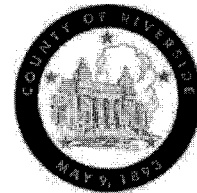


**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



ITEM
3.6
(ID # 3613)

MEETING DATE:

Tuesday, March 21, 2017

FROM : ECONOMIC DEVELOPMENT AGENCY (EDA) AND WORKFORCE DEVELOPMENT :

SUBJECT: ECONOMIC DEVELOPMENT AGENCY (EDA)/WORKFORCE DEVELOPMENT:
Approval of funding for the IERC SlingShot Healthcare Industry Coordinator;
Approval of Service Agreement with ReachOut; Performance Period March 15,
2017 through March 31, 2018, All Districts, [\$90,000] Workforce Development
Fund 100%

RECOMMENDED MOTION: That the Board of Supervisors:

1. Find that the agreement is exempt from California Environmental Quality Act (CEQA) pursuant to State CEQA Guidelines Section 15061(b)(3);
2. Approve the attached Professional Services Agreement Program Years 2017/2018 for a Healthcare Industry Coordinator to implement activities of the Inland Empire Region Collaborative (IERC) SlingShot Project in an amount up to but not to exceed \$90,000 for the period of March 15, 2017 through March 31, 2018;
3. Authorize the Assistant County Executive Officer/EDA, or designee, to sign the attached Agreement; and;
4. Authorize the Assistant County Executive Officer/EDA, or designee, to take all necessary steps to implement the attached Agreement, including, but not limited to signing subsequent necessary documents, and necessary amendments provided the contract amount is not increased, subject to County Counsel approval.

ACTION: (Policy)

Robert Field, Assistant County Executive Officer/EDA 3/6/2017

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Tavaglione, seconded by Supervisor Jeffries and duly carried, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Tavaglione and Washington
Nays: None
Absent: Ashley
Date: March 21, 2017
xc: EDA

Kecia Harper-Ihem
Clerk of the Board

By:
Deputy
3.6

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
STATE OF CALIFORNIA**

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$22,500	\$67,500	\$90,000	\$0
NET COUNTY COST	\$0	\$0	\$0	\$0
SOURCE OF FUNDS: Workforce Development Fund 100%			Budget Adjustment:	No
			For Fiscal Year:	2016/2017 and 2017/2018

C.E.O. RECOMMENDATION: [CEO use]

BACKGROUND:

Summary

The California Workforce Development Board (CWDB) and the California State Employment Development Department (EDD) announced in February 2014 the availability of funds to Local Workforce Areas (LWA) and Workforce Development Boards (WDBs) to form Regional Collaborations creating new and innovative workforce development activities – SlingShot Projects. The County of Riverside and San Bernardino County WDBs formed the Inland Empire Regional Collaborative (IERC).

The CWDB and EDD awarded the IERC SlingShot funding in the amount of \$1,016,397 and funds were made available on July 1, 2015 to the collaborative. San Bernardino County-Workforce Development will administer the SlingShot funds for the IERC and will provide funding in the amount of \$428,198 to the County of Riverside Economic Development Agency/Workforce Development Division (EDA/WDD) for the purpose of implementing the SlingShot project.

Regions across California face a combination of shortages of skilled workers in key industries and cohorts of students and workers ill-equipped to compete for mid-to-high-skilled jobs. Traditional strategies have had insufficient impact in assisting enough workers build the necessary skills to find good jobs and create positive economic mobility. The SlingShot Project's goal is to seed collaborative efforts by employers and industry, government, workforce and economic development, and education stakeholders within a region to identify and work to solve employment challenges that slow the state's economic engine. In order to execute this effort, the IERC requires the services of a Healthcare Industry Coordinator.

Pursuant to the California Environmental Quality Act (CEQA), the proposed Agreement was reviewed and determined to be categorically exempt under State CEQA Guidelines Section 15061(b)(3), General Rule or "Common Sense" Exemption. The project relates to the implementation of the SlingShot Project by the County of Riverside with the objective of supporting the CWDB's SlingShot program. It can be seen with certainty that there is no possibility that the SlingShot Project may have a significant effect on the environment, as the services set forth in the proposed Agreement are purely administrative in nature and will not lead to any direct or reasonably indirect physical environmental impacts. A Notice of Exemption will be filed by the County EDA/WDC staff with the County Clerk within five days of the approval of the Agreement.

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
STATE OF CALIFORNIA**

The Workforce Innovation and Opportunity Act (WIOA) emphasizes engaging employers across the workforce system to align training with needed skills and match employers with qualified workers. The Inland Empire Regional Collaborative's (IERC) Job-Driven SlingShot Initiative is a regional effort to address income mobility by convening and engaging industry sector leaders and education and training providers to align business needs with workforce training in demand industry sectors. The IERC envisions a system that effectively engages the business community and directs training resources based on employer feedback and regional demand that significantly improves economic outcomes and income mobility for the Inland Empire.

The Slingshot Healthcare Industry Consultants will serve as regional subject matter expert in the technical/functional area for talent development in the assigned industry sector. The primary goal is to establish a pipeline of educated and/or skilled workers that will meet the immediate and future needs of the healthcare industry and support growth in the industry throughout the Inland Empire region. Reach Out was approved by the IERC SlingShot Steering Committee to provide regional healthcare industry coordination services. In their statement of qualification Reach Out demonstrated the capability of providing excellent regional healthcare industry consulting services. They have key staff with healthcare industry sector experience.

County Counsel has approved the proposed Agreement as to form. Staff recommends approval of funding and approval of the attached Service Agreement.

Impact on Residents and Businesses

WIOA is designed to help job seekers access employment, education and support services to compete in the labor market and to fulfill employers' need for skilled workers. WIOA supersedes the Workforce Investment Act (WIA) of 1998 and took effect on July 1, 2015. The programs under WIA helped job seekers connect to good jobs and acquire the skills and credentials needed to obtain them. WIOA enhances the American Job Center system and ensures it is job-driven, responding to the needs of employers and preparing workers for jobs that are available now and in the future.

These funds from the California Workforce Development Board will benefit state partners in assembling a much larger, multi-agency pool of funding that can be used to support continuing strategy development in support of impacting the big issues that regional collaborations identify. Based on what can be assembled, it is envisioned that SlingShot Project Collaborations may periodically seek additional funding as strategies are implemented and next stage approaches are timely to sustain and grow the impact of their efforts.

