

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

TABLE OF CONTENTS

FIRM OVERVIEW AND EXPERIENCE	1
PROJECT TEAM	6
PROJECT METHODOLOGY AND APPROACH	12
PROPOSED SCHEDULE	21
PROPOSED COST OF SERVICES	22
FORMS	23

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

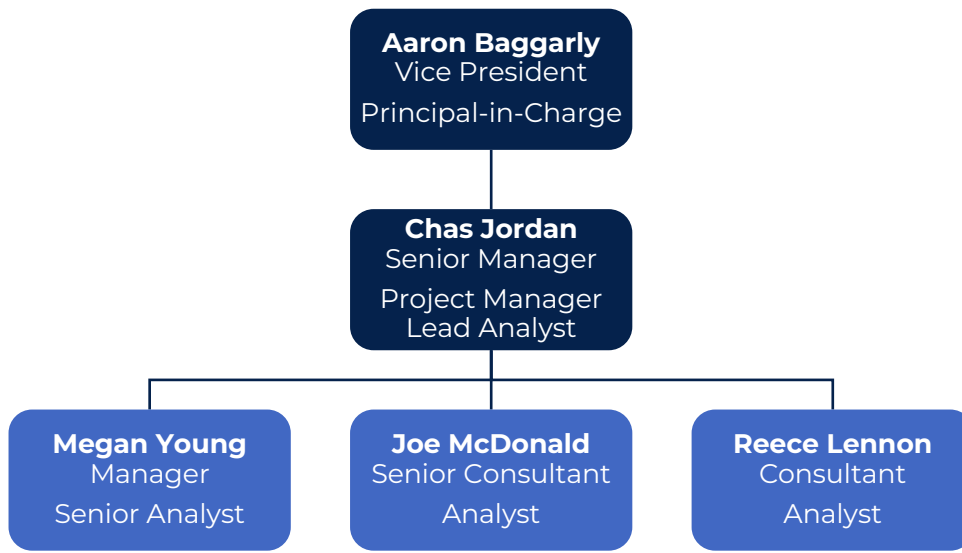
Matrix Consulting Group was retained to conduct a comprehensive management, staffing, and operational assessment of the Public Works and Utilities Department, which includes the City's Facilities and Electrical Maintenance Division. The goals of the study included an organizational efficiency and staffing 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 Baggary	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

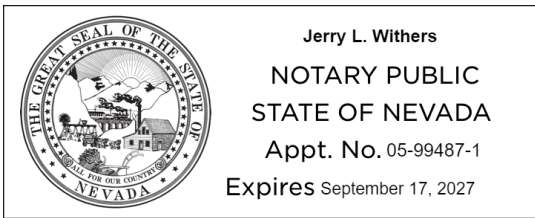
Alan D Pennington

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.

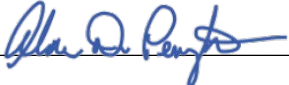
ADDRESS: 1875 S. Grant Street, Suite 960

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:

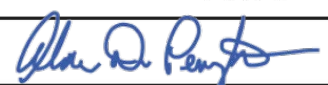
(A) of an employment or other business relationship with a local government officer, or a family member of the officer, described by Subsection (a);

(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

<p>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.</p> <p>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).</p> <p>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.</p> <p>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</p>	<p>OFFICE USE ONLY</p> <hr/> <p>Date Received</p>
<p>1 Name of vendor who has a business relationship with local governmental entity.</p>	
<p>2 <input type="checkbox"/> 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.)</p>	
<p>3 Name of local government officer about whom the information is being disclosed.</p> <p style="text-align: center;">_____</p> <p style="text-align: center;">Name of Officer</p>	
<p>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.</p> <p style="margin-top: 20px;">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?</p> <p style="margin-left: 100px;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p style="margin-top: 10px;">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?</p> <p style="margin-left: 100px;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
<p>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.</p>	
<p>6 <input type="checkbox"/> 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).</p>	
<p>7</p> <p style="text-align: center;">  _____ Signature of vendor doing business with the governmental entity </p> <p style="text-align: right; margin-right: 100px;"> February 11, 2026 _____ Date </p>	

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: <input type="checkbox"/> Accepted <input type="checkbox"/> Not Accepted <input type="checkbox"/> 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.

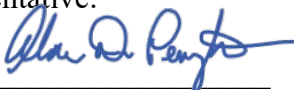
Name and Address of Company:

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