



Agenda Bill

AB# 24-27

Duvall City Council

Meeting Date: 4/16/2024

Small Town. Real Life.

Subject Workload Analysis/Organizational Assessment

Document Type Contract

Department Finance

Contact Cynthia McNabb

Attorney Review N/A

Committee Recommendation: Choose an item. Choose an item.

Planning Commission Recommendation: Choose an item.

Handling Normal **Deadline Date** 4/16/2024

Needed from Council: Action

Recommendation

Authorize the Mayor/City Administrator to enter into a service contract with Moss Adams for an Organizational Assessment/Municipal Workload Analysis.

Council Review History

- 04/02/24: City Council Discussion 2024 Fee Schedule Changes & Additions

Attachments/References

[Request for Proposal](#)

[Proposal from Moss Adams](#)

Routing

Director: Beth McMinn

Approved: Initials Date

Administrator: Cynthia McNabb

Approved: CJM 4/10/2024

Budget Impacts: Budget Amendment Required

Revenue

Fund	Account Description	Revenue	Budget		
			2023/2024 Budget	Budget Amendment Needed	Amended 2023/2024 Budget
		\$	\$	\$	\$
		\$	\$	\$	\$
		\$	\$	\$	\$

Notes

[Click here to enter text.](#)

Verified by Finance: [Click here to enter text.](#) 4/10/2024

Key Facts and Information Summary

A Request for Proposals was created and published on February 1, 2024, on Public Purchase. The RFP closed on March 4, 2024. The RFP was viewed ten times and downloaded seven times. The city received no responses to its RFP. Following the closing of the RFP, the City Administrator researched municipal assessment firms to identify potential contractors and/or consultants who could provide a quality and sophisticated staffing/workload analysis. The work generated from this contract for services will provide the City Council and the Mayor with an essential tool to identify the City of Duvall's current and future staffing needs.

After researching national and local agencies, the City Administrator contacted Moss Adams, a Washington consultant firm with an excellent reputation and depth of experience in organizational assessments. After discussions, Moss Adams indicated its interest in the project and provided a service proposal. The City Administrator also researched local organizations Raftelis and Cabot Dow, who had performed a similar review for Federal Way in 2020 and determined that their offerings and expertise may not meet the City of Duvall's needs. Many consultant firms specialize more exclusively in Classification and Compensation review or specific studies relating to Police Staffing. This project is designed more narrowly to assess the workload and efficiency of multiple municipal departments.

After consultation with Chief Keller, it was determined that a review of police staffing was premature at this time and that an independent assessment of the Duvall Police Department staffing should occur in the next biennium budget. Ultimately, the City Administrator believed Moss Adams had the requisite experience and availability to provide an organizational assessment of City Departments, including Public Works, Finance, Community Development, and Administration.

A budget of \$25,000 was set for this work in approximately 2021/2022 and rolled over into the 2023/2024 Biennium Budget. The budget was not adjusted for inflation when rolled over into the 2023/2024 budget. Moss Adams' proposal is \$38,000 as the maximum cost of the project,

excluding an assessment of the police department. The City Administrator believes there are operational tasks that her team could accomplish to lower the price of the project.

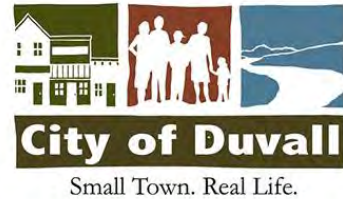
Time is of the essence to begin this project. If the project could commence in May, it would be possible to have data and a report back in time for the City Council and the Mayor to make budgetary decisions for the 2025/2026 Biennium budget.

Recommended Motion: Motion: "I move to approve Agenda Bill 24-27, approving the Mayor to enter into a contract for services with Moss Adams for an Organizational Assessment/Workload Analysis not exceeding \$38,000."

City of Duvall

Request for Proposals

Municipal Staffing Plan/Workload Analysis



Date of Release: February 1, 2024
Proposals due by: March 4, 2024

Introduction

The City of Duvall (“City”) is requesting interested and qualified advisory and/or consulting firms to assist in determining the appropriate level of staffing for the respective Departments within the City of Duvall to meet its operational requirements, help to develop strategies that utilize staff resources in the most effective and efficient manner, and analyze future staffing needs relative to growth projections with the City of Duvall.

This project envisions the selected firm to conduct a Staffing Model Analysis to include review of current conditions and workload, evaluation of future service demands, and an analysis of opportunities for operational changes and process improvements that may further enhance customer service and achieve efficiencies within the departments while maintaining sufficient staffing to provide an excellent level of service to the residents of Duvall.

The Consultant will review the operational elements of the City Departments along with Department programming, resource management, policies and procedures and service delivery. The operational components should not only drive the service model, in accordance with best practices, but should also impact efficiency, effectiveness and productivity.

The City’s goal is to have the selected firm present their report by early Fall so that current and long-range staffing strategies can be presented and discussed by the City Council for consideration during the City’s 2025/2026 biennial budget. The Staffing Plan/Workload Analysis is anticipated to be a valuable tool to ensure that the City’s level of service to the community remain or exceed reasonable expectations of the residents of Duvall.

This Request for Proposal (RFP) provides information on the City of Duvall, the City budget, and current levels of staffing. The RFP describes the required scope of services, the consultant selection process, and the minimum information that must be included in the RFP Response.

City of Duvall Overview

The City of Duvall is a bedroom community located in the Snoqualmie Valley approximately 25 miles northeast of Seattle. The City was incorporated in 1913 and serves approximately 8,300 residents. The City is a full-service city and provides an array of services including police protection; public works; planning and building; parks and recreation; general and administration; along with water, sewer collection, wastewater treatment and storm drainage utilities. An elected, seven-member Council and an independently elected Mayor govern the City. The Mayor selects and recommends to the Council the appointment of management to oversee the City’s daily operations and its approximately 50 employees.

City Budget

The City of Duvall's budget is available online at [City of Duvall 2023/2024 Biennial Budget](#). The City adopts a biennial budget that includes budget for staffing. The City's proposed General Fund budget for the 2023/2024 biennium, excluding transfers between funds, totals \$60.8 million in revenues and \$62.7 million in expenditures. Staff expenditures account for a little over \$5 million on an annual basis.

City Staffing

The City's current full-time equivalent head count is fifty (50). There are approximately five (5) vacancies. There are approximately fifty (50) unique classifications within the City of Duvall. The City also has four (4) positions that are funded through ARPA expenditures. The City is interested in determining the need to adopt these positions permanently into the City of Duvall budget given the workload that presently exists and is estimated to exist in the future.

