

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



ITEM: 3.8
(ID # 19134)

MEETING DATE:
Tuesday, October 04, 2022

FROM : ANIMAL SERVICES:

SUBJECT: DEPARTMENT OF ANIMAL SERVICES: Approve the Professional Service Agreement for the Department of Animal Services Rate Study with MGT America Consulting, LLC for one year through August 31, 2023, with an option to renew for one additional year, All Districts. [\$166,929 Total Cost; up to \$16,693 in additional compensation - General Fund 100%]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Approve the Service Agreement for the Department of Animal Services Rate Study with MGT America Consulting, LLC for one year through August 31, 2023, for an amount not to exceed \$166,929 with the option to renew for one additional year, and authorize the Chair of the Board to sign said Service Agreement on behalf of the County; and
2. Authorize the Purchasing Agent, in accordance with Ordinance No. 459, based upon the availability of fiscal funding and approved as to form by County Counsel to: a) sign amendments that make modifications to the scope of services that stay within the intent of the agreement; and b) sign an amendment that exercises the additional one-year option; and c) sign amendments to the compensation provisions that do not exceed the sum total of ten percent (10%) of the total amount of the agreement (\$16,693).

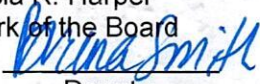
ACTION: Policy


Erin Gettis, Director of Animal Services 9/21/2022

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Perez, seconded by Supervisor Jeffries 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: October 4, 2022
xc: Animal Services

Kecia R. Harper
Clerk of the Board
By: 
Deputy

**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	\$166,929	\$0	\$166,929	\$0
NET COUNTY COST	\$166,929	\$0	\$166,929	\$0
SOURCE OF FUNDS: General Fund 100%			Budget Adjustment: No	
			For Fiscal Year: 22/23	

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

The Department of Animal Services (DAS), per Board Policy B-4, is required to maintain full cost recovery for all costs incurred through DAS's contract city services.

DAS provides services to the unincorporated areas of Riverside County, as well as 13 contract cities within Riverside County and four contracted cities in San Bernardino County. City contracts include service provisions for a combination of sheltering, licensing, and field services. Contract city revenue comprises 70% of all revenue collected by DAS. Each city enters into a negotiated contract with the County for DAS services subject to both Board of Supervisors and City approval.

Impact on Residents and Businesses

The review and adjustment of the rates and licensing fees are necessary to keep up with the on-going operational costs associated with providing efficient services and essential programs to Riverside County residents and their animals. Further, Board of Supervisors Policy B-4 requires full cost recovery for the actual cost of providing the services to the cities so as to ensure that the County is not subsidizing other public agencies to the detriment of the County's own operations.

Additional Fiscal Information

The total amount for the rate review study is \$166,929.

The Department is also requesting that the Board approve contingency funding equal to 10% of the contract amount (\$16,693), and it is seeking authorization for the Purchasing Agent to execute amendments to the contract compensation terms, adding up to 10% additional compensation, if additional work within the scope of the agreement is required during its term.

Contract History and Price Reasonableness

On November 18, 2021, the Purchasing and Fleet Services Department, on behalf of the Department of Animal Services and the Executive Office, released Request for Proposal (RFP#: EOARC-2022-RFP-0000425) for the Department of Animal Services Rate Study. The

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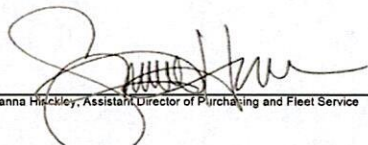
solicitation was posted on the County's Purchasing website and was distributed electronically to 127 vendors using the County's eProcurement system, RivcoPRO.

The RFP was seeking proposals from qualified consultants for a performance review of fees that the Department of Animal Services (DAS) charges to their 17 contract cities and members of the public; and to review and determine the actual cost to DAS for the overall operation of the shelters and of field services for County residents. DAS currently operates three shelters: Western Riverside County/City Animal Shelter, the Coachella Valley Animal Campus, and the Blythe Animal Shelter. Animal Control Officers use the currently closed to the public San Jacinto Valley Animal Campus. In addition, DAS provides animal control, licensing, and sheltering services for the following cities: Cathedral City, Coachella, Eastvale, Indian Wells, Indio, Jurupa Valley, La Quinta, Palm Desert, and Riverside. DAS also provides sheltering services for the cities of Blythe, Colton, Desert Hot Springs, Fontana, Grand Terrace, Perris, Rancho Mirage, and Rialto. It is the Department of Animal Services and Executive Office's intent to evaluate the fee structure within DAS to ensure the department's operations are efficient and cost effective.

Two (2) bid responses were received, ranging from \$156,431 to \$174,775. The evaluation committee was composed of representatives from the Department of Animal Services and the Executive Office. All bid responses were carefully evaluated based on the criteria set forth in the RFP. After a Best & Final facilitated by the Purchasing Department, MGT America Consulting, LLC was determined to be the most responsive and responsible vendor.

ATTACHMENTS:

ATTACHMENT A: Service Agreement with MGT America Consulting, LLC


Suzanna Hickley, Assistant Director of Purchasing and Fleet Service

9/22/2022


Jason Farin, Principal Management Analyst

9/28/2022


Ronak Patel, Deputy County Counsel

9/27/2022

PROFESSIONAL SERVICE AGREEMENT

for

DEPARTMENT OF ANIMAL SERVICES RATE STUDY

between

COUNTY OF RIVERSIDE

and

MGT OF AMERICA CONSULTING, LLC



OCT 04 2022 3.8

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This Agreement is made and entered into this _____ day of _____, 2022, by and between MGT OF AMERICA CONSULTING, LLC, a Florida limited liability company, (herein referred to as "CONTRACTOR") and the COUNTY OF RIVERSIDE, a political subdivision of the State of California, (herein referred to as "COUNTY"). The parties agree as follows:

1. Description of Services

1.1 CONTRACTOR shall provide all services as outlined and specified in Exhibit A, Scope of Services, at the prices stated in Exhibit B, Payment Provisions, for the Department of Animal Services Rate Study.