SUPPLEMENTAL:

Additional Fiscal Information

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
STATE OF CALIFORNIA**

No County costs will be incurred and no budget adjustment is required at this time. 100% of the funds are derived from the California Workforce Development Board and the California State Employment Development Department SlingShot Project funds.

The total contract amount will not exceed \$90,000; all costs will be incurred in fiscal year 2016/2017 and 2017/2018. Please refer to the attached Service Agreement.


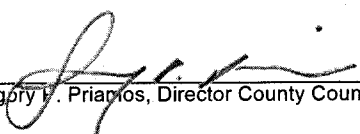
Contract History and Price Reasonableness

There is no established agreement history with this consultant. Price reasonableness was established by competitive procurement and review of current rates for consultants offering similar services. Cost analysis of the proposed Cost Plan demonstrated the reasonableness of the cost of the project elements; that they are allowable, reflect sound business practices, and respond to the RFP requirements.

ATTACHMENT:

Service Agreement for IERC SlingShot Healthcare Industry Consultant, between Reach Out and the County of Riverside, for the period of March 15, 2017 through March 31, 2018.

RF:JWW:HM:CH:LS:TP MT 3613

	
Nehini Basila, Principal Management Analyst	Gregory V. Priamos, Director County Counsel
3/13/2017	3/9/2017

Agreement Number: 3/15/2017 to 3/31/2018 – IERC SlingShot Healthcare Industry
Consultant

SERVICE AGREEMENT

For

IERC SlingShot Healthcare Industry Coordinator

Between

COUNTY OF RIVERSIDE

And

Reach Out



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Agreement Number: 3/15/2017 to 3/31/2018 – IERC SlingShot Healthcare Industry Consultant

1 This Service Agreement for IERC SlingShot Healthcare Industry Coordinator
2 (“Agreement”), made and entered into this 15th day of March 2017, by and between
3 Reach Out, a California private, non-profit, (herein referred to as the "CONSULTANT")
4 and the County of Riverside, a political subdivision of the State of California, by and
5 through its Economic Development Agency (EDA), Workforce Development Division
6 (WDD), (herein referred to as the "COUNTY").

7 **RECITALS**

8 WHEREAS, the COUNTY has entered into a grant agreement with the State of
9 California, hereinafter referred to as the “Grantor,” pursuant to the Workforce Innovation
10 and Opportunity Act of 2014 (WIOA);

11 WHEREAS, WIOA gives responsibility for administering the Inland Empire Region
12 Collaborative (IERC) SlingShot Project to state and local workforce agencies such as
13 the COUNTY, and staff of the Riverside County Workforce Development Board (“WDB”)
14 provides oversight for the WIOA programs, including, but not limited to meeting State
15 workforce performance goals, while addressing the workforce needs of the local
16 economy;

17 WHEREAS, CONSULTANT responded to the Request For Proposal (RFP)
18 released by the San Bernardino IERC partner; and based on CONSULTANT’S prior
19 experience with industry sector training and coordination, the RFP resulted in COUNTY
20 awarding CONSULTANT with an allocation of WIOA Funds;

21 WHEREAS, the COUNTY desires to contract with CONSULTANT based on
22 CONSULTANT’s expertise, special skills, knowledge and experience in industry sector
23 training and coordination, including, but not limited to assisting the IERC with
24 accomplishing its goals as more specifically set forth in the Agreement below.

25 NOW THEREFORE, based upon the foregoing Recitals and for good and
26 valuable consideration, the receipt and sufficiency of which is acknowledged by all
27 Parties, the COUNTY and CONSULTANT hereby agree as follows:

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1 **1. Description of Services**

2 1.1 The CONSULTANT shall implement healthcare industry coordination
3 activities of the Inland Empire Region Collaborative (IERC) SlingShot Project as outlined
4 and specified in the SCOPE of SERVICE, attached hereto as Exhibit "A" and
5 incorporated by this reference, and the RFP, not to exceed fee stated in Paragraph 3.1.
6 The RFP and CONSULTANT'S response to the RFP submitted on 9/14/2016 are each
7 hereby incorporated herein by this reference.

8 1.2 The CONSULTANT represents that it has the experience, personnel,
9 equipment, and facilities necessary to fully and adequately perform under this Agreement
10 and the COUNTY relies upon this representation. The CONSULTANT shall perform to the
11 satisfaction of the COUNTY and in conformance to and consistent with the highest standards
12 of professional CONSULTANT'S in the same discipline in the State of California.

13 1.3 The CONSULTANT affirms that it is fully apprised of all of the work to be
14 performed under this Agreement; and the CONSULTANT agrees it can properly perform this
15 work at the fee stated in Paragraph 3.1. The CONSULTANT is not to perform services or
16 provide products outside of the Agreement, unless by written request by the COUNTY.

17 1.4 Acceptance by the COUNTY of CONSULTANT'S performance under this
18 Agreement does not operate as a release of the CONSULTANT'S responsibility for full
19 compliance with the terms of this Agreement.

20 **2. Due Date**

21 2.1 The CONSULTANT shall perform the scope of services for the COUNTY
22 in a timely manner and to COUNTY'S satisfaction, as more specifically set forth in Exhibit
23 A, SCOPE OF SERVICE, and the payment schedule attached hereto as Exhibit "B" as
24 incorporated herein by this reference as such services are necessary for the provision
25 of business process improvement services. This Agreement shall commence on March
26 15, 2017 and expire on March 31, 2018, unless terminated earlier.

1 **3. Compensation**

2 **3.1** The COUNTY shall pay CONSULTANT for services performed, products
3 provided and expenses incurred for the SCOPE OF SERVICE defined in Exhibit "A"
4 pursuant to the Payment Schedule set forth in Exhibit "B". Maximum payment by
5 COUNTY to CONSULTANT shall not exceed Ninety-Thousand Dollars (\$90,000),
6 including all expenses. The COUNTY is not responsible for any fees or costs incurred
7 above or beyond the contracted amount and shall have no obligation to purchase any
8 specified amount of services or products, unless agreed to by COUNTY in writing.

9 **3.2** The CONSULTANT shall be paid only in accordance with an invoice submitted
10 to the COUNTY by CONSULTANT conforming to Exhibit "C" attached hereto and
11 incorporated herein by this reference, and COUNTY shall pay the invoice within thirty (30)
12 working days from the date of receipt of the invoice. Payment shall be made to
13 CONSULTANT only after services have been rendered or delivery of materials or products,
14 and acceptance has been made by COUNTY.

