

Qualifications to Provide Governance Planning Consulting Services

THE WOODLANDS, TEXAS



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December 8, 2017

Ms. Karen Dempsey
Assistant to the President
The Woodlands Township
2801 Technology Forest Drive
The Woodlands, TX 77381

Dear Ms. Dempsey:

The Matrix Consulting Group is pleased to respond to The Woodlands Township's Request for Proposal (Contract Number C-2017-0433) to provide governance planning consulting services regarding potential incorporation. The Matrix Consulting Group, Ltd. and HR Green have partnered for the submission of this proposal to The Woodlands to provide a comprehensive team that is without equal in the country in providing the required services requested by The Woodlands.

The Matrix Consulting Group is a national firm, with a regional office in the Dallas Metropolitan area, dedicated to providing local government management consulting services to cities and counties across the United States. We will be the lead and contacting firm on this engagement. We are partnering with HR Green, a national consulting firm with a regional office in Houston, specializes in transportation, water, land development, environment, and construction services and evaluation. Key individuals in these two firms have worked together on prior projects for over twenty years – establishing an effecting working relationship that will be beneficial on this engagement.

Our proposed project team is highly experienced and are all full-time consultants with our respective firms. Individual team members also have prior government management experience. Our depth is summarized as follows:

- Matrix Consulting Group's exclusive market and service focus is management, financial, staffing and operations analysis of public sector organizations. Over 95% of our work is with local government entities focused on organizational, operational and service delivery analytical efforts.
- Both the Matrix Consulting Group and HR Green have extensive experience advising and assisting cities on the feasibility and the creation of municipal services – especially in public safety (e.g., Citrus Heights, California) and public works functions, as well as working with countless agencies on evaluating contract or

shared services. HR Green has the important added value of having advised and assisted a previous client on incorporation (Jurupa Valley, California).

- The Matrix Consulting Group has conducted over 75 organization-wide studies around the country in the last decade which have encompassed all municipal functions. Representative clients include:

Albany, New York	Lathrop, California	Rancho Mirage, CA
Albuquerque, NM	Lawrence, Massachusetts	Rancho Palos Verdes, CA
Barstow, California	Los Angeles, California	Raymore, Missouri
Brattleboro, Vermont	Monroe County, Michigan	Roseville, California
DeKalb County, Georgia	Monrovia, California	Spokane, Washington
Franklin Township, NJ	Montpelier, Vermont	Sunnyvale, California
Fort Morgan, Colorado	Niles, Illinois	Walnut Creek, California
Goodyear, Arizona	Orland Park, Illinois	Waltham, Massachusetts
Half Moon Bay, California	Orleans, Massachusetts	Wayland, Massachusetts
Johnson County, Kansas	Peoria County, Illinois	West Covina, California

- We have extensive experience conducting cost of services assessments, feasibility studies for shared services, evaluations of contracting options, for over 1,000 clients in Texas and nationwide since our creation in 2002. Our subject matter expertise encompasses every local government function.
- HR Green specializes in providing comprehensive services in Governmental Services, Transportation, Water, Land Development, Environmental, and Construction. HR Green staff collaborate across disciplines in providing services to their clients. They have worked with thousands of clients with a particularly strong emphasis on infrastructure assessments, public works and planning and building operations.

As President of the Matrix Consulting Group, Ltd., I am authorized to sign this proposal, negotiate on the firm's behalf and bind it contractually.

We look forward to an opportunity to meet with your selection committee to further discuss our background, qualifications, and experience. If you have any questions please contact me at the letterhead address or by phone at 650-858-0507, by fax at 650-917-2310 or by email at rbrady@matrixcg.net.

Richard Brady
President

Richard P. Brady
Matrix Consulting Group

1 Background on the Firms and the Project Team

This section of the proposal provides a summary of the firms: Matrix Consulting Group, Ltd and HR Green; and a detailed proposed project team, qualifications and experience of the team members, and a full resume of the Project Manager.

1. Overview of the Matrix Consulting Group, Ltd.

The Matrix Consulting Group, the proposed lead agency for this assignment, is a national public-sector management consulting firm. We are dedicated to enhancing the efficiency and effectiveness of local governments, for their employees and the citizens they serve. The firm has extensive experience conducting staffing, management, operations and efficiency studies in over 1,000 studies at city, county and special district levels.

We have conducted over 75 organization-wide studies around the country in the last decade. Representative clients include:

Albany, New York	Johnson County, Kansas	Rancho Mirage, California
Albuquerque, New Mexico	Lathrop, California	Rancho Palos Verdes, CA
Barstow, California	Monroe County, Michigan	Raymore, Missouri
Brattleboro, Vermont	Monrovia, California	Roseville, California
DeKalb County, Georgia	Montpelier, Vermont	Spokane, Washington
Franklin Township, NJ	Niles, Illinois	Sunnyvale, California
Fort Morgan, Colorado	Orland Park, Illinois	Tinley Park, Illinois
Goodyear, Arizona	Orleans, Massachusetts	Walnut Creek, California
Half Moon Bay, California	Peoria County, Illinois	Waltham, Massachusetts

The Matrix Consulting Group has extensive experience advising and assisting cities on the feasibility and the creation of municipal services. This experience encompasses over 50 studies since the creation of the firm and over 100 assignments in prior firms.

- In public safety we have analyzed the feasibility of a new police and fire departments for several agencies (recently for 9 cities in Riverside, California and in Rancho Cordova, California) and additionally assisted with the implementation of a municipal police department in Citrus Heights, California.
- In public works we have analyzed the cost effectiveness and feasibility of in sourcing and outsourcing for over 100 clients (for example, recently for Cedar Hill, Texas and San Clemente, California).

A summary of the firm and key elements of our approach to working with clients that distinguish us includes:

- While the firm has been in existence for 15 years, our senior staff have up to and over 30 years of relevant experience.

- We are a national firm with seven offices around the country. In the past five (5) years we have averaged 18 full time and 8 part-time staff. Our composition is:
 - California is our headquarters. However, we are also incorporated in Texas.
 - We staff regional offices in Trophy Club (TX), Edwardsville (IL), Charlotte (NC), Portland (OR), Salt Lake City (UT), and Worcester (MA).
- We are specialists, not generalists. Each staff member of our proposed project team has experience conducting scores of studies in all lines of local government business.
- Our approach is fact-based and interactive, including the following elements:
 - We maximize field time, typically devoting a notable portion of our project budgets to obtaining client input through interviews and data collection.
 - We take pride in exceeding expectations in every project.
 - We have a strong record of providing assistance in implementing effective solutions to all types of organizational and management issues.
- We are without equal in the critical evaluation of government service provision. Many of our staff have prior work experience in local government and leverage that practitioner experience to benefit our clients.

We have a strong personal commitment and track record in assisting our clients with implementing appropriate solutions to organizational and operational issues.

2. Overview of HR Green

For more than a century, HR Green has been dedicated to providing the services that their clients need to achieve success. HR Green collaborates across geographies and markets to provide the engineering, technical, and management solutions that connect and shape communities and are driven by the commitment of our clients. HR Green provides comprehensive services in Governmental Services, Transportation, Water, Land Development, Environmental, and Construction.

HR Green's Governmental Services professionals combine creativity with reliability to provide staff augmentation and consulting services to local governments. They provide engineering, public works, planning, and building departments with staff to meet the variable workloads without the normal long-term costs. HR Green has successfully completed the incorporation study and provided transitional services for Jurupa Valley, CA, finding cost-effective solutions for the city to incorporate. Incorporated in 2011,

Jurupa Valley is similar in size to The Woodlands Township with a population of approximately 100,000. HR Green has also completed numerous organizational / operational studies for public works agencies and other municipal services nationwide.

HR Green staff collaborate across disciplines; and professionals with expertise in traffic and transportation, pavement assessments / management, and water / wastewater / drainage / utilities have been assigned to meet the infrastructure analysis needs for this project in support of the Township's goals.

3. Overview of the Project Team

We have proposed to utilize a well-experienced project team on this engagement that consists of highly qualified consultants who are recognized leaders in their field. All individuals in our project team are employees of either the Matrix Consulting Group or HR Green.

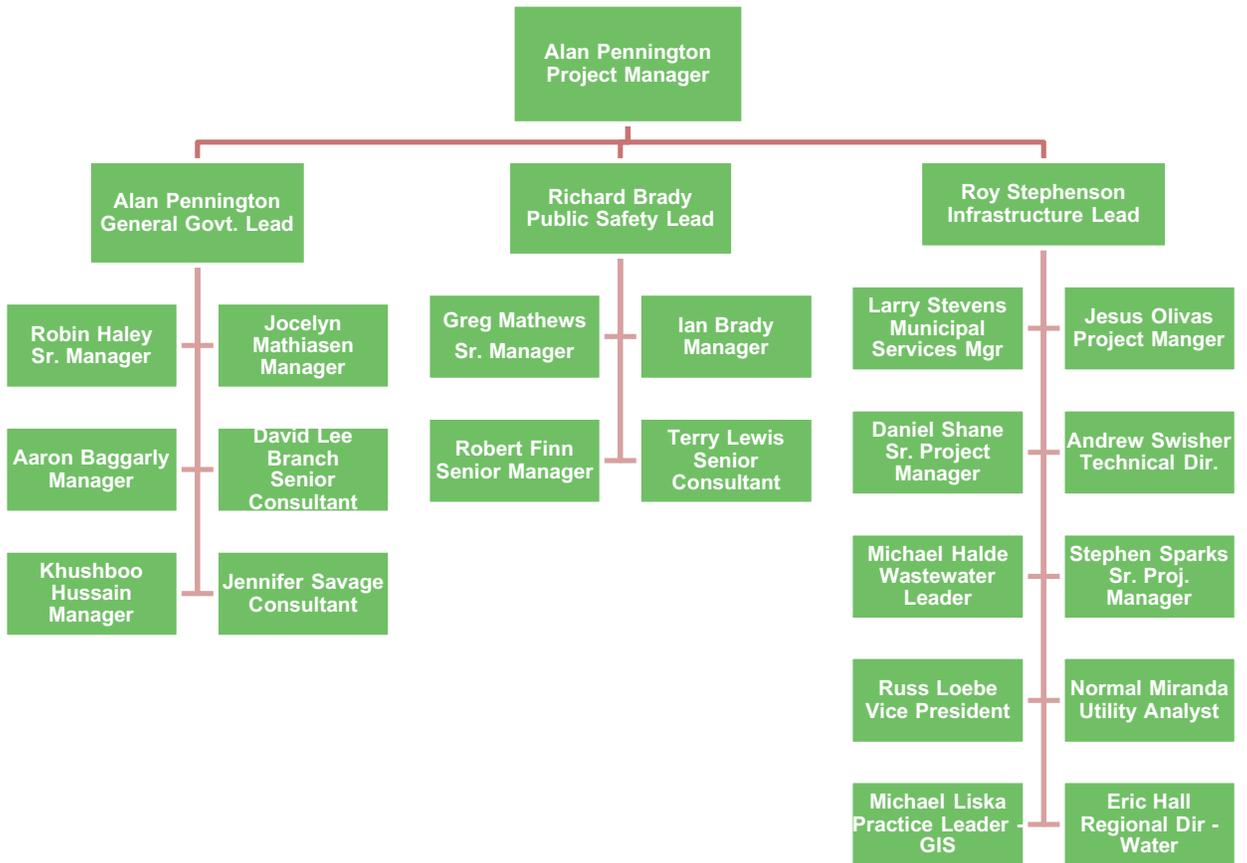
The overall Project Manager for this engagement will be Mr. Alan Pennington, Vice President of the Matrix Consulting Group and leader of our General Consulting Practice. He will serve as the primary point of contact for The Woodlands during the performance of services and oversee and coordinate our project team. He will participate in the monthly meetings with the Township Board to coordinate and discuss study progress.

