

AGREEMENT FOR SERVICES
Municipal Resource Group, LLC

THIS AGREEMENT is made and entered into as of the 1st day of September, 2023 (the "Effective Date"), by and between the CITY OF REDWOOD CITY, a charter city and municipal corporation of the State of California ("City"), and Municipal Resource Group, LLC, a California limited liability company ("Consultant").

RECITALS

- A. City requires the services of a professional management consultant to provide an organizational assessment.
- B. Consultant has the necessary experience in providing such services.
- C. Selection of Consultant is expected to achieve the desired results in an expedited fashion.
- D. Consultant has submitted a proposal to City and has affirmed its willingness and ability to perform such work.

NOW, THEREFORE, in consideration of these recitals and the mutual covenants contained herein, the Parties agree as follows:

1. Scope of Work. City retains Consultant to perform, and Consultant agrees to render, those services (the "Services") that are defined in attached Exhibit "A", which is incorporated herein by reference. City will have the right to modify the scope of work to delete tasks in whole or in part. Any individuals listed as "Key Personnel" on Exhibit "A" will perform the roles ascribed to them in Exhibit "A". Consultant may not change the list of Key Personnel without the prior written consent of the City.
2. Standard of Performance. While performing the Services, Consultant will exercise the reasonable professional care and skill customarily exercised by reputable members of Consultant's profession practicing in the urban Northern California Area. Consultant will also use reasonable diligence and best judgment while exercising its professional skill and expertise.
3. Term. Unless terminated earlier pursuant to Section 21, the term of this Agreement will begin on the Effective Date and will end when Consultant has performed the Services completely.
4. Schedule. Consultant will adhere to the schedule set forth in Exhibit "A", provided, that City, in its discretion, may grant reasonable extensions when performance of the Services is delayed due to unusually lengthy governmental reviews or other unexpected, unavoidable circumstances. Such circumstances will not include strikes, lockouts, work

stoppages, or other labor disturbances conducted by, or on behalf of, Consultant's officers or employees.

5. Time is of the Essence. Time is of the essence for each and every provision of this Agreement.

6. Compensation. City will pay to Consultant a not-to-exceed amount of Sixty Three Thousand Two Hundred and Fifty Dollars (\$63,250) for the completion of all the work and services described herein, which sum will include all costs or expenses incurred by Consultant, payable as set forth in Exhibit "A". City will have the authority to withhold a 10% retention until it has accepted all of the Services as complete.

6.1 Consultant must submit applications for payment that contain the following:

6.1.1. A clear, detailed invoice reflecting Services for which Consultant is billing City;

6.1.2. A summary sheet showing hourly rates (if applicable);

6.1.3. Number of hours worked;

6.1.4. Percentage of Services completed to date;

6.1.5. Amount/percent billed to date;

6.1.6. Current status of all tasks within a project;

6.1.7. Any backup documentation reasonably necessary to substantiate the preceding items; and

6.1.8. Any changes to the anticipated work schedule.

6.2. The payment made to Consultant pursuant to the Agreement will be the full and complete compensation to which Consultant is entitled. City will not make any federal or state tax withholdings on behalf of Consultant or its officers, agents, employees, consultants, or subcontractors (collectively, "Consultant Personnel"). City will not be required to pay any workers' compensation insurance or unemployment contributions on behalf of Consultant or any Consultant Personnel. Consultant agrees to reimburse City within thirty (30) days for any tax, retirement contribution, social security, overtime payment, unemployment payment or workers' compensation payment which City makes on behalf of Consultant or any Consultant Personnel for work done under this Agreement. At the City's election, City may deduct the reimbursable amount from any balance owing to Consultant.

7. Status of Consultant. Consultant will perform the Services as an independent contractor and not as an employee of City. The persons used by Consultant to provide services under this Agreement will not be considered employees of City for any purposes.

