



**SUBMITTAL TO THE RIVERSIDE UNIVERSITY HEALTH SYSTEM MEDICAL CENTER GOVERNING BOARD
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



ITEM: 15.3
(ID # 13882)

MEETING DATE:
Tuesday, December 08, 2020

FROM: RUHS-MEDICAL CENTER:

SUBJECT: RIVERSIDE UNIVERSITY HEALTH SYSTEM-MEDICAL CENTER: Ratification and Approval of the Fourth Amendments to the Professional Service Agreements with Comspec, Inc. and Health Advocates, LLC for Third Party Liability Services, without seeking competitive bids, to extend the period of performance for one year; All Districts. [Total Cost \$500,000 – 100% Hospital Enterprise Fund]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Ratify and approve the Fourth Amendment to the Professional Service Agreement with Comspec, Inc. for Third Party Liability Services, without seeking competitive bids, to extend the period of performance for one year, July 1, 2020 through June 30, 2021, not to exceed an annual amount of \$200,000, and authorize the Chairman of the Board to sign the amendment on behalf of the County; and
2. Ratify and approve the Fourth Amendment to the Professional Service Agreement with Health Advocates, LLC for Third Party Liability Services, without seeking competitive bids, to extend the period of performance for one year, July 1, 2020 through June 30, 2021, not to exceed an annual amount of \$300,000, and authorize the Chairman of the Board to sign the amendment on behalf of the County.

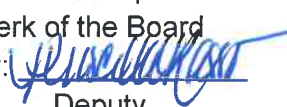
ACTION: Policy


Jennifer Cruikshank, Chief Executive Officer - Health System 11/16/2020

MINUTES OF THE GOVERNING BOARD

On motion of Supervisor Spiegel, seconded by Supervisor Perez and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Spiegel, Washington, Perez and Hewitt
 Nays: None
 Absent: None
 Date: December 8, 2020
 xc: RUHS-MC

Kecia R. Harper
 Clerk of the Board
 By: 
 Deputy

**SUBMITTAL TO THE RIVERSIDE UNIVERSITY HEALTH
SYSTEM MEDICAL CENTER GOVERNING BOARD OF DIRECTORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$ 500,000	\$ 0	\$ 500,000	\$ 0
NET COUNTY COST	\$ 0	\$ 0	\$ 0	\$ 0
SOURCE OF FUNDS: 100% Hospital Enterprise Fund - 40050			Budget Adjustment:	No
			For Fiscal Year:	20/21

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

Compspec, Inc. and Health Advocates, LLC are revenue recovery service vendors that provide contingency based services to Riverside University Health System (RUHS). Compspec, Inc. and Health Advocates, LLC will aide RUHS in recovering monies owed on past services rendered by appealing denied cases for Medi-Cal and Medicare, Social Security Disability, Victims of Crime, Workers Compensation, third party liability, insurance recovery and self-pay. Compspec, Inc. and Health Advocates, LLC work collaboratively to offset workload by splitting the recovery patient cases by alphabet. Compspec, Inc. is responsible for RUHS patients with the last names beginning with letters A-L and Health Advocates, LLC is responsible for last names beginning with the letters M-Z. The vendors assist patients in completing mandated healthcare forms and reviewing and investigating patient accounts to determine a third-party affiliation. In addition, the vendors will perform home visits to collect the necessary information that is needed to secure reimbursement. This is a value-added service to RUHS given the current circumstances related to the pandemic. Health Advocates, LLC and Compspec, Inc. track the application submission through final determination of payor. This often involves lengthy appeals processes resulting in retro eligibility and reimbursement for the hospital.

Impact on Residents and Businesses

The monies collected by the contingency based vendors will allow for continued growth and expansion in RUHS programs and clinics so that community members will have increased access to care.