1.2 CONTRACTOR represents that it has the skills, experience, and knowledge necessary to perform under this Agreement and the COUNTY relies upon this representation. CONTRACTOR shall perform to the satisfaction of the COUNTY and in conformance to and consistent with the highest standards of firms/professionals in the same discipline in the State of California.

1.3 CONTRACTOR affirms that it is fully apprised of all of the work to be performed under this Agreement; and the CONTRACTOR agrees it can properly perform this work at the prices stated in Exhibit B. CONTRACTOR is not to perform services or provide products outside of the Agreement.

1.4 Acceptance by the COUNTY of the CONTRACTOR's performance under this Agreement does not operate as a release of CONTRACTOR's responsibility for full compliance with the terms of this Agreement.

2. Period of Performance

2.1 This Agreement shall be effective upon signature of this Agreement by both parties and continues in effect through September 31, 2023, unless terminated earlier. CONTRACTOR shall commence performance upon signature of this Agreement by both parties and shall diligently and continuously perform thereafter. The Riverside County Board of Supervisors is the only authority that may obligate the COUNTY for a non-cancelable multi-year agreement.

3. Compensation

3.1 The COUNTY shall pay the CONTRACTOR for services performed, products provided and expenses incurred in accordance with the terms of Exhibit B, Payment Provisions. Maximum payments by COUNTY to CONTRACTOR shall not exceed one hundred sixty-six thousand nine hundred twenty-nine dollars (\$166,929) including all expenses. The COUNTY is not responsible for any fees or costs incurred above or beyond the contracted amount and shall have no obligation to purchase any specified amount of

services or products. Unless otherwise specifically stated in Exhibit B, COUNTY shall not be responsible for payment of any of CONTRACTOR's expenses related to this Agreement.

3.2 No price increases will be permitted during the first year of this Agreement (If applicable). All price decreases (for example, if CONTRACTOR offers lower prices to another governmental entity) will automatically be extended to the COUNTY. The COUNTY requires written proof satisfactory to COUNTY of cost increases prior to any approved price adjustment. After the first year of the award, a minimum of 30-days advance notice in writing is required to be considered and approved by COUNTY. No retroactive price adjustments will be considered. Any price increases must be stated in a written amendment to this Agreement. The net dollar amount of profit will remain firm during the period of the Agreement. Annual increases shall not exceed the Consumer Price Index- All Consumers, All Items - Greater Los Angeles, Riverside and Orange County areas and be subject to satisfactory performance review by the COUNTY and approved (if needed) for budget funding by the Board of Supervisors.

3.3 CONTRACTOR shall be paid only in accordance with an invoice submitted to COUNTY by CONTRACTOR within fifteen (15) days from the last day of each calendar month, and COUNTY shall pay the invoice within thirty (30) working days from the date of receipt of the invoice. Payment shall be made to CONTRACTOR only after services have been rendered or delivery of materials or products, and acceptance has been made by COUNTY. Prepare invoices in duplicate. For this Agreement, send the original and duplicate copies of invoices to the Riverside County Department of Animal Services.

- a) Each invoice shall contain a minimum of the following information: invoice number and date; remittance address; bill-to and ship-to addresses of ordering department/division; Agreement number (PSA-0004260); quantities; item descriptions, unit prices, extensions, sales/use tax if applicable, and an invoice total.
- b) Invoices shall be rendered monthly in arrears.

3.4 The COUNTY obligation for payment of this Agreement beyond the current fiscal year end is contingent upon and limited by the availability of COUNTY funding from which payment can be made. In the State of California, government agencies are not allowed to pay excess interest and late charges, per Government Code, Section 926.10. No legal liability on the part of the COUNTY shall arise for payment beyond June 30 of each calendar year unless funds are made available for such payment. In the event that such funds are not forthcoming for any reason, COUNTY shall immediately notify CONTRACTOR in writing; and this Agreement shall be deemed terminated, have no further force, and effect.

4. Alteration or Changes to the Agreement

4.1 The Board of Supervisors and the COUNTY Purchasing Agent and/or his designee is the only authorized COUNTY representatives who may at any time, by written order, alter this Agreement. If any such alteration causes an increase or decrease in the cost of, or the time required for the performance under this Agreement, an equitable adjustment shall be made in the Agreement price or delivery schedule, or both, and the Agreement shall be modified by written amendment accordingly.

4.2 Any claim by the CONTRACTOR for additional payment related to this Agreement shall be made in writing by the CONTRACTOR within thirty (30) days of when the CONTRACTOR has or should have notice of any actual or claimed change in the work, which results in additional and unanticipated cost to the CONTRACTOR. If the COUNTY Purchasing Agent decides that the facts provide sufficient justification, he may authorize additional payment to the CONTRACTOR pursuant to the claim. Nothing in this section shall excuse the CONTRACTOR from proceeding with performance of the Agreement even if there has been a change.

5. Termination

5.1 COUNTY may terminate this Agreement without cause upon thirty (30) days written notice served upon the CONTRACTOR stating the extent and effective date of termination.

5.2 COUNTY may, upon five (5) days written notice, terminate this Agreement for CONTRACTOR's default, if CONTRACTOR refuses or fails to comply with the terms of this Agreement or fails to make progress that may endanger performance and does not immediately cure such failure. In the event of such termination, the COUNTY may proceed with the work in any manner deemed proper by COUNTY.

5.3 After receipt of the notice of termination, CONTRACTOR shall:

- (a) Stop all work under this Agreement on the date specified in the notice of termination; and
- (b) Transfer to COUNTY and deliver in the manner as directed by COUNTY any materials, reports or other products, which, if the Agreement had been completed or continued, would have been required to be furnished to COUNTY.

5.4 After termination, COUNTY shall make payment only for CONTRACTOR's performance up to the date of termination in accordance with this Agreement.

