describe any ongoing or upcoming projects that will require continuity from the successor.

This Position

Utilities Regulations and Standards

Outline relevant utilities regulations, standards, and industry best practices that the successor should be aware of.

Progress Tracking and Evaluation

Establish methods for tracking the progress of knowledge transfer. Define key milestones and checkpoints to assess the effectiveness of the process.

Risk Mitigation Strategies

Identify potential risks or challenges that may hinder successful knowledge transfer. Propose strategies to mitigate these risks and ensure a smooth transition.

Succession Planning Action Items

Outline specific actions or initiatives to support the successor's development and readiness for the role. Include potential cross-training opportunities and exposure to related areas.

Resources and Information

Documentation and Resources

Specify the location of relevant documentation, manuals, guidelines, and resources related to the position. Include access instructions to shared folders or databases.

This section includes information on where to find important documents, including Standard Operating Procedures (SOPs), plans, schematics, drawings, and other relevant information.

What I Need to Find	Where to Find It	Contact Information

Supporting Contacts

Provide a list of individuals or departments that the successor can reach out to for additional support and guidance.

This section includes partners and contacts that have been essential and/or helpful to the success of this position. Many of the internal contacts can be completed by department administration and used for all position profiles. Any additional contacts can be added by the separating employee.

Resource	Department/Agency	How They Can Help	Phone/Email
Contacts			
Human Resources			
Finance			
Payroll			
Credit cards			
Training and safety			
Public Works			
Technology			
External Agency Contacts			

Sign-off and Approval

Include a section for relevant stakeholders to sign-off on the knowledge transfer plan, indicating their agreement and commitment to its implementation.

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: _____

Name: Caitlin Humrickhouse

Title: Principal

Date: 04/10/2026

CITY OF NORTH RICHLAND HILLS:

By: _____

Paulette A. Hartman

City Manager

Date: _____

ATTEST:

By: _____

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

-
- 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 - Information request and review: \$6,000 - As Is Process Maps (3 Maps): \$10,000 - Employee Interviews (14 Interviews): \$7,000 - Peer Benchmarking (5 peers): \$9,000 - Customer Satisfaction Survey: \$9,000 - Travel (Process map workshops): \$4,000	\$45,000
Phase 3 — Analyze current state and develop preliminary recommendations	\$16,000
Phase 4 — Recommend and report - Report Creation: \$16,000 - Travel (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.

CERTIFICATE OF INTERESTED PARTIES

FORM 1295

1 of 1

Complete Nos. 1 - 4 and 6 if there are interested parties.
Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.

OFFICE USE ONLY CERTIFICATION OF FILING

1 Name of business entity filing form, and the city, state and country of the business entity's place of business.

Baker Tilly Advisory Group, LP
Austin, TX United States

Certificate Number:
2026-1435507

Date Filed:
03/19/2026

Date Acknowledged:

2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.

North Richland Hills, TX

3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.

26-008
consulting services

4	Name of Interested Party	City, State, Country (place of business)	Nature of interest (check applicable)	
			Controlling	Intermediary
	Humrickhouse, Caitlin	Tampa, FL United States	X	

5 Check only if there is NO Interested Party.

☐

6 UNSWORN DECLARATION

My name is Caitlin Humrickhouse, and my date of birth is .

My address is Wells Fargo Building, 400 Ashley Drive Suite 1550, Tampa, FL, 33602, USA.
(city) (state) (zip code) (country)

I declare under penalty of perjury that the foregoing is true and correct.

Executed in Hillsborough County, State of FL, on the 19th day of March, 2026.
(month) (year)



Signature of authorized agent of contracting business entity
(Declarant)

CITY COUNCIL MEMORANDUM

FROM: The Office of the City Manager **DATE:** April 27, 2026
SUBJECT: Approve Resolution No. 2026-026, appointing members to the
Legislative Task Force of the City of North Richland Hills.
PRESENTER: Paulette Hartman, City Manager

SUMMARY:

At the March 23, 2026, City Council meeting, the City Council approved the establishment of the Intergovernmental and Legislative Affairs Program, including the creation of the Intergovernmental and Legislative Affairs Subcommittee of the City Council and the Legislative Task Force to be made up of 9 citizen volunteers recommended by the Mayor and appointed by the City Council. This memo presents the Mayor's recommended appointments for the nine resident members who will serve on the Legislative Task Force. Appointment of these members will complete the formation of the Legislative Task Force and allow it to begin its work in advance of the upcoming legislative cycle.