The Departmental staffing component is as follows:

City Clerk's Office	3
Community Development	6
Executive Team	6
Finance	2
Police	12
Public Works Engineering	7
Public Works Maintenance	11
Wastewater Treatment Plant	3

The City has two unions: Brotherhood of Teamsters, which represents most City staff and the Duvall Police Association, which represents a single classification of Police Officer. There are approximately 10 non-represented positions in the City, largely in City management.

Scope of Services

Subject to further discussion with the selected firm, scope of work on this assignment may include some or all the following services:

- Hold regular planning and update meetings with City Administrator;
- Review job descriptions in order to gain familiarity with all classifications in the City;
- Review staffing and overtime history within the City Departments;
- Conduct interviews with management team, managers, supervisors and employees and/or provide questionnaires to understand distinguishing characteristics of positions, essential job functions, working conditions, and other attributes of classifications and operational requirements to understand the work environment balanced with employee well-being needs and appropriate work-life balance;
- Analyze processes and structures supporting the major departmental and operational functions;
- Review workload levels by Department and classification;

- Propose any recommendations for efficiencies in workflow processes, staffing and classification options to management team and City Administrator, assist in communications to employees, Mayor/City Council, unions, and impacted parties relative to recommendations being made;
- Assess staffing needs and optimized staffing levels based on current operations. Identify opportunities for efficiencies in workflow processes or operational functions.
- Assess future staffing needs based on projected growth and provide recommendations for staffing levels to meet future growth while maintaining excellent customer service to residents of Duvall and provide a staffing “matrix” for the future needs based on key growth and management functions;
- Assist the City in identifying the external and internal factors that impact the City’s commitment to providing efficient and effective support and customer service operations.

Proposal Response

In developing a response to this request for proposals, proposers should be concise, limiting their response to the specific questions and requirements set forth below. The proposal shall be limited to 12 one-sided pages using a minimum 11-point font size (excluding a maximum two- page cover letter and requested reports). The proposal should respond to each question or requirement below in consecutive order, as follows:

Transmittal Letter

The Proposal must include a Transmittal Letter signed by a person within the firm who is authorized to bind the firm, preferably a Lead Consultant. RFP Responses with unsigned Transmittal Letters will be rejected. The Transmittal Letter must include a representation by the Proposer that, except as disclosed in the Proposal, no officer or employee of the Proposer is directly or indirectly a party to or in any other manner interested financially or otherwise in this RFP.

Executive Summary and Understanding of Required Services

An overview of the proposal (including the firm’s relevant experience), a summary of the Proposer’s understanding about the requested scope of services, and its approach to providing those services.

Description of Proposer’s Firm

1. A brief description of your firm’s background, size, office locations, and history as it may be relevant to the services required.
2. Describe your experience providing municipal advisory services for other public agencies and authorities, with an emphasis on Washington jurisdictions and agencies and federal authorities, any related projects, and studies on developing strategies to address budgetary and financial challenges.

Proposer’s Personnel

1. List all the professional staff you intend to assign to the engagement and the area(s) of specialization for each person. Describe the role of each person who will be assigned to the engagement.
2. Identify the Lead Consultant who will be the primary contact in providing services to the City, and who will be listed as a “key person” in any Agreement with the City.

3. In an appendix, include professional biographies for all professionals who will be assigned to provide services in your proposal.

Fees and Charges

Provide the proposed fees for providing the services to complete this assignment. The Proposal must state an “hourly” fee structure for the services contemplated and pricing for each of the major tasks outlined under the “Anticipated Scope of Work” section of this RFP. Provide the hourly rates to be billed for work performed and describe how customary reimbursable expenses will be charged, including attendance at meetings in the City.

References

Please provide at least three (3) client references for whom your firm has performed similar work to that requested in this RFP during the past five years. For each client, please provide the name, street address, telephone number and email address.

Completed Reports

Please provide two (2) completed reports that your firm has previously developed for cities, counties or local government agencies that are comparable to the project outlined in this RFP.

Proposal Submission

The deadline for proposal submissions is March 4, 2024.

The City is using Public Purchase to post and accept responses to the request for proposals. To register with Public Purchase for free, go to the link provided on the next page and follow the registration instructions under the section titled “Register for Free.” It can take up to 24 hours for an account to be activated, so make sure you register well ahead of the proposal deadline. Once you’ve registered, follow directions to register under the City of Duvall. This will allow you access to the request for proposal, the ability to ask questions and read answers to questions others have submitted, and the ability to submit your proposal electronically. Electronic submittal is the preferred way of proposal delivery.

If you are unable to submit your proposal electronically, three copies of the proposal must be submitted to Duvall City Hall no later than the deadline listed above. All proposals must be sealed in an envelope and clearly marked “Proposal for Municipal Staffing Plan/Workload Analysis.” All proposals and accompanying documentation will become the property of the City and will not be returned. Proposers accept all risks of late delivery of mailed proposal regardless of fault. Costs for developing the proposal in response to the RFP are entirely the obligation of the Proposer.

To submit electronically register with Public Purchase and the City of Duvall at:

<https://www.publicpurchase.com/gems/register/vendor/register>

RFP address for **in person** deliveries:

Duvall City Hall

Re: Municipal Staffing Plan/Workload Analysis

15535 Main Street

Duvall, WA 98019

RFP address for **mailed** deliveries:

Duvall City Hall

Re: Municipal Staffing Plan/Workload Analysis

PO Box 1300

Duvall, WA 98019

Tentative Schedule

Proposal Submittal Deadline

March 1, 2024 – 2:00 pm

City Staff Evaluation of Proposals

March 8, 2024

Interview Top Candidates

March 15, 2024

Notice to Successful Proposer March 22, 2024
Award Contract March 29, 2024

Inquiries

Please direct any questions through the RFP on Public Purchase where answers will be posted and available to all interested parties.

Evaluation Criteria

Evaluation Criteria and Selection Process

Proposals will be evaluated on the following criteria:

Evaluation Criteria	Weight
Cost	20
Public sector or equivalent organization analysis and evaluation experience	20
Quality of proposal and responsiveness to RFP requirements	30
Staff expertise and overall experience of assigned personnel	30
Total points available	100

Discretion and Liability Waiver

The City reserves the right to reject all proposals or to request and obtain supplementary information as necessary for City staff to analyze the proposals pursuant to the selection criteria listed above.