The key personnel for this engagement, and their primary area of responsibility, are shown in the following table:

Key Personnel	Area of Responsibility
Matrix Consulting Group, Ltd	
Alan Pennington	Overall Project Manager / General Governance / Financial Analysis Lead
Richard Brady	Public Safety Lead
Khushboo Hussain	Financial Analysis Co-Lead
HR Green Staff	
Roy Stephenson	Infrastructure Task Lead
Eric Hall	Public Engagement
Michael Liska	GIS / Data Collection Lead

The following organization chart portrays the overall composition and structure to our proposed project team.

**The Woodlands, Texas
Governance Planning Project Team**



4. Project Team Biographies

The following summary biographies provide relevant background information on each member of the proposed project team members for all proposed project team members.

Summary Biographies (Qualifications, Experience, and Education)

Alan Pennington is a Vice President with the Matrix Consulting Group. He will serve as Project Manager for the overall engagement and Project Lead for all assessments involving General Government Services (Non-Public Safety functions) on this engagement. He leads consulting efforts for our firm in these functional areas.

Since joining the firm in 2005, Mr. Pennington has overseen over 100 local government management studies and leads our General Consulting Practice. Prior to joining the Matrix Consulting Group, he served 14 years in local government. Mr. Pennington is based in our Midwest regional office in Edwardsville, Illinois.

His experience conducting organizational assessments includes: Albuquerque (NM), Carroll County (NH), Corporation for Public Broadcasting (D.C.), DeKalb County (GA), Franklin Township (NJ), Fort Morgan (CO), Johnson County (KS), Montgomery College (MD), Montpelier (VT), Mt. Lebanon (PA), Orland Park (IL), Peoria County (IL), Rancho Mirage (CA), Rancho Palos Verdes (CA), Raymore (MO), Roseville (CA), Tinley Park (IL), University at Albany SUNY (NY), Vermont Secretary of State (VT), and Washington State Ferries. His experience conducting departmental studies includes: Avon (CT), Dayton (OH), Lake County (IL), Irvine (CA), Missouri Department of Conservation (MO), Niles (IL), Riverside (CA), Rockingham County (NH), Riverside (CA), Springfield (MA), and Sunnyvale (CA).

Mr. Pennington is a member of the following professional associations: The International City/County Management Association and the Association of Local Government Auditors. Mr. Pennington has a BA (Public Management) and M.P.A. from the University of Maine.

Richard Brady is the Matrix Consulting Group's President and is based in our Mountain View, CA headquarters. He will be the Project Manager for the entire engagement and Project Lead over evaluations involving Public Safety Functions. He leads the firm's efforts in these functional areas.

His experience encompasses over 35 years in the analysis of every local government service in hundreds of jurisdictions in California and throughout the Country. This experience includes organizational and staffing studies of every government service.

Mr. Brady was the firm's Project Manager and/or Lead Analyst on the Citywide Management Audits for DeKalb County (GA), Spokane (WA), Goodyear (AZ), Hanford (CA), Brattleboro (VT), Waltham (MA), Wayland (MA), Lathrop (CA), Walnut Creek (CA), San Clemente (CA), Palo Alto (CA), Poway (CA), Pasadena (CA), San Rafael (CA), Prescott Valley (AZ), Albany (NY), Venice (FL), North Miami Beach (FL), Alexandria (LA), Upper Merion Township (PA) and Farmington Hills (MI); as well as Countywide Management Audits for Beaufort County (SC), Chatham County (GA), Augusta-Richmond County (GA), Hall County (GA); Alachua County (FL) and Culpeper County (Virginia).

Mr. Brady has conducted over 300 police department studies encompassing staffing, management and deployment as well as the implementation of community and 21st Century Policing concepts. Included within the experience are several significant studies for Texas police agencies – Arlington, Austin, El Paso and San Antonio. He has also conducted over 50 police feasibility studies involving new municipal departments or contracts (e.g., Citrus Heights, Laguna Hills and Rancho Cordova, California).

Mr. Brady has a Doctoral Degree from Oxford University and a BA from Cal State, Hayward.

Summary Biographies (Qualifications, Experience, and Education)

Robin Haley is a Senior Manager, located in our Worcester, Massachusetts office. He will be a Senior Analyst on this engagement. He has over 25 years of consulting experience in the public sector covering a wide spectrum of functions and issues. Mr. Haley's career has included assignments as consultant and project manager on over 100 operational, organizational and management improvement studies nationwide. His experience covers all local government functions with a particular emphasis on public works, infrastructure, and utilities. Current and recent relevant clients include: Beverly Hills (CA), DeKalb County (GA), Honolulu (HI), Joliet (IL), Ogden (UT), Pittsburgh (PA), San Mateo County (CA), Torrington and Windsor (CT).

He holds a BS in Industrial Management from the Georgia Institute of Technology, and an MBA from Georgia State University.

Ian Brady is a Manager with the Matrix Consulting Group, and has extensive police consulting experience, having worked with over 50 law enforcement clients throughout the country. He will be a Project Analyst on this engagement. Mr. Brady has created and leads our data analytics practice, which includes our capabilities for police deployment effectiveness, patrol redistricting, and the development of models for projecting the effects of community growth on public safety service and staffing needs. The data analytics practice also evaluates staff deployment and service demand projects for all areas of local government.

Mr. Brady has recently worked on police deployment and planning studies in Berkeley (CA), Columbia (MO), Hennepin County (MN), Kansas City (MO), Midwest City (OK), Orange County (FL), Raleigh (NC), Ramsey County (MN), Roseville (CA), San Jose (CA), and Wichita (KS).

He holds a BA in Politics from Willamette University.

Robert Finn is a Senior Manager and has over 25 years of combined experience as a police and fire executive, public safety director and consultant. He will be a Senior Analyst on this engagement. Among his prior roles have been Police Chief, Fire Chief, police officer and supervisor, training officer, paramedic and shift commander.

As a management consultant with the Matrix Consulting Group he has managed and conducted studies for the police and fire departments in Albuquerque (NM), Coral Gables (FL), Patterson (CA), Hanford (CA), Orland Park (IL), Wadsworth (OH), Perrysburg (OH), Springdale (AR), Stamford (CT), Suffolk (VA) and Watertown (MA).

Mr. Finn has an MBA, and a B.S. in Public Safety Management from Grand Canyon University.

Greg Mathews is a Senior Manager with the Matrix Consulting Group and has over 27 years of private sector and government experience, performing as both a senior management consultant and executive manager. He will be a Senior Analyst on this engagement. He concluded his public-sector career in 2005 as Deputy Director of Auditing for the Los Angeles City Controller's Office.

Emphasizing public safety, he has recently completed jail and justice system engagements that include Lynnwood (WA), Hennepin County (MN), Cleveland (OH) and Adams County (CO). He has conducted many feasibility studies involving emergency communications and other public safety functions.

He holds a B.A. degree from UC Davis and M.P.A. from the University of Southern California.

Summary Biographies (Qualifications, Experience, and Education)

Aaron Baggarly is a Manager with the Matrix Consulting Group and is part of our General Consulting and Public Safety Divisions. He will be a Project Analyst on this engagement. Mr. Baggarly has extensive experience in organizational, operational, and planning studies for local, state and national agencies.

Mr. Baggarly has performed a wide array of analysis for public sector clients. Recent clients involving inspectional service evaluations include: Blacksburg (VA), Burlington (VT), Downey (CA), and Tinley Park (IL). Mr. Baggarly has conducted over 40 studies related to local detention center operations, and over 60 criminal justice related projects. Significant experience focuses on operational assessments and cost associated with operating local detention facilities. Recent projects include Anoka County (MN), Ramsey County (MN), Hennepin County (MN), Lynnwood (WA), and Pasco County (FL).

Mr. Baggarly has a BS in Community and Regional Planning from Appalachian State University.

Jocelyn Mathiasen is a Manager with Matrix Consulting Group and brings over 15 years of consulting and public sector experience at the local and state levels. She will be a project analyst on this engagement. She is based in New Jersey. Her primary work areas include streamlining municipal operations to enhance customer service and efficiencies, often in areas that cross departmental lines. Most recently she served as Director of Permitting and Land Use for the city of Milford, Connecticut.

Ms. Mathiasen's recent clients involving review of code enforcement and development review functions include: Blacksburg (VA), Burlington (VT), DeKalb County (GA), East Point (GA), Kissimmee (FL), Los Angeles (CA), and Westminster (CO). Other clients where she evaluated other services include: Boston (MA), DeKalb County (GA), and Rockingham County (NH). She received a Master of Public Policy from Harvard University and a BA in Government from Oberlin College.

Khushboo Hussain is a Manager with the firm and will serve as a Project Analyst on this engagement. Ms. Hussain has assisted on numerous management audits focusing on reviewing existing operational and organizational structures to enhance local government services and participated in many financial services studies calculating the costs of providing services utilizing activity based costing principles.