GENERAL DESCRIPTION:

On March 23, 2026, the City Council approved the creation of the Intergovernmental and Legislative Affairs Program to strengthen the City's ability to monitor, evaluate, and respond to legislative developments at the state and federal levels. As part of this program, the City Council also established the Legislative Task Force, a resident-led advisory body responsible for evaluating the potential community impacts of proposed legislation and providing recommendations to help shape the City's legislative agenda.

The Legislative Task Force consists of nine North Richland Hills citizens who volunteer their time to support the City's legislative engagement efforts. In accordance with the structure approved by the City Council, members are recommended by the Mayor and appointed by the City Council. All members serve two-year terms beginning in May of the year prior to a regular session of the Texas Legislature. The inaugural terms will begin in May 2026 and conclude in April 2028.

The Mayor, with input from the City Council, has identified nine qualified residents whose backgrounds, community involvement, and expertise will support the mission and responsibilities of the Legislative Task Force. Appointment of these members will allow the group to organize, receive orientation, and begin reviewing legislative issues relevant to the community.



The following individuals are recommended for appointments to the Legislative Task Force for terms beginning May 2026 and ending April 2028:

Linda Burt
Kyle Morris
Kyle Pekurney
Tito Rodriguez
Charlie Ruiz
Greg Stamps
Randy Tolleson
Mark Vaughn
Greg Vick

This item is presented to the City Council for consideration and action regarding the Mayor's recommendations for appointment to the Legislative Task Force as presented.

RECOMMENDATION:

Approve Resolution No. 2026-026, as presented.

RESOLUTION NO. 2026-026

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
NORTH RICHLAND HILLS APPOINTING MEMBERS TO
THE LEGISLATIVE TASK FORCE OF THE CITY OF
NORTH RICHLAND HILLS**

WHEREAS, the City of North Richland Hills' Intergovernmental & Legislative Affairs Program advocates, coordinates, and advances the City's legislative agenda to enhance the City's ability to govern and provide essential municipal and community services; and

WHEREAS, the purpose of the program is to ensure the City's interests are protected and enhanced through active involvement in the legislative process and strong intergovernmental relationships and to engage community leaders and partner organizations to advocate for the citizens of North Richland Hills; and

WHEREAS, pursuant to Resolution No. 2026-020 the City Council created a standing Intergovernmental & Legislative Affairs Subcommittee of the City Council and a Legislative Task Force made up of citizen volunteers recommended by the Mayor and appointed by the City Council to provide input into the City's Intergovernmental & Legislative Affairs Program; and

WHEREAS, the City Council finds it necessary to appoint citizen volunteer members to the Legislative Task Force to ensure membership across a broad area of expertise.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTH RICHLAND HILLS, TEXAS, THAT:

SECTION 1. The Legislative Task Force is hereby amended to consist of nine (9) members recommended by the Mayor and approved by City Council. Members would serve two-year terms beginning in May of the year prior to a regular session of the Texas Legislature, with the inaugural terms beginning in May 2026 and concluding in April 2028. Each subsequent term would end in April of the year following a regular legislative session.

The following members have been recommended by Mayor Jack McCarty for consideration by the City Council for appointment to the Legislative Task Force.

Linda Burt
Kyle Morris
Kyle Pekurney
Tito Rodriguez
Charlie Ruiz
Greg Stamps
Randy Tolleson
Mark Vaughn
Greg Vick

SECTION 2. The Legislative Task Force shall meet prior to and during state legislative sessions for the following purposes:

- Review educational information from City staff, industry leaders, and subject matter experts related to current issues and the proposed impact proposed legislation could have on the community.
- Provide input to the Intergovernmental & Legislative Affairs City Council Subcommittee and City staff on the City's legislative agenda and proposed legislation.
- Engage with the community and advocate for the community to state legislators during the Legislative Session.

SECTION 3. All resolutions that conflict with the provisions of this Resolution are hereby repealed, and all other resolutions of the City not in conflict with the provisions of this Resolution shall remain in full force and effect.

SECTION 4. If any provision of this Resolution, or application thereof, to any person or circumstance, shall be held invalid, such invalidity shall not affect the other provisions, or application thereof, of this Resolution, which can be given effect without the invalid provision or application, and to this end the provisions of this Resolution are hereby declared to be severable.

