

**To the Mayor and Members of the City Council****February 6, 2024**

Page 1 of 2

SUBJECT: CITY USE OF EXTERNAL CONSULTANTS AND AUDITORS

The purpose of this Informal Report is to provide information on the City's process for and use of external consultants and auditors for the period of October 1, 2022, through January 23, 2024. The report excludes consultants used for capital planning, capital project delivery, development review functions, required agreements to comply with laws, regulations, or best practices, and established agreements providing services for the day-to-day business operations of the City.

Background

As Fort Worth grows and needs change, the City must ensure that the provision of services to residents, visitors, and businesses remains effective, efficient, innovative, and responsive, consistent with the City's vision and mission. The City hires outside consultants and auditors to help achieve this goal. These engagements provide an unbiased review of existing conditions, leverage national experts with specialized knowledge in certain topics and processes, and allow for more robust exploration and engagement, without removing resources from other important City functions.

Process

Engaging a consultant, auditor, or other vendor involves two processes – one to select a vendor and another to approve the contract.

On the vendor selection side, Texas Local Government Code (TLGC) Chapter 252 governs most procurements of goods and services with costs exceeding \$50,000.00. However, professional services, which generally include consultant and auditor services, are exempt from the Chapter 252 process.

Although exempt from Chapter 252, some professional services including, but not limited to, engineering, architectural, and medical services, must be acquired using the qualifications-based process outlined in Chapter 2254 of the Texas Government Code (TGC), which explicitly prohibits a selection process based on cost.

Professional services that are exempt under TLGC Chapter 252 and not specifically identified in and subject to TGC Chapter 2254, are not subject to any particular state-mandated procurement method.

However, even when state law does not mandate a competitive bidding process, the City often undergoes a voluntary competitive procurement process to select a vendor for professional services. That process considers price as well as qualifications with the goal of ensuring that the City receives superior services at a competitive price. If a voluntary competitive process is not utilized, then the department will contract directly with the vendor it has determined to be the best fit for the project.

Each vendor included in the list in Attachment II was selected using one of the above-described methods.

Once a vendor is identified, the second process – approving the contract – takes place.

Per Section 2-9 of the Fort Worth City Code, the City Manager or his designee is authorized to execute agreements with a cost of \$100,000.00 or less, with no City Council action required so long as funds are appropriated for those contracts.

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Page 2 of 2

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For any agreement that exceeds \$100,000.00, a Mayor and Council Communication (M&C) or other City Council action is generally required to authorize entering into the agreement.

The first attachment includes charts summarizing the vendor selection and contract authorization information.

Usage Data

The second attachment reflects information provided by City departments regarding the consultant and auditor engagements undertaken from October 1, 2022, until January 23, 2024, excluding consultants used for capital planning, capital project delivery, and development review functions.

Based on this information, the City spent \$11,072,497.04 during that period on 72 engagements. Many of these agreements are annual agreements that include renewal options and that cross fiscal years. For clarity, and to avoid the appearance that these agreements exceeded the authorized spending authority, engagements falling into this category may be listed twice, and the fiscal year or contract term is noted.

Please contact Jo Ann Gunn, Assistant Director, Purchasing Division, Financial Management Services, at 817-392-8525 with any questions.

David Cooke
City Manager

Attachments

Vendor Selection Process

Service	State Law Process	City Process
General Goods and Services	Chapter 252, Texas Local Government Code	Formal Request for Proposal (RFP), Invitation to Bid (ITB), or other competitive procurement with cost as a factor in award
Engineering, Architectural, Medical and Other Professional Services Identified in Chapter 2254	Chapter 2254, Texas Government Code	Request for Qualifications (RFQ) competitive process in which cost <i>cannot</i> be determining factor in award
Other Professional Services	None	<i>Optional</i> - An informal competitive procurement that is similar to RFP, ITB, etc. and considers qualifications and price

Contract Approval Process

Amount	Approver
\$100,000.00 or less	City Manager or Assistant City Manager (ACM) (City Code 2-9)
More than \$100,000.00	City Council (City Code 2-9)