5.5 CONTRACTOR's rights under this Agreement shall terminate (except for fees accrued prior to the date of termination) upon dishonesty or a willful or material breach of this Agreement by

CONTRACTOR; or in the event of CONTRACTOR's unwillingness or inability for any reason whatsoever to perform the terms of this Agreement. In such event, CONTRACTOR shall not be entitled to any further compensation under this Agreement.

5.6 If the Agreement is federally or State funded, CONTRACTOR cannot be debarred from the System for Award Management (SAM). CONTRACTOR must notify the COUNTY immediately of a debarment. Reference: System for Award Management (SAM) at <https://www.sam.gov> for Central Contractor Registry (CCR), Federal Agency Registration (Fedreg), Online Representations and Certifications Application, and Excluded Parties List System (EPLS)). Excluded Parties Listing System (EPLS) (<http://www.epls.gov>) (Executive Order 12549, 7 CFR Part 3017, 45 CFR Part 76, and 44 CFR Part 17). The System for Award Management (SAM) is the Official U.S. Government system that consolidated the capabilities of CCR/FedReg, ORCA, and EPLS.

5.7 The rights and remedies of COUNTY provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or this Agreement.

6. Ownership/Use of Contract Materials and Products

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

7. Conduct of Contractor

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

7.2 The CONTRACTOR shall not, under circumstances which could be interpreted as an attempt to influence the recipient in the conduct of his/her duties, accept any gratuity or special favor from individuals

or firms with whom the CONTRACTOR is doing business or proposing to do business, in accomplishing the work under this Agreement.

7.3 The CONTRACTOR or its employees shall not offer gifts, gratuity, favors, and entertainment directly or indirectly to COUNTY employees.

8. Inspection of Service; Quality Control/Assurance

8.1 All performance (which includes services, workmanship, materials, supplies and equipment furnished or utilized in the performance of this Agreement) shall be subject to inspection and test by the COUNTY or other regulatory agencies at all times. The CONTRACTOR shall provide adequate cooperation to any inspector or other COUNTY representative to permit him/her to determine the CONTRACTOR's conformity with the terms of this Agreement. If any services performed or products provided by CONTRACTOR are not in conformance with the terms of this Agreement, the COUNTY shall have the right to require the CONTRACTOR to perform the services or provide the products in conformance with the terms of the Agreement at no additional cost to the COUNTY. When the services to be performed or the products to be provided are of such nature that the difference cannot be corrected; the COUNTY shall have the right to: (1) require the CONTRACTOR immediately to take all necessary steps to ensure future performance in conformity with the terms of the Agreement; and/or (2) reduce the Agreement price to reflect the reduced value of the services performed or products provided. The COUNTY may also terminate this Agreement for default and charge to CONTRACTOR any costs incurred by the COUNTY because of the CONTRACTOR's failure to perform.

8.2 CONTRACTOR shall establish adequate procedures for self-monitoring and quality control and assurance to ensure proper performance under this Agreement; and shall permit a COUNTY representative or other regulatory official to monitor, assess, or evaluate CONTRACTOR's performance under this Agreement at any time, upon reasonable notice to the CONTRACTOR.

9. Independent Contractor/Employment Eligibility

9.1 The CONTRACTOR is, for purposes relating to this Agreement, an independent contractor and shall not be deemed an employee of the COUNTY. It is expressly understood and agreed that the CONTRACTOR (including its employees, agents, and subcontractors) shall in no event be entitled to any benefits to which COUNTY employees are entitled, including but not limited to overtime, any retirement benefits, worker's compensation benefits, and injury leave or other leave benefits. There shall be no employer-employee relationship between the parties; and CONTRACTOR shall hold COUNTY harmless from any and all claims that may be made against COUNTY based upon any contention by a third party that an employer-

employee relationship exists by reason of this Agreement. It is further understood and agreed by the parties that CONTRACTOR in the performance of this Agreement is subject to the control or direction of COUNTY merely as to the results to be accomplished and not as to the means and methods for accomplishing the results.

9.2 CONTRACTOR warrants that it shall make its best effort to fully comply with all federal and state statutes and regulations regarding the employment of aliens and others and to ensure that employees performing work under this Agreement meet the citizenship or alien status requirement set forth in federal statutes and regulations. CONTRACTOR shall obtain, from all employees performing work hereunder, all verification and other documentation of employment eligibility status required by federal or state statutes and regulations including, but not limited to, the Immigration Reform and Control Act of 1986, 8 U.S.C. §1324 et seq., as they currently exist and as they may be hereafter amended. CONTRACTOR shall retain all such documentation for all covered employees, for the period prescribed by the law.

9.3 Ineligible Person shall be any individual or entity who: Is currently excluded, suspended, debarred or otherwise ineligible to participate in the federal health care programs; or has been convicted of a criminal offense related to the provision of health care items or services and has not been reinstated in the federal health care programs after a period of exclusion, suspension, debarment, or ineligibility.

9.4 CONTRACTOR shall screen prospective Covered Individuals prior to hire or engagement. CONTRACTOR shall not hire or engage any Ineligible Person to provide services directly relative to this Agreement. CONTRACTOR shall screen all current Covered Individuals within sixty (60) days of execution of this Agreement to ensure that they have not become Ineligible Persons unless CONTRACTOR has performed such screening on same Covered Individuals under a separate agreement with COUNTY within the past six (6) months. Covered Individuals shall be required to disclose to CONTRACTOR immediately any debarment, exclusion or other event that makes the Covered Individual an Ineligible Person. CONTRACTOR shall notify COUNTY within five (5) business days after it becomes aware if a Covered Individual providing services directly relative to this Agreement becomes debarred, excluded or otherwise becomes an Ineligible Person.

9.5 CONTRACTOR acknowledges that Ineligible Persons are precluded from providing federal and state funded health care services by contract with COUNTY in the event that they are currently sanctioned or excluded by a federal or state law enforcement regulatory or licensing agency. If CONTRACTOR becomes aware that a Covered Individual has become an Ineligible Person, CONTRACTOR shall remove such individual from responsibility for, or involvement with, COUNTY business operations related to this Agreement.