SECTION 5. The Mayor is hereby authorized to sign this Resolution and the City Secretary to attest. This Resolution shall become effective and be in full force and effect immediately in accordance with the provisions of the City Charter of the City of North Richland Hills.

AND IT IS SO RESOLVED.

PASSED AND APPROVED this the 27th day of April, 2026.

CITY OF NORTH RICHLAND HILLS

Jack McCarty, Mayor

ATTEST:

Alicia Richardson
City Secretary/Chief Governance Officer

APPROVED AS TO LEGALITY:

Bradley A. Anderle, City Attorney

APPROVED AS TO CONTENT:

Paulette A. Hartman, City Manager

CITY COUNCIL MEMORANDUM

FROM: The Office of the City Manager **DATE:** December 11, 2023

SUBJECT: Consider Ordinance No. 3955, amending Chapter 2, Article II, Division 2, Rules of Procedure of the Code of Ordinances of the City of North Richland Hills.

PRESENTER: Ad-Hoc Council Committee

SUMMARY:

The City Council will consider an ordinance amending the current Rules of Procedure to simplify language, comply with state law, and current City Council policies and practices.

GENERAL DESCRIPTION:

On January 12, 2026, the City Council approved Mayor McCarty's recommendation to appoint Council members Delaney, Roberts, and Mitchell to serve on the Ad-Hoc Council Committee. The charge of the committee was to work with staff to draft an ethics ordinance and to amend the Rules of Procedure to align with North Richland Hills governance and values.

At the February 23, 2026, work session, City Council received a presentation from the Ad-Hoc Council Committee regarding proposed amendments to the Rules of Procedure (Chapter 2, Article II, Division 2, Code of Ordinance of the City of North Richland Hills). The committee received feedback and presented their final proposed amendments at the April 13, 2026, work session meeting.

Pursuant to Section 2-62 of the Code of Ordinances, any new rules or amendments to the Rules of Procedure must first be introduced into the record at a previous City Council meeting. The proposed amendments were introduced into the record at the April 13, 2026, City Council meeting.

Ordinance No. 3955 is included in the packet, and a summary of the proposed changes is provided below:

Sec. 2-52

Clarifies that five (5) members of the City Council constitute a quorum.

Sec. 2-60

Clarifies that these rules shall govern the proceedings of City Council meetings.



Sec. 2-68

Clarifies and updates language to align with current practice and incorporates a table of motions for quick reference.

RECOMMENDATION:

Approve Ordinance No. 3955.

ORDINANCE NO. 3955

AN ORDINANCE OF THE CITY OF NORTH RICHLAND HILLS, TEXAS, AMENDING AND RESTATING CHAPTER 2, ARTICLE II, DIVISION 2, RULES OF PROCEDURE OF THE CODE OF ORDINANCES OF THE CITY OF NORTH RICHLAND HILLS; PROVIDING THAT THIS ORDINANCE SHALL BE CUMULATIVE OF ALL ORDINANCES AND REPEAL OF CONFLICTING PROVISIONS; PROVIDING A SAVINGS CLAUSE; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of North Richland Hills, Texas (“the City”) is a home rule city acting under its power adopted by the electorate pursuant to Article XI, Section 5 of the Texas Constitution and Chapter 9 of the Local Government Code; and

WHEREAS, the Rules of Procedure governing city council meetings set forth in Chapter 2, Article II, Division 2 of the Code of Ordinances was first adopted in 1975, and has subsequently been amended; and

WHEREAS, the City Council of North Richland Hills finds that the Rules of Procedure should be amended and restated to update the rules to comply with state law and current city council policies and practices.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF NORTH RICHLAND HILLS, TEXAS, THAT:

SECTION 1: The City Council hereby finds the recitals above to be true and correct, and such recitals are hereby incorporated into this Ordinance as if written herein.

SECTION 2: That Chapter 2, Article II, Division 2, of the Code of Ordinances of the City of North Richland Hills is hereby amended and restated in its entirety to read as follows:

“DIVISION 2. - RULES OF PROCEDURE

§ 2-51. Meetings to be public.

All city council meetings shall be open to the public in accordance with Article XVIII, Section 4 of the City Charter and the Texas Open Meetings Act (Texas Government Code, Chapter 551).

§ 2-52. Quorum.

