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<b>PROJECT TITLE</b>	<b>EXHIBITS</b> (List all attached exhibits - Scope of Work, Work Schedule, Payment Schedule, Renewal Options, etc.)
<b>CONTRACTOR</b>	<b>CITY OF REDMOND PROJECT ADMINISTRATOR</b> (Name, address, phone #)  City of Redmond
<b>CONTRACTOR'S CONTACT INFORMATION</b> (Name, address, phone #)	<b>BUDGET OR FUNDING SOURCE</b>
<b>CONTRACT COMPLETION DATE</b>	<b>MAXIMUM AMOUNT PAYABLE</b>

**THIS AGREEMENT** is entered into on \_\_\_\_\_, 20\_\_ between the City of Redmond, Washington, hereinafter called "the CITY", and the above person, firm or organization, hereinafter called "the CONSULTANT".

**WHEREAS**, the CITY desires to accomplish the above-referenced project; and

**WHEREAS**, the CITY does not have sufficient staff or expertise to meet the required commitment and therefore deems it advisable and desirable to engage the assistance of a CONSULTANT to provide the necessary services for the project; and

**WHEREAS**, the CONSULTANT has represented to the CITY that the CONSULTANT is in compliance with the professional registration statutes of the State of Washington, if applicable, and has signified a willingness to furnish consulting services to the CITY, now, therefore,

**IN CONSIDERATION OF** the terms and conditions set forth below, or attached and incorporated and made a part hereof, the parties agree as follows:

1. **Retention of Consultant - Scope of Work.** The CITY hereby retains the CONSULTANT to provide professional services as defined in this agreement and as necessary to accomplish the scope of work attached hereto as Exhibit A and incorporated herein by this reference as if set forth in full. The CONSULTANT shall furnish all services, labor and related equipment necessary to conduct and complete the work, except as specifically noted otherwise in this agreement.

2. **Completion of Work.** The CONSULTANT shall not begin any work under the terms of this agreement until authorized in writing by the CITY. The CONSULTANT shall complete all work required by this agreement according to the schedule attached as Exhibit B and incorporated herein by this reference as if set forth in full. A failure to complete the work according to the attached schedule, except where such failure is due to circumstances beyond the control of the CONSULTANT, shall be deemed a breach of this agreement. The established completion time shall not be extended because of any delays attributable to the CONSULTANT, but may be extended by the CITY, in the event of a delay attributable to the CITY, or because of unavoidable delays caused by circumstances beyond the control of the CONSULTANT. All such extensions shall be in writing and shall be executed by both parties.

3. **Payment.** The CONSULTANT shall be paid by the CITY for satisfactorily completed work and services satisfactorily rendered under this agreement as provided in Exhibit C, attached hereto and incorporated herein by this reference as if set forth in full. Such payment shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete the work specified in the Scope of Work attached. The CONSULTANT shall be entitled to invoice

the CITY no more frequently than once per month during the course of the completion of work and services by the CONSULTANT. Invoices shall detail the work performed or services rendered, the time involved (if compensation is based on an hourly rate) and the amount to be paid. The CITY shall pay all such invoices within 30 days of submittal, unless the CITY gives notice that the invoice is in dispute. In no event shall the total of all invoices paid exceed the maximum amount payable set forth above, if any, and the CONSULTANT agrees to perform all services contemplated by this agreement for no more than said maximum amount.

4. Changes in Work. The CONSULTANT shall make such changes and revisions in the complete work provided by this agreement as may be necessary to correct errors made by the CONSULTANT and appearing therein when required to do so by the CITY. The CONSULTANT shall make such corrective changes and revisions without additional compensation from the CITY. Should the CITY find it desirable for its own purposes to have previously satisfactorily completed work or parts thereof changed or revised, the CONSULTANT shall make such revisions as directed by the CITY. This work shall be considered as Extra Work and will be paid for as provided in Section 5.

5. Extra Work.

A. The CITY may, at any time, by written order, make changes within the general scope of the agreement in the services to be performed. If any such change causes an increase or decrease in the estimated cost of, or the time required for, performance of any part of the work or services under this agreement, whether or not changed by the order, or otherwise affects any other terms or conditions of the agreement, the CITY shall make an equitable adjustment in the (1) maximum amount payable; (2) delivery or completion schedule or both; and (3) other affected terms, and shall modify the agreement accordingly.

B. The CONSULTANT must submit any "proposal for adjustment" under this clause within 30 days from the date of receipt of the written order to make changes. However, if the CITY decides that the facts justify it, the CITY may receive and act upon a proposal submitted before final payment of the agreement.

C. Failure to agree to any adjustment shall be a dispute under the Disputes clause of this agreement, as provided in Section 13. Notwithstanding any such dispute, the CONSULTANT shall proceed with the agreement as changed.

D. Notwithstanding any other provision in this section, the maximum amount payable for this agreement shall not be increased or considered to be increased except by specific written amendment of this agreement.

6. **Ownership of Work Product.** Any and all documents, drawings, reports, and other work product produced by the CONSULTANT under this agreement shall become the property of the CITY upon payment of the CONSULTANT'S fees and charges therefore. The CITY shall have the complete right to use and re-use such work product in any manner deemed appropriate by the CITY, provided, that use on any project other than that for which the work product is prepared shall be at the CITY'S risk unless such use is agreed to by the CONSULTANT.

7. **Independent Contractor.** The CONSULTANT is an independent contractor for the performance of services under this agreement. The CITY shall not be liable for, nor obligated to pay to the CONSULTANT, or any employee of the CONSULTANT, sick leave, vacation pay, overtime or any other benefit applicable to employees of the CITY, nor to pay or deduct any social security, income tax, or other tax from the payments made to the CONSULTANT which may arise as an incident of the CONSULTANT performing services for the CITY. The CITY shall not be obligated to pay industrial insurance for the services rendered by the CONSULTANT.

8. **Indemnity.** The CONSULTANT agrees to hold harmless, indemnify and defend the CITY, its officers, agents, and employees, from and against any and all claims, losses, or liability, for injuries, sickness or death of persons, including employees of the CONSULTANT, or damage to property, arising out of any willful misconduct or negligent act, error, or omission of the CONSULTANT, its officers, agents, subconsultants or employees, in connection with the services required by this agreement, provided, however, that:

A. The CONSULTANT's obligations to indemnify, defend and hold harmless shall not extend to injuries, sickness, death or damage caused by or resulting from the sole willful misconduct or sole negligence of the CITY, its officers, agents or employees; and

B. The CONSULTANT's obligations to indemnify, defend and hold harmless for injuries, sickness, death or damage caused by or resulting from the concurrent negligence or willful misconduct of the CONSULTANT and the CITY, or of the CONSULTANT and a third party other than an officer, agent, subconsultant or employee of the CONSULTANT, shall apply only to the extent of the negligence or willful misconduct of the CONSULTANT.

9. **Insurance.** The CONSULTANT shall provide the following minimum insurance coverages:

A. Worker's compensation and employer's liability insurance as required by the State of Washington;

**B. General public liability and property damage insurance in an amount not less than a combined single limit of two million dollars (\$2,000,000) for bodily injury, including death, and property damage per occurrence.**

**C. Professional liability insurance, if commercially available in CONSULTANT's field of expertise, in the amount of two million dollars (\$2,000,000) or more against claims arising out of work provided for in this agreement.**

**The amounts listed above are the minimum deemed necessary by the CITY to protect the CITY'S interests in this matter. The CITY has made no recommendation to the CONSULTANT as to the insurance necessary to protect the CONSULTANT'S interests and any decision by the CONSULTANT to carry or not carry insurance amounts in excess of the above is solely that of the CONSULTANT.**

**All insurance shall be obtained from an insurance company authorized to do business in the State of Washington. Excepting the professional liability insurance, the CITY will be named on all insurance as an additional insured. The CONSULTANT shall submit a certificate of insurance to the CITY evidencing the coverages specified above, together with an additional insured endorsement naming the CITY, within fifteen (15) days of the execution of this agreement. The additional insured endorsement shall provide that to the extent of the CONSULTANT's negligence, the CONSULTANT's insurance shall be primary and non-contributing as to the City, and any other insurance maintained by the CITY shall be excess and not contributing insurance with respect to the CONSULTANT's insurance. The certificates of insurance shall cover the work specified in or performed under this agreement. No cancellation, reduction or modification of the foregoing policies shall be effective without thirty (30) days prior written notice to the CITY.**

**10. Records. The CONSULTANT shall keep all records related to this agreement for a period of three years following completion of the work for which the CONSULTANT is retained. The CONSULTANT shall permit any authorized representative of the CITY, and any person authorized by the CITY for audit purposes, to inspect such records at all reasonable times during regular business hours of the CONSULTANT. Upon request, the CONSULTANT will provide the CITY with reproducible copies of any such records. The copies will be provided without cost if required to substantiate any billing of the CONSULTANT, but the CONSULTANT may charge the CITY for copies requested for any other purpose.**

**11. Notices. All notices required to be given by either party to the other under this Agreement shall be in writing and shall be given in person or by mail to the addresses set forth in the box for the same appearing at the outset of this Agreement. Notice by mail shall be deemed given as of the date the same is deposited in the United States mail, postage prepaid, addressed as provided in this paragraph.**

12. **Project Administrator.** The Project Administrator shall be responsible for coordinating the work of the CONSULTANT, for providing any necessary information for and direction of the CONSULTANT's work in order to ensure that it meets the requirements of this Agreement, and for reviewing, monitoring and approving the quality and quantity of such work. The CONSULTANT shall report to and take any necessary direction from the Project Administrator.

13. **Disputes.** Any dispute concerning questions of fact in connection with the work not disposed of by agreement between the CONSULTANT and the CITY shall be referred for resolution to a mutually acceptable mediator. The parties shall each be responsible for one-half of the mediator's fees and costs.