9.6 CONTRACTOR shall notify COUNTY within five (5) business days if a Covered Individual or entity is currently excluded, suspended or debarred, or is identified as such after being sanction screened. Such individual or entity shall be promptly removed from participating in any activity associated with this Agreement.

10. Subcontract for Work or Services

No contract shall be made by the CONTRACTOR with any other party for furnishing any of the work or services under this Agreement without the prior written approval of the COUNTY; but this provision shall not require the approval of contracts of employment between the CONTRACTOR and personnel assigned under this Agreement, or for parties named in the proposal and agreed to under this Agreement. This section does not apply to common carriers required to perform transport deliveries when needed.

11. Disputes

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

11.2 Prior to the filing of any legal action related to this Agreement, the parties shall be obligated to attend a mediation session in Riverside County before a neutral third-party mediator. A second mediation session shall be required if the first session is not successful. The parties shall share the cost of the mediations.

12. Licensing and Permits

CONTRACTOR shall comply with all State or other licensing requirements, including but not limited to the provisions of Chapter 9 of Division 3 of the Business and Professions Code. All licensing requirements shall be met at the time proposals are submitted to the COUNTY. CONTRACTOR warrants that it has all necessary permits, approvals, certificates, waivers and exemptions necessary for performance of this Agreement as required by the laws and regulations of the United States, the State of California, the County of Riverside and all other governmental agencies with jurisdiction, and shall maintain these throughout the term of this Agreement.

13. Use By Other Political Entities

The CONTRACTOR agrees to extend the same pricing, terms, and conditions as stated in this Agreement to each and every political entity, special district, and related non-profit entity. It is understood that other entities shall make purchases in their own name, make direct payment, and be liable directly to the CONTRACTOR; and COUNTY shall in no way be responsible to CONTRACTOR for other entities' purchases.

14. Non-Discrimination

CONTRACTOR shall not discriminate in the provision of services, allocation of benefits, accommodation in facilities, or employment of personnel on the basis of ethnic group identification, race, religious creed, color, national origin, ancestry, physical handicap, medical condition, marital status or sex in the performance of this Agreement; and, to the extent they shall be found to be applicable hereto, shall comply with the provisions of the California Fair Employment and Housing Act (Gov. Code 12900 et. seq), the Federal Civil Rights Act of 1964 (P.L. 88-352), the Americans with Disabilities Act of 1990 (42 U.S.C. §1210 et seq.) and all other applicable laws or regulations.

15. Records and Documents

CONTRACTOR shall make available, upon written request by any duly authorized Federal, State, or COUNTY agency, a copy of this Agreement and such books, documents and records as are necessary to certify the nature and extent of the CONTRACTOR's costs related to this Agreement. All such books, documents and records shall be maintained by CONTRACTOR for at least five (5) years following termination of this Agreement and be available for audit by the COUNTY. CONTRACTOR shall provide to the COUNTY reports and information related to this Agreement as requested by COUNTY.

16. Confidentiality

16.1 The CONTRACTOR shall not use for personal gain or make other improper use of privileged or confidential information which is acquired in connection with this Agreement. The term "privileged or confidential information" includes but is not limited to: unpublished or sensitive technological or scientific information; medical, personnel, or security records; anticipated material requirements or pricing/purchasing actions; COUNTY information or data which is not subject to public disclosure; COUNTY operational procedures; and knowledge of selection of contractors, subcontractors or suppliers in advance of official announcement.

16.2 The CONTRACTOR shall protect from unauthorized disclosure names and other identifying information concerning persons receiving services pursuant to this Agreement, except for general statistical

information not identifying any person. The CONTRACTOR shall not use such information for any purpose other than carrying out the CONTRACTOR's obligations under this Agreement. The CONTRACTOR shall promptly transmit to the COUNTY all third-party requests for disclosure of such information. The CONTRACTOR shall not disclose, except as otherwise specifically permitted by this Agreement or authorized in advance in writing by the COUNTY, any such information to anyone other than the COUNTY. For purposes of this paragraph, identity shall include, but not be limited to, name, identifying number, symbol, or other identifying particulars assigned to the individual, such as finger or voice print or a photograph.

17. Administration/Contract Liaison

The COUNTY Purchasing Agent, or designee, shall administer this Agreement on behalf of the COUNTY. The Purchasing Department is to serve as the liaison with CONTRACTOR in connection with this Agreement.

18. Notices

All correspondence and notices required or contemplated by this Agreement shall be delivered to the respective parties at the addresses set forth below and are deemed submitted two (2) days after their deposit in the United States mail, postage prepaid:

COUNTY OF RIVERSIDE

Department of Animal Services

Attn.: Mark Sigman

6145 Van Buren Blvd.

Jurupa Valley, CA 92509

CONTRACTOR

MGT of America Consulting, LLC

Attn.: Patrick J. Dyer

4320 West Kennedy Blvd.

Tampa, FL 33609

19. Force Majeure

If either party is unable to comply with any provision of this Agreement due to causes beyond its reasonable control, and which could not have been reasonably anticipated, such as acts of God, acts of war, civil disorders, or other similar acts, such party shall not be held liable for such failure to comply.

20. EDD Reporting Requirements

In order to comply with child support enforcement requirements of the State of California, the COUNTY may be required to submit a Report of Independent Contractor(s) form **DE 542** to the Employment Development Department. The CONTRACTOR agrees to furnish the required data and certifications to the COUNTY within ten (10) days of notification of award of Agreement when required by the EDD. This data will be transmitted to governmental agencies charged with the establishment and enforcement of child support orders. Failure of the CONTRACTOR to timely submit the data and/or certificates required may result in the

contract being awarded to another contractor. In the event a contract has been issued, failure of the CONTRACTOR to comply with all federal and state reporting requirements for child support enforcement or to comply with all lawfully served Wage and Earnings Assignments Orders and Notices of Assignment shall constitute a material breach of Agreement. If CONTRACTOR has any questions concerning this reporting requirement, please call (916) 657-0529. CONTRACTOR should also contact its local Employment Tax Customer Service Office listed in the telephone directory in the State Government section under "Employment Development Department" or access their Internet site at www.edd.ca.gov.