Business Unit	Vendor	Amount Authorized	Amount Spent	Purpose
Aviation	Airport Business Solutions	\$22,500.00	\$22,437.50	Consultant services for airport market analysis of airport rates and charges.
City Manager's Office	Steady State Impact Strategies	\$47,500.00	\$47,500.00	The vendor will develop a resource map outlining the existing continuum of services for maternal and infant care in Tarrant County.
City Manager's Office	Fitch & Associates	\$182,500.00	\$0.00	Consulting services for an emergency medical services comprehensive study.
Community and Public Engagement	Camille Locket	\$27,000.00	\$27,000.00	Consulting services for website Development and Analysis.
Development Services	Berry, Dunn, McNeil & Parker, LLC	\$172,700.00	\$172,700.00	Consulting services to provide a structural and efficiency study for Development and Permitting Services.
Development Services	Code Studio, Inc.	\$214,861.00	\$214,861.00	Consulting services related to the development of an infill development subdivision ordinance amendment.
Development Services	Texas Trees Foundation	\$50,000.00	\$50,000.00	Consulting services for the creation of an Urban Forest Master Plan.
Development Services	Anchor Talent & Consulting	\$100,000.00	\$0.00	Recruitment Consultant
Development Services	CornerStone Staffing	\$100,000.00	\$0.00	Recruitment Consultant
Development Services	Civil Search Consultants	\$100,000.00	\$0.00	Recruitment Consultant
Development Services	Strategic Government Resources	\$35,000.00	\$35,000.00	Recruitment Consultant, Zoning & Design Review AD
Development Services	Strategic Government Resources	\$35,000.00	\$35,000.00	Recruitment Consultant Engineering Design AD
Development Services	Kimley Horn	\$591,030.11	\$545,175.88	Consulting services for the 2022 Transportation Impact Fee Study Update and Subsequent Amendments
Diversity and Inclusion	Kimley Horn	\$200,000.00	\$0.00	Consulting services to assess the City's compliance with the Americans with Disabilities Act and prepare the scope of work for an ADA Transition Plan.
Diversity and Inclusion	Urban3, LLC	\$405,066.00	\$339,077.07	Consulting services to develop and implement a Financial Equity Analysis Tool to assist City officials

				in making fiscally sound and equitable decisions about infrastructure improvements and land use.
Economic Development	MuniCap, Inc.	\$405,000.00	\$179,333.00	Annual agreement for consulting, financial, and operational administrative services related to multiple Public Improvement Districts.
Economic Development	Schaefer	\$1,370,570.00	\$1,116,037.76	Three-year agreement (approved in late 2021) for national marketing/promotional purposes* (*These funds were approved by the LDC. They are not from the general fund.)
Economic Development	HR&A Advisors, Inc	\$560,000.00	\$560,000.00	Consulting services for real estate market and development planning services for the Panther Island District.
Environmental Services	Gershman, Brickner & Bratton, Inc. (GBB)	\$20,000.00	\$20,000.00	Solid waste consulting services; specifically, financial auditing of residential hauling contractors.
Environmental Services	Innova Energy Services, LP FY 24	\$40,000.00	\$0.00	Consulting services on renewable energy transactions and strategy.
Environmental Services	Innova Energy Services, LP FY 23	\$40,000.00	\$14,000.00	Consulting Services on Renewable Energy Transactions and Strategy.
Financial Management Services	Tijerina Galvan Lawrence LLC	\$100,000.00	\$21,000.00	Financial advisor services unrelated to debt and bond transactions for various departments. Current tasks include landfill gas financial consulting for Environmental Services. This agreement has an annual spend up to \$100,000. The amount shown is for FY23 to November 1, 2023.
Financial Management Services	Gradient Solutions Corporation	\$285,000.00	\$0.00	Consulting services to provide a broad scope of cyber security and associated financial risk assessments and compliance advisory services (ARPA).
Financial Management Services	PFM Group Consulting, LLC	\$20,000.00	\$20,000.00	Hotel Occupancy Tax analysis and forecasting (independent review of the City's HOT revenue forecast that was commissioned by Public Events Dept.).
Financial Management Services	Deckard Technologies, Inc.	\$42,500.00	\$42,500.00	Data analysis services to identify and catalog short term rentals to support the Code Compliance Department.