The Proposer, by submitting a response to this RFP, waives all right to protest or seek any legal remedies whatsoever regarding any aspect of this RFP.

Attachments

Exhibit A – Sample City of Duvall Professional Services Contract

CONTRACT FOR PROFESSIONAL SERVICES

Project name _____

Contract #XXXX-XX

THIS AGREEMENT is entered into between the City of Duvall, Washington, hereinafter referred to as “the City”, and _____, hereinafter referred to as “the Consultant”, in consideration of the mutual benefits, terms, and conditions hereinafter specified.

1. **Project Designation.** The Consultant is retained by the City to perform _____ under the terms of this contract.
2. **Scope of Services.** The Consultant agrees to perform the services, identified on Exhibit “_____” attached hereto, including the provision of all labor, materials, equipment and supplies.
3. **Duration of Agreement; Time for Performance.** This Agreement shall be in full force and effect for a period commencing upon execution and ending _____, unless sooner terminated under the provisions hereinafter specified. Work under this Agreement shall commence upon written notice by the City to the Consultant to proceed. The Consultant shall perform all services and provide all work product required pursuant to this Agreement no later than _____, unless an extension of such time is granted in writing by the City.
4. **Payment.** The Consultant shall be paid by the City for completed work and for services rendered under this Agreement as follows:
 - a. Payment for the work provided by the Consultant shall be made as provided on Exhibit “_____” attached hereto, provided that the total amount of payment to the Consultant shall not exceed \$_____ (_____) without express written modification of the Agreement signed by the City.
 - b. The Consultant may submit vouchers to the City once per month during the progress of the work for partial payment for that portion of the project completed to date. Such vouchers will be checked by the City and, upon approval thereof, payment shall be made to the Consultant in the amount approved.
 - c. Final payment of any balance due the Consultant of the total contract price earned will be made promptly upon its ascertainment and verification by the City after the completion of the work under this Agreement and its acceptance by the City.
 - d. Payment as provided in this section shall be full compensation for work performed, services rendered, and for all materials, supplies, equipment and incidentals necessary to complete the work. The Consultant’s records and accounts pertaining to this Agreement are to be kept available for inspection by representatives of the City and the state of Washington for a period of seven (7) years after final payments. Copies shall be made available upon request.
5. **Ownership and Use of Documents.** All documents, drawings, specifications and other materials produced by the Consultant in connection with the services rendered under this Agreement shall be the property of the City whether the project for which they are made is executed or not. The

Consultant shall be permitted to retain copies, including reproducible copies, of drawings and specifications for information, reference and use in connection with the Consultant's endeavors. The Consultant shall not be responsible for any use of the said documents, drawings, specifications or other materials by the City on any project other than the project specified in this Agreement.

6. **Compliance with Laws.** The Consultant shall, in performing the services contemplated by this Agreement, faithfully observe and comply with all federal, state, and local laws, ordinances and regulations, applicable to the services rendered under this Agreement.
7. **Indemnification.** The Consultant shall defend, indemnify and hold the City, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the negligent acts, errors or omissions of the Consultant in performance of this Agreement.

Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages caused by or resulting from the concurrent negligence of the Consultant and the City, its officers, officials, employees, and volunteers, the Consultant's liability hereunder shall be only to the extent of the Consultant's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

8. **Insurance.** The Consultant shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Consultant, its agents, representatives, or employees. Consultant's maintenance of insurance as required by the agreement shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance, or otherwise limit the City's recourse to any remedy available at law or in equity.

- a. **Minimum Amounts and Scope of Insurance.** Consultant shall obtain insurance of the types and with the limits described below:

- i. **Automobile Liability** insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.
- ii. Automobile Liability insurance shall cover all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.
- iii. **Commercial General Liability** insurance with limits no less than \$1,000,000 each occurrence, \$2,000,000 general aggregate. Commercial General Liability insurance shall be written on ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, independent contractors and personal injury and advertising injury. The City shall be named as an additional insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the City.

- iv. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.
 - v. Professional Liability with limits no less than \$1,000,000 per claim and \$1,000,000 policy aggregate limit. Professional Liability insurance shall be appropriate to the Consultant's profession.
- b. **Other Insurance Provision.** The Consultant's Automobile Liability and Commercial General Liability insurance policies are to contain or be endorsed to contain that they shall be primary insurance with respect to the City. Any Insurance, self-insurance, or insurance pool coverage maintained by the City shall be excess of the Consultant's insurance and shall not be contributed or combined with it.
- c. **Acceptability of Insurers.** Insurance is to be placed with insurers with a current A.M. Best rating of not less than A:VII.
- d. **Verification of Coverage.** Consultant shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Consultant before commencement of the work. Certificates of coverage and endorsements as required by this section shall be delivered to the City within fifteen (15) days of execution of this Agreement.
- e. **Notice of Cancellation.** The Consultant shall provide the City with written notice of any policy cancellation, within two business days of their receipt of such notice.
- f. **Failure to Maintain Insurance.** Failure on the part of the Consultant to maintain the insurance as required shall constitute a material breach of contract, upon which the City may, after giving five business days' notice to the Consultant to correct the breach, immediately terminate the contract or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the City on demand, or at the sole discretion of the City, offset against funds due the Consultant from the City.
9. **Independent Contractor.** The Consultant and the City agree that the Consultant is an independent contractor with respect to the services provided pursuant to this Agreement. Nothing in this Agreement shall be considered to create the relationship of employer and employee between the parties hereto. Neither the Consultant nor any employee of the Consultant shall be entitled to any benefits accorded City employees by virtue of the services provided under this Agreement. The City shall not be responsible for withholding or otherwise deducting federal income tax or social security or for contributing to the state industrial insurance program, otherwise assuming the duties of an employer with respect to the Consultant, or any employee of the Consultant.
10. **Covenant Against Contingent Fees.** The Consultant warrants that he has not employed or retained any company or person, other than a bona fide employee working solely for the Consultant, to solicit or secure this contract, and that he has not paid or agreed to pay any company or person, other than a bona fide employee working solely for the Consultant, any fee, commission, percentage, brokerage fee, gifts, or any other consideration contingent upon or resulting from the award or making of this contract. For breach or violation of this warrant, the City shall have the right to annul this contract

without liability, or in its discretion to deduct from the contract price or consideration, or otherwise recover, the full amount of such fee, commission, percentage, brokerage fee, gift, or contingent fee.