21. Hold Harmless/Indemnification

21.1 CONTRACTOR shall indemnify and hold harmless the County of Riverside, its Agencies, Districts, Special Districts and Departments, their respective directors, officers, Board of Supervisors, elected and appointed officials, employees, agents and representatives (individually and collectively hereinafter referred to as Indemnitees) from any liability, action, claim or damage whatsoever, based or asserted upon any services of CONTRACTOR, its officers, employees, subcontractors, agents or representatives arising out of or in any way relating to this Agreement, including but not limited to property damage, bodily injury, or death or any other element of any kind or nature. CONTRACTOR shall defend the Indemnitees at its sole expense including all costs and fees (including, but not limited to, attorney fees, cost of investigation, defense and settlements or awards) in any claim or action based upon such acts, omissions or services.

21.2 With respect to any action or claim subject to indemnification herein by CONTRACTOR, CONTRACTOR shall, at their sole cost, have the right to use counsel of their own choice and shall have the right to adjust, settle, or compromise any such action or claim without the prior consent of COUNTY; provided, however, that any such adjustment, settlement or compromise in no manner whatsoever limits or circumscribes CONTRACTOR's indemnification to Indemnitees as set forth herein.

21.3 CONTRACTOR's obligation hereunder shall be satisfied when CONTRACTOR has provided to COUNTY the appropriate form of dismissal relieving COUNTY from any liability for the action or claim involved.

21.4 The specified insurance limits required in this Agreement shall in no way limit or circumscribe CONTRACTOR's obligations to indemnify and hold harmless the Indemnitees herein from third party claims.

22. Insurance

22.1 Without limiting or diminishing the CONTRACTOR's obligation to indemnify or hold the COUNTY harmless, CONTRACTOR shall procure and maintain or cause to be maintained, at its sole cost and expense, the following insurance coverage's during the term of this Agreement. As respects to the

insurance section only, the COUNTY herein refers to the County of Riverside, its Agencies, Districts, Special Districts, and Departments, their respective directors, officers, Board of Supervisors, employees, elected or appointed officials, agents, or representatives as Additional Insureds.

A. Workers' Compensation:

If the CONTRACTOR has employees as defined by the State of California, the CONTRACTOR shall maintain statutory Workers' Compensation Insurance (Coverage A) as prescribed by the laws of the State of California. Policy shall include Employers' Liability (Coverage B) including Occupational Disease with limits not less than \$1,000,000 per person per accident. The policy shall be endorsed to waive subrogation in favor of The County of Riverside.

B. Commercial General Liability:

Commercial General Liability insurance coverage, including but not limited to, premises liability, unmodified contractual liability, products and completed operations liability, personal and advertising injury, and cross liability coverage, covering claims which may arise from or out of CONTRACTOR's performance of its obligations hereunder. Policy shall name the COUNTY as Additional Insured. Policy's limit of liability shall not be less than \$2,000,000 per occurrence combined single limit. If such insurance contains a general aggregate limit, it shall apply separately to this Agreement or be no less than two (2) times the occurrence limit.

C. Vehicle Liability:

If vehicles or mobile equipment is used in the performance of the obligations under this Agreement, then CONTRACTOR shall maintain liability insurance for all owned, non-owned, or hired vehicles so used in an amount not less than \$1,000,000 per occurrence combined single limit. If such insurance contains a general aggregate limit, it shall apply separately to this Agreement or be no less than two (2) times the occurrence limit. Policy shall name the COUNTY as Additional Insureds.

D. Professional Liability:

CONTRACTOR shall maintain Professional Liability Insurance providing coverage for the CONTRACTOR's performance of work included within this Agreement, with a limit of liability of not less than \$1,000,000 per occurrence and \$2,000,000 annual aggregate. If CONTRACTOR's Professional Liability Insurance is written on a claims made basis rather than an occurrence basis, such insurance shall continue through the term of this Agreement and CONTRACTOR shall purchase at his sole expense either 1) an Extended Reporting Endorsement (also, known as Tail Coverage); or 2) Prior Dates Coverage from new insurer with a retroactive date back to the date of, or prior to, the inception of this Agreement; or 3)

demonstrate through Certificates of Insurance that CONTRACTOR has maintained continuous coverage with the same or original insurer. Coverage provided under items; 1), 2), or 3) will continue as long as the law allows.

E. General Insurance Provisions - All lines:

1) Any insurance carrier providing insurance coverage hereunder shall be admitted to the State of California and have an A M BEST rating of not less than A: VIII (A:8) unless such requirements are waived, in writing, by the COUNTY Risk Manager. If the COUNTY's Risk Manager waives a requirement for a particular insurer such waiver is only valid for that specific insurer and only for one policy term.

2) The CONTRACTOR must declare its insurance self-insured retention for each coverage required herein. If any such self-insured retention exceeds \$500,000 per occurrence each such retention shall have the prior written consent of the COUNTY Risk Manager before the commencement of operations under this Agreement. Upon notification of self-insured retention unacceptable to the COUNTY, and at the election of the COUNTY's Risk Manager, CONTRACTOR's carriers shall either; 1) reduce or eliminate such self-insured retention as respects this Agreement with the COUNTY, or 2) procure a bond which guarantees payment of losses and related investigations, claims administration, and defense costs and expenses.

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

4) It is understood and agreed to by the parties hereto that the CONTRACTOR's insurance shall be construed as primary insurance, and the COUNTY's insurance and/or deductibles and/or self-insured retention's or self-insured programs shall not be construed as contributory.

5) If, during the term of this Agreement or any extension thereof, there is a material change in the scope of services; or, there is a material change in the equipment to be used in the performance of the scope of work; or, the term of this Agreement, including any extensions thereof, exceeds five (5) years; the COUNTY reserves the right to adjust the types of insurance and the monetary limits of liability required under this Agreement, if in the COUNTY Risk Manager's reasonable judgment, the amount or type of insurance carried by the CONTRACTOR has become inadequate.