15 a) Each invoice shall contain a minimum of the following information:
16 invoice number and date; remittance address; itemization of the description of the work
17 (hourly rate and extensions, if applicable); and an invoice total and shall conform to the
18 Invoice Form attached hereto as Exhibit "C".

19 b) In accordance with California Government CONSULTANT Section
20 926.10, COUNTY is not allowed to pay excess interest and late charges.

21 **3.3** The COUNTY obligation for payment of this Agreement beyond the current
22 fiscal year end is contingent upon and limited by the availability of the COUNTY funding
23 from which payment can be made. No legal liability on the part of the COUNTY shall
24 arise for payment beyond June 30 of each calendar year unless funds are made
25 available for such payment. In the event that such funds are not forthcoming for any
26 reason, the COUNTY shall immediately notify the CONSULTANT in writing; and this
27 Agreement shall be deemed terminated and have no further force and effect.

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1 **4. Alteration or Changes to the Agreement**

2 **4.1** The Board of Supervisors and the Assistant County Executive
3 Officer/Economic Development Agency and/or designee are the only authorized
4 COUNTY representatives who may at any time, by written order, make alterations to this
5 Agreement.

6 **5. Termination**

7 **5.1** The COUNTY may terminate this Agreement without cause upon 30 days
8 written notice served upon the CONSULTANT stating the extent and effective date of
9 termination.

10 **5.2** The COUNTY may, upon five (5) days written notice, terminate this
11 Agreement for the CONSULTANT'S default, if the CONSULTANT refuses or fails to
12 comply with the terms of this Agreement or fails to make progress so as to endanger
13 performance and does not immediately cure such failure. In the event of such
14 termination, the COUNTY may proceed with the work in any manner deemed proper by
15 the COUNTY.

16 **5.3** After receipt of the notice of termination, the CONSULTANT shall:

17 (a) Stop all work under this Agreement on the date specified in the
18 notice of termination; and

19 (b) Transfer to the COUNTY and deliver in the manner as directed by
20 the COUNTY any materials, reports or other products which, if the Agreement had been
21 completed or continued, would have been required to be furnished to the COUNTY.

22 **5.4** After termination, the COUNTY shall make payment only for the
23 CONSULTANT'S performance up to the date of termination in accordance with this
24 Agreement.

25 **5.5** The CONSULTANT'S rights under this Agreement shall terminate (except
26 for fees accrued prior to the date of termination) upon dishonesty or a willful or material
27 breach of this Agreement by the CONSULTANT; or in the event of the CONSULTANT'S
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1 unwillingness or inability for any reason whatsoever to perform the terms of this
2 Agreement. In such event, the CONSULTANT shall not be entitled to any further
3 compensation under this Agreement.

4 **5.6** The rights and remedies of the COUNTY provided in this section shall not
5 be exclusive and are in addition to any other rights and remedies provided by law or this
6 Agreement.

7 **6. Ownership/Use of Contract Materials and Products**

8 The CONSULTANT agrees that all materials, reports or products in any form,
9 including electronic, created by the CONSULTANT for which the CONSULTANT has
10 been compensated by the COUNTY pursuant to this Agreement shall be the sole
11 property of the COUNTY; and may be used by the COUNTY for any purpose the
12 COUNTY deems to be appropriate, including, but not limited to, duplication and/or
13 distribution within the COUNTY or to third parties. The CONSULTANT agrees not to
14 release or circulate in whole or part such materials, reports or products without prior
15 written authorization of the COUNTY.

16 **7. Conduct of the CONSULTANT**

17 **7.1** The CONSULTANT covenants that it presently has no interest, including,
18 but not limited to, other projects or contracts, and shall not acquire any such interest,
19 direct or indirect, which would conflict in any manner or degree with the CONSULTANT'S
20 performance under this Agreement. The CONSULTANT further covenants that no
21 person or subcontractor having any such interest shall be employed or retained by
22 CONSULTANT under this Agreement. The CONSULTANT agrees to inform the
23 COUNTY of all CONSULTANT'S interests, if any, which are or may be perceived as
24 incompatible with the COUNTY'S interests.

25 **7.2** The CONSULTANT shall not, under circumstances which could be
26 interpreted as an attempt to influence the recipient in the conduct of his/her duties, accept
27 any gratuity or special favor from individuals or firms with whom the CONSULTANT is
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1 doing business or proposing to do business, in accomplishing the work under this
2 Agreement.

3 **7.3** The CONSULTANT or its employees shall not offer gifts, gratuity, favors,
4 and entertainment directly or indirectly to COUNTY employees.

5 **8. Inspection of Services**

6 **8.1** All performance shall be subject to inspection by the COUNTY. The
7 CONSULTANT shall provide adequate cooperation to the COUNTY representative to
8 permit him/her to determine the CONSULTANT'S conformity with the terms of this
9 Agreement. If any services performed or products provided by the CONSULTANT are
10 not in conformance with the terms of this Agreement, the COUNTY shall have the right
11 to require the CONSULTANT to perform the services or provide the products in
12 conformance with the terms of the Agreement at no additional cost to the COUNTY.
13 When the services to be performed or the products to be provided are of such nature
14 that the difference cannot be corrected, the COUNTY shall have the right to: (1) require
15 the CONSULTANT immediately to take all necessary steps to ensure future performance
16 in conformity with the terms of the Agreement; and/or (2) reduce the Agreement price to
17 reflect the reduced value of the services performed or products provided. The COUNTY
18 may also terminate this Agreement for default and charge to the CONSULTANT any
19 costs incurred by the COUNTY because of the CONSULTANT'S failure to perform.

20 **8.2** The CONSULTANT shall establish adequate procedures for self-
21 monitoring to ensure proper performance under this Agreement; and shall permit a
22 COUNTY representative to monitor, assess or evaluate the CONSULTANT'S
23 performance under this Agreement at any time upon reasonable notice to the
24 CONSULTANT.