14. **Termination.** The CITY reserves the right to terminate this agreement at any time upon ten (10) days written notice to the CONSULTANT. Any such notice shall be given to the address specified above. In the event that this agreement is terminated by the City other than for fault on the part of the CONSULTANT, a final payment shall be made to the CONSULTANT for all services performed. No payment shall be made for any work completed after ten (10) days following receipt by the CONSULTANT of the notice to terminate. In the event that services of the CONSULTANT are terminated by the CITY for fault on part of the CONSULTANT, the amount to be paid shall be determined by the CITY with consideration given to the actual cost incurred by the CONSULTANT in performing the work to the date of termination, the amount of work originally required which would satisfactorily complete it to date of termination, whether that work is in a form or type which is usable to the CITY at the time of termination, the cost of the CITY of employing another firm to complete the work required, and the time which may be required to do so.

15. **Non-Discrimination.** The CONSULTANT agrees not to discriminate against any customer, employee or applicant for employment, subcontractor, supplier or materialman, because of race, creed, color, national origin, sex, religion, honorable discharged veteran or military status, familial status, sexual orientation, age, or the presence of any sensory, mental, or physical disability or the use of a trained dog or service animal by a person with a disability, except for a bona fide occupational qualification. The CONSULTANT understands that if it violates this provision, this Agreement may be terminated by the CITY and that the CONSULTANT may be barred from performing any services for the CITY now or in the future.

16. **Compliance and Governing Law.** The CONSULTANT shall at all times comply with all applicable federal, state, and local laws, rules, ordinances, and regulations. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington.

17. **Subcontracting or Assignment.** The CONSULTANT may not assign or subcontract any portion of the services to be provided under this agreement without the express written consent of the CITY. Any sub-consultants approved by the CITY at the outset of this agreement are named on separate Exhibit attached hereto and incorporated herein by this reference as if set forth in full.

18. **Non-Waiver.** Payment for any part of the work or services by the CITY shall not constitute a waiver by the CITY of any remedies of any type it may have against the CONSULTANT for any breach of the agreement by the CONSULTANT, or for failure of the CONSULTANT to perform work required of it under the agreement by the CITY. Waiver of any right or entitlement under this agreement by the CITY shall not constitute waiver of any other right or entitlement.

19. **Litigation.** In the event that either party deems it necessary to institute legal action or proceedings to enforce any right or obligation under this agreement, the parties agree that such actions shall be initiated in the Superior Court of the State of Washington, in and for King County. The parties agree that all questions shall be resolved by application of Washington law and that parties to such actions shall have the right of appeal from such decisions of the Superior Court in accordance with the law of the State of Washington. The CONSULTANT hereby consents to the personal jurisdiction of the Superior Court of the State of Washington, in and for King County. The prevailing party in any such litigation shall be entitled to recover its costs, including reasonable attorney's fees, in addition to any other award.

20. **Taxes.** The CONSULTANT will be solely responsible for the payment of any and all applicable taxes related to the services provided under this agreement and if such taxes are required to be passed through to the CITY by law, the same shall be duly itemized on any billings submitted to the CITY by the CONSULTANT.

21. **City Business License.** The CONSULTANT has obtained, or agrees to obtain, a business license from the CITY prior to commencing to perform any services under this agreement. The CONSULTANT will maintain the business license in good standing throughout the term of this Agreement.

22. **Entire Agreement.** This agreement represents the entire integrated agreement between the CITY and the CONSULTANT, superseding all prior negotiations, representations or agreements, written or oral. This agreement may be modified, amended, or added to, only by written instrument properly signed by both parties hereto. These standard terms and conditions set forth above supersede any conflicting terms and conditions on any attached and incorporate exhibit. Where conflicting language exists, the CITY'S terms and conditions shall govern.

**page 8 – Consulting Services Agreement, Non-Public Work  
City of Redmond, standard form**

**IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the  
day and year first above written.**

**CONSULTANT:**

**CITY OF REDMOND:**

\_\_\_\_\_  
**By:** \_\_\_\_\_  
**Title:** \_\_\_\_\_

\_\_\_\_\_  
**Angela Birney, Mayor**  
**DATED:** \_\_\_\_\_

**ATTEST/AUTHENTICATED:**

\_\_\_\_\_  
**City Clerk, City of Redmond**

**APPROVED AS TO FORM:**

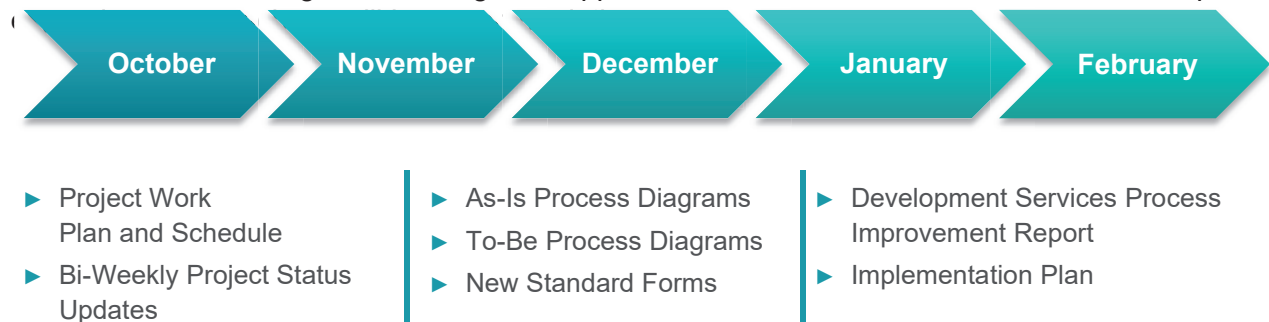
\_\_\_\_\_  
**Office of the City Attorney**



## Exhibit A - Scope of Work

### METHODOLOGY

Below we have outlined our project approach to complete the City's desired tasks within 5 months. Marcum will be flexible when it comes to developing and executing on those tasks and we understand each project is different. We believe one of the primary reasons we have been successful is our willingness to design our approach with our clients. If there is a desire to update or



### Phase 1: Project Planning

**Conduct initial project planning web conference with the City Project Manager.** We will host an initial project planning web conference with the City Project Manager and identified Steering Committee to confirm project goals, objectives, and expectations of the project. During this meeting we will also confirm City staff involved in the project, on-site diagram scheduling, and relevant documents for Marcum to review.

**Develop draft project work plan and schedule and review with the City.** We will then develop a draft Project Work Plan and Schedule and facilitate a web conference work session to review the plan and schedule with the City Project Manager and Steering Committee before updating to final.

#### Deliverable 1: Project Work Plan and Schedule

**Provide Bi-Weekly Project Status Updates.** Throughout the project, our project manager will provide bi-weekly status updates that describe the activities and accomplishments for the reporting period, plans for the upcoming week, risks or issues encountered during the reporting period, and anticipated problems that might impact any project deliverable or the project schedule. This update will be provided to the City Project Manager and Steering Committee.

#### Deliverable 2: Bi-Weekly Project Status Updates

### Phase 2: Evaluate Existing Processes

**Request existing documentation.** We will provide the City with an information request sheet to obtain available documentation that will be helpful to us during the project (e.g., feedback received from staff and development services customers, organizational charts, EnerGov procedure documents, and previously documented processes). We will respectfully request that the City provide the requested information prior to the diagramming sessions as reviewing this information in advance will enable us to be more efficient, become more knowledgeable of the current environment, and make best use of City personnel's time.

**Review the City documentation in preparation for diagramming sessions.** Before conducting our process diagramming sessions, we will review the data received from the information request.

**Confirm list of processes to be diagrammed with City.** We will draft a schedule for our as-is process diagramming sessions with City staff and convey the expectations for their participation in advance of our meetings. These diagrams will serve as a starting point for the future state or “to-be” business processes.

**Conduct on-site current state process diagramming.** The goal of these sessions is to document current processes and identify challenges and area for improvement. We will discuss current processes, customer service, best practices, training, technology used, overall challenges, and opportunities for improvement. We recommend starting with the most complex processes and capturing process notes directly on the Microsoft Visio diagrams. Additional processes and sub-processes would be scheduled and completed as needed. Clearly defined current “as-is” and future “to-be” state business processes:

- ▶ Allow staff to visualize the entire process
- ▶ Educate those who are new hires or not involved in a process
- ▶ Streamline workflow by eliminating identified inefficiencies (e.g., duplicate data entry or physically routing plans for review)
- ▶ Use the documented processes as a foundation for decision making and change management

**Conduct diagramming follow-up activities.** We will follow up with the City to collect any additional information needed to finalize our work, and facilitate a web conference with the City’s Steering Committee to review the draft as-is business process diagrams, which will be finalized after City feedback is implemented.

### *Deliverable 3: As-Is Process Diagrams*

## Phase 3: Identify Process Improvements

**Conduct to-be business process diagramming.** We will work with the City Project Manager and Steering Committee to update the as-is process diagrams to a desired future state. These sessions can be completed on-site or remotely, as desired. We will use the current processes challenges, City feedback and industry best practices as the foundation for opportunities for improvement.

**Conduct mapping follow-up activities.** We will again follow up with the City to collect any additional information needed to finalize our to-be business process diagrams, and facilitate a web conference with the City’s Steering Committee to review the draft to-be business process diagrams, which will be finalized after City feedback is implemented.

### *Deliverable 4: To-Be Process Diagrams*

**Create new standard forms.** Following the completion of the to-be process diagrams we will work with the City to identify and create standard forms to match the updated workflows.

**Review and finalize standard forms with Steering Committee.** We follow up with the City Steering Committee to collect any additional information needed to finalize our standard forms.

## *Deliverable 5: New Standard Forms*

**Develop draft Development Services Process Improvement Report.** We will use the information gathered through the information request and diagramming sessions to develop a draft Development Services Process Improvement Report. This Report will include:

- ▶ Introduction
- ▶ Current Environment Summary
- ▶ Primary Challenges
- ▶ Process Recommendations
- ▶ Next Steps
- ▶ As-Is Process Diagrams
- ▶ To-Be Process Diagrams

**Review and finalize the draft Development Services Process Improvement Report.** We will facilitate a web conference work session with the City Steering Committee to review the draft Report. After applying the resulting edits, we will submit a final version to the City.