11. **Discrimination Prohibited.** The Consultant, with regard to the work performed by it under this Agreement, will not discriminate on the grounds of race, religion, creed, color, national origin, age, veteran status, sex, sexual orientation, gender identity, marital status, political affiliation or the presence of any disability in the selection and retention of employees or procurement of materials or supplies.
12. **Assignment.** During the term of this Agreement and following its expiration or termination for any reason, neither the Consultant or the City may assign this Agreement or any rights, claims or duty under it without the prior written consent of the other party. Furthermore, the Consultant shall not sublet or assign any of the services covered by this Agreement without the express written consent of the City.
13. **Non-Waiver.** Waiver by the City of any provision of this Agreement or any time limitation provided for in this Agreement shall not constitute a waiver of any other provision.
14. **Termination.**
 - a. The City reserves the right to terminate this Agreement at any time by giving ten (10) days written notice to the Consultant.
 - b. In the event of the death of a member, partner or officer of the Consultant, or any of its supervisory personnel assigned to the project, the surviving members of the Consultant hereby agree to complete the work under the terms of this Agreement, if requested to do so by the City. This section shall not be a bar to renegotiations of this Agreement between surviving members of the Consultant and the City, if the City so chooses.
15. **Applicable Law; Venue; Attorney's Fees.** This Agreement shall be subject to, and the Consultant shall at all times comply with, all applicable federal, state and local laws, regulations, and rules, including the provisions of the City of Duvall Municipal Code and ordinances of the City of Duvall. In the event any suit, arbitration, or other proceeding is instituted to enforce any term of this Agreement, the parties specifically understand and agree that venue shall be properly laid in King County, Washington. The prevailing party in any such action shall be entitled to its attorney's fees and costs of suit. Venue for any action arising from or related to this Agreement shall be exclusively in King County Superior Court.
16. **Severability and Survival.** If any term, condition or provision of this Agreement is declared void or unenforceable or limited in its application or effect, such event shall not affect any other provisions hereof and all other provisions shall remain fully enforceable. The provisions of this Agreement, which by their sense and context are reasonably intended to survive the completion, expiration or cancellation of this Agreement, shall survive termination of this Agreement
17. **Notices.** Notices to the City of Duvall shall be sent to the following address:

City Clerk City of Duvall
P.O. 1300
Duvall, WA 98019

Notices to Consultant shall be sent to the following:

18. **Entire Agreement; Modification.** This Agreement, together with attachments or addenda, represents the entire and integrated Agreement between the City and the Consultant and supersedes all prior negotiations, representations, or agreements written or oral. No amendment or modification of this Agreement shall be of any force or effect unless it is in writing and signed by the parties.

DATED this _____ day of _____, 2023.

Amy Ockerlander, Mayor

Authorized Consultant signature

Attest/Authenticated:

Approved as to Form:

City Clerk, John Botero

City Attorney



OPPORTUNITY RISING

ORGANIZATIONAL ASSESSMENT SERVICES PROPOSAL FOR

CITY OF DUVALL

Tammy Lohr, Senior Manager

Colleen Rozillis, Partner

Moss Adams LLP
999 3rd Ave #2800
Seattle, WA 98104
(206)302-6500



MOSSADAMS

Dear Cynthia McNabb:

Moss Adams is extremely pleased to submit our proposal to provide organizational assessment services for the City of Duvall (the City). Moss Adams delivers highly regarded, comprehensive organizational assessment services to local government clients throughout the western United States. We're confident our team is the best fit for the City because we offer the following:

- **Focus on management and organizational assessments.** We're an industry leader in government organizational assessments. We regularly conduct management reviews, operational assessments, performance audits, and process reengineering projects for a wide range of government entities throughout the United States.
- **An iterative, collaborative approach to our services.** We do more than just the technical task at hand. We focus on how we can deliver the greatest value to our clients by collaborating with you to help you strengthen your ability to serve your community. In addition, we believe in avoiding surprises. We share our insights as we conduct our work, validating facts that support findings and testing the practicality of recommendations along the way; our final reports are merely summaries of what we've already conveyed to and vetted with our clients. We draw on best practices to develop solutions that are practical, achievable, and affordable, and we deliver results in a manner sensitive to the public service environment in which our clients operate.
- **An established, reputable firm with extensive resources and expertise.** With over 4,400 professionals and staff across more than 30 locations, we have provided high-quality services to our clients for over 100 years.

March 22, 2024

Cynthia McNabb
City Administrator

City of Duvall
15535 Main Street NE
Duvall, WA 98019

We are highly qualified to provide these services, and we firmly believe we offer the kind of special dedication, continuity, and commitment that inspires mutual trust and confidence in projects of this type. We look forward to the possibility of working with you on this important undertaking. Thanks very much for your consideration.

Sincerely,

Tammy Lohr
Senior Manager
(206) 302-6538
tammy.lohr@mossadams.com

Colleen Rozillis
Partner
(206) 302-6795
colleen.rozillis@mossadams.com

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Firm Profile



At Moss Adams, we believe in the power of possible. As a business and personal advisory firm with 4,400 professionals across more than 30 locations, we work with clients to meet the rising challenges and opportunities of tomorrow. Through a full spectrum of accounting, consulting, and wealth management services, we bring the deep industry specialization and unconventional thinking our clients seek.

Since we put down roots in the Pacific Northwest more than 100 years ago, we've steadily expanded to serve clients across the nation and globally. Our full range of services includes accounting (assurance and tax), consulting (IT, strategy & operations, transactions, and specialty), as well as individual and institutional wealth management.

Moss Adams is one of the 15 largest US accounting and consulting firms and a founding member of Praxity, a global alliance of independent accounting firms providing clients with local expertise in the major markets of North America, South America, Europe, and Asia.

Full-Service Capabilities

We offer a full range of services and specializations that span accounting, consulting, and wealth management to suit your specific needs.



Qualifications

Moss Adams has the right resources and experience to complete this organizational assessment and find solutions to help meet the City. In particular, our firm will provide the following to the City:

Competent and Professional Staff and Project Team

At Moss Adams, our goal is to hire and keep people who believe in, and demonstrate, a sincere passion for excellence in their work and a deep commitment to interacting with each and every colleague and client with respect. This goal can't be achieved without well-trained, highly motivated people who are continually challenged and growing in their professional abilities. We take great pride in the experienced professionals we assign to engagements. Both our new and long-term clients regularly compliment our staff on their industry knowledge and practical approach. Due to our low turnover average, we commit to retaining staff on engagements whenever possible.

