



2. **Scope of Services.** County shall pay Guidehouse an additional One Hundred Eighty Thousand and 00/100 Dollars (\$180,000.00) for the performance and completion of additional services for Phase II Funding Strategy and CX Strategy as provided in the Guidehouse's Proposal, attached hereto as Exhibit "A-2" (the "Services") and incorporated by reference for all intents and purposes. Said rates are pursuant to Harris County RFP# 21/0317 for Applied Research and Data Analysis, Strategic Planning and Management Strategies which recently renewed through March 31, 2026, attached hereto as Exhibit "B-2" (the "Fee Schedule") and incorporated by reference for all intents and purposes
3. **Limit of Appropriation.** Guidehouse understands and agrees that the Maximum Compensation payable to Guidehouse for Services rendered under this Agreement is hereby increased to an amount not to exceed Two Hundred Twenty-Nine Thousand and 00/100 Dollars (\$229,000.00) authorized as follows:

\$49,000.00 under the Agreement; and  
\$0.00 under the First Amendment; and  
\$180,000.00 under this Second Amendment.

In no event shall the amount paid by County under this Agreement, as amended, exceed the Maximum Compensation without a County approved change order. Guidehouse clearly understands and agrees, such understanding and agreement being of the absolute essence of this Agreement, as amended, that County shall have available the total maximum sum of \$229,000.00 specifically allocated to fully discharge any and all liabilities County may incur under the Agreement, as amended.

Guidehouse does further understand and agree, said understanding and agreement also being of the absolute essence of the Agreement, as amended, that the total Maximum Compensation that Guidehouse may become entitled to and the total maximum sum that County may become liable to pay to Guidehouse under the Agreement, as amended, shall not under any conditions, circumstances, or interpretations thereof exceed \$229,000.00.

4. **Recitals.** The recitals set forth above are incorporated herein by reference and made a part of the Agreement, as amended.
5. **Modifications and Conflict.** Except as modified herein, the Agreement shall remain in full force and effect and has not been otherwise modified or amended. If there is a conflict among documents that make up the Agreement, this Second Amendment shall prevail with regard to the conflict.

6. **Certification.** By his or her signature below, each signatory individual certifies that he or she is the properly authorized person or officer of the applicable Party hereto and has the requisite authority necessary to execute this Second Amendment on behalf of such Party, and each Party hereby certifies to the other that it has obtained the appropriate approvals or authorizations from its governing body as required by law.

**{Execution Page Follows}**

**{Remainder of Page Intentionally Left Blank}**

IN WITNESS WHEREOF, and intending to be legally bound, County and Guidehouse hereto have executed this Second Amendment to be effective on the date signed by the last Party hereto.

**FORT BEND COUNTY, TEXAS**

**GUIDEHOUSE, INC.**

\_\_\_\_\_  
KP George, County Judge

\_\_\_\_\_  
Authorized Agent – Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Erin Hutchins

\_\_\_\_\_  
Authorized Agent- Printed Name

ATTEST:

\_\_\_\_\_  
Partner

\_\_\_\_\_  
Title

\_\_\_\_\_  
8/7/2025

\_\_\_\_\_  
Laura Richard, County Clerk

\_\_\_\_\_  
Date

**AUDITOR'S CERTIFICATE**

I hereby certify that funds are available in the amount of \$\_\_\_\_\_ to accomplish and pay the obligation of the Fort Bend County under this Agreement.

\_\_\_\_\_  
Robert E. Sturdivant, County Auditor

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# **EXHIBIT A-2**

(Scope of Work Follows Behind)



Fort Bend County  
Commissioner Precinct 4, Dexter McCoy

# Fort Bend County – Readiness Assessment for 311 Solution Implementation: Continued Support

Statement of Work (SOW) Submission  
January 2025

**Provided to:**

Jaime Kovar  
Fort Bend County Purchasing Agent  
301 Jackson Street, #201  
Richmond, Texas 77469  
Telephone: (281) 341-8645  
Jaime.kovar@fortbendCountytx.gov

**Provided by:**

Erin Hutchins  
Partner  
1301 McKinney Street, Suite 321  
Houston, Texas 77010  
Telephone (512) 983-1994  
ehutchins@guidehouse.com

Taxpayer Identification Number (TIN): 82-4596065

**guidehouse.com**

This proposal includes data that is proprietary and confidential to Guidehouse and shall not be disclosed outside the recipient's organization and shall not be duplicated, used, or disclosed, in whole or in part, for any purpose other than to evaluate this proposal. However, if a contract is awarded to this offeror as a result of, or in connection with, the submission of these data, the recipient shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the recipient's right to use information contained in these data if they are obtained from another source without restriction. The data subject to this restriction are contained in specified pages/sheets herein. This proposal does not constitute a contract to perform services and cannot be used to award a unilateral agreement. Final acceptance of this engagement by Guidehouse is contingent upon successful completion of Guidehouse's acceptance procedures. Any engagement arising out of this proposal will be subject to negotiation of a mutually satisfactory engagement contract including modifications to certain RFP terms and conditions and including our standard terms and conditions and fees and billing rates established therein.