## *D6: Development Services Process Improvement Report*

**Develop draft Implementation Plan.** We will use the information gathered in the Development Services Process Improvement Report to develop a draft Implementation Plan. This will include a current environment summary and prioritized recommend improvements based on the City's goals and principals, current environment challenges, best practices, and ease of implementation. The Implementation Plan will include:

- ▶ Introduction
- ▶ Current Environment Summary
  - Primary Challenges
- ▶ Prioritized Recommendations based on:
  - City Goals and Principals
  - Current Challenges
  - Industry Best Practices
  - Ease of Implementation
  - Action Items to Implement
- ▶ Next Steps

**Review and finalize the draft Implementation Plan.** We will facilitate a web conference work session with the City Steering Committee to review the draft Implementation Plan. During this session we will confirm the prioritized recommendations and applying any additional edits. A final version will be circulated for review before deemed final by the Steering Committee.

## *D7. Implementation Plan*

November 8, 2023 **Exhibit B&C - Marcum Engagement Letter with Revised Pricing**

Carol Helland, Director, Planning and Community Development  
City of Redmond, Washington  
15670 NE 85<sup>th</sup> Street  
Redmond, WA 98073

Dear Carol:

This letter confirms our understanding of the terms and objectives of our engagement and the nature and limitations of the services that Marcum LLP (“Marcum” or the “Firm”) will provide to the City of Redmond, Washington (“You”, “Yours”, or the “Organization”).

**Services**

Our services (“Services”) are performed in accordance with the American Institute of Certified Public Accountants’ (“AICPA”) Statements on Standards for Consulting Services.

Marcum will provide process improvement services for The City of Redmond’s Development Services Department (Address: 15670 NE 85<sup>th</sup> Street, Redmond, WA 98073). In connection with the provision of consulting services we may provide, update or create forms, tools, and other work product, that shall remain the property of Marcum.

We will not perform management functions or make management decisions for you. However, we may provide advice, research materials and recommendations to assist your management in performing its functions and making decisions.

You authorize Marcum to accept instructions from your representative for this engagement. As a condition to our performing the services described above, you agree to:

- Make all management decisions and perform all management functions
- Designate an individual who possesses suitable skill, knowledge, and/or experience, preferably within senior management, to oversee the services.
- Evaluate the adequacy and results of the services performed.
- Accept responsibility for the results of these services.
- Establish and maintain internal controls and monitor ongoing activities.

**Other Services**

We are always available to meet with you and/or other executives at various times throughout the year to discuss current business, accounting and auditing, or other matters affecting your Municipality. We are prepared to provide services under separate engagements to assist you in any of these areas.

### **Timing**

Marcum will provide consulting services from the execution of this letter through the completion of the consulting project.

You acknowledge that we must have sufficient time to conduct our engagement. We will require your assistance to provide us with information on a timely basis in order to complete our engagement in an efficient and timely manner. Should we not receive such information and assistance from you with sufficient time to complete our engagement procedures, then you acknowledge that we can give no assurances that our engagement will be completed prior to the date that it may be required.

Unless specified herein as our responsibility to provide, you shall have obtained for us, on a timely basis, any internal and third-party permissions, licenses or approvals that are required for Marcum to perform the Services contemplated hereunder (including use of any necessary software or data). You shall also provide us, on a timely basis, with such information, approvals and assistance as may be necessary to our work or as may reasonably be requested, and personnel assigned to any work hereunder shall not be assumed or deemed to have knowledge of information provided to others, whether external to or within Marcum.

### **Detection of Errors and Irregularities**

Our engagement cannot be relied upon to identify or disclose any misstatements, including those caused by error or fraud, or to identify or disclose any wrongdoing within the entity or noncompliance with laws and regulations. We have no responsibility to identify and communicate deficiencies or material weaknesses in your internal control as part of this engagement. However we strongly urge you to obtain insurance protection against such risks.

We understand that as part of our engagement you may disclose privileged information and work product to us. Accordingly, we agree that during and after the period of our engagement, except as required by law or legal process, we will not disclose any privileged or confidential information, work product, opinions or other information disclosed to us in connection with our engagement to any person to whom disclosure has not been authorized by you.

### **Background Checks**

As a matter of our Firm policy, we perform background checks, which may require out-of-pocket expenses, on potential clients and/or on existing clients, on an as-determined basis. The terms and conditions of this engagement are expressly contingent upon the satisfactory completion of our investigatory procedures and we reserve the right to withdraw from any relationship should information which we deem to be adverse come to our attention. The results of all background

checks and other investigatory procedures are submitted to, and reviewed by, our Firm's Client Acceptance Committee.

### **Independence and Non-Solicitation**

We have undertaken a reasonable review of our records to determine our professional relationships with the persons or entities you identified. We are not aware of any conflicts of interest or relationships that would, in our sole discretion, preclude us from performing the above work for you. The value of our firm's services to you is founded, in part, on our reputation for professionalism and integrity. Our Firm has been engaged by a significant number of other organizations, both locally and nationally. You agree that, we are not restricted from working on other engagements involving similar organizations; however, all confidential information gained from your organization will be kept confidential.

Professional standards require that a firm and its members maintain independence throughout the duration of the professional relationship with a client. In order to preserve the integrity of our relationship, no offer of employment shall be discussed with any Marcum professionals assigned to the engagement, including within the one year period subsequent to the engagement. Should such an offer of employment be made, or employment commences during the indicated time period, we will consider this an indication that our independence has been compromised. As such, we may be required to recall our report due to our lack of independence. In the event additional work is required to satisfy independence requirements, such work will be billed at our standard hourly rates.

Furthermore, we strive to staff your engagement with quality, superbly trained professionals. In recognition of the extensive investment we have made to recruit and develop our personnel, we ask that you agree to the following. In the event that any of our employees accepts a position of employment with **City of Redmond**, or any of its related parties at any time while we are performing services for you or within one year thereafter, you agree to pay us a placement fee equal to the employee's annual compensation in effect on the date such employment was contracted. Such fee is payable when the employee accepts such a position.

### **Third-Party Service Providers**

Marcum may use or subcontract the Services to its affiliates, subsidiaries and/or third parties, including contractors and subcontractors, in each case within or outside of the United States (each, a "Subcontractor") in connection with the provision of Services and/or for internal, administrative and/or regulatory compliance purposes. Client agrees that Marcum may provide confidential and other information Marcum receives in connection with this agreement to Subcontractors for such purposes. Marcum maintains internal policies, procedures and safeguards to protect the confidentiality of your information and Marcum will remain responsible for the work performed by such Subcontractors. Notwithstanding anything to the contrary in this agreement, Client agrees that Marcum may disclose Client's current and/or prior years' tax return information to

Subcontractors within or outside the United States for the purposes described above and in this agreement. Client authorizes Marcum to participate in discussions with and to disclose your information, including your tax return information, to your agents, representatives, administrators or professional advisors (including accountants, attorneys, financial and other professional advisors), their respective officers, directors or employees, and other parties as you may direct.

If access to any of the materials in our possession relating to this engagement is sought by a third party, we will promptly notify you of such action, tender to you our defense responding to such request and cooperate with you concerning our response thereto. If this occurs, we shall be entitled to compensation for our time, litigation support processes and reimbursement for our reasonable out-of-pocket expenditures (including legal fees) in complying with such request or demand. This is not intended, however, to relieve us of our duty to observe the confidentiality requirements of this engagement.

### **Confidentiality**

Confidentiality. "Confidential Information" means non-public information that a party marks as "confidential" or "proprietary" or that otherwise should be understood by a reasonable person to be confidential in nature. All terms of this Agreement, including but not limited to fee and expense structure, are considered Confidential Information. Confidential Information does not include any information which (i) is rightfully known to a recipient prior to its disclosure; (ii) is released to any other person or entity (including governmental agencies) without restriction; (iii) is independently developed by recipient without use of or reliance on Confidential Information; or (iv) is or later becomes publicly available without violation of this Agreement or may be lawfully obtained by recipient from a non-party. Each party will protect the confidentiality of Confidential Information that it accesses or receives, except that a party may disclose Confidential Information to the extent required by applicable law, statute, rule, regulation, judicial or administrative process or professional standard or litigation pertaining hereto. If disclosure of Confidential Information is required by law, statute, rule or regulation judicial or administrative process (including any subpoena or other similar form of process), or by professional standards, then such party shall (other than in connection with routine supervisory examinations by regulatory or authorities with jurisdiction or professional standards or reviews, and without breaching any legal or regulatory requirement) provide the other party with prior prompt written notice thereof and, practicable under the circumstances, allow the disclosing party to seek a restraining order or other appropriate relief at disclosing party's sole cost and expense. In addition, Client acknowledges and agrees that Marcum may disclose Confidential Information to respond to its professional obligations as the independent accountants for Client.

Client authorizes Marcum to participate in discussions with and to disclose Client's information, including Client's agents, representatives, administrators or professional advisors, their respective officers, directors or employees, and other parties as Client may direct. Notwithstanding any other provision of this Agreement, Marcum and the Marcum Subcontractors may use Confidential Information received hereunder to develop, enhance, modify and improve technologies, tools,

methodologies, services and offerings, and/or for development or performance of data analysis or other insight generation. Information developed in connection with these purposes may be used or disclosed to you or current or prospective clients to provide them services or offerings. Marcum and the Marcum Subcontractors will not use or disclose the Confidential Information in a way that would permit Client to be identified by third parties without Client's consent. With respect to tax return information, Client may request in writing a more limited use and disclosure than the foregoing. The foregoing consents are valid until further notice by Client.

You acknowledge that your confidential information may be transmitted to us through an information portal or delivery system established by us or on our behalf. You shall notify us in writing of your employees, representatives, or other agents to be provided access to such portal or system; upon the termination of such status, you shall immediately notify us in writing. You acknowledge that you are responsible for the actions of your current and former employees, representatives, or other agents in connection with the transmission of your information.