Most recently, Ms. Hussain has assisted with management studies for the following jurisdictions: Ashland (OR), Bay Area Transit Authority (CA), DeKalb County (GA), Honolulu Board of Water Supply (HI), Los Angeles (CA), Los Angeles County (CA), Riverside (CA), San Clemente (CA), and University of Maryland University College (MD). Financial services clients have included: Ashville (NC), Austin (TX), Dallas (TX), Ft. Lauderdale (CA), Kissimmee (FL), Long Beach (CA), Maui County (HI), San Bernardino (CA), and Vacaville (CA).

Ms. Hussain received her B.A. and M.A. in International Economics from University of California, San Diego.

Summary Biographies (Qualifications, Experience, and Education)

Shawn Messinger, a Senior Consultant, has over 20 years of private and public safety experience, performing as a senior consultant and project manager. He will serve as a project analyst on this engagement. He concluded his 10-year public safety career in 2010 as a Sheriff's Deputy Chief and Director of an emergency communications center, where he set strategic direction, managed the centers operations, and commanded a multi-jurisdictional SWAT team.

His previous experience includes work as a Corrections Officer, Police Officer, Deputy Sheriff, Police Consultant for the Priority Dispatch Corp., and most recently as the Project Manager for the State of Utah 911 Division. He has conducted comprehensive studies of law enforcement agencies.

He holds a BS degree in Criminal Justice from Eastern Washington University, and management certifications from the CJTC in Washington State.

Roy Stephenson will serve as Task Leader for The Woodlands' Infrastructure Analysis and Management. He is a recognized leader in the development of organizations that blend the public and private sector into cost-efficient operations.

Mr. Stephenson has more than 40 years of experience in providing municipal engineering services, program management, plan review, and grade separations. His municipal engineering includes organizational studies, public works and engineering transition services, capital improvements program management, and city engineering for cities in California, including: Anaheim, Yorba Linda, Pomona, Long Beach, Hayward, Jurupa Valley, Azusa, Laguna Hills, Murrieta, Rancho Santa Margarita, Mission Viejo, La Quinta, Poway, Agoura Hills, Indio, Indian Wells, and Rancho Mirage.

Mr. Stephenson is a registered Professional Engineer in California.

Larry Stevens is a Municipal Services Manager with HR Green. He has enjoyed a long and distinguished career in Municipal Engineering. Mr. Stevens will provide expertise and leadership for the Street Condition Assessment and Pavement Management Plan for The Woodlands Township's Governance Study.

He served from 2003 to 2009 as Director of Statewide Urban Design and Specifications (SUDAS) for Iowa. Prior to that, he worked for the City of Oskaloosa, Iowa for 22 years, filling the roles of City Engineer and Public Works Director. His experience also includes extensive research on subjects relevant to the infrastructure needs of municipalities, including roadway subgrades and subbases, utility cut repair techniques and design of rural and urban subdivisions.

He has provided a citywide Procurement Management Plan for Walker, Iowa, which included the inventory and visual condition rating of all segments of the City's street system. He worked on the "Paving for Progress" Capital Improvement 10-year plan for Cedar Rapids, Iowa. He's performed a City Street Pavement and Specifications Study for Clive, Iowa. He also has performed numerous pavement improvement projects for Ames (IA) and Nevada (IA).

Mr. Stevens is a member of the Board of Directors of the American Public Works Association (APWA) as the Region VI Director, and has served in every officer position of the Iowa chapter, including the presidency. He has his Bachelor of Science in Civil Engineering from South Dakota University and is a registered Professional Engineer in Iowa.

Summary Biographies (Qualifications, Experience, and Education)

Jesus Olivas, PE is a Project Manager for roadway projects and manages a team of project and staff level engineers in HR Green's Houston office. He brings 20 years of local experience to this project to provide Street Condition Assessment and Pavement Management Plan.

He has local transportation engineering experience, with projects ranging from small maintenance projects for city streets to major tollway and interstate projects in the region and statewide. His local roadway project experience in Texas includes projects for League City, Pearland, Pasadena, Houston, Fort Bend County, and Harris County.

Mr. Olivas earned his Bachelor of Science degree from University of Houston and is a registered Professional Engineer in Texas.

Daniel Shane, PTOE is a Senior Project Manager within HR Green's Traffic and Technology group. He will serve as Task Leader for the Traffic Analysis and Management on The Woodlands Township's Governance Study.

Mr. Shane brings 26 years of extensive design and project management on transportation related projects, including highway design, intersection design and layout, roundabout design, corridor studies, traffic impact studies, interchange justification studies, signal warrants analysis, traffic signal optimization and coordination, lighting design and analysis, parking demand studies, and construction sequencing and traffic control. He has been directly involved in the design of several hundred traffic signalization and street lighting projects, and more than hundreds of traffic impact studies in Missouri, Iowa, Texas, and Kansas. He is proficient in the use of Highway Capacity Software (HCS), SYNCHRO and SimTraffic, VISSIM, Tru-Traffic, SIDRA, AutoCAD and Microstation and various street lighting design softwares. He has written numerous successful grant applications for various transportation improvement projects.

Mr. Shane earned his Bachelor of Science in Civil Engineering from the University of Nebraska in 1993. He is a registered Professional Traffic Operations Engineer and a registered Professional Engineer in Missouri, Kansas, and Illinois. His PE registration in Texas is pending.

Andrew Swisher, PTOE is the Technical Director of the Traffic and Technology Group at HR Green. He specializes in traffic operations and safety studies. He has assisted in the completion of traffic impact studies, traffic control plans, traffic signal and interconnect designs, interchange justification reports, roadway safety audits, ramp management feasibility studies, traffic calming studies, school campus traffic circulation studies, Safe-Routes-to-School studies, and reports for the Iowa DOT Traffic Engineering Assistance Program. Mr. Swisher is highly adept in the use of computer applications for traffic modeling and analysis, including Highway Capacity Software (HCS), Synchro/SimTraffic, CORSIM, and Vissim.

Mr. Swisher has a Bachelor of Science in Civil Engineering with Environmental emphasis and a Masters' degree in Civil Engineering with Transportation emphasis. He is involved with the Institute of Transportation Engineers (ITE) at all levels, a commitment he has maintained since his early days at Iowa State University. He is also a graduate of the inaugural class of Leadership ITE, is a founding member and past-president of the Iowa Central Chapter of ITE (ICITE), and currently serves as the Treasurer on the Board of Direction for the Missouri Valley Section of ITE (MOVITE).

Summary Biographies (Qualifications, Experience, and Education)

Michael Halde, PE is the Wastewater Practice Leader with HR Green. On this project, he will lead the Water and Wastewater Infrastructure Analysis and Management. His experience includes water and wastewater planning services for a range of systems nationwide.

Mr. Halde has led or played an integral part in planning, design, and construction phase of all facets of wastewater collection, pumping, and treatment systems as well as water distribution, storage, and control projects. He served as Project Manager for a Facility Plan for Nevada, Iowa's Wastewater Treatment Plant (WWTP) for a 20-year planning period. He was a Project Engineer for a Siting Study for a Iowa Great Lakes Sanitary District WWTP, which evaluated existing facilities for capability to meet future operations with respect to service, safety, maintainability, operability, performance, and capacity, as well as a siting study to review potential site needs and requirements.

His local experience in Texas includes projects for the Cities of Houston, Pasadena, Liberty, Cleveland, and Pearland. He served as Project Manager for Golden Acres WWTP Improvements in Pasadena, Texas, for which HR Green completed a cost-benefit analysis of maintaining the Golden Acres WWTP versus consolidating flows to the newer, under-loaded Vince Bayou WWTP. He also manages a planning level evaluation of Pasadena's water system on a 5-year frequency (most recently completed in 2017). The purpose of this evaluation is to update the water system hydraulic model for growth, system improvements, and known deficiencies. Water demand projects for the system are updated and the model is run to confirm upcoming CIP planning needs to continue to deliver water at an acceptable capacity. The review typically includes a list of improvements to resolve pressure deficiencies, position for growth, or improve reliability/resiliency.

Mr. Halde has a Bachelor of Science as well as a Master of Science in Civil and Environmental Engineering from South Dakota State University. He is a registered Professional Engineer in Missouri, Iowa, and Texas, and he is involved in several professional associations, including AWWA, WPWA, WEAT, and WEF.

Stephen Sparks, PE is a Senior Project Manager in HR Green's Water Resources practice. He will lead the Drainage Analysis and Management for this project. With 32 years of experience, he specializes in drainage and stormwater engineering. He has extensive experience with hydraulic and hydrologic (H&H) computer modeling applications, as well as storm sewer modeling applications.

Mr. Sparks' Texas experience includes H&H modeling and drainage studies for local municipalities, including the City of Houston, City of Cleveland, City of Pasadena, Harris County, Galveston County, and Fort Bend County.

He has a Bachelor of Science in Civil Engineering from Texas A&M University and is a registered Professional Engineer in Texas. Mr. Sparks is also trained in TxDOT Local Government Project Procedures (LGPP).

Summary Biographies (Qualifications, Experience, and Education)

Russ Loebe, ICMA-CM is a Vice President in HR Green's Governmental Services Business Line. Before joining HR Green in 2011, Mr. Loebe spent 33 years in local government working for the Village of New Lenox, Illinois. During his career with New Lenox, Mr. Loebe served for 25 years as the Village Administrator and 8 years as the Director of Public Works. As Administrator in one of the fastest growing communities in the Chicago metro area (5-fold population increase in 30 years), Mr. Loebe has been responsible for the management of all aspects of municipal government, managing dozens of major capital projects, award winning budgets and CAFRs, labor contracts and scores of residential, commercial and industrial development projects. Mr. Loebe was instrumental in designing and creating the legal framework and organizational structure for a multi-governmental health insurance pool in 1989. Since joining HR Green, Mr. Loebe has led numerous projects and studies for local government including organizational and staffing studies, utility rate analysis, and general management consultation.

In 2002, the American Public Works Association Chicago Chapter honored Mr. Loebe as their "Public Works Leader of the Year". He was recognized for his development and management of many municipal programs and capital projects including overseeing the planning, design, construction and financing of a \$10M dollar 13 mile Lake Michigan water distribution project. In 2011 Mr. Loebe was received the Illinois City Management Association's - Robert B. Morris Life Time Achievement Award. Mr. Loebe has published numerous professional articles and has been a frequent instructor/presenter on local government issues for municipal employees and elected officials.

