

Mayor and Council Communication

DATE: 09/16/25

M&C FILE NUMBER: M&C 25-0887

LOG NAME: 36FDEMS CHANGE MANAGEMENT SUPPORT FOR EMS TRANSITION

SUBJECT

(ALL) Authorize an Amendment to City Secretary Contract No. 62272 with Collective Growth, to Increase the Total Compensation by \$132,000.00 for Additional Change Management and Communications Support Services Related to the Integration of Emergency Medical Services into the Fort Worth Fire Department and to Extend the Initial Term to December 31, 2025, and Adopt Appropriation Ordinance

RECOMMENDATION:

It is recommended that the City Council:

1. Authorize an amendment to City Secretary Contract No. 62272 with Collective Growth to increase the total compensation by \$132,000.00 for additional change management and communications support services related to the integration of Emergency Medical Services into the Fort Worth Fire Department and to extend the initial term to December 31, 2025; and
 2. Adopt appropriation ordinance.
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DISCUSSION:

Collective Growth (Vendor) is a leadership and organizational development firm that provides strategic change management, communications support, and leadership alignment services to public sector entities, including municipalities undergoing operational transitions. The firm is based in Fort Worth, Texas, and specializes in fostering collaboration, cultural integration, and unified operations during complex organizational changes.

In order to support the integration of Emergency Medical Services (EMS) staff into the Fort Worth Fire Department, the City entered into a Vendor Services Agreement with Collective Growth, identified as CSC No. 62272, as authorized under Chapter 271 of the Texas Local Government Code for professional services. The agreement provides for a series of leadership preparation sessions, a change management support plan, and related services to align leadership, promote open communication, and build a unified culture focused on collaboration and trust throughout the transition.

Under the original agreement, the Vendor is required to meet the following commitments:

- Facilitate leadership engagement and alignment sessions with Fire/EMS leaders;
- Develop and coordinate strategic internal communications, including messaging, FAQs, talking points, and templates;
- Conduct feedback mechanisms, such as pulse surveys, to gather insights and inform adaptations;
- Support culture integration efforts, including the rollout of shared values and storytelling to reinforce unity; and
- Provide ongoing strategic advising and deliverables, such as session materials, insight reports, and cultural reinforcement assets.

The Vendor has successfully delivered services under the original agreement since fall 2024, supporting EMS integration through change management, leadership coaching, and internal communication planning. However, as the transition shifts from initial implementation to long-term integration and stabilization, there is a need to extend support across a broader system, including coordination with Emergency Management, the Office of the Medical Director (OMD), and Communications & Public Engagement (CPE) departments. This expanded scope will ensure consistency, clarity, shared learning, and sustained momentum, with a focus on post-transition stabilization, insight integration, and cross-department alignment.

In response, the Vendor has proposed an extension of services from July 1, 2025, to December 31, 2025, at a rate of \$22,000.00 per month, for a total additional amount of \$132,000.00. The proposal builds on prior work by continuing Fire/EMS leadership support while extending messaging and coordination to partner departments, reinforcing cultural values, and creating a consistent rhythm of feedback and adaptation. Staff is recommending approval of the request to amend the agreement, increasing the total compensation to \$207,000.00 and extending the initial term to accommodate the additional scope. The resulting increase to the EMS Fund budget was approved to be paid from Medstar cash reserves, yet lacked appropriations, therefore an appropriation amendment is requested via this Mayor and Council Communication. Approval of this M&C will, therefore, also include adoption of the attached appropriation ordinance to increase estimated receipts and appropriations in the emergency medical services fund in the amount of \$132,000.00 from available emergency medical services fund balance.

Funding is available for appropriation in the fund balance of the Emergency Medical Services Fund.

This project impacts all Council Districts.

FISCAL INFORMATION / CERTIFICATION:

The Director of Finance certifies that funds are currently available in the Fund Balance of the Emergency Medical Services Fund, and upon approval of the above recommendation and adoption of the attached appropriation ordinance, funds will be available in the Emergency Medical

Services Fund to support the award of the extension. Prior to an expenditure being incurred, the Fire Department has the responsibility of verifying the availability of funds.

Submitted for City Manager's Office by: William Johnson

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Additional Information Contact:

Expedited