Professional standards prohibit us from being the sole host and/or the sole storage for your financial and non-financial data. As such, it is your responsibility to maintain your original data and records and we cannot be responsible to maintain such original information. If you are missing any documents or workpapers from our prior years' engagements (if applicable), it is your responsibility to inform us. By signing this engagement letter, you affirm that you have all the data and records required to make your books and records complete.

**Dispute Resolution Procedure, Waiver of Jury Trial and Jurisdiction and Venue for Any and All Disputes Under This Engagement Letter and Governing Law**

**AS A MATERIAL INDUCEMENT FOR US TO ACCEPT THIS ENGAGEMENT AND/OR RENDER THE SERVICES TO THE COMPANY IN ACCORDANCE WITH THE PROVISIONS OF THIS ENGAGEMENT LETTER:**

*The Firm and the Company each hereby knowingly, voluntarily and intentionally waive any right either may have to a trial by jury with respect to any litigation based hereon, or arising out of, under or in connection with this engagement letter and/or the services provided hereunder, or any course of conduct, course of dealing, statements (whether verbal or written) or actions of either party. The Firm and the Company each expressly agree and acknowledge that the Supreme Court of the State of New York, County of New York, Commercial Division, and the United States District Court for the Southern District of New York, Manhattan Courthouse, shall each have exclusive and sole jurisdiction and venue for any respective state or federal actions arising from, relating to or in connection with this engagement letter, or any course of conduct, course of dealing, statement or actions of either party. If and only if the action does not satisfy the damage prerequisite for jurisdiction in the County of New York Commercial Division, then any such state court action shall be brought in the County of Suffolk, Commercial Division.*



***The terms and provisions of this engagement letter, any course of conduct, course of dealing and/or action of the Firm and/or the Company and our relationship with you shall be governed by the laws of the State of New York to the extent said laws are not inconsistent with the Federal Securities Laws and Rules, Regulations and Standards thereunder. In any litigation brought by either the Firm or the Company, the prevailing party shall be entitled to an award of its reasonable attorneys' fees and costs incurred, including through all appeals.***

We acknowledge your right to terminate our services at any time, and you acknowledge our right to resign at any time (including instances where in our judgment, our independence has been impaired or we can no longer rely on the integrity of management), subject in either case to our right to payment for all direct and indirect charges including out-of-pocket expenses incurred through the date of termination or resignation or thereafter as circumstances and this agreement may require, plus applicable interest, costs, fees and attorney's fees.

#### **LIMITATION OF LIABILITY**

***You agree that our liability arising out of our services provided shall not exceed the total amount paid for the services described herein. This shall be your exclusive remedy.***

***You agree that Marcum's liability arising out of the Services and any related work product or other deliverables provided shall in no event exceed the total amount received under the engagement letter for the portion of the work giving rise to liability; nor shall Marcum be liable for any special, consequential, incidental or exemplary damages or loss. This shall be your exclusive remedy.***

***No action, regardless of form, arising out of the services under this agreement may be brought by either party more than one year after the date of the last services are provided under this agreement.***

***The Company hereby indemnifies Marcum LLP and its partners, principals, and employees, and holds them harmless from all claims, liabilities, losses, and costs arising in circumstances where there has been a known misrepresentation by a member of the Company's management, regardless of whether such person was acting in the Company's interest. Client agrees to indemnify and hold harmless Marcum, its partners, principals and personnel, affiliates and subsidiaries from and against all third party claims, losses, liabilities, damages, judgments, demands, actions (including court and other costs, expenses, attorneys' and advisors' fees or other costs incurred by penalty or otherwise) arising from or relating to this agreement, the services, deliverables or Marcum's engagement. This indemnification will survive termination of this letter of engagement.***

### **Fees and Payment Terms**

Our fee will be based on the services to be provided hereunder, the timeliness and completeness of the information and documentation provided to us, firm technology, firm processes, and time required of personnel at our standard hourly rates. Please see Appendix A for more information.

Our invoices for these fees will be rendered as the work progresses, and are due and payable upon presentation. In the event that you dispute any of the fees or expenses on a specific invoice, you agree to notify us within thirty (30) days of receipt of the invoice of such dispute. If you fail to notify us within the thirty (30) day period, your right to dispute such invoice will be waived. Prior to the commencement of the services described above, any past due balances are required to be paid in full. In accordance with our Firm policies, should any invoice remain unpaid for more than thirty (30) days, we reserve the right to defer providing any additional services until all outstanding invoices are paid in full. Invoice amounts due past sixty (60) days will incur a finance charge of 1% per month. Nothing herein shall be construed as extending the due date of payments required under this agreement, and you agree that we are not responsible for the impact on the Company of any delay that results from such non-payment by you.

Based on our experience and our formal proposal, the anticipated fees will be \$94,942, which will be billed as follows:

Phase 1: Process Improvement Services	\$49,942
<ul style="list-style-type: none"><li>• <i>Deliverable 1: Project Work Plan and Schedule</i></li><li>• <i>Deliverable 2: Bi-Weekly Project Status Updates</i></li><li>• <i>Deliverable 3: As-Is Process Diagrams</i></li><li>• <i>Deliverable 4: To-Be Process Diagrams</i></li><li>• <i>Deliverable 5: New Standard Forms</i></li><li>• <i>Deliverable 6: Development Services Process Improvement Report</i></li><li>• <i>Deliverable 7: Implementation Plan</i></li></ul>	
Phase 2: Project Management Services	\$45,000
<ul style="list-style-type: none"><li>• <i>Deliverable 8: Project Management Services</i></li></ul>	

The Agreement, including its Attachments, comprises the complete and exclusive statement of the agreement between the parties, superseding all proposals oral or written and all other communications between the parties. The letter may be executed in two or more actual, scanned, emailed, or electronically copied counterparts, each and all of which together are one and the same instrument. The agreements of the parties contained in the engagement letter will survive the completion or termination of this engagement. If any provision of this Agreement is determined to be unenforceable, all other provisions shall remain in force. The undersigned represents and

warrants that it has the requisite authority and consents to enter into and perform this Agreement and the obligations herein for and on behalf of The City of Redmond.

If you agree with the terms of our engagement, as described in this Agreement, Please sign this PDF version of the engagement letter and return it to us. Once this engagement has been reviewed and accepted by Marcum's client acceptance committee, we will return a fully executed copy to you. If our client acceptance committee decides not to accept this engagement for any reason, then we will inform you immediately in writing.

\*\*\*

We appreciate the opportunity to serve you and believe this Agreement accurately summarizes the significant terms of our engagement. If you should have any questions regarding this letter, please do not hesitate to contact me directly at (401) 600-4709

Very truly yours,

Marcum LLP

James D. Wilkinson, CPA, CITP

November 1, 2023

ACKNOWLEDGMENT

WE HAVE READ, UNDERSTAND AND APPROVE THIS ENGAGEMENT LETTER. WE AGREE TO ITS TERMS AND CONDITIONS AND ACKNOWLEDGE FULL FINANCIAL RESPONSIBILITY FOR THE FEES PAYABLE HEREUNDER.

**CITY OF REDMOND, WA**

\_\_\_\_\_  
Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Address

# APPENDIX A

*Response to RFP # 10790-23*

Proposal for **Development Services Process Improvement** for

**City of Redmond, Washington**

November 1, 2023

**Alex Kee, AICP**

Phone: (207) 504-2520  
Alex.Kee@marcumllp.com

One Canal Plaza, 4<sup>th</sup> Floor  
Portland, ME 04101

This proposal is valid 180 days  
from November 1, 2023

**MARCUM**  
ACCOUNTANTS ▲ ADVISORS

[marcumllp.com](http://marcumllp.com)

## METHODOLOGY FOR PHASE 1

Below we have outlined our project approach to complete the City's desired Phase 1 tasks within 5 months. Marcum will be flexible when it comes to developing and executing on those tasks and we understand each project is different. We believe one of the primary reasons we have been successful is our willingness to design our approach with our clients. If there is a desire to update or expand our approach we will be accommodating.

### Project Planning

**Conduct initial project planning web conference with the City Project Manager.** We will host an initial project planning web conference with the City Project Manager and identified Steering Committee to confirm project goals, objectives, and expectations of the project. During this meeting we will also confirm City staff involved in the project, on-site discovery scheduling, and relevant documents for Marcum to review.

**Develop draft project work plan and schedule and review with the City.** We will then develop a draft Project Work Plan and Schedule and facilitate a web conference work session to review the plan and schedule with the City Project Manager and Steering Committee before updating to final.

#### *Deliverable 1: Project Work Plan and Schedule*

**Provide Bi-Weekly Project Status Updates.** Throughout the project, our project manager will provide bi-weekly status updates that describe the activities and accomplishments for the reporting period, plans for the upcoming week, risks or issues encountered during the reporting period, and anticipated problems that might impact any project deliverable or the project schedule. This update will be provided to the City Project Manager and Steering Committee.

#### *Deliverable 2: Bi-Weekly Project Status Updates*

### Evaluate Existing Processes

**Request existing documentation.** We will provide the City with an information request sheet to obtain available documentation that will be helpful to us during the project (e.g., feedback received from staff and development services customers, organizational charts, EnerGov procedure documents, and previously documented processes). We will respectfully request that the City provide the requested information prior to the diagramming sessions as reviewing this information in advance will enable us to be more efficient, become more knowledgeable of the current environment, and make best use of City personnel's time.

**Review the City documentation in preparation for diagramming sessions.** Before conducting our process diagramming sessions, we will review the data received from the information request.

**Conduct on-site discovery work sessions.** Our team will conduct on-site observations and interviews with City staff and external stakeholders (e.g., One Redmond and the Master Builders Association). We will discuss current processes, customer service, best practices, training, technology used, overall challenges, and opportunities for improvement.