He has a Bachelor of Science in Environmental Technology from Southern Illinois University at Edwardsville. Mr. Loebe is a Licensed Illinois Class 1 Wastewater Treatment Operator and an ICMA – CM Credentialed City Manager. With his experience in water/wastewater system operations, as well as his city management experience, he will serve as a Technical Advisor on the Infrastructure Analysis and Management.

Norman Miranda has 39 years of experience in the water and wastewater utility industry as a facility operator, utility management, and consultant. Serving as a Technical Advisor, Mr. Miranda provides a wealth of knowledge and firsthand experience in the areas of utility management, operation, and maintenance to support the analysis and management of the water and wastewater systems.

As a Minnesota Class A Wastewater/Class B Water and Iowa Grade 4 Certified Operator, he has hands-on experience in both the private and public sectors at facilities ranging from less than 1 MGD to in excess of 100 MGD. Norm's utility experience includes facility operations/process control, bio-solids management, engineering design operability, water distribution/wastewater collection management, operation, maintenance and management, utility benchmarking, NPDES permitting, utility business consulting, asset management, CSO/SSO and CMOM programs as well as capital improvements planning and grant writing.

Mr. Miranda has a Bachelor of Science in Environmental Science and Business Administration from Iowa Wesleyan College and an Associate of Arts in Utility Operations, Maintenance, and Management.

Summary Biographies (Qualifications, Experience, and Education)

Michael Liska, GISP is a Governmental Services Practice Advisor for Geographic Information Systems (GIS) and will lead the GIS/Data Collection and Analysis for this project. He has helped develop geodatabases and forms for mobile GIS data collection and has developed and managed geospatial databases for water and wastewater utilities.

While utilizing GIS data, Mr. Liska has designed several detailed maps and map books for clients. Mike has done several Level 1 NASSCO inspections on Manholes and has performed QA/QC on CCTV Inspections using NASSCO Grading. He is an administrator for HR Green's ArcGIS Onlin Organization, which provides Web Applications and Web Portals for clients and can provide geospatial technical support and training using GPS and GIS.

Locally, Mr. Liska has provided GIS data collection and analysis, creating a database for the City of Liberty's collection system. The City's sanitary sewer system was assessed, and a plan was developed for necessary improvements.

Mr. Liska has a Bachelor of Science in Information Systems-Geographic Information Systems from American Sentinel University. He is a certified Geographic Information Systems Professional (GISP) and certified with NASSCO.

Eric Hall, PE is the Texas Regional Director for HR Green's Water Business Line. He has 33 years of experience providing engineering services for water, wastewater, street, and drainage improvement projects in Texas, including engineering assessments and planning services. On this project, he will partner with Matrix Consulting Group to provide Public Engagement.

He has provided public engagement services on the following projects in Texas: SJRA Groundwater Reduction Program; Lake Jackson's Downtown Revitalization Master Plan and Design; Laredo's Storm Water Management Ordinance and Guidance Manual, FWSD Planning Study; Fresno/Arcola Water and Wastewater Planning Study; and TWDB Rural Program Wastewater Facility Planning.

Mr. Hall has a BS from Texas A&M University and is a registered Professional Engineer in Texas. He also serves as a Board Member and West Reach Chairman for the Greens Bayou Corridor Coalition.

A completed resume for the Project Manager assigned for this engagement is provided on the following pages.

ALAN D. PENNINGTON
VICE PRESIDENT, MATRIX CONSULTING GROUP

Background: Alan Pennington is a Vice President with the Matrix Consulting Group and leads our General Consulting Practice. He has been employed by the Matrix Consulting Group since 2005. Prior to that he served for over 15 years in public sector positions in Maine and Illinois. He served in Peoria, Illinois (from 1992 to 2005), in various positions including Assistant City Manager, Assistant Human Resources Director, and Labor Relations Manager. Mr. Pennington has conducted operational studies and analysis, budget preparation, implementation of performance measurement systems, direct supervision of an emergency communications center, equal opportunity unit and a labor negotiator. Mr. Pennington is trained in Six Sigma.

Administrative Services: Conducted studies of administrative support services including Human Resources, Finances, Procurement, and City Clerk. Study scope of work included performance measurement, customer service (internal and external), technology utilization, staffing evaluations, policy and procedure review, and comparison to best management practices.

Avon (CT) - HR, Finance, Maintenance	Peoria County (IL) - HR, Procurement, Finance
Carroll County (NH) – Human Resources	Portsmouth (NH) - Labor Relations, Overtime
Charlotte (NC) - Procurement	Riverside (CA) - Finance
CPS Consultants (CA) – Organizational, HR	Riverside (CA) – Human Resources
Highland Park (IL) – HR	Rockingham County (NH) – Human Resources
Ketchikan (AK) – HR Division Assessment	Salt Lake City (UT) - Human Resources
Los Angeles (CA) – Payroll	Santa Clara Valley Water (CA) – Procurement
Irvine (CA) – Administrative Services incl. HR	Seattle City Light (WA) – Worker’s Compensation
Imperial Irrigation District (El Centro, CA) – HR	Springfield (MA) - City Clerk
Madison Area Technical College - HR	Springfield (MA) - Finance, Procurement
Marshall University (WV) - Procurement	Sunnyvale (CA) – Finance, Procurement
Matanuska (AK) - School Site Selection	University of Maryland University College -HR
Missouri Department of Conservation - HR	West Virginia University (WV) - Procurement

Agency-Wide Studies: Participated on project teams conducting evaluations of entire city organizations. Work scope included evaluation of service levels and policies and procedures, staffing levels, evaluation of spans of control, and reviewing alternatives options for overall organizational structure.

Albuquerque, New Mexico	Peoria County, Illinois
Corporation for Public Broadcasting, Wash., D.C.	Rancho Mirage, California
DeKalb County, Georgia	Rancho Palos Verdes, California
Fort Morgan, Colorado	Raymore, Missouri
Franklin Township, New Jersey	Roseville, California
Half Moon Bay, California	Salt Lake County, Utah
Johnson County, Kansas	South Coast Water District, California
Montpelier, Vermont	Tinley Park, Illinois
Mt. Lebanon, Pennsylvania	University at Albany - SUNY
Orland Park, Illinois	Washington State Ferries

Public Works and Utilities: Conducted studies of full service public works departments including maintenance, fleet, traffic, engineering, and roads. Studies have focused on evaluation of maintenance management, crew sizes and staff utilization, technology, organizational structure, standard operating procedures, levels of performance management, and feasibility of shares services with neighboring governmental units.

ALAN D. PENNINGTON
VICE PRESIDENT, MATRIX CONSULTING GROUP

Alexandria, Virginia
 Charleston County, South Carolina
 Franklin, Tennessee (Water/Wastewater)
 Franklin, Tennessee (Fleet Management)
 Milwaukee, Wisconsin

Nashville-Davidson County, Tennessee
 Orleans, Massachusetts
 Rock County, Wisconsin
 Washington County, New York
 White Plains, New York

Parks and Recreation: Evaluated parks and recreational functions including scope of services provided, utilization of facilities, public-private partnerships, preventive maintenance and long-range planning, and technology utilization.

Elmhurst Park District, IL
 Grand Rapids, Michigan
 Los Angeles, California

Orleans, Massachusetts
 Seattle, Washington
 Southlake, Texas

Community Development (Planning, Building, Code Enforcement): Evaluated the development review and permitting processes. Conducted assessment of staffing, operations, process mapping, technology utilization, performance level assessment, and customer service.

Blacksburg, Virginia
 Cupertino, California
 Dayton, Ohio
 Des Moines, Washington
 Downey, California
 Greenville, South Carolina
 Gwinnett County, Georgia
 Hanover County, Virginia
 Hilton Head Island, South Carolina
 Johnson City, Tennessee
 Lawrence, Kansas

Lee's Summit, Missouri (Code Administration)
 Lee's Summit, Missouri (Planning)
 Little Rock, Arkansas
 Manatee County, Florida
 Marion County, Oregon
 Niles, Illinois
 Redlands, California
 San Jose, California
 Springfield, Massachusetts
 Sunrise, Florida (two studies)
 West Palm Beach, Florida

Public Safety: Mr. Pennington has conducted a variety of studies related to public safety areas covering the range of Police and Fire Services. On larger studies, Mr. Pennington has focused on evaluation and assessment of the Administrative Services (Human Resources, Finance, Records Administration, etc.).

Des Peres, Missouri (Public Safety)
 Jacksonville, Florida Sheriff (Admin. Services)
 Omaha, Nebraska (Collective Bargaining)
 Portsmouth, New Hampshire (Collective Bargaining)

Orange County Sheriff, Florida (Admin. Services)
 Raymore, Missouri (Police)
 West Des Moines, Iowa (Fire)
 Winnipeg, Canada (Police)

PROFESSIONAL ASSOCIATIONS:

Association of Local Government Auditors (ALGA)
 International City-County Management Association (ICMA)

EDUCATION:

BA, University of Maine – Public Management; 1990.
 MPA, University of Maine – Public Administration, 1992.

2 Project Experience

The following sections outline our experience in providing consulting services to local governments. Our depth and breadth of service offerings is without equal in the local government consulting market.