Experience in Organizational Assessments

We have been a leader in government organizational reviews for over 30 years and typically perform 20 to 30 assessments each year, in addition to efficiency studies, management reviews, facilitation, and other organizational development work. Operational and organizational economy, efficiency, effectiveness performance audits; regulation, policy, and procedure compliance audits; management reviews; and internal controls assessments are frequent components of the government services we provide. We have performed reviews of analytical functions for multiple municipalities up and down the West Coast.

Extensive Knowledge of Organizational Structure, Particularly for Local Governments

Local governments tend to be dynamic, constantly changing and transitioning to the next phase in their life cycles with organizational culture evolving through the continual change. That's why our team focuses on helping our government clients make the organizational changes required to successfully implement strategies and tactics that fundamentally impact culture and readiness for the future.

Our team specializes in helping governments improve performance. The assessment and redesign of organizational structure and staffing models is a frequent component of our government consulting services. We're well versed in reviewing organization structure, policies, processes, procedures, internal controls, staffing levels and skills, technology, automation opportunities, and training and development, as well as coordination, communication, and change management within and across functions. Our team has significant experience and familiarity with the complex business and technical structure of governments. We understand the unique requirements of public sector agencies and programs, as well as the intricacies involved in the diverse needs of various customers, departments, and constituents. Our consulting practice has earned a reputation for adding value and providing objective analysis and insight.

Extensive Experience Working with Local Governments

Our firm not only has an extensive Government Services Practice, but also deep experience specific to cities. The majority of the cities we work with are running on tight budgets and challenged to find innovative ways to reduce costs, while maintaining the service levels their constituents expect. Many of

the cities we provide services to run housing authorities, landfills, libraries, correctional facilities, environmental services, and parks and recreational facilities.

Demonstrated Knowledge and Capability to Produce Project Documents as Outlined in the Scope of Services

Further detailed in our experience section, our team has the right knowledge to successfully complete this project. Because of our extensive consulting work in the public sector, we have developed a series of proven practice components: in-depth investigative methodologies, close engagement oversight and supervision, comprehensive document management, thorough fieldwork, consistent communications, and comprehensive risk assessment frameworks.

Proven Record of Completing Tasks and Projects On-Time and On-Budget

Meeting your deadlines while making sure you're getting the service you need and deserve is our highest priority. We're committed to responding quickly to your needs and offering constant support. We pride ourselves on being able to deliver excellent client service consistently across each engagement. Our references will gladly verify our record for completing our engagements on time, within budget, and to their satisfaction.

Flexibility in Adapting to Meet the Needs of Unique Organizations

We are flexible in our approach and will tailor our services to best meet the needs of the City. Rather than performing engagements for our clients, we team with them to address what is needed to assess risks, improve performance efficiency and effectiveness, increase employee engagement, and align organizational structure with goals and priorities. The knowledge and guidance we provide to our clients allows them to continue to improve their organizations and is an integral part of our engagements.

Experience Performing Similar Work For Government Entities

OUR GOVERNMENT SERVICES PRACTICE

Our Government Services Practice is grounded in the expertise of over 340 Moss Adams professionals who specialize in serving tax-exempt entities, including governments, higher education institutions, not-for-profits, tribal and gaming entities, energy and utility entities, and federal contractors.

We recognize government organizations are accountable to many different constituencies—oversight agencies, audit committees, elected officials, taxpayers—all with different expectations and demands. That’s why we commit significant personnel and resources to this Practice, building technical expertise in all areas of government.

Our experienced partners and senior managers lead engagements for over 360 government entities across the United States including state agencies; cities and counties; public colleges and universities; special purpose governments including ports, utility districts, and transit agencies; public retirement funds; and others.

Our significant government experience means we’re more likely to help you spot potential problems and create effective solutions. You’ll receive more effective services from our specialized professionals who have a deep understanding of the pressures you face like the need for greater efficiency and transparency under tight budget constraints.

GOVERNMENT CONSULTING EXPERTISE

Our firm’s Government Services are heavily composed of organizational reviews and robust operational assessments—we’ve conducted projects of this type in nearly every facet of local government. Our seasoned staff members have significant experience providing consulting and review services related to operations, performance, policies and procedures compliance, governance, and technology. Our government consulting team has earned a reputation for adding value and providing objective analysis and insight.

ORGANIZATIONAL ASSESSMENT AND OPTIMIZATION

Organizational development is the systematic process of managing significant changes in the current business and moving towards specified future outcomes. By examining the City’s thinking, assumptions, strategies, and goals in relation to critical success factors, an entirely new alignment of organizational components may be created to support a new strategic direction or respond to external influences. We’ll take a look at areas such as organizational structure, business processes, resource capacity, customer needs, leadership style, employee engagement, core competencies of employees, decision-making models, and culture.

Our organizational consultants approach organizational development by combining solid industry experience with a unique combination of behavioral and organizational skills to address both the art and science of leadership and organizational change. We help our clients become more effective, efficient,

productive, financially successful, and fulfilling places to work. At the same time, the organization and its management and staff can maximize stakeholder value by improving organizational effectiveness, people potential, and performance results.

PERFORMANCE AUDITS

Our consulting team performs dozens of performance audits each year, helping governments to identify improvement opportunities by drawing from a breadth and depth of experience working with hundreds of similar clients. We leverage industry best practices to assess the current environment and identify ways to enhance each organization’s ability to achieve its mission, goals, and strategic initiatives. We consider and evaluate these best practices so they can be practically applied by our clients to help define management and organizational models, strategies, and tactics to facilitate optimal performance.

We also develop performance metrics to enhance accountability, transparency, and data-driven decision making. Performance metrics typically incorporate the identification of efficiency and effectiveness measures, alignment with strategic goals, and development of performance dashboards for use by elected and appointed officials. Results can be utilized to inform strategic plans, policy development, and strategic initiatives.

POLICY, PROCEDURE, AND PROCESS DEVELOPMENT AND IMPLEMENTATION

Our experience in policy, procedure, and process development and implementation is vast, with work conducted in every facet of government. Our team is very knowledgeable of the unique requirements of city governments, including federal regulations impacting local government operations. We specialize in evaluating and strengthening policies, procedures, and processes, both as stand-alone projects and in our role as the designated internal auditor for our government clients.

REFERENCES

Each of the engagements below have been completed on time, within budget, and to our clients’ satisfaction.