Five members of the city council, as defined in Section 2-102 of the City Code, shall

constitute a quorum.

§ 2-53. Minutes of meetings.

The city secretary shall keep an account of all proceedings of the city council which, upon approval by the city council, shall constitute the official record.

§ 2-54. Questions to contain one subject.

Questions submitted for a vote shall contain only one subject. If two or more points are involved, any member may require a division when the question reasonably admits of division.

§ 2-55. Right of floor.

Members wishing to speak must first be recognized by the chair and shall confine remarks to the subject under discussion. No member may speak more than once on a subject until every member wishing to speak has spoken. Members may not speak more than twice to the subject under discussion.

§ 2-56. City manager.

The city manager shall attend all city council meetings unless expressly excused, may make recommendations, and shall have the right to take part in discussions, but shall have no vote.

§ 2-57. City attorney.

The city attorney shall attend all city council meetings unless expressly excused, shall provide oral or written opinions upon request on questions of law, and shall act as parliamentarian.

§ 2-58. City secretary.

The city secretary shall attend all city council meetings unless expressly excused, keep the official minutes, and perform other duties as requested by the council.

§ 2-59. Officers and employees.

Any officer or employee, when requested by the city manager shall attend meetings of the city council and may present information related to matters before the city council.

§ 2-60. Procedural Rules for City Governance.

These rules shall govern the proceedings of the city council to establish clear, consistent, and transparent processes for council governance and public meetings. The Rules provide a framework for conducting City business efficiently, safeguarding deliberative decision-making, and ensuring the fair and orderly consideration of matters before the city council.

§ 2-61. Suspension of rules.

Provisions of section 2-67 shall not be suspended. Any other provisions of these rules not governed by state law, the City Charter, or City Code may be temporarily suspended by a unanimous vote of all members of the city council present and voting.

§ 2-62. Amendment of rules.

These rules may be amended, or new rules adopted by a majority vote of all members of the city council, provided that the proposed amendments or new rules shall have been introduced into the record at a previous meeting of the city council.

§ 2-63. Types of meetings.

- (a) **Regular meetings.** Regular meetings of the city council are held in the council chamber at city hall on the second and fourth Monday of each month at 7:00 p.m., unless otherwise scheduled by the city council. The call and conduct of all meetings shall comply with the Texas Open Meetings Act, Government Code Chapter 551.
- (b) **Special meetings.** Special meetings may be called by the mayor or any four council members. The call for a special meeting shall be filed with the city secretary in writing, and any notice of such meeting shall be posted by the city secretary in accordance with the Texas Open Meetings Act.
- (c) **Recessed meetings.** Any meeting of the city council may be recessed to a later time, provided a recess may not extend beyond the next regular business day unless notice is reposted in accordance with the Texas Open Meetings Act.
- (d) **Emergency meetings.** An emergency meeting of the city council may be called by the mayor or any three council members if an emergency or urgent public necessity exists as defined by the Texas Open Meetings Act and requires immediate council action. Notice shall meet the Act's requirements and be posted at least one hour before the meeting is convened.

§ 2-64. Meeting agendas.

- (a) **Generally.** The city manager is responsible for creating the agenda and agenda packet materials for city council meetings in accordance with this Code and applicable state law, including items requested by city council pursuant to section 2-64(c).
- (b) **Work sessions.** Work sessions, when needed, are held prior to the regular city council meeting and shall be conducted in public pursuant to a posted agenda approved by the city manager. The city council shall be free to fully discuss each item on the work session meeting agenda, to question each other and to question the staff, inquire into reasons for recommendations and to inquire as to the opinion of other council members. Each council member shall be entitled to state his or her position on each work session meeting agenda item.
- (c) **Placing items on the agenda.** A standing item on each work session agenda allows the mayor and council members to propose items for a future agenda. In accordance with the Texas Open Meetings Act, discussion is limited to whether the item should be placed on a future agenda. The city council may direct the city manager to place the item on a future work session or regular meeting agenda. No vote or action may be taken during the work session. The city council may request informational reports from staff for the work session.
- (d) **Discussion of regular agenda items during work session.** During the work session meeting, the mayor or any council member may ask staff clarifying questions and request staff evaluation of any item listed on the upcoming regular city council meeting agenda.
- (e) **Procedural votes in work session.** The city council shall be entitled to vote on items of procedure pertaining to the work session meeting.

§ 2-65. Chair and duties.