**Fort Bend County**

1517 Eugene Heimann Circle  
Richmond, TX 77469

**Subject: Fort Bend 311 Readiness Assessment**

Dear Commissioner McCoy,

Guidehouse Inc. (Guidehouse) is pleased to submit this SOW to continue supporting the County with its 311-readiness assessment. We know there are many factors that impact a government's ability to implement a modern customer relationship management (CRM) 311 solution and enhance constituent experience with County precincts and departments.

***Continue Building the Framework of a Successful Implementation***

The readiness assessment for the 311-solution implementation in Fort Bend County is a critical step towards enhancing the county's responsiveness and service delivery to its residents. Over the past two months, Guidehouse collaborated closely with Fort Bend County to develop a comprehensive survey designed to gather insights from various county departments. The survey was essential for identifying current service gaps, understanding departmental needs, and ensuring that the 311 solution is tailored effectively to meet community demands. Continuing with the readiness assessment is vital because *it will enhance service delivery by streamlining communication between residents and county services; leading to quicker response times, reduced overall cost, and improved constituent satisfaction.*

Additionally, the data collected will provide valuable insights that inform strategic decisions regarding resource allocation, service prioritization, and operational improvements. The upcoming **Funding Strategy** and **Customer Experience (CX) Transformation Plan** will be instrumental in promoting the 311 solutions within the county, engaging stakeholders, and demonstrating its benefits to secure necessary funding and support for successful implementation. Furthermore, supporting the commissioner's court working sessions related to the readiness assessment fosters collaboration among county departments and local leaders, ensuring a unified approach to service enhancement and community engagement. Finally, as Fort Bend County continues to grow, the 311 solution will lay the groundwork for scalable and adaptable service delivery systems that can meet the evolving needs of its residents. The continuation of the readiness assessment with Guidehouse is essential for positioning Fort Bend County to adopt a 311 solution that not only improves service delivery but also fosters community engagement and strategic growth, thereby building a more responsive and efficient government that meets the needs of its residents effectively.

Guidehouse Inc. appreciates the opportunity to be considered for this important project. If you have questions regarding this proposal, our points of contact are Mela Clark at (703) 479-4609 and me at (512) 983-1994.

Erin Hutchins  
Partner

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## **1.0 Background**

Fort Bend County is one of the fastest growing counties in the United States. The County has a population of around 800,000 residents. Today, the County is known for its diverse population, strong economy, and excellent schools. The County has experienced significant population growth over the past few decades, with a growth rate of over 30% between 2010 and 2020. This growth can be attributed to several factors, including job opportunities, quality of life, and the overall attractiveness of the area.

### **Challenge**

The rapid growth has highlighted the need for a non-emergency line that can be used by Fort Bend residents. The County does not currently have a centralized point of contact for residents to access various County services, such as reporting non-emergency issues, requesting information, or seeking assistance. Other local communities, like the City of Houston and Harris County, have established 311 systems that enhance communication between residents and their government through better service delivery and increased transparency.

Recognizing this leading practice, Fort Bend County decided to launch a 311 solution for non-emergencies. By implementing a 311 CRM, Fort Bend will have the capability to manage residents non – emergency requests. In April 2024, the Fort Bend Commissioners court voted to launch a 311 committee to establish 311 in Fort Bend and ultimately present a plan to commissioner court.

### **Achieving a Future State with Guidehouse's Support**

Guidehouse is eager to continue advancing the next steps in the 311-implementation assessment, a critical initiative designed to enhance communication between Fort Bend County and its constituents. Our commitment to supporting the county in this endeavor is unwavering, as we recognize the immense value that a well implemented 311 system can bring to the community.

By streamlining access to information and services, the 311 system will serve as a centralized point of contact for residents, enabling them to easily report issues, request services, and obtain information about county resources. This enhancement in communication channels will not only foster greater transparency and responsiveness from county departments but also empower constituents to engage more actively with their local government. As residents experience improved interactions and quicker resolutions to their inquiries and concerns, we anticipate a significant increase in overall satisfaction and trust in county services. Guidehouse is dedicated to collaborating closely with Fort Bend County to ensure that the implementation process is smooth and effective, ultimately creating a future state of a 311 system that meets the evolving needs of the community and sets a new standard for public service excellence.

Guidehouse is committed to providing ongoing support to Fort Bend County by continuing to implement the (re)Vision methodology outlined in our previous Statement of Work (SOW).