8. Labor Code Prevailing Wage. To the extent required by law, Consultant will comply with the requirements of the California Labor Code including but not limited to hours of labor, nondiscrimination, payroll records, apprentices, workers' compensation and prevailing wages. When prevailing wage rules are applicable, the following provisions apply:

8.1. No less than the general prevailing rate of per diem wages for holidays and overtime work, for each craft, classification or type of worker needed to execute the Services under this Agreement will be paid to all workers, laborers and mechanics employed in the execution of the Services by the Consultant or any subcontractor doing or contracting to do any part of the Services.

8.2. The appropriate determination of the Director of the California Department of Industrial Relations will be filed with and available for inspection at City offices.

8.3. Consultant will post, at each job site, a copy of the prevailing rate of per diem wages.

8.4. The Consultant will forfeit fifty dollars (\$50.00) for each calendar day or portion thereof for each worker paid less than the stipulated prevailing rates for any public work done under the Agreement by it or by any subcontractor under Consultant.

9. Subcontracting. Consultant will not subcontract any portion of the Services without prior written approval of the City Manager or their designee. If Consultant subcontracts any of the Services, Consultant will be fully responsible to City for the subcontractor's acts and omissions as Consultant is for the acts and omissions of persons directly employed by Consultant. Such responsibility will include responsibility for the acts and omissions of the subcontractor's officers, employees, consultants, subcontractors, and agents. Nothing contained in this Agreement will create any contractual relationship between City and any subcontractor, and Consultant will be responsible for paying subcontractors. Consultant will bind every subcontractor and every subcontractor of a subcontractor by the terms of this Agreement that bind Consultant unless specifically noted to the contrary in the subcontract and approved in writing by the City Manager or their designee.

10. Other Consultants. City reserves the right to employ other consultants in connection with the Services.

11. Indemnification.

11.1 Consultant will defend, indemnify and hold harmless (collectively “Indemnify”) City and its officers, boards and commissions, agents, employees and volunteers (collectively “Indemnitees”) from and against all claims, damages, losses and expenses including attorney fees (collectively “Losses”) arising out of the performance of the Services, caused or claimed to be caused by the acts, errors and/or omissions of Consultant, or any Consultant Personnel or anyone for whose acts any of them may be liable (collectively, “Responsible Parties”). Consultant’s responsibilities under this Section 11 include liability arising from, connected with, caused by, or claimed to be caused by the active or passive negligent acts or omissions of City, which may be in combination with the acts or omissions of any Responsible Party, provided that Consultant’s duty to Indemnify will not include any Losses arising from the sole negligence or willful misconduct of City.

11.2 Notwithstanding Consultant’s obligation to defend City hereunder, City has the right to conduct its own defense and seek reimbursement for reasonable costs of defense from Consultant, if City chooses to do so.

11.3 Consultant agrees to pay any and all costs City incurs enforcing the provisions set forth in this Section 11.

11.4 Subsection 11.1 notwithstanding, in accordance with California Civil Code Section 1668, as amended, nothing in this Agreement will be construed to exempt the City from its own fraud, willful injury to the person or property of another, or violation of law.

11.5 Nothing contained in this Agreement will be construed to require Consultant to Indemnify Indemnitees against any responsibility or liability in contravention of California Civil Code Section 2782.8, as amended. To the extent this Agreement is a “construction contract” as defined by California Civil Code section 2783, as amended, such duties of Consultant to indemnify will not apply when to do so would be prohibited by California Civil Code Section 2782 as amended.

11.6 The Parties expressly agree that any reasonable payment, attorney’s fee, cost or expense City incurs or makes to or on behalf of an injured employee under the City’s self-administered workers’ compensation plan is included as a loss, expense or cost for the purposes of this Section 11.

11.7 Acceptance by City of Consultant’s services and duties will not operate as a waiver of City’s rights under this Section 11.

11.8 The parties expressly agree that this Section 11 will survive the expiration or early termination of the Agreement.

12. Insurance. Consultant will obtain and maintain for the duration of the Agreement and any and all amendments, insurance against claims for injuries to persons or damage to property which may arise out of or in connection with performance of the Services by Consultant or Consultant's agents, representatives, employees or subcontractors. The insurance carrier is required to maintain an A.M. Best rating of not less than "A-VII".