- (a) **Chair.** The mayor presides at all city council meetings. In the mayor's absence or disability, the mayor pro tem presides. The mayor pro tem shall be selected from among the council members: (1) at the first regular meeting following the general city election; (2) following the swearing-in of members of the city council upon declaration of members elected; or (3) upon action of the city council in the event of a vacancy. If both the mayor and mayor pro tem are absent or disabled, the council shall elect a chair to preside for the meeting or event.
- (b) **Call to order.** Meetings shall be called to order by the mayor or, in the mayor's absence or disability, by the mayor pro tem. If both are absent or disabled, the city secretary shall call the meeting to order.
- (c) **Preservation of order.** The chair shall preserve order and decorum, prevent personal clashes or impugning of motives, and confine debate to the question under discussion.

- (d) **Points of order.** The chair shall determine all points of order, subject to the right of any member to appeal to the council. If any appeal is taken, the question shall be, "Shall the decision of the chair be sustained?"
- (e) **Questions stated; results announced.** The chair shall state all questions submitted for a vote and announce the result.
- (f) **Substitution for chair.** The chair may call any other member to preside; such substitution shall not continue beyond adjournment.

§ 2-66. Appeal of rulings of the chair.

A council member may appeal a ruling of the chair by stating: "I appeal the ruling of the chair to the council," and briefly stating the grounds. The chair shall immediately call for a vote on the appeal. The appeal prevails if approved by a majority of those voting, and the objecting member's position prevails. If the chair fails to call the vote, the mayor pro tem shall do so and may vote on the appeal; if the appeal carries, the mayor pro tem shall preside for that portion of the meeting and may vote on any substantive or procedural motion made. These rules apply to all city council meetings

§ 2-67. Order of business.

- (a) **Agenda.** The order of business for each regular or special meeting shall be as contained in the agenda prepared by the city manager. The agenda lists subjects to be considered by the council. The mayor or any council member may request items be added by using the agenda-setting process in § 2-64. The agenda and agenda packet shall be delivered to the city council prior to the meeting.
- (b) **Consent agenda.** Items anticipated to be routine and requiring little or no discussion may be placed on a consent agenda to conserve meeting time. Before considering the consent agenda, the mayor shall determine if any item should be removed for individual discussion. Any member of the city council may remove any consent item. Remaining consent items may be approved by a single motion.
- (c) **Council communications.** The city manager shall provide written analyses and recommendations for items to be acted upon, delivered with the agenda packet prior to the meeting unless an emergency condition necessitates later delivery.
- (d) **Oral presentations by city manager.** Matters requiring the city council's attention or action which may have developed since the deadline for delivery of the written council communication (subsection (c) of this section) may, upon approval of the city council, and after satisfying the requirements of the Open Meetings Act, be presented orally by the city manager.

(e) Public participation

- (1) Citizens presentation.** Members of the public may address the city council on items not listed on the agenda and not scheduled as a public hearing, by completing a public meeting appearance form and presenting it to the city secretary before the item is heard. The form shall state the rules for citizens presentations and include an acknowledgment by the speaker that they understand and will adhere to the rules when addressing the city council.
- (2) Public comments (agenda items not set for public hearing).** Speakers must complete and submit a public meeting appearance form to the city secretary prior to the item being reached. Public comments are generally heard at the beginning of the regular meeting after ceremonial items, as specified on the agenda, and must relate to matters within the city's subject-matter jurisdiction.
- (3) Public hearings.** Speakers on items scheduled for public hearing may submit a public meeting appearance form prior to the item being reached. Comments shall be made at the time set for that public hearing.
- (4) Recognition and time limits.** No person may speak without first being recognized by the mayor. Speakers are limited to three (3) minutes each, with a cumulative limit of thirty (30) minutes for those speaking in favor of an item and a like limit for those speaking in opposition. The city council may extend time limits by majority vote. The mayor may, with council concurrence, adjust time allocations based on item complexity and the number of speakers.
- (5) Spokesperson for groups.** To expedite matters and avoid repetition, groups are encouraged to designate a spokesperson. A spokesperson speaking for ten (10) or more individuals present in the council chamber may speak for up to ten minutes; other group members may not speak. The mayor or city secretary must be advised prior to the start, and the mayor may ask members to stand to confirm attendance.
- (6) Relevance.** During public hearings, comments must be germane to the matter being considered. The mayor shall determine relevance, subject to appeal to the council.
- (7) Written comments.** A public meeting appearance form may be used by persons, present at the meeting, who do not wish to or cannot speak. The mayor or city secretary will announce receipt of written comments during testimony, and the minutes will reflect receipt of written comments for and against the item.
- (8) Avoiding repetition; speaking twice.** Speakers shall not present the same or substantially similar comments repeatedly. No person may speak

twice to the same item until all wishing to speak have been recognized. A second opportunity to speak may be allowed only to present new evidence and upon the mayor's ruling, with council concurrence, of good cause.