City of Salem

CITY OF SALEM

1

Key Contact: Courtney Knox-Busch, Strategic Initiatives Manager
(503) 540-2426, cbusch@cityofsalem.net

Moss Adams provides comprehensive organizational assessment and optimization services to the City of Salem. We conducted a citywide organizational assessment and structure study, focused on opportunities for enterprise-wide improvement in efficiency, effectiveness, and collaboration. We conducted a SWOT analysis survey of all city employees and held more than 40 interviews with City leadership and key staff. The organizational assessment identified opportunities for improvement in four major areas: leadership and culture, organization structure and staffing, planning and communication, and processes and systems.

Following the organizational assessment, we collaborated with the executive leadership team to identify initiatives to implement. We have worked with the City on multiple projects to improve operations and service delivery, including a performance measurement framework, strategic plan, organizational restructure facilitation, ethics program development and implementation, and other projects with the goal of organizational alignment. One project we're particularly proud of is supporting the vision, creation, and establishment of a one-stop cross-functional Customer Service Center, including review of existing processes, future state processes, form changes, organizational structure, interdepartmental collaboration and communication, and the development of policies and procedures.

City of Santa Monica

CITY OF SANTA MONICA

2

Key Contact: Susan Cline, Assistant City Manager
(310) 458-8411, susan.cline@smgov.net

We have been serving as the City of Santa Monica's internal and performance auditor of record since mid-2014. Since then, we have performed over 25 internal controls and performance audits for the City, with individual project budgets ranging from \$25,000 to \$200,000, depending on the scope of analysis. In collaboration with City management, we have scoped focused departmental performance audits to identify opportunities for more efficient and effective operations and strategies for fiscal sustainability. We also conducted a comprehensive citywide compensation and service study that evaluated the City's performance, department size, service levels, workloads, and compensation relative to local peer cities.

City of Stockton

CITY OF STOCKTON

3

Key Contact: Courtney Christy, Deputy City Manager
(209) 937-8205, courtney.christy@stocktonca.gov

We have been serving as the City of Stockton's internal and performance auditor of record since 2013. We helped the City implement a series of projects to reduce risks, improve performance, and strengthen internal controls, which were essential components of their bankruptcy recovery program. We have completed over 50 projects to date, tracked and validated over 300 findings, and helped the City to strengthen the ability to efficiently and effectively serve its community. Individual project budgets range from \$20,000 to \$50,000, depending on the scope of analysis. We've completed a series of organizational and process improvement engagements related to the City's capital planning and programming process; multiple organizational assessments including human resources and community services; and have assisted in a comprehensive citywide policy update.

Work Plan

PROJECT UNDERSTANDING

We understand that the City of Duvall is interested in completing an organizational assessment to help determine whether its staffing levels are right-sized and appropriate to achieve the City's goals and objectives. The Departments included within this organizational assessment proposal include:

- City Clerk's Office
- Finance
- Community Development
- Public Works
- City Administrator

If the City would like to include the Police Department, an additional fee will apply. This analysis will take factors such as overtime, workload, and industry standards for community policing into consideration.

APPROACH AND METHODOLOGY

We pride ourselves on not only leveraging best practices, but also serving as a source of best practices in our organizational development services. We conduct these engagements in accordance with industry standards. Our firm has internal controls in place to make sure we deliver high quality, defensible products for all organizational development consulting engagements, including the following:

INDEPENDENCE	We accept engagements carefully and assign teams with equal care so that no external, personal, or organizational impairments exist in our work.
PROFESSIONAL JUDGMENT	We use careful planning to determine the type of assignment to be performed and the standards that apply to the work. This includes defining the scope of work, selecting a specific methodology, determining the type and amount of information to be gathered, and choosing appropriate benchmarks. We also maintain an attitude of professional skepticism, which includes a questioning mind and a critical assessment of evidence. Our standards of professional judgment demonstrate experience and integrity in the performance of organizational development engagements.
COMPETENCE	The proposed staff for our organizational development engagements are well qualified to serve local government entities. Our firm has a rigorous continuing professional education program so that all staff who conduct these engagements meet the Government Accountability Office (GAO) specified requirements for education. Our government industry group sponsors an annual education forum, which includes training in relevant areas such as the Generally Accepted Government Auditing Standards (GAGAS), Institute of Internal Auditors (IIA) standards, American Institute of Certified Public Accountants (AICPA) consultancy standards, and firm auditing practices. In addition to rigorous continuing professional education, our proposed staff members work in a supervised environment that fosters the development of experience and professionalism.

QUALITY CONTROL & ASSURANCE

We have a comprehensive process of internal quality control and supervision. All organizational development engagements are assigned to a qualified engagement manager. All deliverables, including workpapers, observations, recommendations, and final reports are processed through a critical quality control review process. In addition to these regular quality control and assurance controls, our firm participates in a regular external peer review process.

Our organizational development methodology encompasses project planning, fieldwork, interviews, documentation of evidence to support our findings, commendations, recommendations for achieving improvements, and a project report that delivers high-impact analysis and an action plan.

We will perform the services in accordance with Standards for Consulting Services established by the American Institute of Certified Public Accountants. Accordingly, we will provide no opinion, attestation, or other form of assurance with respect to our work or the information upon which our work is based. The procedures we will be performing will not constitute an examination or a review in accordance with generally accepted auditing standards or attestation standards.

You can expect our approach to be executed through the following four major phases:

- 1 Start-Up and Management.** Project initiation consists of collaborative project planning with City project management, including determining who will be interviewed and/or surveyed, what documents will be reviewed, what observations and walk-throughs will be performed, when and how results will be shared, and how we'll report on project status.
- 2 Fact Finding.** In the second phase, we'll conduct fieldwork, including documentation review, walk-throughs, observations, interviews, and an online survey. We'll obtain the most current information available and insights from City personnel and selected stakeholders.
- 3 Analysis.** Based on firsthand input gained during our fieldwork in the previous phase, we'll evaluate the importance, impact, and scope of our observations to develop recommendations for organizational improvement. We'll leverage best practices to inform our assessment and conduct peer benchmarking to provide comparative data from other government entities on organizational structure and staffing levels.
- 4 Reporting.** In the final phase, we'll conclude the project by communicating observations and recommendations through reports and presentations. We'll deliver both draft and final reports, which will include a detailed implementation plan.

These phases are delineated by tasks described in greater detail below.

PHASE 1

START-UP AND ONGOING MANAGEMENT

We'll begin the project by confirming City's desired outcomes and potential reference points from which to assess performance.