25 **9. Independent Contractor**

26 The CONSULTANT is, for purposes relating to this Agreement, an independent
27 contractor and shall not be deemed an employee of the COUNTY. It is expressly
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Agreement Number: 3/15/2017 to 3/31/2018 – IERC SlingShot Healthcare Industry Consultant

1 understood and agreed that the CONSULTANT (including its employees, agents and
2 subcontractor's) shall in no event be entitled to any benefits to which the COUNTY
3 employees are entitled, including but not limited to overtime, any retirement benefits,
4 worker's compensation benefits, and injury leave or other leave benefits. There shall be
5 no employer-employee relationship between the parties; and the CONSULTANT shall
6 hold the COUNTY harmless from any and all claims that may be made against the
7 COUNTY based upon any contention by a third party that an employer-employee
8 relationship exists by reason of this Agreement. It is further understood and agreed by
9 the parties that the CONSULTANT in the performance of this Agreement is subject to
10 the control or direction of the COUNTY merely as to the results to be accomplished and
11 not as to the means and methods for accomplishing the results.

12 **10. Subcontract for Work or Services**

13 No contract shall be made by the CONSULTANT with any other party for
14 furnishing any of the work or services under this Agreement without the prior written
15 approval of the COUNTY; but this provision shall not require the approval of contracts of
16 employment between the CONSULTANT and personnel assigned under this Agreement,
17 or for parties named in the proposal and agreed to under this Agreement.

18 **11. Disputes**

19 **11.1** The parties shall attempt to resolve any disputes amicably at the working
20 level. If that is not successful, the dispute shall be referred to the senior management of
21 the parties. Any dispute relating to this Agreement which is not resolved by the parties
22 shall be decided by the COUNTY'S Compliance Contract Officer who shall furnish the
23 decision in writing. The decision of the COUNTY'S Compliance Contract Officer shall
24 be final and conclusive unless determined by a court of competent jurisdiction to have
25 been fraudulent, capricious, arbitrary, or so grossly erroneous as necessarily to imply
26 bad faith. The CONSULTANT shall proceed diligently with the performance of this
27 Agreement pending the resolution of a dispute.

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Agreement Number: 3/15/2017 to 3/31/2018 – IERC SlingShot Healthcare Industry Consultant

1 **11.2** Prior to the filing of any legal action related to this Agreement, the parties
2 shall be obligated to attend a mediation session in Riverside County before a neutral
3 third party mediator. A second mediation session shall be required if the first session is
4 not successful. The parties shall share the cost of the mediations. The parties shall
5 jointly select a mediator acceptable to the CONSULTANT and COUNTY. The mediation
6 shall take place in Riverside County. Each party shall be responsible for its own legal
7 fees and other expenses incident to the preparation for mediation. If the dispute cannot
8 be resolved by mediation, neither COUNTY nor CONSULTANT waives their rights to
9 bring the appropriate legal action in a court of competent jurisdiction within the County
10 of Riverside.

11 **12. Licensing and Permits**

12 The CONSULTANT shall comply with all State or other licensing requirements,
13 including but not limited to the provisions of Chapter 9 of Division 3 of the Business and
14 Professions Consultant. All licensing requirements shall be met at the time proposals
15 are submitted to the COUNTY. The CONSULTANT warrants that it has all necessary
16 permits, approvals, certificates, waivers and exemptions necessary for performance of
17 this Agreement as required by the laws and regulations of the United States, the State
18 of California, the County of Riverside and all other governmental agencies with
19 jurisdiction, and shall maintain these throughout the term of this Agreement relative to
20 the Scope of Services to be performed under Exhibit A, and that service(s) will be
21 performed by properly trained and licensed staff.

22 **13. Non-Discrimination**

23 The CONSULTANT shall not be discriminate in the provision of services,
24 allocation of benefits, accommodation in facilities, or employment of personnel on the
25 basis of ethnic group identification, race, religious creed, color, national origin, ancestry,
26 physical handicap, medical condition, sexual orientation, marital status or sex in the
27 performance of this Agreement; and, to the extent they shall be found to be applicable
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Agreement Number: 3/15/2017 to 3/31/2018 – IERC SlingShot Healthcare Industry Consultant

1 hereto, shall comply with the provisions of the California Fair Employment Practices Act
2 (commencing with Section 1410 of the Labor Consultant), the Federal Civil Rights Act of
3 1964 (P.L. 88-352), the Americans with Disabilities Act of 1990 (42 U.S.C. §1210 et seq.)
4 and all other applicable laws or regulations.

5 The CONSULTANT agrees to comply with the Americans with Disabilities Act
6 (ADA) of 1990 (42 U.S.C. 12101 et seq.), which prohibits discrimination on the basis of
7 disability, and all applicable federal and state laws and regulations, guidelines, and
8 interpretations issued hereto in the execution of the duties and responsibilities under the
9 Agreement.

10 **14. Record Retention and Documents**

11 The CONSULTANT agrees to retain all records pertaining to this Agreement
12 under Workforce Innovation and Opportunity Act (WIOA) programs for a period of seven
13 (7) years after termination of this Agreement. If, at the end of seven (7) years, there is
14 an ongoing litigation or an audit involving those records, the CONSULTANT shall retain
15 the records until the resolution of such litigation or audit is completed. The Department
16 of Labor, the Grantee, and the COUNTY reserve the right to monitor and visit, announced
17 or unannounced, the CONSULTANT'S facilities at any time during normal business
18 hours. The monitoring shall be conducted in accordance with the COUNTY WIOA
19 Monitoring Guide and WIOA State Directives.

20 **15. Confidentiality**

21 **15.1** The CONSULTANT shall not use for personal gain or make other improper
22 use of privileged or confidential information which is acquired in connection with this
23 Agreement. The term "privileged or confidential information" includes but is not limited
24 to: unpublished or sensitive technological or scientific information; medical, personnel,
25 or security records; anticipated material requirements or pricing/purchasing actions; the
26 COUNTY information or data which is not subject to public disclosure; COUNTY

Agreement Number: 3/15/2017 to 3/31/2018 – IERC SlingShot Healthcare Industry Consultant

1 operational procedures; and knowledge of selection of contractors, subcontractors or
2 suppliers in advance of official announcement.

3 **15.2** The CONSULTANT shall protect from unauthorized disclosure names and
4 other identifying information concerning persons receiving services pursuant to this
5 Agreement, except for general statistical information not identifying any person. The
6 CONSULTANT shall not use such information for any purpose other than carrying out
7 the CONSULTANT'S obligations under this Agreement. The CONSULTANT shall
8 promptly transmit to the COUNTY all third party requests for disclosure of such
9 information. The CONSULTANT shall not disclose, except as otherwise specifically
10 permitted by this Agreement or authorized in advance in writing by the COUNTY, any
11 such information to anyone other than the COUNTY. For purposes of this paragraph,
12 identity shall include, but not be limited to, name, identifying number, symbol, or other
13 identifying particular assigned to the individual, such as finger or voice print or a
14 photograph.