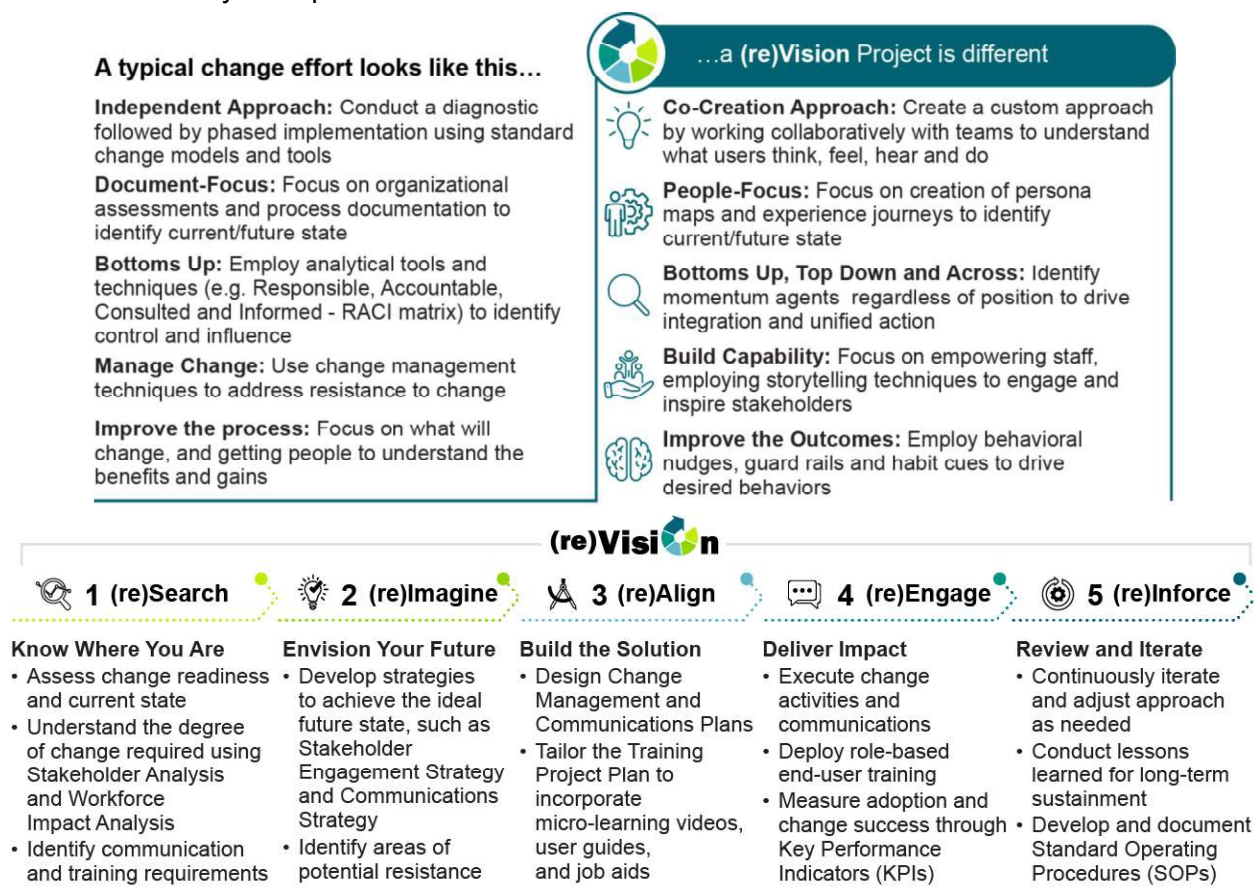
## **2.0 Methodology and Approach**

### **2.1 Continue Our (re)Vision™ Methodology**

Every new or enhanced product or service begins with a belief that there is something better. A destination that is simpler, easier, and more valuable. That is what drives change. But for many organizations, change frequently results in anxiety, fear, and disruption. Change must be carefully planned for, managed, and sustained.

Guidehouse has developed the science-based, interdisciplinary (re)Vision™ Transformation Technology solution to help our clients' activity plan for and manage the people, process, and technology dimensions of large-scale organizational change. The (re)Vision™ approach goes beyond traditional change techniques and gets into stakeholders' minds to truly accept and adopt changes. To this purpose, (re)Vision™ blends a people-center change framework that is data-informed and employs behavioral science.

Guidehouse will continue using our (re)Vision™ change methodology, we will work closely with Fort Bend County to co-create a change strategy that is feasible, actionable, and sustainable within the County enterprise.



## 2.2 Overview of Phase 1: (re)Search & (re) Imagine

Guidehouse is proud to have collaborated with Fort Bend County in developing a compelling case for change to support the implementation of a 311 system. By conducting a comprehensive readiness assessment survey, we were able to evaluate the county's existing infrastructure, stakeholder perceptions, and operational capabilities. This assessment provided valuable insights into the county's preparedness for the transition, identifying strengths, potential challenges, and areas for enhancement. Our strategic approach not only facilitated informed decision-making but also fostered a shared vision among stakeholders, ensuring that the 311 implementation aligns effectively with the county's goals for improved citizen engagement and service delivery.

Over the last two months, we successfully finalized our (re) Search and (re) Imagine activities of the 311-readiness



assessment revision methodology. The team-initiated phase 1, focusing on data collection and information gathering. Guidehouse played a key role by creating and distributing a survey to various departments, allowing us to gather valuable insights. The team analyzed the results and identifying key themes and areas that require improvement. Additionally, we developed and presented an internal recommendations overview document, which outlines a strategic path for enhancing customer experience and securing funding.

This SOW outlines the next steps in implementing the **Customer Service (CX) Transformation Plan** recommendation which was outlined in our Fort Bend 311 – Readiness Assessment Recommendation Report.

## 2.3 Our Approach: Continued Project Management Support & Develop Fort Bend County CX Transformation Plan – (re) Align

The Guidehouse team will provide ongoing project management support while simultaneously developing a comprehensive customer experience transformation plan for the Fort Bend County. Utilizing our **(re)Vision™** Change Methodology and the framework, our approach will include robust stakeholder management and effective communication strategies to foster collaboration and engagement throughout the process. We will implement regular reporting activities to track progress against key performance indicators, ensuring transparency and accountability. Concurrently, the development of the customer experience transformation plan will focus on assessing the current state, identifying areas for improvement, and formulating strategies that enhance the overall experience for constituents. Through these initiatives, Guidehouse aims to support the Fort Bend County Office in successfully transforming its CX transition plan.