6) CONTRACTOR shall pass down the insurance obligations contained herein to all tiers of subcontractors working under this Agreement.

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

8) CONTRACTOR agrees to notify COUNTY of any claim by a third party or any incident or event that may give rise to a claim arising from the performance of this Agreement.

23. General

23.1 CONTRACTOR shall not delegate or assign any interest in this Agreement, whether by operation of law or otherwise, without the prior written consent of COUNTY. Any attempt to delegate or assign any interest herein shall be deemed void and of no force or effect.

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

23.3 In the event the CONTRACTOR receives payment under this Agreement, which is later disallowed by COUNTY for nonconformance with the terms of the Agreement, the CONTRACTOR shall promptly refund the disallowed amount to the COUNTY on request; or at its option the COUNTY may offset the amount disallowed from any payment due to the CONTRACTOR.

23.4 CONTRACTOR shall not provide partial delivery or shipment of services or products unless specifically stated in the Agreement.

23.5 CONTRACTOR shall not provide any services or products subject to any chattel mortgage or under a conditional sales contract or other agreement by which an interest is retained by a third party. The CONTRACTOR warrants that it has good title to all materials or products used by CONTRACTOR or provided to COUNTY pursuant to this Agreement, free from all liens, claims, or encumbrances.

23.6 Nothing in this Agreement shall prohibit the COUNTY from acquiring the same type or equivalent equipment, products, materials or services from other sources, when deemed by the COUNTY to be in its best interest. The COUNTY reserves the right to purchase more or less than the quantities specified in this Agreement.

23.7 The COUNTY agrees to cooperate with the CONTRACTOR in the CONTRACTOR's performance under this Agreement, including, if stated in the Agreement, providing the CONTRACTOR with reasonable facilities and timely access to COUNTY data, information, and personnel.

23.8 CONTRACTOR shall comply with all applicable Federal, State and local laws and regulations. CONTRACTOR will comply with all applicable COUNTY policies and procedures. In the event that there is a conflict between the various laws or regulations that may apply, the CONTRACTOR shall comply with the more restrictive law or regulation.

23.9 CONTRACTOR shall comply with all air pollution control, water pollution, safety and health ordinances, statutes, or regulations, which apply to performance under this Agreement.

23.10 CONTRACTOR shall comply with all requirements of the Occupational Safety and Health Administration (OSHA) standards and codes as set forth by the U.S. Department of Labor and the State of California (Cal/OSHA).

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

23.12 This Agreement, including any attachments or exhibits, constitutes the entire agreement of the parties with respect to its subject matter and supersedes all prior and contemporaneous representations, proposals, discussions and communications, whether oral or in writing. This Agreement may be changed or modified only by a written amendment signed by authorized representatives of both parties.

23.13 This Agreement may be executed in any number of counterparts, each of which will be an original, but all of which together will constitute one instrument. Each party to this Agreement agrees to the use of electronic signatures, such as digital signatures that meet the requirements of the California Uniform Electronic Transactions Act (“CUETA”) Cal. Civ. Code §§ 1633.1 to 1633.17), for executing this Agreement. The parties further agree that the electronic signatures of the parties included in this Agreement are intended to authenticate this writing and to have the same force and effect as manual signatures. Electronic signature means an electronic sound, symbol, or process attached to or logically associated with an electronic record and executed or adopted by a person with the intent to sign the electronic record pursuant to the CUETA as amended from time to time. The CUETA authorizes use of an electronic signature for transactions and contracts among parties in California, including a government agency. Digital signature means an electronic identifier, created by computer, intended by the party using it to have the same force and effect as the use of a manual signature, and shall be reasonably relied upon by the parties. For purposes of this section, a digital signature is a type of "electronic signature" as defined in subdivision (i) of Section 1633.2 of the Civil Code.

[Signature Page Follows]

IN WITNESS WHEREOF, the parties hereto have caused their duly authorized representatives to execute this Agreement.

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

By: *Jeff Hewitt*
Name: Jeff Hewitt
Title: Chair of the Board of Supervisors

Dated: 10/4/22

MGT OF AMERICA CONSULTING, LLC, a Florida limited liability company

By: *Patrick J. Dyer*
Name: Patrick J. Dyer
Title: Vice President

Dated: 9/2/2022

ATTEST:
Kecia R. Harper
Clerk of the Board

By: *Breana Smith*
Deputy

APPROVED AS TO FORM:

County Counsel

By: *Darren Ziegler*
Darren Ziegler
Deputy County Counsel

EXHIBIT A SCOPE OF SERVICES

CONTRACTOR will perform a performance review of fees that the COUNTY/Department of Animal Services (DAS) charges its 17 contract cities and members of the public and will review and determine the actual cost to COUNTY for the overall operation of the shelters and field services for county residents to ensure that DAS's operations are efficient and cost effective. The review will also examine DAS's operations and programs and provide recommendations for improvement of operations, programs, and service delivery.

The specific focus of the assessment will involve CONTRACTOR performing the following:

- ◆Review current fees charged by DAS.
- ◆Identify services for which DAS may not be charging but may seek cost recovery.
- ◆Identify the actual cost of services that may not be receiving full cost recovery (e.g., expense offset through specific programs instead of being charged through service fee).
- ◆Review the contract city rates associated with animal control, licensing, and sheltering services.
- ◆Identify actual cost of animal control, licensing, and sheltering services for the 17 contract cities.
- ◆Provide a report of findings and recommendations for full cost recovery, including methodology for determining costs.
- ◆Prepare a written report and an oral presentation to the Executive Office and DAS, and provide recommendations for improvement of operations, programs, and service delivery.

In addition, CONTRACTOR's review will address the following aspects of DAS operations to determine if DAS is functioning optimally in all areas:

- ◆Review/analyze the Adoption, Offsite, Diversion, Foster Care, Community Cats, and Transfer Team to determine if there are better ways to accomplish this part of the mission and to determine if the staffing needs to be adjusted to make this area more functional and reduce delays.
- ◆Review/analyze the Shelter Services Team, including the Call Center and Licensing Processing Team, to determine if there are better ways to accomplish this part of the mission and to determine if the staffing needs to be adjusted to make this area more functional and reduce delays.
- ◆Review/analyze the Shelter Care Team (including feeding, cleaning/disinfecting, and animal handling) to determine if there are better ways to accomplish this part of the mission and to determine if the staffing needs to be adjusted to make this area more functional and reduce stress on the staff performing these functions.