1.1 Initiate Project

We'll conduct a kickoff meeting with the project director and others, as determined by the City, to confirm expectations and discuss overall project scope, logistics, deliverables, timing, and progress reporting requirements. We'll clarify responsibilities of Moss Adams and City personnel, timing of project activities,

communication expectations for the project team and City staff, and format of deliverables. We'll establish an interview list and finalize our approach to each phase of the project.

1.2 Perform Project Management

We'll conduct rigorous project management activities for the duration of the engagement. These activities will include providing guidance to the consulting team, coordinating with the project director, working through issues and solving problems, monitoring progress against the approved work plan, and submitting progress reports. At the requested cadence, we will provide the project team with project reports that detail the status of work, upcoming activities, and anticipated deliverable dates.

1.3 Provide Quality Assurance

We believe it's important to recognize the need for quality by providing excellent client service and engagement oversight. All deliverables receive a quality assurance review before submittal to the City.

PHASE 1 DELIVERABLES



- Kickoff meeting agenda and minutes
- Interview list
- Progress reports

PHASE 2

FACT FINDING

During fact finding, we gather objective input required to assess the City's category of service.

2.1 Review Documentation

We'll gather relevant documentation for review. Examples include current organization charts, job descriptions, planning documents (e.g., strategic plan, department operating plans), budgets and financial reports, overtime utilization over the last three fiscal years, policies and procedures, labor agreements, and relevant performance measures. The objectives of the documentation review include gaining an understanding of the operational and organizational environment and further defining issues and surrounding facts. Specific steps include developing a document request list, coordinating document receipt and review, and developing questions for use during interviews.

2.2 Perform Interviews and Focus Groups

We'll conduct interviews and focus groups with stakeholders within each department. Interviews are at the heart of fact finding, and it's through interviews that we'll gain each person's perspective of the current structure, staffing, policies and procedures, responsibilities, major tasks, inter-departmental functions, operational and organizational environment, strengths, and opportunities for improvement. We will coordinate closely with the project director to identify personnel to interview to ensure adequate coverage.

2.3 Administer online survey (optional)

In addition to interviews and focus groups, our fact-finding process may include an online survey to gain input from employees across the City. The online survey would enable us to cost-effectively reach a broader audience and gain additional insights on a) staffing levels and needs, b) provided supports, and c) opportunities to increase efficiency.

2.4 Identify Best Practices Through Benchmarking

Part of our assessment process will draw from comparisons to best practices. In addition, we'll leverage peer benchmarking to provide comparative data. Some firms perform benchmarking by reviewing

collections of articles, statistics, and stagnant data. But at Moss Adams, because we have extensive, firmwide industry connections, we can conduct real-time interviews with other cities to obtain firsthand insights from your peers about staffing levels, the challenges they've faced, the measures they've taken to overcome them, and how they've established and maintained continued organizational success. Incorporating this feedback with the rest of our findings enhances our ability to provide innovative, effective, value-added solutions to the City. We will work with the City to identify up to five peers for benchmarking purposes.

2.5 Prepare Preliminary Observations

We'll document our preliminary observations, including commendations and opportunities for improvement. Opportunities for improvement will be organized into themes and clearly identify strengths and weaknesses of the organizational structure, operating procedures and systems, and resource allocation to the departments.

2.6 Present Preliminary Observations

We'll present preliminary observations to the City. The fact-finding phase of work gives the entire project team an opportunity to scan a wide breadth of issues.

The purpose of sharing preliminary observations is to avoid surprises by giving City a chance to preview findings and verify facts to make sure the basis for each observation is accurate and valid. Observations will form the basis for analysis of opportunities for improvement.

PHASE 2 DELIVERABLES		<ul style="list-style-type: none"> • Document request list • Peer benchmarking results • Preliminary observations
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PHASE 3 ANALYSIS

Analysis moves the study process from observations to assessment. This task will determine the significance of opportunities for improvement and how best to address them.

3.1 Assess Operational Efficiency

Based on observations, we'll evaluate each functional area and position for opportunities for improvement. Our assessment will be forward-looking to help the City to better align the people, processes, systems, and culture of each department with the needs of customers, best practices, and peer practices. Our analysis will consider factors such as use of overtime, staffing and service relative to peer communities, and comparison to industry standard staffing ratios for core functions.

3.3 Perform Gap and Alternatives Analysis

We'll identify differences between current City practices and appropriate peer and best practices to define gaps that should be addressed. The gap analysis will focus on opportunities to improve efficiency and effectiveness and reduce business risks. Opportunities for improvement will build on strengths and address weaknesses. For each major opportunity for improvement, we'll conduct alternative analysis in an abbreviated cost-benefit format inherent to our analysis. Each alternative solution will be scrutinized for pros, cons, resources, budget, training, and risks, if relevant. The results will directly feed into our recommendations. We'll work with City staff to determine which alternatives are the best fit for the City.

3.4 Prepare Draft Observations and Recommendations

Based on our analysis, we'll update observations and prepare recommendations. Observations and recommendations will be organized by area of focus and will include, but may not be limited to: organizational structure, staffing levels, business improvement and policy/procedures documentation, employee training and development, and organizational change management. Organizational structure options, where relevant, will be presented in a draft and will include sequencing based on priority.

3.5 Present Draft Observations and Recommendations

Draft observations and recommendations will be presented to City for final fact validation and assessment of the practicality of recommendations.

PHASE 3 DELIVERABLES



- Draft recommendations

PHASE 4

REPORTING

The final phase covers the production of deliverables, including draft and final reports.

4.1 Submit Draft Report

Our work will be packaged in a draft report for review by the City. The draft report will include the necessary level of detail to allow the document to stand on its own and include the following:

- Executive summary
- Commendations (what is working well)
- Study objectives, scope, and methodology
- Observations and recommendations
- Implementation plan
- Management response (if desired by the City)

4.2 Submit Final Report

Based on your feedback, we'll revise the draft report and submit our final report.

4.3 Present Final Report

We'll present the final report and prepare a presentation to facilitate these briefings, if requested.

PHASE 4 DELIVERABLES



- Draft and final reports
- Final report presentation

PROJECT SCHEDULE

Projects of this nature typically take approximately three to four months to complete from project start-up to delivery of the final report. The overall timing will depend on the availability of key City personnel and the general timing of this work in relation to other relevant work impacting the City. The duration of the phases is depicted below.

Should we be awarded this work, we are available to begin work shortly after contract execution.