### 2.3.1 Continued Project Management Support

As in Phase 1, the Guidehouse team will continue leading this effort and leveraging best project management practices. Our project manager will continue to communicate clearly and consistently with team members, stakeholders, and other relevant parties to ensure that everyone is on the same page and working towards the same goals. This will involve not only verbal communication but also written communication through emails, reports, and other forms of documentation. The Guidehouse team will continue to create and adhere to timelines and deadlines to ensure that the project stays on track and is completed in a timely manner. This will involve setting realistic goals, prioritizing tasks, and adjusting as needed to address any unforeseen challenges or delays. From communication to time management to problem-solving, these skills will be essential for ensuring the success of all future stages.

#### Recommended Deliverables

- Develop and deliver a weekly Project Status Report (PSR)
- Develop and deliver a Monthly Status Report (MSR) with invoice

### 2.3.2 Develop Fort Bend County CX Transformation

Guidehouse will leverage its customer-centric approach to enhance constituent engagement, streamline communication, and improve service delivery for Fort Bend County's 311 system. This CX transformation overview encompasses **four key actions**: *developing a comprehensive funding strategy, formulating a customer experience (CX) strategy, implementing 311 enabling technology solutions, and establishing an efficient contact center*. These initiatives are designed to create a more responsive and accessible 311 service that meets the diverse needs of constituents. Importantly, this transformation is a direct recommendation from Phase 1 of the



311-readiness assessment survey conducted by Guidehouse, which identified critical areas for improvement and laid the groundwork for systematic enhancement of the county's service delivery framework. By aligning these strategic actions with the insights gained from the readiness assessment, Guidehouse aims to facilitate an effective implementation of the 311 system that prioritizes constituent satisfaction and operational efficiency.

This SOW outlines Guidehouse support in the **Funding Strategy and CX Strategy** only. Guidehouse recommends the remaining two actions, *implementing 311 enabling technology solutions, and establishing an efficient contact center*, should be included in a separate SOW.

### **Fort Bend County CX Transformation**



#### **2.3.2.1 Phase 2: Funding Strategy**

Guidehouse will work with Fort Bend County to establish a comprehensive funding strategy for the implementation of the 311 system. Collaborating closely with the county's financial point of contact (POC), our team will ensure alignment with the county's fiscal year planning and budgetary framework. In addition to crafting an effective funding strategy, Guidehouse will provide strategic guidance to Fort Bend County on potential investment opportunities, encompassing public sector initiatives, public-private partnerships, and enhancing current relationships among public sector entities, private partners, and the private sector.

Through this collaborative effort, we aim to identify innovative funding solutions that support the successful deployment and sustainability of the 311 system while promoting broader economic and community development goals.

#### **Key Activities:**

- Assessment of existing partnerships and relationships that the county has with public sector entities, private partners, grants sources, etc.
- Research and identify key stakeholders to understand the nature and effectiveness of the county's current relationships, as well as identifying any potential gaps or opportunities for enhancement.
- Comprehensive analysis to evaluate potential public sector initiatives, public-private partnerships funding sources.
- Collaborate with the county budget POC to identify funding opportunities and requirements for FY planning.
- Conduct regular check-ins with county POC to assess progress, make necessary adjustments, and ensure alignment with the county's fiscal year objectives.
- Create catalog of potential federal funding sources and incorporate potential non-federal funding ones
- Develop a financial model (budget) to sustain the program and initiate new investments with forecasts considering a variety of funding scenarios (e.g. minimum and ideal budget levels)

#### **Recommended Deliverables**

- **311 Implementation Funding Strategy** via PowerPoint (PPT) which includes:



- 
- Catalog of potential federal and non-federal funding sources with application deadlines identified
  - Funding typology which can be used for projects identified during the 311 - readiness assessment
  - Project Prioritization and Cost Allocation focusing on initiative sustainability and scalability

### 2.3.2.2 Phase 3: CX Strategy

Guidehouse will assist Fort Bend County in developing a comprehensive CX strategy aimed at enhancing constituent engagement, streamlining communications, and improving service delivery. The CX strategy for Fort Bend County will be structured into two distinct components: the ***internal and external strategy tasks***.

The internal strategy tasks will focus on optimizing the county's internal operations, engaging departments and commissioners to streamline communication and enhance the overall efficiency of the 311 implementation. This component aims to build a solid foundation within Fort Bend County, ensuring that staff are well-equipped and aligned with the goals of the new system.

The external strategy tasks will focus on implementing a standardized process for measuring and improving constituent satisfaction. This aspect will involve developing initiatives that not only inform and engage the community about the 311 services but also actively gather feedback to assess and enhance the constituent experience. By establishing a consistent approach to measuring satisfaction, Fort Bend County will be better positioned to identify areas for improvement and ensure that the needs of the community are met effectively. By separating these two components, Guidehouse aims to create a comprehensive customer experience strategy that addresses both internal operational improvements and external outreach efforts, ultimately leading to a more responsive and effective 311 service for all constituents.