◆Review/analyze the Veterinary Team operations (including shelter animal health and spay/neuters and public spay/neuter and shot clinics) to determine if there are better ways to accomplish this part of the mission and if staffing needs to be adjusted to make this more functional.

◆Review/analyze the Field Services Team (including response times, citations, and proactive assistance to the public) to determine if there are better ways to accomplish this part of the mission and to determine if the staffing needs to be adjusted to make this area more functional and reduce delays.

◆Review/analyze the Facility Group Team (including maintenance and cleanliness) to determine if there are better ways to accomplish this part of the mission and to determine if the staffing needs to be adjusted to make this area more functional.

◆Review/analyze the Administrative Group Team to determine if there are better ways to accomplish this part of the mission and to determine if the staffing needs to be adjusted to make this area more functional.

◆Review/analyze the Programs Division Team including volunteer and foster staff and donations/grants/fundraising to determine if there are better ways to accomplish this part of the mission and to determine if the staffing needs to be adjusted to make this area more functional.

Work Plan

Task 1.0: REVIEW OF CURRENT FEES CHARGED BY DAS

1.1 CONTRACTOR will conduct an entrance conference. The purpose of the entrance conference will be to meet with COUNTY personnel who have responsibility or a high interest in the development of the cost model and resulting fee structure. CONTRACTOR will provide a preliminary work schedule and share in greater detail the proposed approach. This meeting will refine the specific objectives, requirements, measurements, and schedule of the project. It will also help the project consultants understand the unique aspects of the COUNTY including organizational structure, reporting abilities and the identification of key contacts.

1.2 CONTRACTOR will conduct an initial and introductory training session with key COUNTY personnel and project stakeholders. Project consultants will work with COUNTY personnel to establish the objectives, content, and list of attendees for this meeting and presentation. This session is vital to successful project results and to open the lines of communication. Agenda items for these meetings or presentations include:

- Review the project objectives
- Review and confirm the federal and/or state requirements
- Finalize and document the project measurements
- Identify and review available financial data
- Identify and review available statistical data
- Explanation of the study
- Summarize the purpose for calculating the costs
- Discuss example summary reports produced by the project
- Address potential areas for additional direct or indirect cost recovery
- Address potential additional services
- Solicit questions and answers

Task 2.0: IDENTIFY SERVICES FOR COST RECOVERY

CONTRACTOR will identify services that COUNTY may not be charging for but may seek cost recovery.

2.1 Collect Basic Financial and Operational Data. CONTRACTOR will collect and review data such as organization charts, expenditure statements, budgets, personnel counts, salary reports, countywide cost allocation plan, transaction statistics and Animal Care and Control policies and procedures. Project consultants will work with COUNTY personnel to develop and gather the needed data in the most efficient way possible. The review of this data will provide the structure for the department cost.

2.2 Onsite Fieldwork. CONTRACTOR will be on site at the various Animal Care facilities to conduct staff interviews, obtain walk through samples of various animal care and control procedures, discuss the use of time studies, obtain reporting samples, and inventory space use and capacity. The onsite fieldwork will provide additional opportunities for CONTRACTOR's consultants to identify other potential animal care and control services.

Task 3.0: IDENTIFY THE TRUE COST OF SERVICES

CONTRACTOR will identify the true cost of services that may not be receiving full cost recovery (e.g. expense offset through specific programs instead of being charged through service fee).

3.1 Comparable Service Survey. In an effort to identify additional fee for service opportunities CONTRACTOR will develop and conduct an industry service survey. This will include identifying animal care and control agencies of similar size, initiating contact and conducting service inventory survey.

3.2 Service Component Assessment. CONTRACTOR will review and assess each service component in detail. It is vital to fully understand each of the services provided, the amount of staff effort compelled providing each service, space utilized, resources consumed and impact to maintenance schedules. CONTRACTOR will achieve this through interviews and discussions with direct service staff, observations during field visits and statistical analysis.

Task 4.0: PROVIDE REPORT OF FINDINGS AND RECOMMENDATIONS FOR FULL COST-RECOVERY

CONTRACTOR will provide a report of findings and recommendations for full-cost recovery and include methodology for determining costs.

4.1 Preparation of Costing Model. CONTRACTOR will use the financial information provided to develop a department cost model inclusive of all direct, indirect, supportive costs in addition to all applicable divisional, departmental, and countywide overhead.

4.2 Preparation of Service Fee Schedule. The fee schedule will be developed through the use of direct staff interviews, activity based time studies, historical and statistical data, department policies and procedures and the results of comparable service survey along with the prepared costing model and resulting staffing rates.

Task 5.0: REVIEW THE CONTRACT CITY RATES ASSOCIATED WITH ANIMAL CONTROL, LICENSING, AND SHELTERING SERVICES

5.1 CONTRACTOR will review the contract city rates associated with animal control, licensing, and sheltering services. We will identify the actual cost of animal control, licensing, and sheltering services for the 17 contract cities.

Task 6.0: PROVIDE REPORT OF FINDINGS AND RECOMMENDATIONS FOR PROGRAM OUTCOMES & CONTRACT CITY ACTIVITIES

CONTRACTOR will provide a report of findings and recommendations and include methodology for determining costs.

6.1 Final Report Preparation and Submission. CONTRACTOR will provide COUNTY with a final report in a narrative style. CONTRACTOR will share findings in a manner that is both easy to follow and supported with detailed documentation. CONTRACTOR will include explanations of methodologies applied, and recommendations. Develop an internal QA of first draft.

In the previous tasks, CONTRACTOR will develop a tentative report outline to help guide the research. This is intended to avoid getting to the end of the project, only to realize that there was a gap in CONTRACTOR'S ability to support a finding. The outline will evolve as CONTRACTOR learns more.