Contract History and Price Reasonableness

On July 26, 2016, Agenda Item No. 3-44, the Board approved the Professional Service Agreements for Third Party Liability Services with Compspec, Inc. and Health Advocates, LLC for two years, July 1, 2015 through June 30, 2017 in a combined not to exceed amount of \$700,000 annually. On August 29, 2017, Agenda Item No. 3.88, the Board approved the First Amendments to the Professional Service Agreements with Compspec, Inc. and Health Advocates, LLC to extend the period of performance for twelve (12) months from July 1, 2017 to June 30, 2018 for a combined not to exceed amount of \$500,000 annually. On June

**SUBMITTAL TO THE RIVERSIDE UNIVERSITY HEALTH
SYSTEM MEDICAL CENTER GOVERNING BOARD OF DIRECTORS
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12, 2018, Agenda Item No. 3.29, the Board approved the Second Amendments to the Professional Service Agreements with Compspec, Inc. and Health Advocates, LLC to extend the period of performance for twelve (12) months from July 1, 2018 to June 30, 2019 for a combined not to exceed amount of \$500,000 annually. On July 2, 2019, Agenda Item No. 15.1, the Board approved the Third Amendments to the Professional Service Agreements with Compspec, Inc. and Health Advocates, LLC to extend the period of performance for twelve (12) months from July 1, 2019 through June 30, 2020 for a combined not to exceed amount of \$500,000 annually.

The vendors provide services on a contingency basis that allows the hospital to maximize revenue and secure reimbursement for accounts, which may otherwise not be reimbursed. Vendors are only reimbursed when monies are recovered. Vendors are paid a flat percentage rate depending upon the payor. The vendors have not increased their percentage reimbursement rate since the origination of the agreement.

The following depicts the monies recovered by Health Advocates, LLC over the last two fiscal years:

FY 18/19 - \$576,340.27
FY 19/20 - \$1,430,826.31

The following depicts the monies recovered by Compspec, Inc. over the past two fiscal years:

FY 18/19 - \$342,241.82
FY 19/20 - \$826,263.25

ATTACHMENTS:

Attachment A. FOURTH AMENDMENT TO THE PROFESSIONAL SERVICE AGREEMENT FOR THIRD PARTY LIABILITY SERVICES BETWEEN COUNTY OF RIVERSIDE AND COMPSPEC, INC

Attachment B. FOURTH AMENDMENT TO THE PROFESSIONAL SERVICE AGREEMENT FOR THIRD PARTY LIABILITY SERVICES BETWEEN COUNTY OF RIVERSIDE AND HEALTH ADVOCATES, LLC

Attachment C. COMPSPEC, INC SINGLE SOURCE JUSTIFICATION #21-053

SUBMITTAL TO THE RIVERSIDE UNIVERSITY HEALTH
SYSTEM MEDICAL CENTER GOVERNING BOARD OF DIRECTORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA

Attachment D. HEALTH ADVOCATES, LLC SINGLE SOURCE JUSTIFICATION #21-057


Suzanna Hockley, Assistant Director of Purchasing and Fleet Service 11/16/2020


Brianna Lentajo, Management Analyst 12/1/2020


Gregory E. Priamos, Director County Counsel 11/23/2020



Date: October 13, 2020

From: Jennifer Cruikshank, RUHS CEO

To: Board of Supervisors/Purchasing Agent

Via: Michelle DeSpain, RUHS Contracts Administration 951-486-4469 (ext# 64469)
on behalf of Cheryl Redfearn, Interim Executive Director, Revenue

Subject: Sole or Single Source Procurement; Request for Compspec, Inc.

The below information is provided in support of my Department requesting approval for a sole or single source. (*Outside of a duly declared emergency, the time to develop a statement of work or specifications is not in itself justification for sole or single source.*)

1. **Supplier being requested: Compspec, Inc.**

2. **Vendor ID: 0000002039**

3. **Single Source** **Sole Source**
(*Single Source - is a purchase of a commodity or service without obtaining competitive bids although more than one source is available*)

(*Sole Source - is a purchase of a commodity or service that is proprietary or no other vendor is qualified or willing to meet the county specified requirements*)

4. **Have you previously requested and received approval for a sole or single source request for this vendor for your department?** (*If yes, please provide the approved sole or single source number*).

Yes **No**
SSJ# _____ 17-029 _____

4a. **Was the request approved for a different project?**

Yes **No**

5. **Supply/Service being requested:**

Compspec, Inc. is a revenue recovery Vendor that provides contingency based services. The vendor aids RUHS in recovering monies owed by assisting with eligibility services and



appealing denied cases for Medi-Cal, Medicare and Medi-Cal Disproportionate Share, Social Security Disability, Victims of Crime, worker's compensation, third party liability, insurance recovery and self-pay.