This SOW will ***solely focus on the internal CX strategy***. Guidehouse team engaging key departments and commissioners within the county to foster collaboration and ensure a unified approach to the 311 implementation. This initial engagement will focus on communicating the significance of the 311 system, emphasizing its potential to transform how constituents interact with county services. By implementing a 311 Advocacy Roadshow facilitating discussions and workshops with Fort Bend Commissioners and departments, will create a shared vision for the 311 implementation, guiding each department on how to contribute to a seamless and integrated service delivery model. Ultimately, this CX strategy will not only enhance the overall engagement of Fort Bend County staff members but also ensure that communication channels are efficient and responsive, leading to improved internal buy-in. By engaging key departments and commissioners early in the process, the Guidehouse team will help build trust and buy-in among staff members ensuring that everyone is aligned with the goals of the 311 system.

Additionally, the change management aspect of the strategy will focus on preparing staff for the transition to the new 311 system. By fostering an environment of open communication and support, Guidehouse aims to mitigate resistance to change and enhance overall morale. Ultimately, this comprehensive approach to staffing and change management will create a solid foundation for the successful implementation of the 311 system, ensuring that Fort Bend County can effectively meet the needs of its constituents and deliver high-quality service.

### Key Activities

- Enact a robust Change Management Plan to ensure the project starts off on a solid foundation. Guidehouse will work with Fort Bend County to develop a Change Management

---

Plan for the 311 Advocacy Roadshow project outlining the Roadshow schedule for each department and the Commissioner's workshop.

- Conduct the Roadshow Workshops as part of the comprehensive 311 Advocacy Roadshow, leveraging insights from the 311 Readiness Assessment. Each workshop will begin with an introduction and overview, followed by detailed discussions on four key themes: Customer Service and Accountability, Efficiency and Productivity, Cost Savings, and Data Security. Roadshow Workshop sessions will allow participants to ask questions and provide feedback on the 311 solution.
- Identify Change Champions by having departments and precincts select individuals who are familiar with their operations and have direct connections to decision-makers within their respective areas. These champions will be enthusiastic, possess strong communication skills, and have a history of leading change. Guidehouse will ensure these individuals are well-positioned to advocate for the project and drive its success by confirming their willingness to commit to the role and identifying any training needs. This approach ensures that the selected champions are well-equipped to support the project and facilitate its successful implementation.
- During the departmental roadshows the Guidehouse team engage with key stakeholders across departments, collecting essential insights and data to identify which departments should be prioritized for participation in the pilot plan for the 311 CRM implementation. This process will involve assessing departmental needs, current workflows, and challenges to ensure a tailored and effective pilot approach.

#### **Recommended Deliverables**

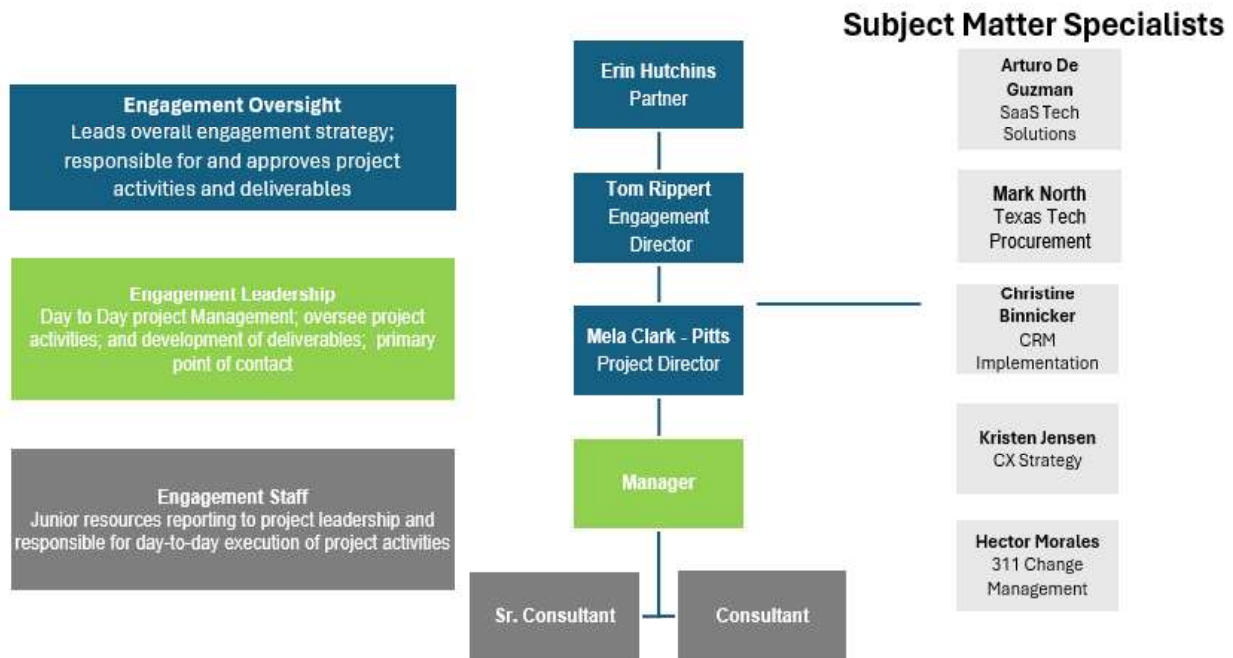
- Change Management Plan
- 311 Advocacy Roadshows
  - Commissioners Working Session
  - Departmental Roadshows
- 311 Advocacy Roadshow Feedback Overview PPT
- Pilot Plan Recommendations

### **3.0 Project Timeline**

Guidehouse is proposing a 13-week timeline for the SOW and will implement a detailed project plan outlining the proposed deliverable timelines upon project execution.