12.1 Coverages and Limits. Consultant, at its sole expense, will maintain the types of coverages and minimum limits indicated below, unless otherwise approved by City in writing. These minimum amounts of coverage will not constitute any limitations or cap on Consultant's indemnification obligations under this Agreement.

12.1.1 Commercial General Liability Insurance. Consultant will maintain occurrence based coverage with limits not less than \$2,000,000 per occurrence. If the submitted policies contain aggregate limits, such limits will apply separately to the Services, project, or location that is the subject of this Agreement or the aggregate will be twice the required per occurrence limit. The Commercial General Liability insurance policy will be endorsed to name the City, its officers, agents, employees and volunteers as additional insureds, and to state that the insurance will be primary and not contribute with any insurance or self-insurance maintained by the City.

12.1.2 Business Automobile Liability Insurance. Consultant will maintain coverage with limits not less than \$1,000,000 per each accident for owned, hired and non-owned automobiles. For on-call services agreements, the Business Automobile Liability insurance policy will be endorsed to name the City, its officers, agents, employees and volunteers as additional insureds, and to state that the insurance will be primary and not contribute with any insurance or self-insurance maintained by the City.

12.1.3 Workers' Compensation Insurance. Consultant will maintain coverage as required by the California Labor Code. The Workers' Compensation policy will contain an endorsement stating that the insurer waives any right to subrogation against the City, its officers, agents, employees and volunteers.

12.1.4 Employer's Liability Insurance. Consultant will maintain coverage with limits not less than \$1,000,000 per each accident for bodily injury or disease.

12.1.5 Professional Liability Insurance. Consultant will maintain coverage with limits not less than \$1,000,000 per occurrence. Professional Liability may be written as claims-made coverage.

12.2. Notice of Cancellation. This insurance will be in force during the life of the Agreement and any extensions of it and will not be canceled without Consultant

providing thirty (30) days prior written notice to City sent pursuant to the Notice provisions of this Agreement.

12.3 Providing Certificates of Insurance and Endorsements. Prior to City's execution of this Agreement, Consultant will provide to City certificates of insurance and above-referenced endorsements sufficient to satisfaction of City's Risk Manager. In no event will Consultant commence any work or provide any Services under this Agreement until certificates of insurance and endorsements have been accepted by City's Risk Manager.

12.4 Failure to Maintain Coverage. If Consultant fails to comply with these insurance requirements, then City will have the option to declare Consultant in breach, or may purchase replacement insurance or pay the premiums that are due on existing policies in order to maintain the required coverages. Consultant is responsible for any payments made by City to obtain or maintain insurance and City may collect these payments from Consultant or deduct the amount paid from any sums due Consultant under this Agreement.

12.5 Submission of Insurance Policies. City reserves the right to require, at any time, complete copies of any or all required insurance policies and endorsements.

13. Business License. Consultant will obtain and maintain a City of Redwood City Business License for the term of the Agreement, including any extension terms.

14. Ownership of Documents. If Exhibit "A" or any task order or purchase order under this Agreement lists a document, report, or other material as an item to be provided by Consultant to City (a "Deliverable"), such Deliverable will be and remain the property of City. Consultant will provide a copy of all Deliverables to City in their native format. Consultant may retain one copy of any Deliverable for its internal records, but it may not use a Deliverable for any other purpose without the prior written consent of City. Any reports and other material prepared by or on behalf of Consultant under this Agreement that are not Deliverables (collectively, the "Consultant Documents") will be and remain the property of Consultant. City may request copies of Consultant Documents, and to the extent Consultant agrees to provide copies of such Consultant Documents, they may be used by City and its agents, employees, representatives, and assigns, in whole or in part, or in modified form, for all purposes City may deem appropriate without further employment of or payment of any compensation to Consultant.