**Confirm list of processes to be diagrammed with City.** We will draft a schedule for our as-is process diagramming sessions with City staff and convey the expectations for their participation in advance of our meetings. These diagrams will serve as a starting point for the future state or “to-be” business processes.

**Conduct on-site current state process diagramming.** The goal of these sessions is to document current processes and identify challenges and area for improvement. We recommend starting with the most complex processes and capturing process notes directly on the Microsoft Visio diagrams. Additional processes and sub-processes would be scheduled and completed as needed. Clearly defined current “as-is” and future “to-be” state business processes:

- Allow staff to visualize the entire process
- Educate those who are new hires or not involved in a process
- Streamline workflow by eliminating identified inefficiencies (e.g., duplicate data entry or physically routing plans for review)
- Use the documented processes as a foundation for decision making and change management

**Conduct diagramming follow-up activities.** We will follow up with the City to collect any additional information needed to finalize our work, and facilitate a web conference with the City’s Steering Committee to review the draft as-is business process diagrams, which will be finalized after City feedback is implemented.

### *Deliverable 3: As-Is Process Diagrams*

## Identify Process Improvements

**Conduct to-be business process diagramming.** We will work with the City Project Manager and Steering Committee to update the as-is process diagrams to a desired future state. These sessions can be completed on-site or remotely, as desired. We will use the current processes challenges, City feedback and industry best practices as the foundation for opportunities for improvement.

**Conduct mapping follow-up activities.** We will again follow up with the City to collect any additional information needed to finalize our to-be business process diagrams, and facilitate a web conference with the City’s Steering Committee to review the draft to-be business process diagrams, which will be finalized after City feedback is implemented.

### *Deliverable 4: To-Be Process Diagrams*

**Create new standard forms.** Following the completion of the to-be process diagrams we will work with the City to identify and create standard forms to match the updated workflows.

**Review and finalize standard forms with Steering Committee.** We follow up with the City Steering Committee to collect any additional information needed to finalize our standard forms.

## *Deliverable 5: New Standard Forms*

**Develop draft Development Services Process Improvement Report.** We will use the information gathered through the information request and diagramming sessions to develop a draft Development Services Process Improvement Report. This Report will include:

- Introduction
- Current Environment Summary
- Primary Challenges
- Process Recommendations
- Next Steps
- As-Is Process Diagrams
- To-Be Process Diagrams

**Review and finalize the draft Development Services Process Improvement Report.** We will facilitate a web conference work session with the City Steering Committee to review the draft Report. After applying the resulting edits, we will submit a final version to the City.

## *Deliverable 6: Development Services Process Improvement Report*

**Develop draft Implementation Plan.** We will use the information gathered in the Development Services Process Improvement Report to develop a draft Implementation Plan. This will include a current environment summary and prioritized recommend improvements based on the City's goals and principals, current environment challenges, best practices, and ease of implementation. The Implementation Plan will include:

- Introduction
- Current Environment Summary
  - Primary Challenges
- Prioritized Recommendations based on:
  - City Goals and Principals
  - Current Challenges

- Industry Best Practices
- Ease of Implementation
- Action Items to Implement
- Next Steps

**Review and finalize the draft Implementation Plan.** We will facilitate a web conference work session with the City Steering Committee to review the draft Implementation Plan. During this session we will confirm the prioritized recommendations and applying any additional edits. A final version will be circulated for review before deemed final by the Steering Committee.

### *Deliverable 7. Implementation Plan*

## METHODOLOGY FOR PHASE 2

Below we have outlined our project management approach for Phase 2 of this project to support the implementation of our Phase 1 recommendations. We will work with the City Steering Committee and Project Manager to determine the level of assistance required to implement recommendations from Phase 1.

### Project Management Services

**Project Management Support.** Following the completion of Phase 1. Below are some implementation activities we anticipate to provide:

- Track upcoming tasks, risks, and issues
- Manage scope and timeline
- Help ensure the City and EnerGov tasks are completed on schedule
- Validating EnerGov invoices
- Facilitating oversight of system testing and training
- Provide change management support

### *Deliverable 8. Project Management Services*



## PRICING

Below is our not exceed \$94,942 for the total project. If there are any additional services requested beyond the scope of work we will use the blended hourly rate plus any out-of-pocket expenses for travel. Marcum also understands and agrees to obtain a City of Redmond business license before performing these services.

### All-Inclusive Proposed Cost of \$94,942

Phase 1: Process Improvement Services	Phase 2: Project Management Services	Discounted Blended Hourly Rate for Ongoing Support
\$49,942	\$45,000	\$250 / hour

Our fee for these services will be billed after our deliverable acceptance process to ensure we meet the expectation of the City.

### Billing Assumptions

We made the following assumptions in arriving at our estimated fees:

1. Client resources that we need to perform our work will be made available to us in a timely fashion. Specifically, subject matter experts for diagramming meetings and deliverable reviews.
2. All document requests and other information required by us will be delivered to our team members within timetables determined during the project management phase of our engagement or on a timely basis if requested during the course our project.
3. Information that we receive to perform our work will be accurate and complete.
4. There are no unforeseen circumstances that will prohibit us from working efficiently.

### Out-of-Pocket Expenses

The aforementioned fee is not-to-exceed. Marcum will bill against the not-to-exceed fee for direct out-of-pocket expenses, including but not limited to travel and food. Marcum is anticipating four on-site trips for Phase 1 and 2 of the project. The remainder of the project will be completed remote, regardless of the hours spent on a task. Marcum will also waive our standard administrative fee, an allocation of overhead expenses that are not billed as direct reimbursable expenses.

### Manner of Payment

Our invoices for these fees will be rendered monthly as the work progresses, and are due and payable upon presentation.

## EXCEPTIONS

Some of the terms and conditions in this proposal to provide consulting services may need to be tailored more appropriately and some additional terms and conditions may be necessary. Should Marcum's proposal be accepted, we will negotiate a mutually satisfactory engagement letter with the City covering the services proposed and the parties' relationship for these services. This proposal is contingent upon successful completion of Marcum's acceptance procedures.



## BID RESPONSE

Responding To:

**Bid/Project Number: RFP 10790-23**

**Bid/Project Title: Development Services – Process Improvement**

**Closing Date: 09/15/2023, 2pm PST**


Submitted By:

Name of Company Submitting Response:  
Marcum

Printed Name of Person Submitting Response:  
Alex Kee

Email:  
alex.kee@marcumllp.com

Signature of Person Submitting Response:

DocuSigned by:  
  
C6F2792C927E4FB...

Date:  
9/14/2023

Attach Your Bid/Proposal:

Remember to sign your bid/proposal



Attach all pages of your response here

***Response to RFP # 10790-23***

Proposal for **Process Improvement Services** for the

**City of Redmond, Washington**

September 14, 2023

**Alex Kee, AICP**

Phone: (207) 504-2520  
Alex.Kee@marcumllp.com

One Canal Plaza, 4<sup>th</sup> Floor  
Portland, ME 04101

This proposal is valid 180 days  
from September 14, 2023

**MARCUM**  
ACCOUNTANTS ▲ ADVISORS

[marcumllp.com](https://marcumllp.com)



September 14, 2023

City of Redmond  
Attn: Audrey Stenerson  
15670 NE 85th Street  
Redmond, WA 98073-9710

Dear Ms. Stenerson:

On behalf of Marcum LLP (Marcum) and our client service team, we are pleased to present our proposal to the City of Redmond (City) to provide process improvement services. We appreciate the opportunity to provide you with this response and understand the importance of selecting the right firm to serve as the City's partner.

Marcum is well positioned to serve the City for the following reasons:

- ▶ Our proposed project manager is AICP, Lean Six Sigma and Prosci® Change Management certified
- ▶ We have a deep understanding of working with local government organizations across the Country on process improvement, gap analysis, diagramming, and software planning, selection, and implementation projects
- ▶ 70+ year history providing auditing, accounting and consulting services to both public and private clients
- ▶ 4000+ professionals in 49 offices, dedicated to offering our clients best-in-class service

We understand the City is seeking a qualified firm to lead process improvement efforts and provide recommendations for meaningful and lasting transformation of the permitting and inspection functions. Our work will focus on evaluating existing processes, identifying process improvement opportunities and creating an action plan to implement those changes. Our goal is to align the permitting and inspections processes with the community vision articulated in the Comprehensive Plan and with industry best practices.

Thank you for considering Marcum. If you have any questions or require additional information, please contact me directly at 207-504-2520 or [alex.kee@marcumllp.com](mailto:alex.kee@marcumllp.com). We look forward to working with the City of Redmond on this important initiative.

Sincerely,

A handwritten signature in black ink, appearing to read "Alex Kee".

Alex Kee, AICP  
Director, Public Sector  
Primary Contact

A handwritten signature in black ink, appearing to read "James Wilkinson".

James Wilkinson, CPA  
Partner  
*Authorized to represent & contractually bind the firm*

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# City of Redmond, WA

[marcumllp.com](http://marcumllp.com)

## EXECUTIVE SUMMARY

### Engagement Team

- ▶ Engagement Partner      James Wilkinson, CPA
- ▶ Project Manager          Alex Kee, AICP
- ▶ Lead Business Analyst      Matthew Tremblay, Prosci® CCP

### Timeline

- ▶ October 2023 – February 2024

### Scope of Services

- ▶ **Phase 1: Project Planning**
  - D1. Project Work Plan and Schedule
  - D2. Bi-Weekly Project Status Updates
- ▶ **Phase 2: Evaluate Existing Processes**
  - D3. As-Is Process Diagrams
- ▶ **Phase 3: Identify Process Improvements**
  - D4. To-Be Process Diagrams
  - D5. New Standard Forms
  - D6. Development Services Process Improvement Report
  - D7. Implementation Plan

### Contact Info and Main Team Office

- ▶ Alex Kee, AICP
- ▶ (207) 504-2520 | [alex.kee@marcumllp.com](mailto:alex.kee@marcumllp.com)
- ▶ Office: 1 Canal Plaza, 4<sup>th</sup> Floor | Portland, ME 04101

### Who We Are

- ▶ Marcum ranked as a top 15 firm by Accounting Today
- ▶ 70+ year history providing auditing, accounting and consulting services to both public and private clients
- ▶ 4000+ professionals in 49 offices, dedicated to offering our clients best-in-class service
- ▶ Significant background in government process re-engineering, including analysis and implementation of best practices

### Washington Business Information

- ▶ Marcum LLP UBI # 603-055-133
- ▶ Marcum Advisory Group LLC UBI #604-924-187
- ▶ Marcum Technology LLC UBI #604-836-806
- ▶ Marcum LLP CPA License #5994

## ABOUT THE FIRM

As a Firm, we are unique. We pride ourselves on delivering high quality products and services that exceed our clients' expectations. Our breadth of services, focus on client results and our personal approach is the reason our firm has become a leader in the local government consulting space. Marcum is one of the largest independent public accounting & advisory services firms, we have a depth and breadth of services not just in government consulting services, but also in assurance, tax, technology, search, and wealth management that enables us to be a comprehensive provider of our client's needs. In addition, we service a variety of industries, including:



Marcum LLP is a Limited Liability Partnership with 550 partners that was established in 1951 in the state of New York. Jeffrey Weiner is the current Chairman and CEO. He is supported by an Executive Committee, which consists of leadership throughout the U.S.