## 4.0 Guidehouse Team

Guidehouse brings a team of professionals with experience providing services of a similar nature and complexity to those needed by Fort Bend County. An Engagement Partner and Engagement Director oversee the delivery of our services to our customers. As owners of the firm, our Partners are accountable for the quality of all services we provide under contract. The Project Director oversees our work at a strategy level and brings subject matter expertise to help guide the team. The Manager provides day-to-day management and execution of project activities. And lastly, our full-time Senior Consultant and Consultant deliver the day-to-day project tasks, collaborating closely with our customers to ensure all project needs are met.



## 5.0 Pricing

Below we have provided the below pricing for the Fort Bend County 311 Solution Readiness Assessment. **Guidehouse is proposing 13 weeks at \$180,000**

Fees are all inclusive. No additional fees for travel, per diem, or transportation will be billed. Hourly rates proposed may be adjusted down depending on specific task orders/SoW and actual resource requirements but will not exceed rates proposed below.

**The rate cards below cover the following Service Offerings:**

- 1.1 Applied Research
- 1.2 Data Analysis
- 1.3 Strategic Planning
- 1.4 Management Strategies
- 1.5 Impact Assessment
- 1.6 Technology Strategy
- 1.7 Process and Service Delivery
- 1.8 Financial Planning and Budgeting
- 1.9 Government Capacity Building
- 1.10 Other Research, Evaluation, and Technical Assistance Services

Labor Category	Hourly Rate
Research and Analysis Principal III	\$ 320.00
Research and Analysis Principal II	\$ 300.00
Research and Analysis Subject Matter Specialist/Principal I	\$ 295.00
Research and Analysis Program Manager/Director	\$ 277.00
Research and Analysis Sr. Project Manager	\$ 252.00
Research and Analysis Project Manager	\$ 229.00
Research and Analysis Associate III	\$ 189.00
Research and Analysis Associate II	\$ 163.00
Research and Analysis Associate I	\$ 143.00
Research and Analysis Analyst II	\$ 117.00
Research and Analysis Analyst I	\$ 93.00

Labor Category	Hourly Rate
Strategy Principal III	\$ 360.00
Strategy Principal II	\$ 340.00
Strategy Subject Matter Specialist/Principal I	\$ 330.00
Strategy Program Manager/Director	\$ 293.00
Strategy Sr. Project Manager	\$ 262.00
Strategy Project Manager	\$ 237.00
Strategy Associate III	\$ 198.00
Strategy Associate II	\$ 168.00
Strategy Associate I	\$ 151.00
Strategy Analyst II	\$ 126.00
Strategy Analyst I	\$ 114.00

The project will **not exceed** the following pricing:

Pricing Option	Duration	Not to Exceed Pricing
Fort Bend 311 Readiness Assessment	13 weeks	\$180,000

#### Pricing Assumptions Include the Following:

The ability to staff certain personnel to a project is dependent upon availability at the time of project kickoff. In the event the personnel listed herein become unavailable for any reason, Guidehouse will propose alternate individual(s) of like experience and expertise, such determination shall be made in Guidehouse's reasonable discretion, acceptance by Client shall not to be unreasonably withheld or delayed.

**Project Timeline and Pricing:** Guidehouse anticipates that the activities outlined in this Statement of Work should take approximately 13 weeks. Adherence to this timeline is key to minimize additional costs to Fort Bend County and/or Guidehouse. Project delays, unfulfilled requests, and other activities that negatively impact the project timeline and/or pricing that are not attributed to Guidehouse's agreed upon level of effort for this project will likely result in timeline modifications and an increase in fees equal to the changes. To reduce any potential timeline modifications and minimize delays, Guidehouse will regularly communicate outstanding actions and requirements in our Weekly Status Reports to the County. Guidehouse will collaborate closely with the Client to execute an amendment to the agreement addressing the change in project timeline and related fees.

**Change in Scope:** Please note that changes, including an alteration to the scope or approach, additional meetings, or other changes or delays requested by the Client that would (i) materially increase Guidehouse's level of effort, (ii) include additional business processes, (iii) add unanticipated complexity to the project, (iv) or lengthen the timeline, will likely result in an increase in fees equal to the changes. Guidehouse will collaborate closely with the Client to execute an amendment to the agreement addressing the change in scope and fees.

**Client Responsibilities:** Client agrees to fulfill data and information requests as soon as possible and no later than five business days after the initial request, including providing required documents (a list will be provided) prior to the project start date and as needed throughout the project. Failure to provide the requested data may impact Guidehouse's ability to provide the deliverables and meet the timeline outlined in the Scope and Approach Section. If the Client cannot provide the requested data, Guidehouse will collaborate closely with the Client to execute an amendment to the agreement addressing the change in scope, fees, and timeline.

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**Client Resources:** Client shall provide the necessary program managers and or team to work alongside Guidehouse throughout the project. Failure to provide adequate Client resources may result in potential changes to scope, fees, and timeline. Guidehouse will collaborate closely with the Client to execute an amendment to the agreement addressing the change in scope, fees, and timeline. The information provided by Client to Guidehouse shall be considered "as is" and Guidehouse will not validate or confirm the accuracy of the data and information provided.