15. Maintenance of Records. Consultant will maintain complete and accurate records with respect to costs incurred under this Agreement. All records will be clearly identifiable. Such records will not be Deliverables prepared for City and will be Consultant Documents for purposes of this Agreement. Nothing herein will convert such records into public records, and they will be available only to City and any specified public agencies. Consultant will allow a representative of City during normal business hours to examine, audit, and make transcripts or copies of records and any other documents created pursuant to this Agreement. Consultant will allow City to inspect of all work, data,

documents, proceedings, and activities related to the Agreement for a period of three (3) years from the date of final payment under this Agreement.

16. Copyrights. Consultant agrees that all copyrights that arise from the Services will be vested in City, and Consultant relinquishes all claims to the copyrights in favor of City.

17. Notices. The name of the persons who are authorized to give written notices or to receive written notice on behalf of City and on behalf of Consultant under this Agreement.

For City:

City of Redwood City
Attention: City Manager
1017 Middlefield Road
Redwood City, CA 94063
(650) 780-7000

For Consultant:

Municipal Resource Group, LLC
Attention: Mary Egan, CEO
P.O. Box 561
Wilton, CA 95693
(916) 561-7547

Except as otherwise stated, all notices provided under this Agreement must be in writing and delivered by regular and certified mail. Each party will notify the other immediately of any changes of address that would require any notice or delivery to be directed to another address.

18. Conflict of Interest. If disclosure under the Political Reform Act and City's Conflict of Interest Code is required of Consultant or any Consultant Personnel, Consultant or Consultant Personnel will complete and file with the City Clerk the Statement of Economic Interests Form 700.

Consultant, for Consultant and on behalf of all Consultant Personnel, warrants by execution of this Agreement that they have no interest, present or contemplated, in the projects affected by this Agreement. Consultant further warrants that neither Consultant, nor any Consultant Personnel have any ancillary real property, business interests or income that will be affected by this Agreement or, alternatively, that Consultant will file with City an affidavit disclosing this interest.

19. General Compliance with Laws. Consultant will keep fully informed of federal, state and local laws and ordinances and regulations which in any manner affect those employed by Consultant, or in any way affect the performance of the Services by Consultant. Consultant will at all times observe and comply with these laws, ordinances, and regulations and will be responsible for the compliance of the Services with all applicable laws, ordinances and regulations.

20. Discrimination and Harassment Prohibited. Consultant will comply with all applicable local, state and federal laws and regulations prohibiting discrimination and harassment.

21. Termination.

21.1 Either party upon tendering thirty (30) days written notice to the other party may terminate this Agreement.

21.2 If Consultant fails or refuses to perform any of the provisions of this Agreement, and if Consultant does not cure the default within five (5) days of the City providing a written notice specifying the nature of the default, City may terminate this Agreement immediately by giving written notice to Consultant.

21.3 If City materially fails or refuses to perform any of the provisions of this Agreement, and if City does not cure the default within thirty (30) days of Consultant providing a written notice specifying the nature of the default, Consultant may terminate this Agreement immediately by giving written notice to City.

21.4 Within ten (10) days of termination pursuant to this Section 21 or of the natural expiration of this Agreement, Consultant will assemble any Deliverables without charge and put it in order for proper filing and closing and deliver it to City. Consultant will be paid for work performed up to the termination date; however, the total will not exceed the amount payable under this Agreement. City will determine the final payment amount based upon the value of the work product delivered to City and the percentage of the Services performed.

22. Covenants against Contingent Fees. Consultant warrants that Consultant has not employed or retained any company or person, other than a bona fide employee working for Consultant, to solicit or secure this Agreement, and that Consultant has not paid or agreed to pay any company or person, other than a bona fide employee, any fee, commission, percentage, brokerage fee, gift, or any other consideration contingent upon, or resulting from, the award or making of this Agreement. For breach or violation of this warranty, City will have the right to annul this Agreement without liability, or, in its discretion, to deduct from the Agreement price or consideration, or otherwise recover, the full amount of the fee, commission, percentage, brokerage fees, gift, or contingent fee.