Financial Management Services	PFM Group Consulting, LLC	\$100,000.00	\$0.00	Financial advisor services unrelated to debt and bond transactions for various departments. Current tasks include landfill gas financial consulting for Environmental Services. This agreement has an annual spend up to \$100,000. The amount shown is for FY23 to November 1, 2023.
Financial Management Services / FW Lab	PFM Group Consulting, LLC	\$50,000.00	\$0.00	Consulting service to conduct a comprehensive review of the City's property tax calculation.
Fire	Citygate Associates, LLC	\$299,589.69	\$293,480.17	Fire and emergency medical services staffing and operations study. The study was to assess the overall operations of the City of Fort Worth Fire Department, analyze its current service delivery models and make recommendations for long-term planning purposes.
FW Lab	Strategic Government Resources (SGR, ResourceX, and Delivery Associates)	\$300,000.00	\$300,000.00	Consulting services and staff for the FWLab implementation, including priority-based budgeting and data analytics consulting and related work.
FW Lab	Public Information Associates, LLC	\$300,000.00	\$0.00	Consulting services for the 2050 Fort Worth Comprehensive Plan.
Human Resources	Lighthouse	\$2,700.00	\$2,700.00	ADA Workplace Accommodation Review.
Human Resources	PFM Consulting	\$75,000.00	\$2,275.00	Consulting Services for benchmarking and audit services of the City's retirement benefits and funding and options for future improvement to financial sustainability.
Human Resources	PHM Partners	\$46,608.00	\$36,354.24	Consulting for communications for the City's health centers.
Human Resources	Alpha Business Images	\$80,000.00	\$75,000.00	Communications consulting for City's benefits plans.
Human Resources	Gallagher Benefit Services, Inc.	\$30,000.00	\$30,000.00	Actuarial Audit of most recent ERF reports (required every five years per Government Code 802.1012).
IT Solutions	Vertosoft LLC	\$250,000.00	\$240,130.00	Consultant services to implement Workiva (financial reporting software).
IT Solutions	ePlus Technology, Inc	\$100,000.00	\$43,594.91	Consulting services related to principal security and other agreed-upon areas within the field of governance, compliance, and risks associated with cyber security.

IT Solutions	Periscope Holdings, Inc.	\$190,000.00	\$8,400.00	NIGP Phase II Purchasing review and assessment.
Library	Kimberly Zablud - Advancing with Purpose, LLC	\$50,000.00	\$15,600.00	Consulting services to provide a plan to prepare the City's Genealogy, Local History and Archives unit to move to its new facility and help staff make decisions about which materials will be moved and which service model will be used going forward.
Neighborhood Services	J-Quad Planning Group, LLC	\$130,050.00	\$130,050.00	Consulting services related to the development of the 2023-2027 Consolidated Action Plan and the 2023-2024 Annual Action Plan for submission to the United States Department of Housing and Urban Development.
Neighborhood Services	Interface Studios	\$247,880.00	\$283,500.00	Consulting services to develop the Neighborhood Conservation Plan and Housing Affordability Strategy, which offer a comprehensive roadmap to enhance Fort Worth neighborhoods and address the affordable housing challenge. The Neighborhood Conservation Plan emphasizes livability and safety standards for all neighborhoods, while the latter aims to balance housing availability for diverse income groups and minimizing financial strain on residents and the City.
Park and Recreation	Stantec Consulting Services, Inc	\$439,900.00	\$20,540.00	Consulting services related to the development of the 2025 Park, Recreation, and Open Space Master Plan and Needs Assessment Study for submission to the Texas Parks & Wildlife Department
Park and Recreation	HR&A Advisors, Inc.	\$300,000.00	\$0	Development of an Aspiration Plan for the Park and Recreation Department.
Police	Del Carmen Consulting LLC FY23	\$25,000.00	\$25,000.00	Consultant services for the review Police Department data for the Police Review Panel. https://www.fortworthtexas.gov/departments/citymanager/review-panel
Police	Del Carmen Consulting LLC FY 24	\$25,000.00	\$25,000.00	Consultant services for the review Police Department data for the Police Review Panel. https://www.fortworthtexas.gov/departments/citymanager/review-panel
Police/FW Lab	Matrix Consulting Group, LTD.	\$166,940.00	\$132,828.00	Consulting services to update the staffing analysis and deployment study of the Police Department.

Property Management /Aviation	Davidson & Bogel Real Estate, LLC	Fee based on 4.5% commission on sale price	\$0.00	Professional brokerage and consulting services for the purpose of disposing of noise land properties purchased with Federal Aviation Administration grant funds.
Public Events	Adamson Consultancy LLC	\$6,950.00	\$4,950.00	Consulting service related to the City's use of the Ungerboeck system to improve utilization of the Event Based management System.
Public Events	J Chapa Strategic Solutions LLC	\$90,000.00	\$90,000.00	Consulting services related to the future business model for Will Rogers Memorial Center and development of a strategy for the City's future relationship with Texas Motor Speedway.
Transportation and Public Works	Freese and Nichols	\$98,280.00	\$98,280.00	Consulting services to assist in the development of a Transportation User Fee.
Transportation and Public Works	Freese and Nichols	\$730,000.00	\$231,109.37	Watershed master planning for Mary's Creek Watershed & Walsh Ranch in partnership with Walsh Ranch.
Transportation and Public Works	Pape Dawson Consulting Engineers Inc.	\$479,745.00	\$67,756.25	Non-FEMA City Flood Risk Area modeling and mapping and flood risk technical planning and engineering evaluation.
Transportation and Public Works	RJN Group Inc.	\$250,000.00	\$250,000.00	Technical assistance with in-house storm drain condition assessment program strategy and formation, review, and prioritization.
Transportation and Public Works	Pape Dawson Consulting Engineers Inc.	\$627,785.00	\$137,004.25	Services related to the expanded use of flood warning for forecasting.
Transportation and Public Works	HALFF Associates Inc.	\$350,000.00	\$44,253.96	Services related to stormwater program strategic master planning.
Transportation and Public Works	AECOM FY 24	\$2,200,000.00	\$0.00	Services related to the Citywide Transportation Master Plan N/K/A Fort Worth Transportation Master Plan project. This project will produce a program of multi-modal projects with clear limits, descriptions, funding sources, cost estimates, and start dates.