Marcum provides a comprehensive range of professional services through the following organizations:

- ▶ **Marcum LLP**  
Accountants & Advisors
- ▶ **Marcum Technology LLC**  
Systems Integration & Consulting
- ▶ **Marcum Search LLC**  
Executive Recruiting and Placement
- ▶ **Marcum Wealth**  
Financial Planning and Investment Advice
- ▶ **Marcum Insurance Services**  
Addressing Unique Insurance Needs
- ▶ **Marcum Asia**  
Specialized Accounting for Chinese Companies
- ▶ **Marcum RBK**  
Specializing in Services for Alternative Investments



The following chart illustrates Marcum LLP's governance.



## Insurance Coverage

Marcum a variety of insurance and liability policies including, but not limited to Professional Liability (Errors and Omissions), Comprehensive General Liability, Cyber, Automobile, and Workers' Compensation. In the event that Marcum is awarded the contract for the provision of process improvement services, we will provide a certificate of such insurance issued by a corporation licensed or authorized by the Commissioner of Insurance to do business in the State of Washington, if requested.

GOVERNMENT CONSULTING SERVICES

In addition to the services proposed for this project, our governmental consulting professionals also provide the following services. Their knowledge and experience allow us to provide the highest level of professional services to our governmental clients.

Process Improvement

Our professionals will work closely with client subject matter experts to document current environment business processes. Once the processes are documented we can identify and eliminate inefficiencies (e.g., duplicate data entry) and take advantage of best practices to implement improvements (e.g., new technologies).

Gap Analysis/Needs Assessment

Marcum gathers information from a variety of sources (i.e., internal and external fact-finding interviews, information requests, software vendors, and web based surveys) to understand the client's current environment. This data informs our understanding and analysis of the current environment and existing needs.

Process Diagramming

Our professionals will work closely with client subject matter experts to document every step in a workflow process using Microsoft Visio. These process diagrams can be used to inform improvement, support process change, train new hires, and help with software implementations.

System Selection and Planning

Our firm will lead an independent and objective software selection process to help ensure our clients select a vendor that can meet their needs. These projects may include a current environment assessment, defining system requirements, assistance with RFP development, selection assistance, and implementation planning recommendations.

System Implementation Project Management (Full-Time)

Our team will act as the implementation project manager. In this role, we will identify project risks and issues, monitor project activities, provide recommendations to mitigate risks, and lead the coordination of vendor activities. This level of service assumes the client will provide a project management team that our team will oversee.

System Implementation Project Management (Oversight)

Our team will act as an active advisor to an individual the client designates as project manager. We will also lead select implementation activities we mutually agreed upon. These will likely include project plan reviews, configuration and analysis support, testing, training, and production cutover support.

## KEY PERSONNEL

We carefully assembled a team of Marcum professionals that will lead the process improvement project for the City. Our proposed team has the in-depth experience providing comprehensive process improvement and assessment projects to local governments across the United States—specifically in the development services functional area. This project also includes diagramming the City’s processes in both the current and desired future state and providing recommendations to ultimately help achieve a greater level of efficiency for the City and community. Please refer to Appendix A for team profiles.



**James Wilkinson, CPA** | Partner | Engagement Partner

Mr. Wilkinson will be a governmental resource partner on the engagement. He is authorized to contractually bind the firm should you select Marcum as your partner. He has more than 35 years of public accounting experience providing audit, accounting services, and technology consulting to a wide array of clients and industries, including his primary focus with government clients.



**Alex Kee, AICP** | Director | Project Manager

Mr. Kee will assume full responsibility for the engagement and will maintain continuous contact with the City’s project manager. He will be available to the members of the City project and leadership team as a project manager and subject matter expert resource. He will be the main point of contact and work with City staff to schedule meetings, confirm deliverables, and provide his extensive community development experience.



**Matthew Tremblay, Prosci® CCP** | Manager | Business Analyst

Mr. Tremblay will be responsible for assisting the project manager and supporting an array of engagement efforts. He is a manager within Marcum Technology with more than 20 years of experience in both public and private advisory services. In the public sector, he has used technology to help local government entities overcome challenges with systems, processes, and policies.

In addition to the service team above assigned to this engagement, we have a team of consultants with extensive experience in serving municipal organizations we use as resources. Our team members are among the most talented in their field and have outstanding reputations. We understand that continuity is important and commit to you that we will do everything possible to limit transition of staff on your engagement. Historically, Marcum has had staff turnover that is significantly below the industry average. **Team members were selected based on their experience and ability to meet the identified timeframe requirements for this project.**

## METHODOLOGY

Below we have outlined our project approach to complete the City's desired tasks within 5 months. Marcum will be flexible when it comes to developing and executing on those tasks and we understand each project is different. We believe one of the primary reasons we have been successful is our willingness to design our approach with our clients. If there is a desire to update or expand our approach we will be accommodating.



### Phase 1: Project Planning

**Conduct initial project planning web conference with the City Project Manager.** We will host an initial project planning web conference with the City Project Manager and identified Steering Committee to confirm project goals, objectives, and expectations of the project. During this meeting we will also confirm City staff involved in the project, on-site diagram scheduling, and relevant documents for Marcum to review.

**Develop draft project work plan and schedule and review with the City.** We will then develop a draft Project Work Plan and Schedule and facilitate a web conference work session to review the plan and schedule with the City Project Manager and Steering Committee before updating to final.

#### Deliverable 1: Project Work Plan and Schedule

**Provide Bi-Weekly Project Status Updates.** Throughout the project, our project manager will provide bi-weekly status updates that describe the activities and accomplishments for the reporting period, plans for the upcoming week, risks or issues encountered during the reporting period, and anticipated problems that might impact any project deliverable or the project schedule. This update will be provided to the City Project Manager and Steering Committee.

#### Deliverable 2: Bi-Weekly Project Status Updates

### Phase 2: Evaluate Existing Processes

**Request existing documentation.** We will provide the City with an information request sheet to obtain available documentation that will be helpful to us during the project (e.g., feedback received from staff and development services customers, organizational charts, EnerGov procedure documents, and previously documented processes). We will respectfully request that the City provide the requested information prior to the diagramming sessions as reviewing this information in advance will enable us to be more efficient, become more knowledgeable of the current environment, and make best use of City personnel's time.

**Review the City documentation in preparation for diagramming sessions.** Before conducting our process diagramming sessions, we will review the data received from the information request.

**Confirm list of processes to be diagrammed with City.** We will draft a schedule for our as-is process diagramming sessions with City staff and convey the expectations for their participation in advance of our meetings. These diagrams will serve as a starting point for the future state or “to-be” business processes.

**Conduct on-site current state process diagramming.** The goal of these sessions is to document current processes and identify challenges and area for improvement. We will discuss current processes, customer service, best practices, training, technology used, overall challenges, and opportunities for improvement. We recommend starting with the most complex processes and capturing process notes directly on the Microsoft Visio diagrams. Additional processes and sub-processes would be scheduled and completed as needed. Clearly defined current “as-is” and future “to-be” state business processes:

- ▶ Allow staff to visualize the entire process
- ▶ Educate those who are new hires or not involved in a process
- ▶ Streamline workflow by eliminating identified inefficiencies (e.g., duplicate data entry or physically routing plans for review)
- ▶ Use the documented processes as a foundation for decision making and change management

**Conduct diagramming follow-up activities.** We will follow up with the City to collect any additional information needed to finalize our work, and facilitate a web conference with the City’s Steering Committee to review the draft as-is business process diagrams, which will be finalized after City feedback is implemented.

### *Deliverable 3: As-Is Process Diagrams*

## Phase 3: Identify Process Improvements

**Conduct to-be business process diagramming.** We will work with the City Project Manager and Steering Committee to update the as-is process diagrams to a desired future state. These sessions can be completed on-site or remotely, as desired. We will use the current processes challenges, City feedback and industry best practices as the foundation for opportunities for improvement.

**Conduct mapping follow-up activities.** We will again follow up with the City to collect any additional information needed to finalize our to-be business process diagrams, and facilitate a web conference with the City’s Steering Committee to review the draft to-be business process diagrams, which will be finalized after City feedback is implemented.

### *Deliverable 4: To-Be Process Diagrams*

**Create new standard forms.** Following the completion of the to-be process diagrams we will work with the City to identify and create standard forms to match the updated workflows.

**Review and finalize standard forms with Steering Committee.** We follow up with the City Steering Committee to collect any additional information needed to finalize our standard forms.