23. Claims and Lawsuits. Consultant acknowledges that if a false claim is submitted to City by Consultant, Consultant may be subject to criminal prosecution for fraud. Consultant also acknowledges that California Government Code sections 12650 *et seq.* (the False Claims Act), as amended, applies to this Agreement and provides for civil penalties where a person knowingly submits a false claim to a public entity. These provisions include false claims made with deliberate ignorance of the false information or in reckless disregard of the truth or falsity of information. If City seeks to recover penalties pursuant to the False Claims Act, it is entitled to recover its litigation costs, including attorney's fees. Consultant acknowledges that the filing of a false claim may subject Consultant to an administrative debarment proceeding. As a result of such proceeding, Consultant may be prevented to act as a Consultant on any public work or improvement

for a period of up to five (5) years. Consultant acknowledges that disbarment by another jurisdiction is grounds for City to terminate this Agreement.

24. Jurisdiction and Venue. Any action at law or in equity brought by either of the Parties for the purpose of enforcing a right or rights provided for by this Agreement will be tried in a court of competent jurisdiction in the County of San Mateo, State of California. The Parties waive all provisions of law providing for a change of venue in these proceedings to any other county.

25. Successors and Assigns. This Agreement will be binding upon the Parties and their respective successors and assigns. Consultant may not assign this Agreement, nor any part of it, nor any monies due or to become due under it without the prior written consent of City, which City may withhold in its sole discretion.

26. Paragraph Headings. Headings in this Agreement are for convenience only and are not part of any provision in this Agreement. No heading will be construed to change the meaning of any provision.

27. Entire Agreement; Conflicts. This Agreement, together with any other written document referred to or contemplated by it, along with any purchase order or task order for this Agreement, embodies the entire Agreement and understanding between the parties relating to the subject matter of it. In case of conflict, the terms of the Agreement supersede any purchase order or task order and any other attachment or exhibit.

28. Amendments. This Agreement may only be amended, modified, waived or discharged in a writing signed by both Parties.

29. Authority. The individuals executing this Agreement and the instruments referenced in it on behalf of Consultant each represent and warrant that they have the legal power, right and actual authority to bind Consultant to the terms and conditions of this Agreement.

30. Electronic Signatures. If all Parties agree, electronic signatures may be used in place of original signatures on this Agreement. Each Party intends to be bound by the signatures on the electronic document, is aware that the other Parties will rely on the electronic signatures, and hereby waives any defenses to the enforcement of the terms of this Agreement based on the use of an electronic signature. After all Parties agree to the use of electronic signatures, all Parties must sign the document electronically.

(Signature Page Follows)

CITY:

City of Redwood City,
1017 Middlefield Road
Redwood City, CA 94063

By: Melina Stevenson Diaz
Melissa Stevenson Diaz, City Manager

ATTEST: J Castro

Yessika Castro, Interim City Clerk

CONSULTANT:

Municipal Resource Group, LLC
P.O. Box 561
Wilton, CA 95693

*By: Mary Egan

**By: _____

Printed Name: Mary Egan

Printed Name: _____

Title: CEO

Title: _____

If required by City, proper notarial acknowledgment of execution by Consultant must be attached. If a Corporation, Agreement must be signed by one corporate officer from each of the following two groups.

***Group A.**
Chairman,
President, **or**
Vice-President

****Group B.**
Secretary,
Assistant Secretary,
CFO **or** Assistant Treasurer

Otherwise, the corporation must attach a resolution certified by the secretary or assistant secretary under corporate seal empowering the officer(s) signing to bind the corporation.

EXHIBIT “A”

SCOPE OF SERVICES AND FEE

Services

Consultant will provide an organizational assessment for the City of Redwood City to assess the staff administration and analytical functions in offices of the City Manager, City Clerk and City Attorney.

This includes:

- Conducting an existing conditions analysis to include review of existing job descriptions, organizational structure, major tasks and activities of each department and position, relationships with other departments, technologies used, and efficacy of inter-departmental communication and systems.
- With input from staff, identification of five cities of similar size and characteristics to Redwood City and conduct a comparative analysis of administrative services within the departments/functions of the City Manager, City Clerk and City Attorney Offices.
- Evaluation of current performance of subject administrative teams using established internal measures, industry standards, and any potential data gathered from comparison cities to determine level of efficiency, equity, accountability and performance. Identify functional strengths and weaknesses.
- Formulation of recommendations for individual departments to improve functionality, business practices and internal communication. Recommendations may include changes to staffing levels, adoption of alternative service delivery models, additional training and succession planning. Prioritize recommendations based on a high level understanding of the City’s current financial constraints.