- (9) Non-agenda inquiries.** In compliance with the Texas Open Meetings Act, if a member of the public or a member of the city council inquires about a subject for which notice has not been given and is not listed on the meeting agenda, the mayor or the city manager, or his designee, may provide a statement of factual information or reference an existing policy in response to the inquiry. The city council shall not discuss, deliberate or vote on any matter not listed on the agenda, including those matters raised in citizens' presentation, public comments or public hearings. Any requests or proposals for future agenda items resulting from presentations by the public shall be made by the mayor or a council member in accordance with Section 2-64 of these rules of procedure for placing items on meeting agendas.
- (10) Decorum.** At the beginning or during a meeting, the mayor may announce the need to maintain proper decorum to hear all viewpoints and to refrain from speaking, clapping, or other demonstrations, etc., while others are speaking,
- (11) Personal attacks prohibited.** No member of the public shall be permitted to conduct any verbal personal attack on the mayor, any member of the council, city staff, or member of any city board or commission. Any such attack or attempted attack may be challenged with a point of order, or the mayor may interrupt an offending speaker to enforce this rule.

§ 2-68. Consideration of ordinances, resolutions, and motions.

- (a) Form and legality.** All ordinances and resolutions shall be presented only in writing and approved as to form and legality by the city attorney (see Charter Article VI, § 6).
- (b) Effective date.** Unless otherwise provided by applicable law, all ordinances—except those prescribing a fine or penalty—are effective from and after the date of passage, which may be upon one reading only; ordinances prescribing a fine or penalty are effective after publication in the city's officially designated newspaper.
- (c) Distribution.** Proposed ordinances are provided in the agenda packet pursuant to section 2-67(a).
- (d) Recording of votes.** The vote of each council member shall be taken upon passage of all ordinances, resolutions, and motions and entered upon the official record.

- (e) **Vote requirements.** Approval of any ordinance, resolution, or motion requires the affirmative vote of a majority of the council members present, except as otherwise provided by these rules or by state law. In the event of a tie vote, the mayor shall vote to break the tie. No member shall be excused from voting except on matters involving the member's own official conduct, where the member's financial interests are involved, or when excused by the mayor for other valid reasons.
- (f) **Order of precedence of motions.**

Privileged Motions

1. *Adjourn to a fixed time.* Requires second; not debatable; amendable; majority vote.
2. *Recess meeting.* Requires second; not debatable; not amendable; majority vote. Chair may declare a recess without a vote.
3. *Point of Privilege.* No second; not debatable; no vote; chair rules on admissibility.

Subsidiary Motions (apply to a pending main motion)

4. *Table a motion.* Requires second; not debatable; majority vote.
5. *Call for the question.* Requires second; not debatable; two-thirds vote.
6. *Limit or extend debate.* Requires second; not debatable; amendable; two-thirds vote.
7. *Postpone to a certain time.* Requires second; debatable; amendable; majority vote.
8. *Refer to a committee.* Requires second; debatable; majority vote.
9. *Amend a motion.* Requires second; debatable; amendable; majority vote for most amendments.
10. *Main Motion.* Requires second; debatable; amendable; majority vote.

Motions not amendable: adjourn meeting, table a motion, take from the table, objection to the consideration of the question, postpone indefinitely, call for the question, point of information, point of order, point of privilege, suspend the rules, appeal decision of the chair, and reconsider a motion.

Incidental Motions (no set order of precedence)

- *Appeal decision of chair.* Requires second, not amendable; majority vote.
- *Object to consideration of a question.* No second; not debatable; two-thirds vote sustains the objection.
- *Point of order.* No second; not debatable; not amendable; chair rules.
- *Withdraw a motion.* May be withdrawn by the maker with consent of the seconder; if objection is made, majority vote required to withdraw.
- *Point of Information.* Request to the chair for relevant facts; not for opinion or debate; chair may rule out of order.