## *Deliverable 5: New Standard Forms*

**Develop draft Development Services Process Improvement Report.** We will use the information gathered through the information request and diagramming sessions to develop a draft Development Services Process Improvement Report. This Report will include:

- ▶ Introduction
- ▶ Current Environment Summary
- ▶ Primary Challenges
- ▶ Process Recommendations
- ▶ Next Steps
- ▶ As-Is Process Diagrams
- ▶ To-Be Process Diagrams

**Review and finalize the draft Development Services Process Improvement Report.** We will facilitate a web conference work session with the City Steering Committee to review the draft Report. After applying the resulting edits, we will submit a final version to the City.

## *D6: Development Services Process Improvement Report*

**Develop draft Implementation Plan.** We will use the information gathered in the Development Services Process Improvement Report to develop a draft Implementation Plan. This will include a current environment summary and prioritized recommend improvements based on the City's goals and principals, current environment challenges, best practices, and ease of implementation. The Implementation Plan will include:

- ▶ Introduction
- ▶ Current Environment Summary
  - Primary Challenges
- ▶ Prioritized Recommendations based on:
  - City Goals and Principals
  - Current Challenges
  - Industry Best Practices
  - Ease of Implementation
  - Action Items to Implement
- ▶ Next Steps

**Review and finalize the draft Implementation Plan.** We will facilitate a web conference work session with the City Steering Committee to review the draft Implementation Plan. During this session we will confirm the prioritized recommendations and applying any additional edits. A final version will be circulated for review before deemed final by the Steering Committee.

## *D7. Implementation Plan*

## RELEVANT PROJECT EXPERIENCE

Below are relevant engagements members of the proposed project team have completed with local government clients.

Client (population)	Process Diagramming	Process Improvement	Needs Assessment	Software Planning	Software Selection
City of Beaverton, OR (98,200)		✓	✓	✓	✓
City of Boston, MA (654,800)	✓	✓	✓	✓	
City of Broken Arrow, OK (116,300)			✓	✓	✓
City of Chelsea, MA (38,900)	✓		✓		
City of Dallas, TX (1,288,000)		✓			
City of DeSoto, TX (55,729)		✓	✓	✓	✓
City of Detroit, MI (632,500)			✓	✓	✓
City of Frisco, TX (210,700)	✓	✓	✓	✓	✓
City of Hillsboro, OR (106,600)			✓	✓	✓
City of Irvine, CA (309,000)			✓	✓	✓
City of Katy, TX (24,000)		✓	✓	✓	
City of Lakeville, MN (72,812)		✓	✓	✓	✓
City of La Vista, NE (16,600)		✓			
City of Lawrence, KS (95,200)			✓	✓	✓
City of Mansfield, TX (74, 300)			✓	✓	✓
City of McKinney, TX (202,700)	✓			✓	
City of Philadelphia, PA (1,576,000)	✓			✓	
City of Plano, TX (288,200)	✓	✓	✓		
City of Puyallup, WA (42,800)	✓	✓		✓	

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Client (population)	Process Diagramming	Process Improvement	Needs Assessment	Software Planning	Software Selection
City of Richland, WA (61,900)	✓			✓	
City of Rockville, MD (67,100)	✓	✓		✓	
City of Vancouver, WA (192,200)		✓			
City of Weatherford, TX (33,700)	✓		✓	✓	✓
City of Worcester, MA (205,918)		✓	✓	✓	
City-County Information Technology Commission, WI (137,648)	✓	✓	✓	✓	
Dona Ana County, NM (221,500)			✓	✓	✓
Lafayette Consolidated Government (480,347)		✓	✓	✓	
Maui County, HI (164,200)			✓	✓	✓
Midvale City, UT (35,900)			✓	✓	
Louisville Metro Government, KY (628,594)	✓	✓	✓	✓	
Saginaw County, MI (189,591)		✓	✓	✓	
Town of Mount Pleasant, SC (92,400)			✓	✓	
Travis County, TX (1,305,000)	✓	✓	✓		
Village of Schaumburg, IL (77,082)	✓	✓	✓	✓	



## REFERENCES

City of Richland, WA	
<b>Contact and Title</b> <b>Phone   Email</b> <b>Address</b>	Tracy Troutman, IT Applications Supervisor 509.942.7639   ttroutman@ci.richland.wa.us 505 Swift Blvd   Richland, WA 99352
<b>Project Description</b>	<p>Our proposed project manager, Alex Kee assisted the Community Development Department with as-is process diagramming and analysis in preparation for a new community development software (EnerGov) implementation. Below are the project deliverables:</p> <ul style="list-style-type: none"> <li>▶ Project Work Plan and Schedule</li> <li>▶ Bi-Weekly Status Updates</li> <li>▶ Stakeholder Interviews</li> <li>▶ As-Is Process Diagrams</li> <li>▶ Opportunity for Improvement Memo</li> </ul> <p>The focus of this project was to capture the as-is processes for each of the City's in-scope workflows, identify challenges and other opportunities for improvement, and identify additional implementation considerations as the system implementation planning activities progress.</p>

Village of Schaumburg, IL	
<b>Contact and Title</b> <b>Phone   Email</b> <b>Address</b>	Julie Fitzgerald, Community Development Director 847.923.4430   jfitzgerald@schaumburg.com 101 Schaumburg Court   Schaumburg, IL 60193
<b>Project Description</b>	<p>Our proposed project manager, Alex Kee led an operational study for the Village's Community Development Department. The focus of this project included evaluating and providing recommendations for improvements for the department's management structure, staffing, operations, technology, and internal systems against industry best practices and comparable local communities. Below are the project deliverables:</p> <ul style="list-style-type: none"> <li>▶ Project Work Plan and Schedule</li> <li>▶ Bi-Weekly Status Updates</li> <li>▶ Stakeholder Interviews</li> <li>▶ Current Environment Assessment Report</li> <li>▶ Best Practice Research with Comparable Communities</li> <li>▶ Recommendations for Improvement Report</li> <li>▶ To-Be Diagrams</li> <li>▶ Prioritized List of Recommendations for Improvement Presentation</li> </ul> <p>The final deliverable was adopted by the Village's Mayor. Nine projects and initiatives were recommended to support the department's processes and address current environment challenges. These projects were assigned a priority ranking with Village leadership by relative benefit, ease of implementation and best practice.</p>

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## City of Boston, MA

<b>Contact and Title Phone   Email Address</b>	Taylor Smith, Procurement Manager 617.635.4564   <a href="mailto:taylor.smith@boston.gov">taylor.smith@boston.gov</a> 1 City Hall Square   Boston, MA 02201
<b>Project Description</b>	<p>Our proposed project manager, Alex Kee assisted the Public Works Department with assessing the in-house developed right-of-way City of Boston Utility Coordination Software (COBUS). This project included as-is and to-be process diagramming and a current and future state analysis. Below are the project deliverables:</p> <ul style="list-style-type: none"> <li>▶ Project Work Plan and Schedule</li> <li>▶ As-Is Process Diagrams</li> <li>▶ To-Be Process Diagrams</li> <li>▶ Future State Analysis Report</li> <li>▶ Future State Presentation and Training</li> </ul> <p>The business process diagrams were used to implement opportunities for improvement identified throughout the project and in the development of a new version of the City of Boston Utility Coordination Software (COBUS 2.0).</p>

## Travis County, TX

<b>Contact and Title Phone   Email Address</b>	Anna Bowlin, Development Services Division Director 512.854.4215   <a href="mailto:Anna.Bowlin@traviscountytexas.gov">Anna.Bowlin@traviscountytexas.gov</a> 700 Lavaca Street   Austin, TX 78767
<b>Project Description</b>	<p>Our proposed project manager, Alex Kee assisted the County's Development Services Division with process improvement and cost of services assessment. The focus of this project included an analysis of the review and inspections functions, identifying and implementing recommendations, assessing the County's cost of services related to the development review and inspection process, collecting public input, and summarizing all findings and recommendations in a final report. Below are the project deliverables:</p> <ul style="list-style-type: none"> <li>▶ Project Work Plan and Schedule</li> <li>▶ Fact-Finding Meetings</li> <li>▶ Bi-Weekly Status Updates</li> <li>▶ Monthly Status Reports</li> <li>▶ Analysis of Review and Inspection Functions</li> <li>▶ Process Diagrams</li> <li>▶ Interim Process Memo</li> <li>▶ Optimize County Review and Inspection Process Memo</li> <li>▶ Assess County Cost of Service</li> <li>▶ Final Report Presentation</li> </ul> <p>The County and City had many overlapping responsibilities. We recommended the County prioritize their responsibilities, coordinate weekly meetings with the appropriate leaders from the City to allow staff to allocate their time to important tasks. The County added a third-party review firm for special projects, increased fees to meet the cost of services provided, and added staff to fill requirements.</p>

An important element of our approach is providing constructive services for the purpose of helping you improve operating efficiency and the effectiveness of your Development Services Department. Because of our position as consultants, our experience with governmental entities and our knowledge of development services, **we expect to make recommendations that are useful and important.** We consider process improvement services to be vital and our experience with these types of projects will be a significant part of our overall recommendations for the City.

Our recommendations will be presented in our deliverables, which will include recommendations we believe warrant attention. Additionally, we will use our deliverables to advise the City's management of recommendations to enhance the overall effectiveness of the City's permitting and inspection operations. **We will continually communicate important changes or proposed changes to assist the City's management in assessing the impact of such changes on City's services.** Our team will discuss our deliverables and recommendations with the City's management team, and communicate our ideas as significant recommendations as they are developed, rather than waiting until the conclusion of our project.



## PRICING

Below is our discounted blended hourly rate and agreement to not exceed \$49,942 for the total project. If there are any additional services requested beyond the scope of work we will use the blended hourly rate plus any out-of-pocket expenses for travel. Marcum also understands and agrees to obtain a City of Redmond business license before performing these services.

### All-Inclusive Proposed Cost

<p><b>Not to Exceed Fee</b></p> <p><b>\$49,942</b></p>	<p><b>Discounted Blended Hourly Rate for Ongoing Support</b></p> <p><b>\$250 / hour</b></p>
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Our fee for these services will be billed after our deliverable acceptance process to ensure we meet the expectation of the City.