15 **16. Administration/Contract Liaison**

16 The Assistant County Executive Officer of the Economic Development
17 Agency/Workforce Development Division, or designee, shall administer this Agreement
18 on behalf of the COUNTY.

19 **17. Force Majeure**

20 If either party is unable to comply with any provision of this Agreement due to
21 causes beyond its reasonable control, and which could not have been reasonably
22 anticipated, such as acts of God, acts of war, civil disorders, or other similar acts, such
23 party shall not be held liable for such failure to comply, provided the other party receives
24 written notice of such force majeure event.

25 **18. EDD Reporting Requirements**

26 In order to comply with child support enforcement requirements of the State of
27 California, the COUNTY may be required to submit a Report of Independent Consultant
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**Agreement Number: 3/15/2017 to 3/31/2018 – IERC SlingShot Healthcare Industry
Consultant**

1 (s) form DE 542 to the Employment Development Department (“EDD”). The
2 CONSULTANT agrees to furnish the required data and certifications to the COUNTY
3 within 10 days of notification of award of Agreement when required by the EDD. This
4 data will be transmitted to governmental agencies charged with the establishment and
5 enforcement of child support orders. Failure of the CONSULTANT to timely submit the
6 data and/or certificates required may result in the contract being awarded to another
7 CONSULTANT. In the event a contract has been issued, failure of the CONSULTANT
8 to comply with all federal and state reporting requirements for child support enforcement
9 or to comply with all lawfully served Wage and Earnings Assignments Orders and Notice
10 of Assignment shall constitute a material breach of Agreement. If the CONSULTANT
11 has any questions concerning this reporting requirement, please call (916) 657-0529.
12 The CONSULTANT should also contact the local Employment Tax Customer Service
13 Office listed in the telephone directory in the State Government section under
14 “Employment Development Department” or access their Internet site at www.edd.ca.gov.

15 **19. Hold Harmless/Indemnification**

16 CONSULTANT agrees to indemnify and hold harmless the COUNTY, its
17 departments, agencies and districts, including their officers, employees and agents
18 (collectively “County Indemnitees”), from any liability, damage, claim or action based
19 upon or related to any services or work of the CONSULTANT (including its officers,
20 employees, agents, subcontractors or suppliers) arising out of or in any way relating to
21 this Agreement, including but not limited to property damage, bodily injury or death.
22 CONSULTANT shall, at its sole expense and cost (including but not limited to attorney
23 fees, cost of investigation, defense and settlements or awards), defend County
24 Indemnitees in any such claim or action. CONSULTANT shall, at its sole cost, have the
25 right to use counsel of their choice, subject to the approval of COUNTY which shall not
26 be unreasonably withheld; and shall have the right to adjust, settle, or compromise any
27 such claim or action so long as that does not compromise CONSULTANT’s
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1 indemnification obligation. The insurance requirements stated in this Agreement shall in
2 no way limit or circumscribe CONSULTANT's obligations to indemnify and hold harmless
3 COUNTY.

4 **20. Insurance**

5 Without limiting or diminishing the CONSULTANT'S obligation to indemnify or
6 hold the COUNTY harmless, the CONSULTANT shall procure and maintain or cause to
7 be maintained, at its sole cost and expense, the following insurance coverages during
8 the term of this Agreement:

9 **20.1 Workers' Compensation**

10 If the CONSULTANT has employees as defined by the State of California, the
11 CONSULTANT shall maintain statutory Workers' Compensation Insurance (Coverage
12 A) as prescribed by the laws of the State of California. The Policy shall include
13 Employers' Liability (Coverage B) including Occupational Disease with limits not less
14 than **\$1,000,000** per person per accident. The policy shall be endorsed to waive
15 subrogation in favor of the County of Riverside, and, if applicable, to provide a Borrowed
16 Servant/Alternate Employer Endorsement.

17 **20.2 Commercial General Liability**

18 Commercial General Liability insurance coverage, including but not limited to,
19 premises liability, contractual liability, products and completed operations liability,
20 personal and advertising injury covering claims which may arise from or out of the
21 CONSULTANT'S performance of its obligations hereunder. The Policy shall name all
22 Agencies, Consultants, Special Consultants, and Departments of the County of
23 Riverside, their respective directors, officers, Board of Supervisors, employees, elected
24 or appointed officials, agents or representatives as Additional Insureds. The Policy's
25 limit of liability shall not be less than **\$1,000,000** per occurrence combined single limit. If
26 such insurance contains a general aggregate limit, it shall apply separately to this
27 agreement or be no less than two (2) times the occurrence limit.

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1 **20.3 Vehicle Liability**

2 If the CONSULTANT'S vehicles or mobile equipment are used in the performance
3 of the obligations under this Agreement, then the CONSULTANT shall maintain liability
4 insurance for all owned, non-owned or hired vehicles so used in an amount not less than
5 **\$1,000,000** per occurrence combined single limit. If such insurance contains a general
6 aggregate limit, it shall apply separately to this agreement or be no less than two (2)
7 times the occurrence limit. Policy shall name all Agencies, Consultants, Special
8 Consultants, and Departments of the County of Riverside, their respective directors,
9 officers, Board of Supervisors, employees, elected or appointed officials, agents or
10 representatives as Additional Insureds.

11 **20.4 Professional Liability Insurance**

12 The CONSULTANT shall maintain Professional Liability Insurance providing
13 coverage for the CONSULTANT'S performance of work included within this Agreement,
14 with a limit of liability of not less than **\$1,000,000** per occurrence and **\$2,000,000** annual
15 aggregate. If the CONSULTANT'S Professional Liability Insurance is written on a claims
16 made basis rather than an occurrence basis, such insurance shall continue through the
17 term of this Agreement and the CONSULTANT shall purchase at his sole expense either
18 1) an Extended Reporting Endorsement (also known as Tail Coverage); or 2) Prior Dates
19 Coverage from new insurer with a retroactive date back to the date of, or prior to, the
20 inception of this Agreement; or 3) demonstrate through Certificates of Insurance that the
21 CONSULTANT has Maintained continuous coverage with the same or original insurer.
22 Coverage provided under items; 1), 2) or 3) will continue for a period of five (5) years
23 beyond the termination of this Agreement.