Transportation and Public Works	AECOM	\$2,700,000.00	\$2,700,000.00	Services to develop a transportation/land use coordination regulating plan that generally includes the former Butler Place Public Housing Complex, IM Terrell Academy, and adjacent area. The study will not only provide transportation and land-use coordination strategies, but develop projects to enhance access and mobility. The project outcomes outlined in the scope should further advance the City's urban village program and comply with comprehensive planning goals.
Transportation and Public Works	Kimley-Horn and Associates, Inc.	\$700,000.00	\$365,372.75	Services related to the East Berry Street Corridor project. The project extends from Interstate Highway 35 to Cravens Road, near the western shore of Lake Arlington. The corridor project will include project development for a multi-modal, walkable mixed-use corridor (City Project Number 104214).
Transportation and Public Works	WSP USA Inc.	\$1,100,000.00	\$882,312.00	On September 27, 2022, City Council approved Mayor and Council Communication 22-0783, which authorized funding for the East Lancaster Corridor and Sub-Regional Planning Study. The corridor study will develop a comprehensive multimodal implementation plan to further develop projects for State Highway 180 – East Lancaster Avenue from Jones Street to Dottie Lynn Parkway. (City Project Number 104254). This Mayor and Council Communication (M&C) is to recommend engaging WSP USA Inc. as the engineer to perform professional services for this project. The project is expected to start in fall 2022 and be completed by spring 2024.
Transportation and Public Works	Crenshaw, Micheal	\$300,000.00	\$161,896.00	Stormwater specialized technical modeling review and project management assistance.
Transportation and Public Works	FUSE Corps	\$80,000.00	\$80,000.00	Research, benchmarking, and stakeholder engagement to recommend a subdivision ordinance amendment focused on riparian preservation.

Transportation and Public Works	HALFF Associates Inc.	\$80,000.00	\$76,224.59	Stormwater public education and communication video development.
Transportation and Public Works	Woolpert, Inc.	\$553,230.00	\$0.00	Erosion set back mapping for City creek.
Transportation and Public Works	AECOM	\$271,661.00	\$221,635.75	TPW-wide AM Strategy Development.
Water	Freese and Nichols	\$75,000.00	\$830.19	Process engineering professional services for the Village Creek Reclamation Facility, including Operator training, an evaluation of data management, and on-call process support to operators to improve and optimize the facility's performance.
Water	Kimley Horn and Associates, Inc.	\$84,700.00	\$76,139.68	Services related to the Water User Fee and Service Charge Update - Tap Fees and Study Review Fees.
Water	GHD Incorporated	\$396,879.00	\$192,656.05	Water Strategic Asset Management Program Development
Water	GHD Incorporated	\$185,000.00	\$24,112.53	Utility Asset Management- Engineering Agreement for Asset Management Support Professional Services.
Water	Newgen Strategies and Solutions LLC	\$42,630.00	\$37,629.14	Wholesale Water Cost of Service and Rate Study as required by Wholesale City Contracts.
Water	Newgen Strategies and Solutions LLC	\$75,000.00	\$75,000.00	On Call Financial and Rate Consulting Services.
Water	Alan Plummer and Associates Inc.	\$250,000.00	\$129,260.00	Water Conservation inspection and audit services performed to assist with efforts to promote City-wide industrial, commercial, and institutional water conservation initiatives, conduct cooling tower inspections and evaluations, conduct a comprehensive facility water audit, and present detailed written reports.
Water	Black & Veatch Corp - Fort Worth	\$13,200.00	\$0.00	Services to benchmark laboratory fees for the Water Department.
Water	Hazen and Sawyer PC	\$99,820.00	\$0.00	Professional services for risk assessment framework development.
Water	Kimley Horn and Associates, Inc.	\$36,560.00	\$0.00	Installation policy and design criteria for water, wastewater, and reclaimed water - update project.

	Totals:	\$20,251,334.80	\$11,072,497.04	
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