6. Unique features of the supply/service being requested from this supplier.

Compspec, Inc. provides full range of services from third party payer application collection from verification of information on application submitted for completion and accuracy and application submission on behalf of patient. Compspec performs home visits to collect the information necessary to secure reimbursement. This is a value-added service to RUHS especially during the pandemic and current circumstances which is otherwise unavailable to patients by Patient Accounts Department staff.

7. Reasons why my department requires these unique features from the vendor and what benefit will accrue to the county:

The Department seeks to secure reimbursement for all accounts, however given the volume of accounts versus RUHS staffing, is not attainable. Compspec, Inc. works on a contingency basis, therefore services provided afford reimbursement for accounts which may not have been otherwise reimbursed. Vendor tracks application submission through final determination of payor which often involves a lengthy appeals process, resulting in retro eligibility and reimbursement for the hospital.

Riverside University Health System has contracted on a contingent basis with two firms providing third party eligibility services for difficult and complex cases. Historically diversification via alpha split (A-L, M-Z) across two vendors for like services has proven to increase the volume of accounts able to be assigned, ultimately resulting in increased patient eligibility and revenue for RUHS.

8. Period of Performance: From: 07/01/2020 to 6/30/2021

Is this an annually renewable contract? No Yes

Is this a fixed-term agreement: No Yes

(A fixed-term agreement is set for a specific amount of time; it is not renewed annually. Ensure multi-year fixed-term agreements include a cancellation, non-appropriation of funds, or refund clause. If there is no clause(s) to that effect, then the agreement must be submitted to the Board for approval. No exemptions shall apply.)

9. Identify all costs for this requested purchase. In addition, please include any single or sole source amounts previously approved and related to this project and vendor in the section designated below for current and future fiscal years. You do not need to include previous fiscal year amounts. If approval is for multiple years, ongoing costs must be identified below. If annual increases apply to ongoing costs such as CPI or other contract increases, provide the estimated annual cost for each consecutive year. If the annual increase may exceed the Purchasing Agent's authority, Board approval must be obtained. (Note: ongoing costs may include but are not limited to subscriptions, licenses, maintenance, support, etc.)



Description:	FY 20/21	Total
One-time Costs:	\$200,000	\$200,000
Annual contract funds		
Ongoing Costs:		
<i>(Insert description)</i>		
Previous SSJ Approved Amounts:		
<i>(Insert description)</i>		
Total Costs	\$200,000	\$200,000

Note: Insert additional rows as needed

10. Price Reasonableness: *(Explain why this price is reasonable or cost effective – were you provided government discounted pricing? Is this rate/fee comparable to industry standards?)*

Compspec, Inc. provides services on a contingency basis, allowing the hospital to maximize revenue and secure reimbursement for accounts which may otherwise be not reimbursed. Fees remain consistent. Compspec, Inc. is only reimbursed when monies are recovered. This vendor is paid a flat percentage rate depending upon the payer. Compspec, Inc. has not increased their percentage fees to the County since the origination of the agreement.

The following depicts the monies recovered by Compspec, Inc. over the past two fiscal years:

FY 18/19 - \$342,241.82

FY 19/20 - \$826,263.25

11. Projected Board of Supervisor Date (if applicable): 12/8/2020

(Draft Form 11s, service agreement and or quotes must accompany the sole source request for Purchasing Agent approval.)



DocuSigned by:
Jennifer C. Hinkle
07C60C8CE7F14EE

11/03/2020 | 8:17 AM PST

Department Head Signature
(or designee)

Print Name

Date

The section below is to be completed by the Purchasing Agent or designee.

Purchasing Department Comments:

Approve

Approve with Condition/s

Disapprove

Condition/s:

Not to exceed:

One-time \$ 200,000.00

Annual Amount \$ _____ / per fiscal year through _____ (date)
(If Annual Amount Varies each FY)

FY _____ : \$ _____
FY _____ : \$ _____
FY _____ : \$ _____
FY _____ : \$ _____
FY _____ : \$ _____

SUZANNA HINCKLEY

Purchasing Agent
Asst. Director

Date

21-053
Approval Number

(Reference on Purchasing Documents)

**FOURTH AMENDMENT TO THE PROFESSIONAL SERVICE AGREEMENT FOR
THIRD PARTY LIABILITY SERVICES
BETWEEN COUNTY OF RIVERSIDE AND COMPSPEC, INC.**

This Fourth Amendment to the Professional Service Agreement for Third Party Liability Services (herein referred to as "Fourth Amendment") is made and entered into by and between the COUNTY OF RIVERSIDE, a political subdivision of the State of California, (herein referred to as "COUNTY"), on behalf of Riverside University Health System (herein referred to as "RUHS"), and COMPSPEC, INC., a California corporation, (herein referred to as "CONTRACTOR"), sometimes collectively referred to as the "Parties" or individually referred to as a "Party."