24 **20.5 General Insurance Provisions - All lines**

25 a) Any insurance carrier providing insurance coverage hereunder shall be
26 admitted to the State of California and have an A M BEST rating of not less than A: VIII
27 (A:8) unless such requirements are waived, in writing, by the COUNTY Risk Manager.
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Agreement Number: 3/15/2017 to 3/31/2018 – IERC SlingShot Healthcare Industry Consultant

1 If the COUNTY'S Risk Manager waives a requirement for a particular insurer such waiver
2 is only valid for that specific insurer and only for one policy term.

3 b) The CONSULTANT'S insurance carrier(s) must declare its insurance
4 deductibles or self-insured retentions. If such deductibles or self-insured retentions
5 exceed \$500,000 per occurrence such deductibles and/or retentions shall have the prior
6 written consent of the COUNTY Risk Manager before the commencement of operations
7 under this Agreement. Upon notification of deductibles or self-insured retention's
8 unacceptable to the COUNTY, and at the election of the COUNTY'S Risk Manager, the
9 CONSULTANT'S carriers shall either; 1) reduce or eliminate such deductibles or self-
10 insured retention's as respects this Agreement with the COUNTY, or 2) procure a bond
11 which guarantees payment of losses and related investigations, claims administration,
12 and defense costs and expenses.

13 c) The CONSULTANT shall cause the CONSULTANT'S insurance carrier(s)
14 to furnish the County of Riverside with either 1) a properly executed original Certificate(s)
15 of Insurance and certified original copies of Endorsements effecting coverage as
16 required herein, or 2) if requested to do so orally or in writing by the COUNTY Risk
17 Manager, provide original Certified copies of policies including all Endorsements and all
18 attachments thereto, showing such insurance is in full force and effect. Further, said
19 Certificate(s) and policies of insurance shall contain the covenant of the insurance
20 carrier(s) that thirty (30) days written notice shall be given to the County of Riverside
21 prior to any material modification, cancellation, expiration or reduction in coverage of
22 such insurance. In the event of a material modification, cancellation, expiration, or
23 reduction in coverage, this Agreement shall terminate forthwith, unless the County of
24 Riverside receives, prior to such effective date, another properly executed original
25 Certificate of Insurance and original copies of endorsements or certified original policies,
26 including all endorsements and attachments thereto evidencing coverage's set forth
27 herein and the insurance required herein is in full force and effect. The CONSULTANT
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1 ***shall not commence operations until the COUNTY has been furnished original***
2 ***Certificate (s) of Insurance and certified original copies of endorsements or***
3 ***policies of insurance including all endorsements and any and all other***
4 ***attachments as required in this Section. An individual authorized by the insurance***
5 ***carrier to do so on its behalf shall sign the original endorsements for each policy***
6 ***and the Certificate of Insurance.***

7 d) It is understood and agreed to by the parties hereto and the insurance
8 company(s), that the Certificate(s) of Insurance and policies shall so covenant and shall
9 be construed as primary insurance, and the COUNTY'S insurance and/or deductibles
10 and/or self-insured retention's or self-insured programs shall not be construed as
11 contributory.

12 e) The COUNTY'S Reserved Rights--Insurance. If, during the term of this
13 Agreement or any extension thereof, there is a material change in the scope of services;
14 or, there is a material change in the equipment to be used in the performance of the
15 scope of work (such as the use of aircraft or watercraft) the COUNTY reserves the right
16 to adjust the types of insurance required under this Agreement and the monetary limits
17 of liability for the insurance coverage's currently required herein, if; in the COUNTY Risk
18 Manager's reasonable judgment, the amount or type of insurance carried by
19 CONSULTANT has become inadequate.

20 f) The CONSULTANT shall pass down the insurance obligations contained
21 herein to all tiers of subcontractors working under this Agreement.

22 g) The insurance requirements contained in this Agreement may be met with
23 a program(s) of self-insurance acceptable to the COUNTY.

24 **21. General**

Agreement Number: 3/15/2017 to 3/31/2018 – IERC SlingShot Healthcare Industry
Consultant

1 **21.1** The CONSULTANT shall not delegate or assign any interest in this
2 Agreement, whether by operation of law or otherwise, without the prior written consent
3 of COUNTY. Any assignment or purported assignment of this Agreement by
4 CONSULTANT without the prior written consent of COUNTY will be deemed void and of
5 no force or effect.

6 **21.2** Any waiver by the COUNTY of any breach of any one or more of the terms
7 of this Agreement shall not be construed to be a waiver of any subsequent or other
8 breach of the same or of any other term of this Agreement. Failure on the part of the
9 COUNTY to require exact, full and complete compliance with any terms of this
10 Agreement shall not be construed as in any manner changing the terms or preventing
11 the COUNTY from enforcement of the terms of this Agreement.

12 **21.3** In the event the CONSULTANT receives payment under this Agreement
13 which is later disallowed by the COUNTY for nonconformance with the terms of the
14 Agreement, the CONSULTANT shall promptly refund the disallowed amount to the
15 COUNTY on request; or at its option the COUNTY may offset the amount disallowed
16 from any payment due to the CONSULTANT.

17 **21.4** The CONSULTANT shall not provide partial delivery or shipment of
18 services or products unless specifically stated in the Agreement.

19 **21.5** The CONSULTANT shall comply with all applicable Federal, State and local
20 laws and regulations. The CONSULTANT will comply with all applicable COUNTY
21 policies and procedures. In the event that there is a conflict between the various laws or
22 regulations that may apply, the CONSULTANT shall comply with the more restrictive law
23 or regulation.

24 **21.6** The CONSULTANT shall comply with all requirements of the Occupational
25 Safety and Health Administration (OSHA) standards and CONSULTANT as set forth by
26 the U.S. Department of Labor and the State of California (Cal/OSHA).

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1 **21.7** This Agreement shall be governed by the laws of the State of California.
2 Any legal action related to the performance or interpretation of this Agreement shall be
3 filed only in the Superior Court of the State of California located in Riverside, California,
4 and the parties waive any provision of law providing for a change of venue to another
5 location. In the event any provision in this Agreement is held by a court of competent
6 jurisdiction to be invalid, void, or unenforceable, the remaining provisions will
7 nevertheless continue in full force without being impaired or invalidated in any way.