Phase 1 – Project Kick-Off

- Prepare for and lead a kick-off meeting with key City staff.
- Discuss parameters of the study, documents and other resources required by Consultant, confirm goals and objectives of the study, identify list of employees to interview, review draft schedule.
- Discuss and develop role and scope of Steering Committee.

Deliverable: Kickoff meeting agenda, work plan, project goals memorandum

Phase 2 – Existing Conditions and Analysis

- Prepare for and conduct initial interviews with staff, review job descriptions and department functions and programs, identify potential internal or external customers whose input would be helpful in evaluating administrative functionality of the departments.
- In consultation with the Steering Committee, identify five cities to use in a comparative analysis of the analytical and administrative function of subject departments. Cities will be chosen based on population size, geography, budget, services delivered and other attributes.

Deliverable: Existing conditions memorandum

Phase 3 – Organization and Operations Assessment and Comparative Analysis

- Benchmark performance of the subject administrative functions using internal performance measures, industry best practices, as well as satisfaction ratings and other comments from internal or external customers. Analysis will include an examination of operational functionality, culture and behavioral expectations, internal accountability and transparency, and the ease with which the public can access information.
- Contact the five comparison cities and request information to compare staffing levels, functional responsibility, processes, performance and service profiles with the subject departments in Redwood City. Data may also be gathered from internet searches and other resources.

Deliverable: Organization and operations assessment memorandum

Phase 4 – Develop Findings & Recommendations

- MRG will develop findings and recommendations that identify opportunities for improvement or programmatic change intended to improve efficiency across the subject departments. Recommendations will be prioritized based on ease of implementation as well as Redwood City’s existing budget constraints.

Deliverable: Recommendations memorandum

Phase 5 - Prepare Executive Summary, Final Report and Implementation Plan

- MRG will prepare an Executive Summary of the analysis, assessment information and recommendations in an easily digestible format.
- A Final Report will be prepared (draft to be reviewed by staff) that will consolidate the information presented at each phase.
- To help the City plan for and act on the recommendations, MRG will provide an Implementation Plan with recommendations (immediate, short term and long term) outlined in a matrix with space for the City to assign priorities, timelines for work, and assignments to staff for action/implementation.

Deliverable: Executive summary, final report and implementation plan

Phase 1 & 2 -- Project Kick-Off and Existing Conditions Analysis

The MRG consulting team will meet with the City project team (Steering Committee) to review the scope and begin the project. The project implementation meeting provides the opportunity to identify logistics for working together, review roles and responsibilities, confirm project timeline and deliverables, and highlight important reports and documents to review. During this meeting, we will also discuss the comparative analysis and confirm plans for staff interviews. At the conclusion of this meeting, the MRG team will be fully prepared to commence with the next project phases.

The consultant team will want to allow time at the Kick-Off meeting for an in-depth discussion of the comparative analysis component of the study to more fully understand what specific data points are to be solicited and their purpose in the study. Inquiries regarding staffing, budget, organization structure and even methods of service delivery (in-house or contract) will be relatively easy to obtain from the five agencies. Potentially sensitive information such as how well departments coordinate with one another and how they perform in general given their staffing and resources may be more difficult to get from non-client cities. The MRG team will ensure that the results from the comparative analysis provide sufficient insight to inform this study, and ultimately benefit the City.

The Kick-off meeting will also provide an opportunity to more fully understand the makeup and role of the Steering Committee. Throughout the project, the Steering Committee will meet with MRG team for two meetings/check-ins (1.5 hours, remote only).