### Billing Assumptions

We made the following assumptions in arriving at our estimated fees:

1. Client resources that we need to perform our work will be made available to us in a timely fashion. Specifically, subject matter experts for diagramming meetings and deliverable reviews.
2. All document requests and other information required by us will be delivered to our team members within timetables determined during the project management phase of our engagement or on a timely basis if requested during the course our project.
3. Information that we receive to perform our work will be accurate and complete.
4. There are no unforeseen circumstances that will prohibit us from working efficiently.

### Out-of-Pocket Expenses

The aforementioned fee is not-to-exceed. Marcum will bill against the not-to-exceed fee for direct out-of-pocket expenses, including but not limited to travel and food. Marcum is anticipating two on-site trips for diagramming. The rest of the project will be completed remote, regardless of the hours spent on a task. Marcum will also waive our standard administrative fee, an allocation of overhead expenses that are not billed as direct reimbursable expenses.

### Manner of Payment

Our invoices for these fees will be rendered monthly as the work progresses, and are due and payable upon presentation.

## EXCEPTIONS

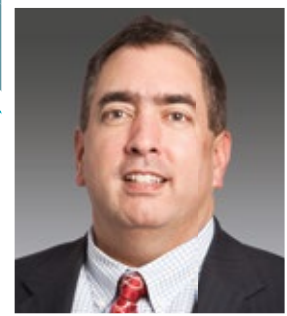
Some of the terms and conditions in this proposal to provide consulting services may need to be tailored more appropriately and some additional terms and conditions may be necessary. Should Marcum's proposal be accepted, we will negotiate a mutually satisfactory engagement letter with the City covering the services proposed and the parties' relationship for these services. This proposal is contingent upon successful completion of Marcum's acceptance procedures.

## APPENDIX A

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# Engagement Team Profiles





## JAMES D. WILKINSON, CPA\*, CITP

PARTNER ► ASSURANCE SERVICES



401.600.4709



james.wilkinson@marcumllp.com

James D. Wilkinson is a partner in the Firm's Providence, Rhode Island office. He has more than 35 years of public accounting experience providing audit, accounting services, and technology consulting to a wide array of clients and industries. Additionally, he advises clients in areas ranging from business process efficiencies, mergers and acquisitions, and implementation of new accounting pronouncements.

Mr. Wilkinson is passionate about leveraging technologies to solve business challenges and provides outsourced accounting services for growing, entrepreneurial businesses from start-ups to well-established operations. He strives to implement technologies to empower people and transform complex systems and business processes into efficient and productive suites of integrated applications. He enjoys the fast-paced and ever-changing technology environment and contributing to client successes.

Mr. Wilkinson is an active peer review team captain under the AICPA Peer Review program, and has conducted quality management reviews for a multitude of CPA firms across the country.

### Professional & Civic Affiliations

American Institute of Certified Public Accountants (AICPA)  
 Rhode Island Society of Certified Public Accountants (RISCPA)  
 Massachusetts Society of Certified Public Accountants (MassCPAs)  
 New England Peer Review, Inc., Member of Executive Committee  
 (1995 – 2001; 2007 – 2013)  
 PHS Music Boosters, Inc., Former President and Treasurer  
 Associated Builders and Contractors of Rhode Island  
 International Council of Shopping Centers  
 Bill.com Accounting Partner Advisory Council, Founding Member

### Accreditations, Designations & Certifications

Certified Information Technology Professional (AICPA)  
 Xero Certified Advisor  
 QuickBooks ProAdvisor  
 Bill.com Certified

### PRACTICE FOCUS

- Financial Statement Audits
- ERISA, including 401(k) & 403(b), Plan Audits
- Federal and State Single Audits
- Agreed-upon Procedures
- Internal Control Assessments
- Accounting System Implementations
- Cloud Accounting

### INDUSTRY FOCUS

- State and Local Governments
- Not-for-Profit Organizations
- Construction
- ERISA Employee Benefit Plans
- Real Estate
- Emerging Businesses/Start-Ups

### EDUCATION

- Bachelor of Science, Business Administration  
 Bryant University

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## ALEX KEE, AICP

DIRECTOR ► GOVERNMENT CONSULTING



207.352.7736



alex.kee@marcumllp.com



Alex Kee is a Director in the Firm's Portland, Maine office. He has more than eight years of experience working with local government agencies across the United States. Mr. Kee provides extensive experience assisting public-sector clients with process improvement, mapping, and technology projects.

Mr. Kee is passionate about leveraging technologies to help address unique business challenges and improve well-established operations. Throughout the COVID19 outbreak, he has helped clients maximize the use of technology and expand online customer facing tools. He leverages his work as a former city planner and city management associate to help clients improve operational performance.

### Professional & Civic Affiliations

Member, American Planning Association (APA)

Member, Northern New England Chapter (APANNE)

Project Management Institute (PMI)

### Designations

Certified Planner, American Institute of Certified Planners (AICP)

Prosci® Certified Change Practitioner

Lean Six Sigma Green Belt

### PRACTICE FOCUS

- Software Selection and Implementation
- Business Process Improvement
- Needs Assessment
- Operational Review
- Benchmarking Analysis

### INDUSTRY FOCUS

- Asset Management
- Business Licensing
- Code Enforcement
- Community Development
- Electronic Plan Review
- Enterprise Resource Planning
- Land Management
- Local Government
- Permitting and Inspections
- Project Management
- Utility Billing
- Work Orders

### EDUCATION

- Masters in Policy, Planning and Management (MPPM)  
University of Southern Maine
- Bachelor of Arts, Political Science and Sports Management  
University of Southern Maine

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## **MATTHEW TREMBLAY**, Prosci® CCP

MANAGER, STRATEGIC IT CONSULTING ► MARCUM TECHNOLOGY



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matthew.tremblay@marcumtechnology.com



Matthew Tremblay is a manager in Marcum Technology's Strategic IT Consulting team. He has 20 years' experience in financial and organizational management in both public and private sectors. In the private sector, he has created and administered budgets, managed complex facilities, and leveraged technology to create more efficient and effective operations. In the public sector, he has used technology to help local government entities overcome challenges with systems, processes, and policies. Matthew also served in Washington, D.C., as a policy advisor to a United States Senator.

Matthew is passionate about helping his clients overcome challenges. Given his experience, he identifies comprehensive solutions to help transform their organizations. His focus expands beyond overcoming existing challenges to ensuring his clients are positioned to take advantage of future opportunities to meet and exceed their mission.

### **Professional & Civic Affiliations**

Project Management Institute (PMI)  
Animal Refuge League of Greater Portland

### **PRACTICE FOCUS**

- Enterprise System Selection and Implementation
- Strategic IT Assessments
- IT Due Diligence
- Digital Transformation
- Business Process Improvement

### **INDUSTRY FOCUS**

- Food & Beverage
- Hospitality
- Higher Education
- Technology
- Manufacturing and Distribution
- Local Government

### **EDUCATION**

- Bachelor of Science, Finance;  
Minor in Law  
Bentley University

### **DESIGNATIONS & ACCREDITATIONS**

- Prosci® Certified Change Practitioner

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## APPENDIX B

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# Diversity Equity & Inclusion and Marcum Foundation





### DIVERSITY, EQUITY, & INCLUSION

Diversity and Inclusion aren't simply buzzwords at Marcum. We are actively committed to advancing these principles through dedicated staffing and implementing robust programs and practices.

We advance our **DEI goals** through:

- ▶ National and Regional DEI committees comprised of Firm leadership, partners, and associates at all levels
- ▶ Active Associate Resource Groups (ARGs) representing Arab, Black, Asian American/ Pacific Islander, Latino, Parents, PRIDE, Veterans, Women's, Young Professionals
- ▶ Firm-wide DEI workshops and learning
- ▶ Mandatory DEI training for all new-hires
- ▶ A Women's Initiative that fosters a compelling work environment and enhanced career opportunities
- ▶ An online portal, archiving DEI resources



### MARCUM FOUNDATION

The Marcum Foundation supports causes and non-profit organizations providing critical assistance to those in need. This is an expression of Marcum's commitment to support our communities both locally and nationally.

The **foundation raises funds and volunteers** for select charities through special events, associate giving, and other initiatives — providing the critical assistance needed for organizations that offer essential services in these four categories:

- ▶ Health & Safety
- ▶ Education & Self-Esteem
- ▶ Food & Shelter
- ▶ Family & Wellbeing

## APPENDIX C

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# Marcum's Client Service Standards



# City of Redmond, WA

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At Marcum, our purpose is to support our clients' growth and success. We do this by understanding your business, helping you define your business and personal goals, and providing the services that will help you achieve those goals.

We strive to assist you through an unparalleled service experience by placing what you value most at the heart of our relationship. Here is what you can expect from Marcum:



## RELIABILITY

**You can count on us to be here when you need us.**

You can depend on your Marcum service team to be reliable, responsive, and accessible. We aim to answer your questions, fulfill your requests, or simply set a time to talk when you need us.



## SINCERITY

**You can expect us to genuinely care about your experience.**

We believe great service requires both exceptional talent and a genuine desire to meet and exceed your expectations. We work hard to offer added value to you whenever and wherever we can.



## PERSONALIZATION

**Your needs drive how we support you.**

We seek to understand your needs and preferences so we can provide you with the experience you deserve. This means we will get you the information you want, when you need it, in the way you wish to receive it. We are committed to working with you, in creative and customized ways, to maximize value and minimize friction within the boundaries of our professional standards.



## CONFIDENCE

**You can have peace of mind knowing we are in your corner.**

We know you turn to us for support in areas that can be both thrilling and overwhelming. That's why we not only educate you about the strategy behind our recommendations, but we provide you with options and guide you through them. We work hard to remove uncertainty so you feel confident in our approach to every engagement - big or small.



## TRUST

**Your trust is the foundation of our partnership.**

We endeavor to earn your trust from the first moment we meet and work every day to uphold it. We never take the responsibility of supporting you and your business lightly, and are honored to play a part in fueling your success.