WHEREAS, COUNTY and CONTRACTOR entered into that certain Professional Service Agreement for Third Party Liability Services, approved July 26, 2016, Agenda Item No. 3.44, and effective July 1, 2015, (herein referred to as "Agreement"); and

WHEREAS, COUNTY and CONTRACTOR entered into that certain First Amendment to the Agreement, approved August 29, 2017, Agenda Item No. 3.88, and effective July 1, 2017, to extend the period of performance for twelve (12) months, from July 1, 2017 to June 30, 2018, and decrease the annual not to exceed amount by \$100,000, from \$300,000 annually to \$200,000 annually, (herein referred to as "First Amendment"); and

WHEREAS, COUNTY and CONTRACTOR entered into that certain Second Amendment to the Agreement, approved June 12, 2018, Agenda Item No. 3.29, and effective July 1, 2018, to extend the period of performance for twelve (12) months, from July 1, 2018 to June 30, 2019, (herein referred to as "Second Amendment"); and

WHEREAS, COUNTY and CONTRACTOR entered into that certain Third Amendment to the Agreement, approved July 2, 2019, Agenda Item No. 15.1, and effective July 1, 2019, to extend the period of performance for twelve (12) months, from July 1, 2019 to June 30, 2020, (herein referred to as "Third Amendment");

NOW THEREFORE, the Parties agree as follows:

1. **Period of Performance.** The first sentence of Subsection 2.1 of Section 2. Period of Performance is hereby amended to extend the period of performance for twelve (12) additional months commencing on July 1, 2020 and continuing through June 30, 2021, as follows:

"This Agreement shall be effective July 1, 2015 through June 30, 2021, unless terminated earlier."

2. **Miscellaneous.** All other terms and conditions of the Agreement not modified herein shall remain unchanged and in full force and effect.

3. **Effective Date.** This Fourth Amendment to the Agreement shall become effective upon signature of both Parties or July 1, 2020, whichever should come first.

IN WITNESS WHEREOF, the Parties hereto have caused their duly authorized representatives to execute this Fourth Amendment.

COUNTY OF RIVERSIDE, a political
subdivision of the State of California

COMPSPEC, INC., a California
corporation

By: 
V. Manuel Perez
Chairman, Board of Supervisors

By: 
Nabil Haddad
CEO, Secretary, & CFO

Date: DEC 08 2020

Date: 12/28/2020

ATTEST:

Kecia R. Harper
Clerk of the Board

By: 
Deputy

APPROVED AS TO FORM:

Gregory P. Priamos
County Counsel

By: 
Danielle Maland
Deputy County Counsel

Date: 11/23/20

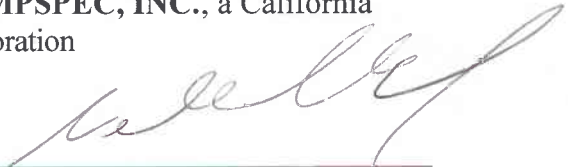
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IN WITNESS WHEREOF, the Parties hereto have caused their duly authorized representatives to execute this Fourth Amendment.

COUNTY OF RIVERSIDE, a political subdivision of the State of California

COMPSPEC, INC., a California corporation

By: _____
V. Manuel Perez
Chairman, Board of Supervisors

By: _____

Nabil Haddad
CEO, Secretary, & CFO

Date: _____

Date: 6/23/2020

ATTEST:
Kecia R. Harper
Clerk of the Board

By: _____
Deputy

APPROVED AS TO FORM:
Gregory P. Priamos
County Counsel

By: _____
Danielle Maland
Deputy County Counsel

Date: _____



Date: October 13, 2020

From: Jennifer Cruikshank, RUHS CEO

To: Board of Supervisors/Purchasing Agent

Via: Michelle DeSpain, RUHS Contracts Administration 951-486-4469 (ext# 64469)
on behalf of Cheryl Redfearn, Interim Executive Director, Revenue Cycle