Phase	Month 1	Month 2	Month 3
1. Start-Up and Management			
2. Fact Finding			
3. Analysis			
4. Reporting			

Project Team

Working with the right team of professionals makes all the difference to your engagement. The team members we've thoughtfully selected to serve your specific needs have years of city government experience. But more than that, you'll find they bring an optimistic perspective focused on helping the City explore and embrace emerging opportunities. Your Moss Adams team will personally engage with your team and bring a new level of energy and enterprise to your engagement.

Proposed Team

Team Member	Project Role
Colleen Rozillis, Partner	Engagement partner, quality assurance
Tammy Lohr, Senior Manager	Project manager
Annie Fadely, Senior	Lead analyst

RESUMES

Colleen Rozillis, PMP, Partner



Professional Experience

Since 2005, Colleen has advised local, state, and tribal governments; K-12 and higher education institutions; utilities; private companies; and not-for-profit organizations to improve organizational and program operations and efficiency, facilitate strategic leadership and planning, and cultivate more effective governance. She works collaboratively with clients to understand their goals and objectives and define organizational and programmatic changes to better equip and position them to achieve those goals. Colleen serves as the firm's public sector, not-for-profit, and tribal consulting industry group leader and leads ESG consulting for the firm.

Her government experience includes planning, policy, and financial analysis for local and state agencies in Alaska, Arizona, California, Colorado, Hawaii, Michigan, Montana, Nevada, Ohio, Oregon, Pennsylvania, Texas, Utah, and Washington. Before joining Moss Adams, she managed the Performance Reporting Branch of the Washington State DOT and authored the 2011-2015 WSDOT Strategic Plan.

Colleen has recently provided organizational development and performance consulting services to cities including Bakersfield, Berkeley, Boise, Carson City, Culver City, Cupertino, Eugene, Fresno, Glendale, Modesto, Newport Beach, Portland, Redondo Beach, Salem, Santa Monica, and Stockton; and public agencies including Valley Water, Orange County, and Sonoma County.

Professional Affiliations and Certifications

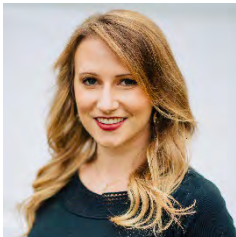
Colleen Rozillis, PMP, Partner

- Chair, Board of Trustees, Humanities Washington
- Member, Society for Corporate Governance
- Member, Project Management Institute
- Member, International City & County Management Association
- Member, Institute of Internal Auditors
- Member, Association of Local Government Auditors
- Project Management Professional (PMP)

Education

- MS, public policy and management, Carnegie Mellon University
- BA, English and political science, University of Michigan
- Diversity and Inclusion Certificate, Cornell University

Tammy Lohr, CFE, ODCP, Senior Manager



Professional Experience

Tammy assesses operational performance for public sector organizations including state and local government, school districts, and higher education institutions. Her engagements are informed by rigorous analysis and employee engagement to evaluate operations, which may include the efficacy of existing organizational structure and resourcing strategies, enhancing workplace culture, identification of system needs, and streamlining processes.

Tammy focuses on key elements of each engagement to develop high-quality deliverables that address client needs and meet applicable professional standards. By using a collaborative approach to working with her clients, she delivers projects and reports attuned to each client’s unique operating environment with recommendations designed to optimize organizational performance.

Prior to joining Moss Adams, she worked as a performance auditor for the Washington State Auditor’s Office.

Tammy has recently provided operational reviews and organizational assessment services to clients including the City of Berkeley, City of Cupertino, City of Stockton, City of Salem, City of Glendale (Arizona), City of Santa Monica, City of Redondo Beach, City of Modesto, City of Lake Stevens, Boulder County, Douglas County (Nevada), Douglas County (Colorado), San Joaquin County, Orange County, and Ontario International Airport Authority.

Professional Affiliations and Certifications

- Member, International City and County Manager's Association (ICMA)
- Member, Society for Human Resources Management (SHRM)
- Member, Institute of Internal Auditors (IIA)
- Member, Association of Certified Fraud Examiners (ACFE)
- Certified Fraud Examiner (CFE)
- Organization Development Certified Professional (ODCP)

Education

- MPA, Daniel J. Evans School of Public Policy and Governance, University of Washington
- BA, public health, University of Washington

Annie Fadely, Senior



Professional Experience

Annie works with public sector and values-driven organizations to implement projects and processes that drive efficacy, maximize resources, and increase equity. She has helped not-for-profits, policy advocacy organizations, political campaigns, and the federal government achieve their strategic goals. Annie's experience includes strategic planning and communications, program development, and financial assessments. Her skills include qualitative and quantitative research methods, data analysis tools, and policy development.

Annie has recently provided similar services for the cities of Salem, Stockton, and Bakersfield.

Professional Affiliations

- Member, International City and County Management Association
- Member, Association of Local Government Auditors

Education

- MPA, Daniel J. Evans School of Public Policy and Governance, University of Washington
- BA, international studies, University of Washington

Fees

ESTIMATED NOT-TO-EXCEED COST

For our clients, it's about more than the dollars you pay at the end of the day; it's about value. Consider both the tangible and intangible benefits of working with us. You'll get solid and timely deliverables. But more than that, the experience you'll have working with forward-thinking, industry-specialized professionals who work side by side with you to explore new possibilities is where you'll see the value.

Prior to developing a proposal for a potential client, we carefully consider the nature and extent of the proposed services to create a realistic fee for the services requested. We have extensive experience estimating the fees and expenses associated with our engagements, and our firm has a strong track record in meeting the expectations of our clients.

Service Description	Amount
Phase 1: Start up and Management	\$5,400
Phase 2: Fact Finding	\$11,400
Phase 3: Analysis	\$10,600
Phase 4: Reporting	\$10,600
Not-to-Exceed Maximum Cost	\$38,000

If the City would like to include the Police Department in the organizational staffing analysis, an additional fee of \$15,000 will apply.

RATE SCHEDULE

Our standard hourly rates range from \$280 to \$580, however, we have provided the following discounted rates for the City, which includes all overhead costs. Our rates will apply to all services described in the scope of proposed and further elaborated herein.

Team Position	Rate per Hour	Anticipated Hours
Partner	\$350	16
Senior Manager	\$300	68
Staff/Senior	\$200	60
Total		144

Out-of-Pocket Expenses

As needed, we will travel onsite for public meetings or other in-person work sessions. Travel expenses are billed at cost, and travel expenses will not exceed 5% of the total project fees.

This proposal is contingent upon completion of the Moss Adams new client acceptance process and execution of a mutually agreeable contract.