1. Overview of the Matrix Consulting Group's Municipal Experience

The Matrix Consulting Group has conducted over 75 organization-wide studies around the country in the last decade focusing on organization and staffing, management and inter-jurisdictional shared services. Representative clients include:

Organization-wide Studies

Albuquerque (NM)	Monroe County (MI)	Rancho Mirage (CA)
Barstow (CA)	Montpelier (VT)	Roseville (CA)
Brattleboro (VT)	Niles (IL)	Spokane (WA)
DeKalb County (GA)	Orland Park (IL)	Sunnyvale (CA)
Half Moon Bay (CA)	Orleans (MA)	Walnut Creek (CA)
Johnson County (KS)	Peoria County (IL)	Waltham (MA)

Our **police services** experience includes over 300 studies focusing on 21st Century Policing, staffing and deployment as well as management of police services. Additionally, we are leaders in the evaluation of contract police service and feasibility analysis regarding establishment of new police departments. The following table provides a partial list of recent police studies:

Police Services Studies

Arlington (TX)	Hayward (CA)	Portland (OR)
Aurora (CO)	Kansas City (MO)	Raleigh (NC)
Austin (TX)	Laguna Hills (CA)	Richmond (VA)
Berkeley (CA)	Mahwah (NJ)	Roseville (CA)
Beverly Hills (CA)	Nashville (TN)	San Antonio (TX)
Chula Vista (CA)	Newburgh (NY)	Sunnyvale (CA)
Columbia (MO)	Omaha (NE)	Tacoma (WA)

Our team's **fire and emergency medical services** experience includes over 300 prior projects. The following table provides a list of fire studies. Recent examples include:

Fire Services Studies

Anchorage (AK)	Hoboken (NJ)	Sacramento (CA)
Auburn (ME)	Milwaukee (WI)	Seminole County (FL)
Boston (MA)	Omaha (NE)	Spokane (WA)
Chelsea (MA)	Peachtree City (GA)	Suffolk (VA)
Clearwater (FL)	Plano (TX)	Tallahassee (FL)
El Paso (TX)	Reno (NV)	Winter Garden (FL)

Our firm has extensive experience providing evaluations of **development services** functions for over 150 local government entities around the country. Recent examples include:

Development Review Studies

Arlington (VA)	Hilton Head Island (SC)	Redlands (CA)
Blacksburg (VA)	Kissimmee (FL)	San Francisco (CA)
Dayton (OH)	Los Angeles (CA)	Springfield (MA)
DeKalb County (GA)	Montpelier (VT)	Sunrise (FL)
Downey (CA)	Orland Park (IL)	West Hollywood (CA)
Gwinnett County (GA)	Raymore (MO)	West Palm Beach (FL)

The Matrix Consulting Group also has conducted over 200 management studies of **public works and utilities** departments, including engineering. Recent examples include:

Public Works and Utilities Studies

Beverly Hills (CA)	Haverhill (MA)	Sacramento (CA)
Cedar Hill (TX)	Lake Worth (FL)	San Luis Obispo, CA
Cedar Rapids (IA)	Lee's Summit (MO)	Scarsdale, NY
Denton (TX)	Niles (IL)	Springfield, MA
Falmouth (MA)	Oakland (CA)	Torrance (CT)

The table, below, lists some of the local governments in which members of the firm have conducted **administrative services** department studies – in total, these are over 150 projects in HR, IT, and finance.

Administrative Services Studies

Broward County (FL) – Fin.	Los Angeles County – Fin.	Rockingham (NH) – Fin. & HR
Charlotte (NC) – Purch.	Moorpark (CA) – Fin.	Salt Lake City (UT) – Fin. IT, HR
Concord (CA) – IT	Pasadena (CA) – Fin.	Santa Monica (CA) – Clerk
Hilton Head (SC) – Fin.	Reno (NV) – All Admin.	Sarasota County (FL) – HR
Irvine (CA) – All Admin.	Riverside (CA) – Fin & HR	Sonoma County (CA) – RMS

The primary focus of our **financial studies** is to provide documented and defensible cost recovery studies and user fee studies. Recent clients include the following:

User Fee Studies	Cost Allocation Plans	Combined Cost and Fee Studies
Fresno (CA)	Dallas (TX)	Austin (TX)
Kissimmee (FL)	Elk Grove (CA)	Fort Lauderdale (FL)
Los Angeles (CA)	Fairfield (CA)	Maui County (HI)
Marin County (CA)	Long Beach (CA)	Manhattan Beach (CA)
Oceanside (CA)	Rockville (MD)	Pasadena (CA)
San Francisco (CA)	San Mateo (CA)	Redwood City (CA)
San Jose (CA)	Vacaville (CA)	Richland (WA)

We have extensive experience in many other areas not listed above, including parks and recreation, libraries and animal services.

The quality of our work has enabled us to provide services to many noteworthy clients outside of our “core service areas” including the Corporation for Public Broadcasting, the United Nations, Vermont Secretary of State, many universities, Washington State Ferries, to name a few.

2. Our Experience with Core Functional Areas Relevant to this Engagement.

The following table outlines the combined experience of the Matrix Consulting Group and HR Green in specific areas of service required for this project for The Woodlands. The clients listed represent only a small portion of our recent experience but provide a good overview of our combined service capabilities.

As you will see, we have extensive relevant experience in each of the core functional areas that are included within this study.

Client	Governance Evaluation / Incorporation	Organizational/Operational Analysis	Administrative Services / Service Level	Financial Analysis	Water/Sewer Rate Evaluation/Study	Law Enforcement Review	Capital Improvements	Planning/Zoning	Street Condition/Pavement Analysis	Water /Wastewater System Assessment	Drainage Studies/Stormwater Analysis	Traffic Studies	Street Lighting	Pedestrian/Mobility Connectivity/Safety	Parks/Recreation/Beautification	GIS/Data Collection/Analysis	Public Engagement/Public Information	
Matrix Consulting Group, Ltd Experience																		
Albuquerque, NM																		
Austin, TX																		
Carrollton, TX																		
Charlotte, NC																		
Dallas, TX																		
Flower Mound, TX																		
Los Angeles, CA																		
Riverside, CA																		
Salt Lake City, UT																		
San Antonio, TX																		
San Marcos, TX																		
Seattle, WA																		
Spokane, WA																		
DeKalb County, GA																		
Johnson County, KS																		
Napa County, CA																		
Orange County, FL																		
Salt Lake County, UT																		

Client	Governance Evaluation / Incorporation	Organizational/Operational Analysis	Administrative Services / Service Level	Financial Analysis	Water/Sewer Rate Evaluation/Study	Law Enforcement Review	Capital Improvements	Planning/Zoning	Street Condition/Pavement Analysis	Water /Wastewater System Assessment	Drainage Studies/Stormwater Analysis	Traffic Studies	Street Lighting	Pedestrian/Mobility Connectivity/Safety	Parks/Recreation/Beautification	GIS/Data Collection/Analysis	Public Engagement/Public Information
HR Green Experience																	
Antioch, IL																	
Azusa, CA																	
Bellaire, TX																	
Cedar Rapids, IA																	
Cleveland, TX																	
Clinton, IA																	
Houston, TX																	
Johnsburg, IL																	
Johnston, IA																	
Jurupa Valley, CA																	
Lake Elsinore, CA																	
Liberty, TX																	
Marengo, IL																	
McHenry, IL																	
Nevada, IA																	
Pasadena, TX																	
Placentia, CA																	

4. Project References

The following table provides several references for work conducted by the Matrix Consulting Group and HR Green. Additional references can be provided upon request.

References and Descriptions of Similar Projects

Matrix Consulting Group References

<p>DeKalb County, Georgia</p> <p>Organizational Efficiency Study</p> <p>Reference: Zach Williams Chief Operating Officer 404.371.3694 zwilliams@dekalbcountyga.gov</p>	<p>This project included an evaluation principally of the organizational functions under the control of the County's Chief Executive. The focus of the study was on identifying process improvement opportunities, staffing changes and organizational structure changes. The impetus of the study is the potential incorporation of a significant component of the County which will result in substantial revenue loss and the need for the County to reduce services. The evaluation included developing recommendations not only for direct services provided, but also for administrative support functions. A key evaluation was on evaluating impacts of incorporation, designing new service delivery approaches, and identifying core staffing requirements.</p>
<p>Salt Lake County, Utah</p> <p>Process Improvement and Business Process Reengineering Services</p> <p>Reference: Carleton Christianson, Director 385.468.7032 CJChristensen@slco.org</p>	<p>During this engagement, the firm conducted an organizational scan for the entire County organization to identify key issues, processes and staffing allocations impacting services. From this effort, a listing of prioritized areas for further inquiry was developed and evaluated. The additional areas included: development of a performance management program framework for implementation by the County Mayor's Office, an evaluation of staffing levels, organizational structure and processes for Information Technology and Human Resources, and review of maintenance programs. Areas of duplication in internal service delivery were identified and recommendations made to streamline services, reallocate staff to centralized functions, and implement service level agreements between internal service functions and operating departments.</p>
<p>Johnson County, Kansas</p> <p>Organizational Structure Assessment and Optimization Study</p> <p>Reference: Hannes Zacharias County Manager 913.715.0725 hannes.zacharias@jocogov.org</p>	<p>The Matrix Consulting Group evaluated this organization with a focus on analyzing: (1) alternative organizational structures; (2) opportunities for more efficient provision of services; (3) elimination of duplicated services in the organization; and (4) review of "internal support" functions and operating procedures for efficiencies. Selected recommendations included: reorganization to reduce number of Departments by 24% from 38 to 29; consolidation of internal service functions (facilities, IT, HR) currently provided in a decentralized (or partially decentralized) approach to allow operating departments to focus on their core services rather than internal support functions; to improve services to operating departments while reducing costs, and increasing managerial spans of control. All recommendations were developed to maintain or improve service levels. Long-term cost-savings were estimated at over \$2 million.</p>

**Riverside County, California
9 Cities JPA Feasibility Study****Jurupa Valley**

Gary Thompson, City Manager

951.332.6464

gthompson@jurupavalley.org

Matrix recently conducted a feasibility analysis of forming a regional policing agency under a JPA for nine cities that currently contract with the Riverside County Sheriff's Department. Working with the nine city managers throughout the process, the project team developed a JPA feasibility model that accomplished the objectives of meeting the service level objectives of each city, while also maximizing both the cost efficiencies and shared service opportunities in a JPA agency.

The study comprehensively examined all aspects of the feasibility of forming regional JPA policing agency, including the development of detailed allocation methodologies, startup and capital costs, support and retention of certain countywide services, detailed compensation structures based on market rates within the region, staffing and organizational structure needed to run the JPA at the level of each position and unit within the agency and five-year cost and staffing forecasts.

The study concluded that with nine cities participating in the JPA, overall costs would be approximately 10% less than the combined cost of current contracts with the Riverside County Sheriff's Department – even after factoring in more than \$80m in startup costs amortized over a ten-year period.

HR Green References

Pasadena, Texas**Water Planning Services****Reference:**

Mark Gardemal

Deputy Director of Public Works

713.475.5573

mgardemal@ci.pasadena.tx.us

HR Green and City engaged in a planning level evaluation of the water system on a 5-year frequency. The purpose of the evaluation is to update the water system hydraulic model for growth, system improvements, and known deficiencies. The system water demand projects are updated and the model is run to confirm upcoming CIP planning needs to continue to deliver water at a capacity acceptable. The review typically includes a list of improvements to resolve pressure deficiencies, position for growth, or improve reliability/resiliency. The most recent review was completed in 2017.