8 **21.8** This Agreement, including any attachments or exhibits, constitutes the
9 entire Agreement of the parties with respect to its subject matter and supersedes all prior
10 and contemporaneous representations, proposals, discussions and communications,
11 whether oral or in writing. This Agreement may be changed or modified only by a written
12 amendment signed by authorized representatives of both parties. No oral understanding
13 or agreement not incorporated herein shall be binding on any of the parties hereto.

14 **21.9** If any project produces patentable items, patent rights, processes or
15 inventions in the course of work under a Department of Labor (DOL) grant or agreement,
16 the CONSULTANT shall report the fact promptly and fully to the COUNTY. The
17 COUNTY shall report the fact to the Grant Officer at DOL. Unless there is a prior
18 agreement between the COUNTY and the DOL or its representative on these matters,
19 DOL shall determine whether to seek protection on the invention or discovery. DOL or
20 its representative shall determine how the rights in the invention or discovery, including
21 rights under any patent issued thereon, will be allocated and administered in order to
22 protect the public interest consistent with the following Patent Policy found at 29 CFR
23 95.36 and 29 CFR 97.34.

24 **21.10** Unless otherwise provided in terms of the Grant or the Agreement, when
25 copyrighted material is developed in the course of or under this Agreement, the author
26 and the COUNTY which developed the work are free to copyright material or to permit
27 others to do so. The COUNTY and the Workforce Development Board shall have a
28

**Agreement Number: 3/15/2017 to 3/31/2018 – IERC SlingShot Healthcare Industry
Consultant**

1 royalty-free, non-exclusive and irrevocable license to produce, publish, and use and to
2 authorize other to use all copyrighted material.

3 **21.11** All original reports, preliminary findings, or data assembled or compiled by
4 CONSULTANT under this Agreement become the property of the COUNTY. The
5 COUNTY reserves the right to authorize others to use or reproduce such materials.
6 Therefore, such materials may not be circulated in whole or in part, nor released to the
7 public, without the direct authorization of the COUNTY.

8 **21.12** Any waiver by COUNTY of any breach of any one or more of the terms of
9 this Agreement shall not be construed to be a waiver of any subsequent or other breach
10 of the same or of any other term thereof. Failure on the part of the COUNTY to require
11 exact, full and complete compliance with any terms of this Agreement shall not be
12 construed as in any manner changing the terms hereof or stopping COUNTY from
13 enforcement hereof.

14 **21.13** Executive Order 12549, Debarment and Suspension, 34 CFR Part 85,
15 Section 85.510 (Lower Tier). The CONSULTANT certifies that neither it nor its principals
16 are presently debarred, suspended, proposed for debarment, declared ineligible, or
17 voluntarily excluded from participation in this transaction by any Federal department or
18 agency. Where the CONSULTANT is unable to certify to any of the statements in this
19 certification, CONSULTANT shall attach an explanation to this Agreement.

20 **21.14** The CONSULTANT shall assure that funds provided by this Agreement
21 must be used exclusively for activities that are authorized under WIOA. Co-mingling
22 and/or diverting of funds to support the activities of other programs are not authorized.
23 Documentation supporting expenditures will be kept on file at the CONSULTANT'S office
24 and made available at all times for audit and monitoring purposes for a period of no less
25 than seven (7) years after the COUNTY makes final payment and all pending matters
26 are closed

Agreement Number: 3/15/2017 to 3/31/2018 – IERC SlingShot Healthcare Industry
Consultant

1 **21.15** The CONSULTANT will comply with controls, recordkeeping and
2 accounting procedure requirements of WIOA, federal and state regulations and
3 directives to ensure the proper accounting for funds paid under this Agreement. At such
4 times and in such form, the COUNTY may require statements, records, reports, data and
5 information pertaining to this Agreement be maintained on file for purpose of an audit or
6 examination. Retention of all records for seven (7) years after the County makes final
7 payment and all other pending matters are closed, is required.

8 **21.16** The CONSULTANT shall establish and implement appropriate internal
9 management procedures to prevent fraud, abuse and criminal activity. Further, the
10 CONSULTANT shall establish a reporting process to ensure that the COUNTY is notified
11 immediately of any allegation of WIOA-related fraud, abuse or criminal activity or any
12 suspected or proven fraud, abuse or criminal acts committed by staff or participants. If
13 the allegation is of any emergency and/or fiscal nature, it shall be reported to the
14 COUNTY'S Administration Unit at (951) 955-3100, and immediately thereafter, a written
15 report shall be submitted. Proof of such report will be maintained in the CONSULTANT'S
16 file.

17 **21.17** Should the CONSULTANT fail to perform the services as outlined in Exhibit
18 A, the COUNTY and the CONSULTANT will meet and confer to modify the Scope of
19 Services and compensation arrangements.

20 **21.18** CONSULTANT represents and warrants that CONSULTANT is registered
21 to do business in the State of California with the California Secretary of State.

22 **21.19** All correspondence and notices required or contemplated by this
23 Agreement shall be delivered to the respective parties at the addresses set forth below
24 and are deemed submitted one (1) day after their deposit in the United States Mail,
25 postage prepaid.

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**Agreement Number: 3/15/2017 to 3/31/2018 – IERC SlingShot Healthcare Industry
Consultant**

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County of Riverside Economic Development	Reach Out
Agency/Workforce Development Division	1126 W. Foothill Blvd., Suite 250
1325 Spruce Street, Suite 110	Upland, CA 91786
Riverside, CA 92507	Attention: Diana Fox
Attention: Heidi Marshall,	Executive Director
Director of Workforce Development	

[Remainder of Page Intentionally Blank]

[Signatures on Following Page]

Agreement Number: 3/15/2017 to 3/31/2018 – IERC SlingShot Healthcare Industry
Consultant

1 IN WITNESS WHEREOF, the Parties hereto have caused their duly authorized
2 representatives to execute this Agreement as of the dates set forth below.