Subject: Sole or Single Source Procurement; Request for Health Advocates, LLC

The below information is provided in support of my Department requesting approval for a sole or single source. *(Outside of a duly declared emergency, the time to develop a statement of work or specifications is not in itself justification for sole or single source.)*

1. Supplier being requested: Health Advocates

2. Vendor ID: 0000081929

3. Single Source Sole Source

(Single Source - is a purchase of a commodity or service without obtaining competitive bids although more than one source is available)

(Sole Source - is a purchase of a commodity or service that is proprietary or no other vendor is qualified or willing to meet the county specified requirements)

4. Have you previously requested and received approval for a sole or single source request for this vendor for your department? *(If yes, please provide the approved sole or single source number).*

Yes No
 SSJ# 170-0030

4a. Was the request approved for a different project?

Yes x No

5. Supply/Service being requested:

Health Advocates, LLC provides the following contingency based services: eligibility services for Medi-Cal, Medicare and Medi-Cal Disproportionate Share, Social Security Disability, Victims of Crime, worker's compensation, third party liability, insurance recovery and self-pay.



The contingency based services assist hospitals and healthcare facilities to secure reimbursements on patient accounts which increases hospital cash flow while reducing uncompensated medical care debts. This service helps to drive hospital revenue and attributes to the fiscal health of RUHS – Medical Center.

6. Unique features of the supply/service being requested from this supplier.

Health Advocates utilizes tracking tools and software applications that interface with RUHS's systems to expedite data exchange and efficiently allow RUHS to collect and recuperate monies owed. Health Advocates, LLC provides a full range of services from application collection, verification collection and submission on behalf of the patient. Vendor performs patient home visits to collect the information necessary to secure reimbursement and assist in the completion of required paperwork. This is a value-added service (even more so in the midst of Covid-19) which would otherwise be unavailable to patients by the Patient Accounts Department staff.

7. Reasons why my department requires these unique features from the vendor and what benefit will accrue to the county:

The Patient Accounts Department is responsible for the collection of hospital reimbursements. The successful collection of monies is critical to the fiscal health of the hospital, cash flow and revenue.

The management of hospital reimbursements and patient accounts is voluminous and requires a second party to augment the current limited staffing. Health Advocates, LLC offers the manpower, Medi-Cal expertise, and tools to successfully obtain reimbursements for accounts which may not have been otherwise reimbursed. The Vendor tracks the application submission through final determination of payor which often involves a lengthy appeals process, resulting in retro eligibility and reimbursement for the hospital.

Riverside University Health System has contracted on a contingent basis with two firms providing third party eligibility services for difficult and complex cases. Historically diversification via alpha split (A-L, M-Z) across two vendors for like services has proven to increase the volume of accounts able to be assigned, ultimately resulting in increased patient eligibility and revenue for RUHS.

8. Period of Performance: From: 07/01/2020 to 6/30/2021

Is this an annually renewable contract? No Yes

Is this a fixed-term agreement: No Yes

(A fixed-term agreement is set for a specific amount of time; it is not renewed annually. Ensure multi-year fixed-term agreements include a cancellation, non-appropriation of funds, or refund clause. If there is no clause(s) to that effect, then the agreement must be submitted to the Board for approval. No exemptions shall apply.)

9. Identify all costs for this requested purchase. In addition, please include any single or sole source amounts previously approved and related to this project and vendor in the section designated below for current and future fiscal years. You do not need to include previous fiscal year amounts. If approval is for multiple years, ongoing costs



must be identified below. If annual increases apply to ongoing costs such as CPI or other contract increases, provide the estimated annual cost for each consecutive year. If the annual increase may exceed the Purchasing Agent’s authority, Board approval must be obtained. (Note: ongoing costs may include but are not limited to subscriptions, licenses, maintenance, support, etc.)

Description:	FY 20/21	Total
One-time Costs:	\$300,000	\$300,000
Annual contract funds		
Ongoing Costs:		
<i>(Insert description)</i>		
Previous SSJ Approved Amounts:	N/A	N/A
<i>(Insert description)</i>		
Total Costs		\$300,000

Note: Insert additional rows as needed

10. Price Reasonableness: (Explain why this price is reasonable or cost effective – were you provided government discounted pricing? Is this rate/fee comparable to industry standards?)