Motions Quick Reference				
Motion	Second?	Debatable?	Amendable	Vote
Adjourn to a fixed time	Yes	No	Yes	Majority
Recess	Yes	No	No	Majority
Point of privilege	No	No	No	Chair rules
Table a motion	Yes	No	No	Majority
Call for the question	Yes	No	No	Two-thirds
Limit/extend debate	Yes	No	Yes	Two-thirds
Postpone to certain time	Yes	Yes	Yes	Majority
Refer to committee	Yes	Yes	—	Majority
Amend a motion	Yes	Yes	Yes	Majority
Main motion	Yes	Yes	Yes	Majority
Appeal decision of chair	Yes	—	No	Majority
Object to consideration	No	No	No	Two-thirds to sustain objection
Point of order	No	No	No	Chair rules
Point of information	No	No	No	Chair rules
Withdraw a motion	Consent, if objected majority			Majority

- (g) **Reconsideration.** A motion to reconsider council action may be made no later than the next official council meeting. Items to be reconsidered shall be submitted to the city manager for listing on the formal meeting agenda (not the work session agenda). A motion to reconsider may be made only by a member who voted with the majority and may be seconded by any member; it passes by majority vote. If the motion carries, the council shall reconsider and take action on the corresponding item. No question shall be reconsidered twice except by unanimous consent of the council; actions related to any contract may be reconsidered at any time before final execution.
- (h) **Appropriation of money.** Before formally approving motions that appropriate money, information must be presented showing the purpose of the

appropriation and the account to be credited; the city council shall obtain a report from the city manager as to availability prior to final action.

- (i) **Transfer of appropriations.** Upon written recommendation of the city manager, the city council may transfer at any time an unencumbered balance of an appropriation from one department or division to another

§ 2-69. through § 2-90. (Reserved)

SECTION 3: This Ordinance shall be cumulative of all provisions of the Code of Ordinances, City of North Richland Hills, Texas, except where the provisions of this Ordinance are in direct conflict with the provisions of such ordinances and such Code, in which event conflicting provisions of such ordinances and such Code are hereby repealed.

SECTION 4: All rights and remedies of the City of North Richland Hills are expressly saved as to any and all violations of the provisions of any ordinances in the Code of Ordinances, City of North Richland Hills, Texas, that have accrued at the time of the effective date of this Ordinance; and, as to such accrued violations and all pending litigation, both civil and criminal, whether pending in court or not, under such ordinances, same shall not be affected by this Ordinance but may be prosecuted until final disposition by the courts.

SECTION 5: It is hereby declared to be the intention of the City Council that the phrases, clauses, sentences, paragraphs, and sections of this Ordinance are severable, and if any phrase, clause, sentence, paragraph, or section of this Ordinance shall be declared unconstitutional by the valid judgment or decree of any court of competent jurisdiction, such unconstitutionality shall not affect any of the remaining phrases, clauses, sentences, paragraphs, and sections of this Ordinance, since the same would have been enacted by the City Council without the incorporation in this Ordinance of any such unconstitutional phrase, clause, sentence, paragraph, or section.

SECTION 6: This Ordinance shall be in full force and effect from and after its passage.

AND IT IS SO ORDAINED.

PASSED AND APPROVED on this 27th day of April 2026.

CITY OF NORTH RICHLAND HILLS

Jack McCarty, Mayor

ATTEST:

Alicia Richardson
City Secretary/Chief Governance Officer

APPROVED AS TO FORM AND LEGALITY:

Bradley A. Anderle, City Attorney

CITY COUNCIL MEMORANDUM

FROM: The Office of the City Manager **DATE:** April 27, 2026
SUBJECT: Announcements
PRESENTER:

GENERAL DESCRIPTION:

Announcements

If you have not voted already, tomorrow is the last day for early voting and this Saturday, May 2, is Election Day. City Hall and other voting locations will be open from 7 a.m. to 7 p.m. You can find your sample ballot and more information on the city's website. Please contact the City Secretary's Office with any questions.

The Sounds of Spring Concert Series continues each Friday night through May 8 on the plaza in front of City Hall. Admission is free. Seating starts at 6 p.m. and concerts begin at 7 p.m. Seating is on the lawn, so don't forget to bring a blanket or lawn chair. A variety of food trucks will be on-site for each concert. Please visit the city's website for more details.