**Acceptance:** Subject to any acceptance language or procedures in the agreement to the contrary, draft deliverables will be provided to the Client according to the timelines agreed in the proposal or as may be revised and agreed to. Client will conduct review and provide feedback over a period of three business days. Client will have two (2) business days to complete final review and acceptance of final deliverables. If no comments or decision on acceptance or rejection is received within five (5) business days, the deliverable will be deemed accepted.



# **EXHIBIT B-2**

(Fee Schedule Follows Behind)



ATTACHMENT B - BEST AND FINAL OFFER WORKBOOK

7.1. Service Offering Category with a listing of all available services

Guidehouse is a leading global provider of consulting services to the public sector and commercial markets, with broad capabilities in management, technology, and risk consulting. By combining our public and private sector expertise, we help clients address their most complex challenges and navigate significant regulatory pressures focusing on transformational change, business resiliency, and technology-driven innovation.

As outlined in the Technical Proposal, Guidehouse can provide services in the following Service Offering Categories:

- 1.1. ~~A~~Applied Research
- 1.2. ~~D~~Data Analysis
- 1.3. ~~S~~Strategic Planning
- 1.4. ~~M~~Management Strategies
- 1.5. ~~I~~mpact Assessment
- 1.6. ~~T~~echnology Strategy
- 1.7. ~~P~~rocess and Service Delivery Improvement
- 1.8. ~~F~~inancial Planning and Budgeting
- 1.9. ~~G~~overnment Capacity Building
- 1.10. ~~O~~ther Research, Evaluation, and Technical Assistance Services

Rate Card below covers the following Service Offerings:

- 1.1. ~~A~~ Applied Research
- 1.2. ~~D~~ Data Analysis
- 1.8. ~~F~~ Financial Planning and Budgeting
- 1.9. ~~G~~ Government Capacity Building
- 1.10. ~~O~~ Other Research, Evaluation, and Technical Assistance Services

**Note 1: Fees are all inclusive. No additional fees for travel, per diem, or transportation will be billed.**

**Note 2: Hourly Rates proposed may be adjusted down depending on specified task orders/SoW and actual resource requirements, but will not exceed rates proposed below.**

Labor Category	Hourly Rate
Research and Analysis Principal III	\$ 320.00
Research and Analysis Principal II	\$ 300.00
Research and Analysis Subject Matter Specialist/Principal I	\$ 295.00
Research and Analysis Program Manager/Director	\$ 277.00
Research and Analysis Sr. Project Manager	\$ 252.00
Research and Analysis Project Manager	\$ 229.00
Research and Analysis Associate III	\$ 189.00
Research and Analysis Associate II	\$ 163.00
Research and Analysis Associate I	\$ 143.00
Research and Analysis Analyst II	\$ 117.00
Research and Analysis Analyst I	\$ 93.00

Rate Card below covers the following Service Offerings:

- 1.3. Strategic Planning
- 1.4. Management Strategies
- 1.5. Impact Assessment
- 1.6. Technology Strategy
- 1.7. Process and Service Delivery Improvement

**Note 1: Fees are all inclusive. No additional fees for travel, per diem, or transportation will be billed.**

**Note 2: Hourly Rates proposed may be adjusted down depending on specified task orders/SoW and actual resource requirements, but will not exceed rates proposed below.**

Labor Category	Hourly Rate
Strategy Principal III	\$ 360.00
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Strategy Program Manager/Director	\$ 293.00
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Strategy Project Manager	\$ 237.00
Strategy Associate III	\$ 198.00
Strategy Associate II	\$ 168.00
Strategy Associate I	\$ 151.00
Strategy Analyst II	\$ 126.00
Strategy Analyst I	\$ 114.00

7.2 Project team classification indicated below covers service offerings below: (Note: Actual project team structure will be aligned to task orders with delineated tasks and requirements.)

- 1.1. ~~A~~Applied Research
- 1.2. ~~D~~Data Analysis
- 1.8. ~~F~~inancial Planning and Budgeting
- 1.9. ~~G~~overnment Capacity Building
- 1.10. ~~O~~ther Research, Evaluation, and Technical Assistance Services