Health Advocates, LLC provides services on a contingency basis, allowing the hospital to maximize revenue and secure reimbursement for accounts which may otherwise not be reimbursed. Health Advocates reimbursement is contingent upon the monies it collects on behalf of RUHS. Vendor is paid a flat percentage rate depending upon the payer. The vendor has not increased their percentage fees to the County since the origination of the agreement.

The following depicts the monies recovered by Health Advocates, LLC over the last two fiscal years:

FY 18/19 - \$ 576,340.27

FY 19/20 - \$1,430,826.31

11. Projected Board of Supervisor Date (if applicable): December 8, 2020

(Draft Form 11s, service agreement and or quotes must accompany the sole source request for Purchasing Agent approval.)



DocuSigned by:
Jennifer Crickshank
07C80C8CE7E14EE

Jennifer Crickshank

11/03/2020 | 8:17 AM PST

Department Head Signature
(or designee)

Print Name

Date

The section below is to be completed by the Purchasing Agent or designee.

Purchasing Department Comments:

Approve

Approve with Condition/s

Disapprove

Condition/s:

Please consider a multiple year agreement.

Not to exceed:

One-time \$ 300,000

Annual Amount \$ _____ / per fiscal year through _____ (date)
(If Annual Amount Varies each FY)

FY _____ : \$ _____

FY _____ : \$ _____

FY _____ : \$ _____

FY _____ : \$ _____

FY _____ : \$ _____



SUZANNA HINCKLEY

A handwritten signature in blue ink, appearing to read 'Suzanna Hinckley', written over the printed name.

11/20/20

21-057

Purchasing Agent

Assistant Director

Date

Approval Number

(Reference on Purchasing Documents)

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BETWEEN COUNTY OF RIVERSIDE AND HEALTH ADVOCATES, LLC**

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WHEREAS, COUNTY and CONTRACTOR entered into that certain Second Amendment to the Agreement, approved June 12, 2018, Agenda Item No. 3.29, and effective July 1, 2018, to extend the period of performance for twelve (12) months, from July 1, 2018 to June 30, 2019, (herein referred to as "Second Amendment"); and

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1. **Period of Performance.** The first sentence of Subsection 2.1 of Section 2. Period of Performance is hereby amended to extend the period of performance for twelve (12) additional months commencing on July 1, 2020 and continuing through June 30, 2021, as follows:

"This Agreement shall be effective July 1, 2015 through June 30, 2021, unless terminated earlier."

2. **Miscellaneous.** All other terms and conditions of the Agreement not modified herein shall remain unchanged and in full force and effect.

3. **Effective Date.** This Fourth Amendment to the Agreement shall become effective upon signature of both Parties or July 1, 2020, whichever should come first.


IN WITNESS WHEREOF, the Parties hereto have caused their duly authorized representatives to execute this Fourth Amendment.

COUNTY OF RIVERSIDE, a political subdivision of the State of California

By: _____
V. Manuel Perez
Chairman, Board of Supervisors

Date: _____

HEALTH ADVOCATES, LLC, a California limited liability company

By:  _____
Steve Levine
CEO

Date: 8/27/20

ATTEST:
Kecia R. Harper
Clerk of the Board

By: _____
Deputy

APPROVED AS TO FORM:
Gregory P. Priamos
County Counsel


By: _____
Danielle Maland
Deputy County Counsel

Date: _____

3. **Effective Date.** This Fourth Amendment to the Agreement shall become effective upon signature of both Parties or July 1, 2020, whichever should come first.


IN WITNESS WHEREOF, the Parties hereto have caused their duly authorized representatives to execute this Fourth Amendment.

COUNTY OF RIVERSIDE, a political subdivision of the State of California

By: 
V. Manuel Perez
Chairman, Board of Supervisors

Date: DEC 08 2020

HEALTH ADVOCATES, LLC, a California limited liability company

By: 
Steve Levine
CEO

Date: 8/27/20

ATTEST:
Kecia R. Harper
Clerk of the Board

By: 
Deputy

APPROVED AS TO FORM:
Gregory P. Priamos
County Counsel

By: 
Danielle Maland
Deputy County Counsel

Date: 11/25/20