Pasadena, Texas**Water Planning Services****Reference:**

Mark Gardemal

Deputy Director of Public Works

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HR Green and City engaged in a planning level evaluation of the water system on a 5-year frequency. The purpose of the evaluation is to update the water system hydraulic model for growth, system improvements, and known deficiencies. The system water demand projects are updated and the model is run to confirm upcoming CIP planning needs to continue to deliver water at a capacity acceptable. The review typically includes a list of improvements to resolve pressure deficiencies, position for growth, or improve reliability/resiliency. The most recent review was completed in 2017.

Jurupa Valley, California**Incorporation Study****Reference:**

Gary Thompson

City Manager

951.332.6464

gthompson@jurupavalley.org

In July, 2011 Jurupa Valley, with a population of roughly 100,000, was incorporated as a general law city, becoming the 28th city in Riverside County, and newest city in California. Just two days before incorporation, the City was faced with the unique challenge of losing nearly \$7M in general fund revenues due to the passage of Senate Bill (SB) 89. To efficiently transition to an incorporated local jurisdiction, Jurupa Valley City Council members approved a contract with a team of consultants, led by HR Green, for the delivery of services for all municipal operations. Key HR Green activities have included: establishing departmental processes, procedures, and performance benchmarks; preparing monthly progress reports to track activities, planned activities, and benchmarks; developing and establishing operations, organizational structure, staffing levels, and performance metrics for Planning, Public Works, Engineering, City Administration, Building Safety, and Code Compliance Departments; obtaining new funding from new sources to provide infrastructure improvements and replace poor pavement conditions citywide; Incorporating technologies to save time and money, such as paperless processing; electronic plan check; GIS to manage assets, track permit and inspection activity, assist with CIP planning, and field inspection apps; identifying opportunities to share services or contracts with other organizations; and providing monthly progress reports reflecting key accomplishments, performance metrics, and planned activities to City Manager and City Council.

HR Green optimized service levels by initiating strategic partnerships with agencies/stakeholders (e.g., County agencies, special districts, school districts, and developers) to improve infrastructure for Jurupa Valley citizens funded by revenue sources from these other agencies. Additionally, the City has entered into development agreements to incentivize development activity by providing entitlements in exchange for one-time and recurring revenue streams. Jurupa Valley is recognized as the second most cost-efficient city in Riverside County based on cost of service per capita, realizing overall operational cost reductions by approximately 35%, leveraging paperless and other technological solutions, developing new revenue sources to compensate for the general fund shortfall, and implementing shared service delivery models.

We encourage you to reach out to our former clients to discuss the quality of the work provided to them.

3 Project Understanding and Work Approach

The following section details our understanding of the engagement and a proposed task plan for conducting this governance planning assessment for The Woodlands Township. Following our scope of work, we have provided a preliminary project schedule.

1. Project Understanding

We understand the criticality of this study for The Woodlands Township. The Township has an important decision to make that will impact the future of the municipal organization and the resident – should they incorporate and what services should be provided?

This study is designed to comprehensively evaluate current operations at The Woodlands Township and develop a proposed organizational structure and service delivery approach that will meet the needs of the residents. It includes the development of a financial model that will ensure costs are fully estimated related to incorporation, delineate the services that should be provided by The Township (and whether they are provided in-house, contractually, or through other means), and provide the residents with factual information (including impacts on tax rates) so that they can make an informed decision regarding potential incorporation.

The study has several core tasks including:

- Financial Analysis
- Service delivery analysis and organizational structure / staffing requirements
- Review of Law Enforcement Services
- Street Condition Analysis / Pavement Index
- Community Analysis / Public Forums / Resident Feedback
- Development of an action plan.

The Board is seeking a firm that will work cooperatively with them on this engagement, but who will provide objective, independent, and well evaluated and researched analysis and recommendations for their consideration.

2. Work Approach

The following tasks outline a proposed approach to providing the requested Governance Planning services.

Task 1 | **Develop an Understanding of the Operations, Organization and Management of Functions in the Woodlands Township and Develop Financial Analysis.**

It is important that the project team understand, in detail, how each service is currently staffed, organized, operated and managed. Additionally, it is important that the project team understand basic service delivery targets; current service levels, and where there may be overlaps and gaps. To develop this understanding, we will accomplish the following work steps:

Conduct individual interviews with each department head, other managers (e.g., division heads), and selected employees. During these interviews, we would focus heavily on understanding the existing plans of organization as well as key organizational issues facing each department.

Develop summary descriptions of the staffing and responsibilities for staff. Document trends in staffing.

Develop an understanding of the scope of the programs and services for each department.

Develop an understanding of key performance indicators for each department.

Develop an understanding of the major management systems to plan and schedule, monitor and adjust work.

Document the major software and technology employed throughout the Township.

Document services that are currently provided via contractual services or through alternative service delivery approach including the current performance standards.

During this initial task, we will develop the overall financial analysis model outlining revenue sources, expenditure levels, and impact on tax rates for The Woodlands Township. This base financial model will be utilized in later tasks to show how modifications to service elements will impact the overall finances of The Township.

TASK RESULT

Profile of operations outlining current organizational structures, service levels, performance standards, and costs and development of base financial model.

Task 2 | **Conduct a "Best Management Practices" Assessment in the Context of Standards of Efficiency and Effectiveness.**

In our studies, benchmarking has meant a more structured approach to comparing an organization with standards of efficiency and effectiveness developed in our work over the past three decades. As a result, we propose to accomplish the following:

- The project team would develop a detailed list of "best management practices" for use in a diagnostic appraisal of each service function. This diagnostic appraisal would be developed to identify those areas in which the Woodlands was meeting targeted service delivery objectives or standards of service efficiency or effectiveness.
- The project team would evaluate the operations, management and services in each service area and identify issues associated with current practices.

We would also work with the designated steering committee to identify a set of six to eight other comparable cities for use in conducting a comparative analysis related to organizational structure and service provision. The project team would develop a listing of cities for the Steering Committee to review and choose from. This analysis would focus not only on operational practices, but also include information and assessments of staff allocations, organizational placement, services provided, etc. We would survey these identified comparatives and develop a benchmarking report outlining how the Woodlands compares to other municipal organizations in the area of the approach to service delivery, operational practices, organizational structure, etc.

TASK RESULT

Document summarizing how The Woodlands compares to best management practices in major service / functional areas; as well as compared to peer cities outlining services provides and service levels achieved.

Task 3 | Infrastructure Assessment.

This task will focus on evaluating the existing infrastructure and the Township's ability to address current and future capacity issues. Our qualified team brings a unique approach to this task both in the evaluation and future planning for various facilities as well as our ability to identify and leverage external resources to reduce the Township's burden in underwriting improvements. We strive to find creative solutions that meet the needs of all stakeholders.

Key elements of the work and assessment that will be conducted include:

- Secure fixed asset inventory information for existing facilities and infrastructure
- Identify any additional facilities and infrastructure that would be transferred as part of the new governance structure
- Identify any additional facilities that would be required to rent, purchase, or construct as part of the new governance

- Prepare engineer's construction cost opinions as required
- Identify potential funding sources to finance projected costs
- Prepare facilities action plan and schedule for review and consideration

Sub-Task 3a: Street Condition Analysis / Pavement Index

Because a comprehensive pavement index does not exist, HR Green will lead an effort to gather data, assess conditions, and establish associated costs for a maintenance plan. As much as possible, information will be gathered from Montgomery and Harris Counties, the Road Utility District, and the Chamber Mobility Committee with an understanding that this data will be dated and incomplete. HR Green's approach to the street condition analysis could range from a more cost-effective visual evaluation by driving every street coupled with analysis of street improvement plans (proven experience for the Incorporation Study of Jurupa Valley, CA) to a more intensive approach utilizing PASER data collection methodology combined with GIS technology (proven experience on "Paving for Progress" project in Cedar Rapids, IA), depending on the Township's preference. For the purpose of The Woodlands Governance Study, a visual assessment would be a cost-effective approach and provide sufficient information for the Township.

An overall Pavement Management Plan would provide the Township a more extensive look at the street conditions and support the development of a comprehensive roadway maintenance schedule with an understanding of costs far into the future.

Sub-Task 3b: Traffic Analysis / Management

HR Green's team of Professional Traffic Operations Engineers will lead the data collection and field review for a comprehensive traffic study. This study can include inventorying signage, striping/lane markings and signals; street lights; pedestrian and bike way assets (ADA compliance); public transportation (including the BTD's Town Center Trolley and the Township's Park & Ride service), school bus, emergency access, and truck routes. The team will analyze warrant evaluations of the existing signal system. They will also use collect traffic counts, complete traffic modeling for present and future conditions, and complete an alternatives analysis to gain a strong understanding of the Township's traffic capacity and create a Traffic Management Plan. HR Green's approach to conducting this work would include:

- Data collection and field review
- Signage/striping
- Signalization

- Pedestrian/Bike way asset inventory
- Public Transportation
- Street lighting analysis
- Emergency access and truck routes
- Traffic Management Plan
- Traffic capacity (traffic counts, traffic modeling, alternatives analysis)

SubTask 3c: Water / Sewer / Drainage Analysis / Management

HR Green understands that retail water, wastewater, and drainage services are provided by fourteen municipal utility districts (MUDs) within the Township and that the San Jacinto River Authority (SJRA) provides wholesale water/wastewater through both groundwater and surface water facilities.

HR Green has years of experience with water, wastewater, and drainage asset management and condition assessments, utilizing GIS databases to establish an overall understanding of a system with visual representation of data, including pipe sizing, capacity, and conditions. HR Green's team of qualified engineers will consider facility conditions, permit constraints, (I/I) conditions, (SSO) conditions, and pipe material age and condition. HR Green will coordinate with the Township's recently selected Drainage Technical Advisor, who is going to perform drainage analysis. With all of this gathered information, HR Green will be able to determine alternatives and recommend the most cost-effective Water/Wastewater/Drainage Management Plan moving forward.

HR Green's approach to conducting this work would include:

- Determine most cost-effective option for retail water/wastewater/drainage utility services (currently supplied by MUDs)
- Determine most cost-effective option for wholesale water/wastewater (currently supplied by SJRA)
- Gather existing data
- MUD inventory/condition assessments
- SJRA inventory/condition assessments
- Coordinate with The Woodlands Township's Drainage Technical Advisor

- Data gap analysis
- Water/Wastewater/Drainage Management Plan
- Alternatives analysis
- Cost

Sub-Task 3d: Other Infrastructure Analysis / Management

The Woodlands Township currently manages infrastructure assets with a five-year rolling plan and a pay-as-you-go funding system. Information on these assets will be reviewed and incorporated into the HR Green's overall infrastructure analysis. These assets include:

- Parks and recreation areas
- Pools
- Trails and bike ways
- Buildings
- Trees and beautification

At the conclusion of this task, and the associated subtasks, we would provide a comprehensive assessment of The Woodlands infrastructure requirements, needs, funding approaches and related assessment reports.