New York Times bestselling author Yangsze Choo will speak at the NRH Library on Tuesday, May 5, at 1 p.m. She'll share insights about her latest book, *The Ghost Bride*, which has also been adapted into a Netflix Original series. This free event will include a discussion, Q&A, and a book signing, with books available for purchase. A ticketed luncheon will also take place. For more details, please visit the Library's website.

Kudos Korner

Tonight we recognize:

Jose Meza in the IT Department for his exceptional responsiveness and dedication. A Police Department employee recently shared that Jose quickly resolved a time-sensitive issue, and when the problem resurfaced, he assisted again—this time on his day off. Jose's willingness to support his colleagues at any hour exemplifies the high standards of service we strive for in North Richland Hills. Thank you, Jose, for your exceptional work and dedication!

PROFESSIONAL SERVICES AGREEMENT FOR FACILITIES & CONSTRUCTION OPERATIONAL EFFICIENCY AUDIT

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

1. SCOPE OF SERVICES

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

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

2. COMPENSATION

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

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

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

3. TERM

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

4. TERMINATION

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

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

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

5. **INDEMNIFICATION; RELEASE OF LIABILITY**

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

6. **INDEPENDENT CONTRACTOR**

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

Professional Services Agreement (Minor Services Contract), Page 2 of 18

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

Initial Here _____

7. **ENTIRE AGREEMENT**

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

8. **PROHIBITION OF ASSIGNMENT**

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

9. **CHOICE OF LAW; VENUE**

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

10. **CONFIDENTIAL INFORMATION**

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

11. **RIGHT TO AUDIT**

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

12. **NOTICES**

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

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

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

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

13. **INSURANCE**

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

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

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

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

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

14. **DISPUTE RESOLUTION**

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

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

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

ACCEPTED AND AGREED:

CONTRACTOR:

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

CITY OF NORTH RICHLAND HILLS:

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

ATTEST:

Signed by:
By: Courtney Ramos
Name: Courtney Ramos
Title: Chief Financial Officer

ATTEST:

By: _____
Alicia Richardson
City Secretary/Chief Governance
Officer

APPROVED TO FORM AND LEGALITY:

By: _____
Bradley A. Anderle
City Attorney

Initial
Professional Services Agreement (Minor Services Contract), Page 5 of 18
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CA-CONTRACT NO. "PROF-SERV-MSC 1/10/25"

EXHIBIT A SCOPE OF SERVICES

TASK 1: PROJECT INITIATION AND KICK OFF

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

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

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

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

TASK RESULT

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

TASK 2: CURRENT STATE AND EXISTING CONDITIONS ASSESSMENT

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

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

(A) DATA COLLECTION AND INTERVIEWS

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

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

(B) ASSESSMENT OF CURRENT STATE

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

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

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

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

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

TASK RESULT

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

TASK 3: BEST MANAGEMENT PRACTICES ASSESSMENT

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

(A) COMPARATIVE SURVEY

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

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

(B) BEST MANAGEMENT PRACTICE ASSESSMENT

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

TASK RESULT

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

TASK 4: OPERATIONAL ASSESSMENT

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

(A) ANALYZE THE EFFECTIVENESS OF MANAGING OPERATIONS

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

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

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

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

(B) EVALUATE THE ADEQUACY OF MAJOR WORK PRACTICES

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

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

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(C) EVALUATE CURRENT TECHNOLOGY SYSTEMS.

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

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

TASK RESULT

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

TASK 5: ORGANIZATIONAL AND STAFFING ASSESSMENT**(A) EVALUATE THE ORGANIZATIONAL STRUCTURE OF THE DEPARTMENT**

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

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

(B) DEVELOP SERVICE LEVEL AND STAFFING RECOMMENDATIONS.

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

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

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

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

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

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

TASK RESULT

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

TASK 6: FINANCIAL AND COST ALLOCATION ASSESSMENT

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

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

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

TASK RESULT

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

TASK 7: DRAFT AND FINAL REPORT AND PRESENTATION

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

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

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

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

TASK RESULT

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

EXHIBIT B

COMPENSATION

1. COMPENSATION

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

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

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

2. PAYMENT

Payments to Contractor will be made as follows:

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

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

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

EXHIBIT C

PROJECT SCHEDULE

PROJECT SCHEDULE

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

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

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