3
4 COUNTY:

5 COUNTY OF RIVERSIDE, a political
6 subdivision of the State of California, by
7 and through its Economic Development
Agency/Workforce Division

CONSULTANT:

Reach Out

8 By: _____
9 Heidi Marshall, Director of Workforce
Development

By: _____
Diana Fox, Executive Director

10 Dated: _____

Dated: _____

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14 APPROVED AS TO FORM:

15 Gregory P. Priamos
16 County Counsel

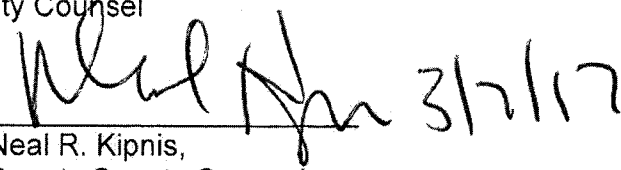
17 By:  3/2/17
18 Neal R. Kipnis,
19 Deputy County Counsel

EXHIBIT A

SCOPE OF SERVICE

A. Purpose:

During the term of the Service Agreement for IERC SlingShot Healthcare Industry Coordinator Consultant entered into between Reach Out (CONSULTANT) and the County of Riverside (COUNTY), CONSULTANT shall deliver services to meet the outcomes of the IERC SlingShot Project.

The Workforce Innovation and Opportunity Act (WIOA) emphasizes engaging employers across the workforce system to align training with needed skills and match employers with qualified workers. The Inland Empire Regional Collaborative's (IERC) Job-Driven SlingShot Initiative is a regional effort to address income mobility by convening and engaging industry sector leaders and education and training providers to align business needs with workforce training in demand industry sectors. The IERC envisions a system that effectively engages the business community and directs training resources based on employer feedback and regional demand that significantly improves economic outcomes and income mobility for the Inland Empire.

The Consultant will serve as regional subject matter expert in the technical/functional area for talent development in the healthcare industry sector. The primary goal is to establish a pipeline of educated and/or skilled workers that will meet the immediate and future needs of the healthcare industry and support growth in the industry throughout the Inland Empire region.

B. Description of services/deliverables:

The CONSULTANT shall:

1. Serve as the primary liaison for employers, industry councils, regional Workforce Development Boards (WDBs), staff, education/training providers, economic development agencies and the Inland Empire Regional Collaborative (IERC) Steering Committee for the assigned industry sector.
2. Consult with Business Partners to create tailored development approach suited for specific healthcare industry needs.
3. Provide technical support to the IERC SlingShot project.
4. Conduct industry and occupation analysis.
5. Visit businesses throughout the Inland Empire region with the purpose of SlingShot and WDB engagement.
6. Present data, information, study findings, strategies and recommendations to IERC Steering Committee, Riverside County Workforce Development

1 Board, San Bernardino Workforce Development Board, senior management
2 and staff, employers, industry councils/groups and education providers to
3 inform the development of Workforce and/or Economic Development
4 programs, policies, processes and budgets.

- 5 7. Perform project management work by managing, coordinating and directing
6 development of industry-specific talent development projects.
- 7 8. Engage businesses within the industry sector to identify talent gaps and
8 challenges.
- 9 9. Lead industry stakeholder teams to address identified gaps and industry
10 challenges.
- 11 10. Engage the regional WDBs to develop strategies for using available
12 resources to meet industry sector occupational needs.
- 13 11. Work in collaboration with industry-specific training, education and
14 employment placement programs, businesses, industry associations and
15 other industry specific stakeholders to design and implement strategies and
16 programs that meet industry specified occupational needs.
- 17 12. Convene industry stakeholders to develop and implement strategies that
18 promote talent development opportunities within the specified industry
19 including strategies to train incumbent workers.
- 20 13. Prepare and communicate status reports for key stakeholders including
21 business, education/training, the WDB's and economic development
22 agencies.
- 23 14. Research and evaluate funding opportunities for new and existing workforce
24 development initiatives.
- 25 15. Develop applications and proposals for new funding in collaboration with
26 other stakeholders, workforce regions, industry representatives and
27 education partners.
- 28 16. Facilitate partnerships that foster and promote positive working relationships
with local businesses, education providers, community-based organizations
and workforce development centers.
17. Participate in regional industry sector workgroups and task forces.
18. Foster long term relationships with key employers, industry groups and
education providers.
19. Attend and participate in SlingShot meetings, Riverside County WDB
meetings and WDB Regional Committee meetings.

C. Geographic Location (if applicable):

This project is located in the counties of Riverside and San Bernardino.

D. Regional Meetings (or insert applicable activities):

The CONSULTANT from time to time as requested by the COUNTY shall participate in SlingShot meetings, Riverside County WDB meetings and WDB Regional Committee meetings.

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E. Reports (or other expected product/outcomes):
The CONSULTANT from time to time as requested by the COUNTY shall provide to the COUNTY reports as to the progress and deliverables of this agreement.

EXHIBIT B

PAYMENT SCHEDULE

**Scope of Work
Schedule of Deliverables and Billing**

	Task/Activity	Deliverables	Billing Schedule	Completion
1	Partner with Riverside and San Bernardino County experts and DSN to produce an annual report in health industry trends and needs	Health Workforce Intelligence report	\$15,000	August 2017
2	Conduct a health industry skill gap analysis	Skills and gap analysis	\$ 10,000	September 2017
3	Participate in a minimum of 4 Slingshot meetings, regional and taskforce meetings, and as specified within Riverside and San Bernardino County	Reports from meetings	\$ 5,000 \$5,000	August 2017 March 2018
4	Contact 24 health related businesses across the Inland Empire to promote Slingshot and the Riverside and San Bernardino County WDB engagement	Record of visits, contacts, and outcome	\$5,000 \$5,000 \$5,000	May 2017 August 2017 November 2017
5	Develop a plan to address the gaps; identify partners to address the gaps; suggest curricula and programs to meet the needs; Present to Regional WBD	(Strategy Report List of gaps Strategies to address the gaps; programs and curricula that can address the gaps	\$3,000 \$2,000 \$5,000	May, 2017 August, 2017 November 2017
6	Provide project management support on one identified skills gap area in development of implementation strategy	Record of meetings with partners in the development of project to address gap	\$5,000 \$5,000 \$5,000	May, 2017 August, 2017 November 2017
7	Produce final report on industry trends/needs and efforts through slingshot efforts	Slingshot Stakeholder report	\$ 15,000	March 2018
TOTAL NOT TO EXCEED			\$90,000	

Agreement Number: 3/15/2017 to 3/31/2018 – IERC SlingShot Healthcare Industry Consultant

EXHIBIT C

INVOICE FORM TO BE PROVIDED ON LETTERHEAD

CONSULTANT Name: Reach Out		
Mailing/Remittance Address: 1126 W. Foothill Blvd., Suite 250 Upland, CA 91786		
Invoice Number:		
<u>Payment Request for Services Rendered</u>		
Date	Deliverable	Cost
Total for this Invoice:		\$

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