TASK RESULT

Recommendations related to the infrastructure needs of the Township including infrastructure assessments, facilities action plan, identification of funding sources, recommended service delivery approach for all infrastructure and utility operations.

Task 4 | Analyze Organizational Structure, Key Operations and Staffing Needs for Government Operations.

In this task, opportunities for improving operations and staffing within individual departments would be analyzed. Additionally, an analysis of the services currently contracted out would be undertaken to evaluate the feasibility and cost-effectiveness of bringing those services in-house or whether it remains more effective and cost efficient to retain a contractual service provision arrangement. We will provide recommendations

on an overall organizational structure, staffing levels (tied to service provision level alternatives), and financial implication for the Township. This will clearly delineate which services should be provided in-house, which should be contacted out, and provide alternatives (such as initially contracting out services and transitioning them in-house over-time) where this is cost-effective or provides a higher level of service.

Detailed opportunities for improving productivity and cost effectiveness need to take into account the appropriateness of service levels and programs, existing staff utilization and service levels, work methods and procedures impacting staff utilization, work scheduling and planning techniques, opportunities for privatization and analysis of technology utilization.

Areas evaluated in this task would include, but not be limited to, the following services:

- Administrative support (City Management, administrative support functions, Clerk, etc.)
- Law Enforcement Services (alternatives evaluated will include development of a new municipal police force or continuation of contractual services through the Counties)
- Municipal Court Services (alternatives will include in-house provision versus contractual relationship)
- Planning and Building Operations (alternatives will include in-house provision of these services versus contractual options)
- Street Maintenance Services (creation of PW Department versus contracted services through the Counties or private providers)
- Facility Requirements and associated costs
- Assumption of MUDs as part of the Township's organization versus continued relationship as stand-alone entities.

This task will include such approaches and methodologies as:

Evaluate the organizational structure in each department. We will evaluate organizational structure in terms of gaps or overlaps in function, spans of control and appropriate organizational location.

- Is the organization structure too "tiered" or too "flat" from the management staffing perspective?
- Are functions placed too high or too low in regard to their importance in meeting operating and service objectives?
- Are spans of control too broad or too limited?
- Are there any overlapping or duplicated functions?

Evaluate staff deployment compared to service levels and facility characteristics. This analysis will evaluate staff utilization by using two steps. The first step involves the use of guidelines for staffing that have been developed by the Matrix Consulting Group. The second step involves the compilation of comparative performance and cost indicators.

- In the first step, selected staffing guidelines will be utilized such as the square footage cleaned and maintained by custodial / maintenance workers, numbers of staff supported by Human Resources personnel, numbers of building inspections completed by Inspectors, preventive patrol levels, and other workload efficiency measures for all other functions. These guidelines have been previously developed by members of the consulting team in our decades of consulting or by professional associations such as APPA, NAFA, IFMA, APWA, etc.
 - In the second step, the consulting team will develop and compile comparative indicators to document the level of staffing for police functions, emergency dispatch, finance and accounting, parks and recreation, facility maintenance, human resources, public works and fleet maintenance, water and sewer utilities, and other functions. This will focus on developing comparative data such as the cost of park maintenance per developed acre, the square footage of buildings per custodial or maintenance worker, percentage of proactive time for patrol by officers, etc. These indicators, too, will be based on our own databases of indicators and the comparative survey.
-

Evaluation of the adequacy of major work practices. The analysis will focus on identification of opportunities to streamline work practices to increase utilization levels and/or reduce staffing requirements. Through the analysis of major work practices, the consulting team will determine if:

- Crew sizes of various units are appropriate to the type and volume of work performed.
 - Ways exist to reduce travel time and unproductive staff usage.
 - Equipment is available to reduce labor-intensive work tasks.
 - The frequency of various work tasks now performed is unnecessary or can be reduced.
 - Skill mix for positions can be improved.
 - Use of part-time staff for maintenance of facilities can be increased, and the extent of utilization of full-time staff reduced to reflect the seasonal nature of work practices and service provided.
 - Some work tasks can be eliminated.
-

Evaluation of work planning and scheduling. Analysis will focus on systems and processes used to plan and control work focusing on:

- Evaluation of the overall maintenance management programs employed to support field operations to include maintenance frequencies, maintenance standards, staff assignment to maintenance tasks, and systems and procedures employed to monitor performance of both scheduled and unscheduled maintenance programs.
 - Adequacy of supervisory training related to planning and scheduling work.
 - Appropriateness of work schedules in place and options for alternative scheduling.
 - Availability of materials and supplies to support planning of work and maintenance activities.
-

Identification of cost saving alternatives for the Township: Each department's operations will be evaluated to determine potential costs saving that can be achieved through various methods. In determining potential cost reductions, the project team will generally identify them in the following order:

- Those achievable through greater efficiency or altering existing operating practices;
 - Those available through alternative staffing approaches; and
 - Those realized through a change in service level.
-

Identification of revenue options for the Township: For each service area evaluated, we will develop recommendations on appropriate revenue streams to be adopted (if not already in place) to offset costs incurred from new service areas. Where existing revenue streams are in place (for example, permits), we will evaluate whether they are sufficient or should be modified to achieve an appropriate cost recovery level.

Additionally, In this task, the project team will evaluate additional opportunities to challenge current service delivery approaches in the Township through adjustments in service levels, regionalization and contracting for service as well as other approaches. This analysis will be comprised of two subtasks:

(1) Evaluation of Shared Service Opportunities.

The purpose of this subtask is to develop a detailed organizational, operating, and service plan for regionalization alternatives and then compare these approaches to current, independent municipal operations. Basic steps involved in completing this subtask would be as follows:

- Analyze service demand and population distribution and determine if there is any overlap in service.
- Based on the above, prepare alternative service and staff deployment plans based on Township / other agency functions for which this would be appropriate.
- Develop a plan of direct service, administrative and support staffing for each alternative.
- Develop estimated annual operating budget for each identified alternative.
- Compare to the current costs.
- Evaluate any start-up and transitional costs necessary to implement the shared service alternative.

Any potential cost savings and service enhancements would be identified in a progress report to the project steering committee.

(2) Evaluation of Additional Insourcing and Outsourcing Opportunities.

The purpose of this subtask is to develop a detailed organizational, operating, and service plan for alternatives relating to contracting selected services to private entities or to take back services currently contracted out. Basic steps involved in completing this subtask would be as follows:

- Estimating the cost of service and service impacts associated with contracting out services; estimating the cost of service and service impacts associated with contracting in services. Compare those costs with the cost of in-house or contracted services.

- Identify the impact of contracting in or out on service levels and service responsiveness.
- Identify the impact of service contracting on Township capabilities to respond to emergency situations including disasters as well as emergency response to unscheduled service problems.
- Identify and evaluate the impacts of the contracting in and out of services on existing administrative and management capabilities in the Township in terms of:
 - Oversight, supervision and spans of control.
 - Human resources, legal and finance issues.
 - How complaints would be handled, evaluated and reported.

Where specific reconfiguration or technical adjustments of service provision are recommended, the alternative costs and/or savings will be documented and compared to existing levels as well as to existing staff utilization and existing service levels.

The financial model will be updated to reflect impacts of proposed recommendations developed in this task. This would include new expenditures and revenue options identified for any new services requires of the Township at incorporation. All preliminary analysis and recommendations will be reviewed with the Township Board for direction on approaches they seek to undertake or explore regarding future service delivery.

Once determinations are made regarding how specific services will be provided, an overall organizational structure assessment will be conducted to evaluate:

Is the organization structure too "tiered" or too "flat" from the management staffing perspective?

Are functions placed too high or too low in regard to their importance in meeting operating objectives?

Are spans of control too broad or too limited?

Does the current plan of management and administrative organization provide for adequate communication and coordination between and among operating units?

Are there any overlapping or duplicated functions?

Does the plan of organization provide clear lines of authority and responsibility?

Do management roles and results support the success of the Township's mission?

Based on the above, the project team would develop a plan of administrative organization and staffing for each operating department and for The Township as a whole. The plan would include identification of specific organizational modifications required and the impact of those modifications on both management staffing levels and costs. The

recommendations may include consolidation of departments / functions, transferring specific functions between departments, or creation of new units. The overall goals will be to streamline the organization while improving overall service delivery.

The results of this task, highlighting all proposed service approaches, revenue options, and expenditures projected, would be reviewed with The Township’s legal counsel to ensure all elements of the financial review are in compliance with the provisions of the RPA legislation and the Township’s enabling legislation.

TASK RESULT

Recommendations related to the organizational structure, operations and staffing for individual service functions within The Township including expenditure impacts, revenue options, staffing requirements, and contracted services to be employed in the future.

Plan of organization for the entire Township operation, outlining number of departments and agencies necessary and outlining reporting relationships.

Task 5 | Resident Input: Public Survey and Community Meetings.

It is critical for the project team to develop input from the public regarding services, service delivery approaches, and key issues – not just policy makers and management staff. To provide a major avenue for resident input at the outset of the project, we plan to prepare a questionnaire which would be designed to:

- Document attitudes toward the types, levels and quality of services provided.
- Document attitudes toward the desired services and service levels.
- Elicit attitudes toward organizational issues such as public transparency, cost effectiveness of services, etc.
- Document perceptions regarding key service delivery issues.
- Identify areas of service duplication, overlap or gaps in services.
- Identify perceptions regarding “core” services that should be provided by The Township versus through alternative service delivery methods.
- Identification of services where potential exists to in-source or out-source service provision to achieve efficiency and cost-savings over status quo.

Questionnaires would be confidential and returned directly to our office via SurveyMonkey. Once questionnaires are returned, we will analyze results and prepare an analytical summary which documents response patterns on a departmental basis.

Additionally, following the completion of the survey, we would conduct a series of at least four (4) public community meetings to further explore with residents their perceptions on certain processes, service delivery approaches and alternatives, and overall organizational structure. We would utilize preliminary results of the survey to guide our questioning and gain a deeper understanding of key issues.