The consulting team will incorporate their extensive knowledge of municipal operations, organizational development, and staffing patterns into the process. The team's combined experience will enable them to create a clear understanding of operations and management, organizational structure, and program service levels. Key documents included in this review are City position classifications and job descriptions, organization chart, department strategic plans or performance goals, as well as documentation sufficient to reveal existing budget constraints or other fiscal or operational limitations. Other documents may be requested during the project.

During this project phase, MRG will conduct interviews with staff to better understand their individual job duties and interface with other subject departments. Interviews will be

focused discussions regarding structure and staffing, workload, performance expectations, duties and responsibilities, and other factors that will provide a solid picture of organizational structure and effectiveness. This information obtained in the interviews will be compiled to facilitate analysis. MRG will conduct a maximum of 13 interviews with department staff.

The MRG team will also interview the respective supervisor and management positions within the three functional areas, as well as a representative group from those departments that regularly interact with or receive services from the subject departments. MRG anticipates an additional six interviews with department management (3) and internal customers (3).

Note: Kick-Off meeting will be conducted remotely; interviews will be conducted in-person to the extent possible.

Phase 3 -- Organization and Operations Assessment and Comparative Analysis

MRG will review the results of interviews and the document review, identify areas that require additional study and follow up as necessary. Performance of each administrative team, as well as the collective administrative performance of all three departments will be evaluated. Where standards are not met, the reason for that gap will be identified.

In consultation with the Steering Committee, MRG will identify and investigate the staffing structure and organizational characteristics of five similar agencies in the region to gather valuable information about staffing and operational models in departments of similar size and with similar characteristics. This comparative analysis will help identify gaps in performance or staffing anomalies that potentially undermine the City's goal of operational efficiency. (See note regarding discussion at the Kick-Off meeting.)

Note: Consult with Steering Committee and discussion with comparative cities will be done remotely.

Phase 4 -- Develop Findings and Recommendations

After gathering a broad perspective on the current operations and organizational structure, as well as the structure and function of the same departments in five comparison cities, MRG will develop findings and recommendations to improve the efficiency and effectiveness of the analytical and administrative functions of the subject departments.

As the MRG team begins to articulate findings, there may be recommendations for organizational improvements not specifically be included in the scope of work. Those will be discussed with the Steering Committee as they arise.

Phase 5 -- Prepare Executive Summary, Final Report and Implementation Plan

MRG will prepare a draft Report, including its observations, preliminary findings, and recommendations for review by City staff. The report will also identify any issues outside the identified scope of work that may impact the department and require further analysis or actions on the part of the City. The draft Report, which will include a summary and description of study methodology, will be reviewed with the City's project team to ensure factual accuracy, and provoke a discussion of the recommendations it presents. After review, MRG will prepare an Executive Summary, Final Report and an Implementation Plan for presentation to the Steering Committee.

Note: Final Report presentation will be conducted in person.

Fee Schedule

Consultant will be paid on a time and materials basis as per Section 6 (Compensation). The estimate for the scope of work presented is \$63,250.00 which includes 222 hours of consulting services invoiced at \$250 per hour and \$2,000 in travel and project-related expenses. Expenses may include but are not limited to assessment tools, resource materials, miscellaneous expenses, travel, parking and mileage reimbursement at current IRS rates. All costs and expenses will be invoiced at MRG's cost.

The following table summarized the estimated hours by tasks and total estimated expenses.

Phase	Description	Timeline	Hours	Estimated Cost
1	Project Kick-Off & Project Mgmt.	Weeks 1-3	57 hours	\$14,250.00
2	Existing Conditions Analysis	Weeks 3-6	54 hours	\$13,500.00
3	Organization and Operations Assessment and Comparative Analysis	Weeks 6-8	40 hours	\$10,000.00
4	Develop Findings & Recommendations	Weeks 8-10	33 hours	\$8,250.00
5	Executive Summary, Final Report and Implementation Plan	Weeks 10-12	38 hours	\$9,500.00
		Sub-Total	222 hours	\$55,500.00
	Expenses – Travel expenses (estimated)			\$2,000.00
	Two 1.5 hour Steering Committee meetings (remote only)			\$5,750.00
	Total Estimate Project Fees			\$63,250.00