			Minimum Education	Type of Degree	Minimum Years Experience
Labor Category	Labor Category Description / Functional Responsibility				
1	Research and Analysis Principal III	Is an owner/operator of the firm; can obligate the firm. Serves as the engagement executive and/or senior subject matter specialist in an area of relevant management consulting such as data analysis, risk management, technology strategy, operations, program/portfolio management, financial management or a related field. Has overall responsibility for quality assurance on consulting engagements.	Masters	Masters degree required or 15 years experience, accounting or business related degree preferred.	15
2	Research and Analysis Principal II	Serves as an engagement leader or subject matter specialist in an area of relevant management consulting such as data analysis, risk management, operations, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Determines the nature, timing, and extent of procedures and has the final authority in the conduct of engagements and full responsibility for the work performed.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred	12
3	Research and Analysis Subject Matter Specialist/Principal I	Serves as a subject matter specialist or engagement leader on programs or projects related to an area of relevant management consulting such as data analysis, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. When performing the duties of an engagement leader, determines the nature, timing, and extent of procedures and has the final authority in the conduct of engagements and full responsibility for the work performed.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred	10
4	Research and Analysis Program Manager/Director	Serves as a program manager on projects related to an area of relevant management consulting such as data analysis, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Assists the management executive in the development of the overall engagement approach.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred.	10
5	Research and Analysis Sr. Project Manager	Serves as a senior project manager on projects related to an area of relevant management consulting such as data analysis, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Assists the management executive in the development of the overall engagement approach.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred.	10
6	Research and Analysis Project Manager	Serves as a project manager on projects related to an area of relevant management consulting such as data analysis, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Responsibility generally is the same as senior project manager for less complex engagements or assigned tasks.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred.	6
7	Research and Analysis Associate III	Serves as a consulting team lead or senior consultant on projects related to an area of relevant management consulting such as data analysis, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Performs testing and analysis, drafts reports and findings, supervises and reviews the work of junior staff and contributes to the engagement planning.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred	3
8	Research and Analysis Associate II	Serves as a consulting team lead or senior consultant on projects related to an area of relevant management consulting such as data analysis, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Performs the detail tests and procedures under the supervision and review of a more experienced professional.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred.	2
9	Research and Analysis Associate I	Serves as a staff/team member on projects related to an area of relevant management consulting such as data analysis, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Performs the detail tests and procedures under the supervision and review of a more experienced professional.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred.	0
10	Research and Analysis Analyst II	Serves as a staff/team member on projects related to an area of relevant management consulting such as data analysis, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Typically performs specific and limited portions of broader assignments under direct supervision, such as data entry and database updates, including collection of information, performing calculations, dissemination of reports, research, meeting minutes, writing, and other duties.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred	1
11	Research and Analysis Analyst I	Serves as a staff/team member on projects related to an area of relevant management consulting such as data analysis, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Typically performs specific and limited portions of broader assignments under direct supervision, such as data entry and database updates, including collection of information, performing calculations, dissemination of reports, research, meeting minutes, writing, and other duties.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred	0

7.2 Project team classification indicated below covers service offerings below: (Note: Actual project team structure will be aligned to task orders with delineated tasks and requirements.)

- 1.3.Strategic Planning
- 1.4.Management Strategies
- 1.5.Impact Assessment
- 1.6.Technology Strategy
- 1.7.Process and Service Delivery Improvement

Labor Category		Labor Category Description / Functional Responsibility	Minimum Education	Type of Degree	Minimum Years Experience
1	Strategy Principal III	Is an owner/operator of the firm; can obligate the firm. Serves as the engagement executive and/or senior subject matter specialist in an area of relevant management consulting such as strategic planning, risk management, technology strategy, operations, program/portfolio management, financial management or a related field. Has overall responsibility for quality assurance on consulting engagements.	Masters	Masters degree required or 15 years experience, accounting or business related degree preferred.	15
2	Strategy Principal II	Serves as an engagement leader or subject matter specialist in an area of relevant management consulting such as strategic planning, risk management, operations, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Determines the nature, timing, and extent of procedures and has the final authority in the conduct of engagements and full responsibility for the work performed.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred	12
3	Strategy Subject Matter Specialist/Principal I	Serves as a subject matter specialist or engagement leader on programs or projects related to an area of relevant management consulting such as strategic planning, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. When performing the duties of an engagement leader, determines the nature, timing, and extent of procedures and has the final authority in the conduct of engagements and full responsibility for the work performed.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred	10
4	Strategy Program Manager/Director	Serves as a program manager on projects related to an area of relevant management consulting such as strategic planning, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Assists the management executive in the development of the overall engagement approach.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred.	10
5	Strategy Sr. Project Manager	Serves as a senior project manager on projects related to an area of relevant management consulting such as strategic planning, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Assists the management executive in the development of the overall engagement approach.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred.	10
6	Strategy Project Manager	Serves as a project manager on projects related to an area of relevant management consulting such as strategic planning, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Responsibility generally is the same as senior project manager for less complex engagements or assigned tasks.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred.	6
7	Strategy Associate III	Serves as a consulting team lead or senior consultant on projects related to an area of relevant management consulting such as strategic planning, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Performs testing and analysis, drafts reports and findings, supervises and reviews the work of junior staff and contributes to the engagement planning.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred	3
8	Strategy Associate II	Serves as a consulting team lead or senior consultant on projects related to an area of relevant management consulting such as strategic planning, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Performs the detail tests and procedures under the supervision and review of a more experienced professional.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred.	2
9	Strategy Associate I	Serves as a staff/team member on projects related to an area of relevant management consulting such as strategic planning, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Performs the detail tests and procedures under the supervision and review of a more experienced professional.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred.	0
10	Strategy Analyst II	Serves as a staff/team member on projects related to an area of relevant management consulting such as strategic planning, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Typically performs specific and limited portions of broader assignments under direct supervision, such as data entry and database updates, including collection of information, performing calculations, dissemination of reports, research, meeting minutes, writing, and other duties.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred	1
11	Strategy Analyst I	Serves as a staff/team member on projects related to an area of relevant management consulting such as strategic planning, risk management, program/portfolio management, financial strategy and operations including public/private partnerships, financial management, or a related field. Typically performs specific and limited portions of broader assignments under direct supervision, such as data entry and database updates, including collection of information, performing calculations, dissemination of reports, research, meeting minutes, writing, and other duties.	Bachelors	Bachelor's degree required, accounting, business, engineering related degree preferred	0