At this point in the study, we will develop an online property tax rate calculator to enable residents to understand the impact of the incorporation on property taxes. If desired by the Township Board, this tax rate calculator could be established to show (1) current tax obligations per homeowner, (2) proposed tax obligations after incorporation, and (3) estimated tax obligations if The Woodlands didn't incorporate and was annexed by surrounding communities. While the third option would be only hypothetical, it would ensure the third alternative is considered by residents when making determinations regarding incorporation.

TASK RESULT

Summary of resident survey results outlining key perceptions of service delivery, service levels, and resident satisfaction with services.

Summary of public meetings that outlines key issues, alternatives and perceptions of residents.

Online property tax calculator for use by residents.

Task 6 | Prepare a Final Report and Provide Detailed Plans for Implementing Identified Improvement Opportunities.

Upon the conclusion of the assessment, we will prepare a detailed report which summarizes the results of each of the previous work tasks described above. This report includes the following: detailed evaluation and management staffing; analysis of the appropriate allocation of functions within the Township and a proposed structure of organization; key performance metrics, and implementation plans linking all recommendations to the Township's strategic goals and objectives and assigning a time, costs and responsible entity for each recommendation. On all recommendations, we identify the impact on citizen / customer service and operational efficiency that would be achieved if implemented. This report includes the following:

A description of the methodology by which we conducted the study, including our approach, interviews, survey methodology, and the methods by which we obtained review and feedback from the Township.

A financial model showing impacts of the proposed organizational structure including all staffing, contracted services, and revenue streams.

A detailed evaluation of department and management staffing.

A detailed analysis of the most appropriate allocation of functions within the Township, as well as the proposed structure of organization. Detailed listing of services that should be acquired through contractual or shared services approaches.

Identification and evaluation of key performance measures including gaps between target and actual.

Specific recommendations and focus on key services including Policing, utilities, and infrastructure maintenance plans so full impacts are known to the Board and the residents.

Implementation plans covering all recommended improvements consisting of specific work steps; suggested responsibility for implementation; timing and sequencing for the accomplishment of each work step; as well as an "order of magnitude" of cost and/or savings associated with implementation.

The report will include an executive summary, a detailed findings and conclusions section, detailed recommendations for each department, and an implementation schedule with associated costs / cost savings. The plan should include the following elements:

- Specific actionable recommendations broken down into tasks;
- Milestones and timeline for implementation;
- Anticipated significant challenges to implementation;
- Designated responsible manager;
- Priority for implementation;
- Estimates of up-front and operational costs or savings; and
- Metrics noting how to identify when implementation is completed.

The report will include, an executive summary, a detailed findings and conclusions section, detailed recommendations for each department, and an implementation schedule with associated costs / cost savings. A detailed financial model will be presented to the Board.

The analysis would be reviewed in draft form with top Township elected officials and staff as well as with the project review committee. Once this review is completed, the reports would be presented to the Township in a public meeting.

Should the Township decide to place incorporation before the residents, the project team will also develop a factual handout for use in presenting the results of the evaluation. A communication plan and associated public information documents will be drafted and reviewed with the Township Board. Also, if the Township moves forward in placing the

question of incorporation before the residents, the project team will develop the necessary tax rate study to establish the tax rate limit to be included in the ballot language.

TASK RESULT

A draft and final report outlining all recommendations along with a detailed schedule showing identified cost savings and an implementation plan to guide the Township’s efforts moving forward.

3. Key Personnel Assigned to Each Task

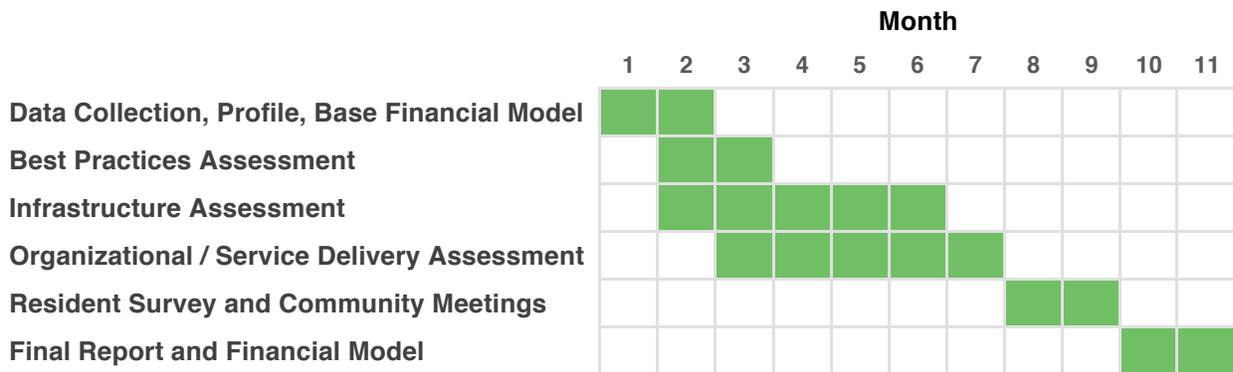
The following table summarizes the key personnel that will be assigned to each of the major project tasks:

Task	Matrix Leads	HR Green Leads
Data Collection, Profile, Base Financial Model	All team members	All team members
Best Practices Assessment	All team members (by areas of specialization): Pennington (Admin/Exec/Financial Model) Brady (Police) Finn (Fire) Matthews (911/Police) Lewis (Fire) Haley (Public Works) Hussain (Finances/Financial Model) Mathiasen (Planning/Building) Baggarley (Planning/Building) Branch (Administrative Services) Savage (Planning)	All team members (by areas of specialization): Stephenson (Task Lead) Stephens(pavement/maintenance) Olivas (pavement/maintenance) Liska (GIS) Shane (Traffic operations) Swisher (Traffic operations) Halde (Water/Wastewater) Sparks (Drainage)
Infrastructure Assessment		All team members (by areas of specialization): Stephenson (Task Lead) Stephens(pavement/maintenance) Olivas (pavement/maintenance) Liska (GIS) Shane (Traffic operations) Swisher (Traffic operations) Halde (Water/Wastewater) Sparks (Drainage)

Task	Matrix Leads	HR Green Leads
Organizational / Service Delivery Assessment	All team members (by areas of specialization): Pennington (Admin/Exec/Financial Model) Brady (Police) Finn (Fire) Matthews (911/Police) Lewis (Fire) Haley (Public Works) Hussain (Finances/Financial Model) Mathiasen (Planning/Building) Baggarley (Planning/Building) Branch (Administrative Services) Savage (Planning)	All team members (by areas of specialization): Stephenson (Task Lead) Stephens(pavement/maintenance) Olivas (pavement/maintenance) Liska (GIS) Shane (Traffic operations) Swisher (Traffic operations) Halde (Water/Wastewater) Sparks (Drainage)
Resident Survey and Community Meetings	Pennington Branch Hussain	Hall
Final Report and Financial Model	Contributions from all staff.	Contributions from all staff.

4. Project Schedule.

The following chart shows a high-level project scheduled for this engagement.



We will have monthly review meetings with the Board to discuss projects, answer questions, and get policy direction for the study engagement.

4 Cost Statement

The specific cost of this engagement will vary depending on the final scope of work developed between the successful consultant and The Woodlands including the level of effort undertaken on some significant efforts such as the pavement management index. We anticipate a project range of \$200,000 – \$300,000 for the governance and service evaluations, with additional costs related to detailed infrastructure assessments such as the pavement management index and other infrastructure asset assessment.

As requested, we are providing the following rates for each classification of our proposed project team.

Position Classification	Rate
Matrix Consulting Group, Ltd Staff	
Project Manager / Officer	\$225
Senior Manager	\$175
Manager	\$150
Senior Consultant	\$125
HR Green Staff	
Principal	\$195 - \$280
Senior Professional	\$165 - \$250
Professional	\$110 - \$180
Junior Professional	\$85 - \$135
Technician	\$45 - \$115
Senior Field Personnel	\$100 - \$165
Field Personnel	\$60 - \$145
Junior Field Personnel	\$100 - \$165
Administrative Coordinator	\$100 - \$140
Administrative	\$55 - \$115
Corporate Admin	\$70 - \$120
Operators / Interns	\$30 - 100

The HR Green rates are applicable to work performed for private entities, in this case the Matrix Consulting Group, Ltd which will be the contracting entity, in compliance with TX Engineering Practice Act Rules §137.53.

CERTIFICATE OF INTERESTED PARTIES

FORM 1295

1 of 1

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

**OFFICE USE ONLY
 CERTIFICATION OF FILING**

Certificate Number:
 2017-289622

Date Filed:
 12/01/2017

Date Acknowledged:

1 Name of business entity filing form, and the city, state and country of the business entity's place of business.
 Matrix Consulting Group, LTD.
 Mountain View, CA United States

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

3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.
 C-2017-0433
 Proposal for consulting services for Governance Planning.

4	Name of Interested Party	City, State, Country (place of business)	Nature of interest (check applicable)	
			Controlling	Intermediary
	Pennington, Alan	Edwardsville, IL United States	X	
	Brady, Richard	Mountain View, CA United States	X	

5 Check only if there is NO interested Party.

6 AFFIDAVIT I swear, or affirm, under penalty of perjury, that the above disclosure is true and correct.



 Signature of authorized agent of contracting business entity

AFFIX NOTARY STAMP / SEAL ABOVE

Sworn to and subscribed before me, by the said _____, this the _____ day of _____, 20_____, to certify which, witness my hand and seal of office.

**SEE ATTACHED
 NOTARY CERTIFICATE**

 Signature of officer administering oath Courtney Ramos Vice-President
 Printed name of officer administering oath Title of officer administering oath

CALIFORNIA JURAT WITH AFFIANT STATEMENT

GOVERNMENT CODE § 8202

- See Attached Document (Notary to cross out lines 1–6 below)
- See Statement Below (Lines 1–6 to be completed only by document signer[s], *not* Notary)

Signature of Document Signer No. 1

Signature of Document Signer No. 2 (if any)

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
 County of Santa Clara

Subscribed and sworn to (or affirmed) before me
 on this 6 day of December, 2017,
 by Date Month Year

(1) Courtney Ann Ramos

(and (2) _____),
Name(s) of Signer(s)



proved to me on the basis of satisfactory evidence
 to be the person(s) who appeared before me.

Signature Blanca Oliva
Signature of Notary Public

Seal
 Place Notary Seal Above

OPTIONAL

Though this section is optional, completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: Certificate of Interested Parties Document Date: 12/1/17

Number of Pages: 1 Signer(s) Other Than Named Above: _____