One element of a project that can threaten both the schedule and cost of a project is the number of drafts to edit. CONTRACTOR'S intent is that the draft review process will be as follows:

First draft – CONTRACT expects corrections, comments, and requests for additional explanations. CONTRACTOR will respond to all comments in the second draft.

Second draft – COUNTY will verify that CONTRACTOR responded satisfactorily to all of COUNTY'S comments.

Task 7.0: CREATE TIMELINE FOR COMPLETION

CONTRACTOR will provide a timeline and milestones towards completion for the fee study. Please see the Project Schedule on page 25 detailing the tasks and months for completion.

Task 8.0: PROJECT MANAGEMENT & QUALITY CONTROL

CONTRACTOR will summarize how milestones and completion will stay aligned with their proposed timeline.

8.1 Quality Assurance. Prior to submission to the COUNTY calculations, reports and methodologies will be reviewed by senior members of the proposed team for accuracy and consistency.

8.2 CONTRACTOR'S team expects this to be a four-month project and has detailed each task by month in the schedule on page 25. CONTRACTOR's team will host bi-monthly or monthly status updates and will adhere to the schedule on page 25 and will detail sub tasks prior to the project kickoff.

Task 9.0: PROGRAM OUTCOMES: PRESENTATIONS & RECOMMENDATIONS

Analysis of Program Outcomes

9.1 Interviews of staff.

Because of the risk of travel during the COVID-19 outbreak, we plan to conduct interviews via an online platform (with or without cameras to see each other, at your preference). We provide an allowance of 10 hours for interviews and will work with you to select a list of people with whom we will speak.

One key element of the interviews is simply to ask each person about their role in the animal control process and their perceptions of what works well and what may not be working well.

9.2 Review applicable rules of principal mandates and determine compliance tests to perform.

CONTRACTOR needs to gather information during interviews for the audit and efficiency review elements of the study.

- a) For any process reviews, it is important that CONTRACTOR identifies an appropriate number of processes. Generally, these should be a handful of the key services of the Division. CONTRACTOR will discuss with COUNTY how to build a list that is as focused as possible on the key issues within the hours provided for that review.
- b) The audit element of CONTRACTOR's work will involve the review of relevant rules, the development of a list of compliance tests to perform those tests to determine the extent of compliance.

9.3 Review systems and forms used for intake and management.

Work management systems documenting call intake and nature of services provided are key tools. CONTRACTOR will ask about how COUNTY'S system(s) support the work and what data might be available to management to see emerging or continuing challenges and the results of staff efforts.

9.4 Discuss selection of peers for comparisons to be developed.

CONTRACTOR will compare some of COUNTY's key performance measures to peers. CONTRACTOR will discuss with COUNTY's project liaison how to develop a group of four to six peer agencies and what type of data will be collected for comparisons.

Conduct Compliance Tests

9.5 Develop sampling plan in discussion with COUNTY.

Ideally, a compliance test would be done on a sample of a large enough size to be statistically reliable. If that is not feasible, CONTRACTOR will work with COUNTY to develop tests that COUNTY would find useful and meaningful.

In general, a compliance test requires that:

- a. There is a written standard of performance,
- b. COUNTY has performance data in sufficient quantity that CONTRACTOR can test the extent of compliance, and
- c. CONTRACTOR interprets the results with COUNTY to draw appropriate conclusions.

9.6 Review samples to identify extent of compliance with key mandates.

9.7 Document findings in quantitative format with narrative summary.

Conduct Efficiency Review

9.8 Facilitate Department use of template to identify time requirements by key activity.

CONTRACTOR's services will be most useful to COUNTY if CONTRACTOR can identify the most common activities for review, rather than attempt an analysis of every single element of work. One of the first steps in this review is to attempt to quantify the degree of effort by activity. CONTRACTOR does this by working with COUNTY to create a matrix of staff and duties, asking you to provide estimated time per activity and the number of times per year that activity is performed.

9.9 Confirm key steps in processes.

9.10 Document process in one-page flow diagrams.

After confirming with COUNTY which processes need more analysis, CONTRACTOR will develop a one-page flow chart of each selected process. Depending on where COUNTY perceives any inefficiencies to be, CONTRACTOR may drill down on those subtasks more. The longer the list of processes to review, the less time CONTRACTOR will have for each. CONTRACTOR will work with COUNTY to strike an appropriate balance within the hours CONTRACTOR provides for this task.

9.11 Identify bottlenecks and points of excessive revision.

When "as is" flow charts are ready, CONTRACTOR will discuss as a project team and with COUNTY where CONTRACTOR understands bottlenecks or other inefficiencies to be.

9.12 Develop options to address bottlenecks and address staffing implications.

There is virtually always more than one approach that may fix a problem. Where possible, CONTRACTOR will seek to develop options, rather than single approaches. CONTRACTOR can discuss pros and cons of each option with COUNTY and help to make a choice that fits local values, including willingness to spend.

Project Schedule:

Animal Services Rate Study		Month				On Going
		1	2	3	4	
1.0	REVIEW OF CIRRENT FEES CHARED BY DAS					
2.0	IDENTIFY SERVICES FOR COST RECOVERY					
3.0	IDENTIFY THE TRUE COST OF SERVICES					
4.0	PROVIDE REPORT OF FINDINGS AND RECOMMENDATIONS FOR FULL-COST RECOVERY					
5.0	REVIEW THE CONTRACT CITY RATES ASSOCIATED WITH ANIMAL CONTROL, LICENSING, AND SHELTERING SERVICES					
6.0	PROVIDE REPORT OF FINDINGS AND RECOMMENDATIONS FOR PROGRAM OUTCOMES/CONTRACTS CITIES					
7.0	CREATE TIMELINE FOR COMPLETION					
8.0	PROJECT MANAGEMENT & QUALITY CONTROL					
9.0	PROGRAM OUTCOMES: PRESENTATION & RECOMMENDATIONS					
10.0	ONGOING: TRAIN STAFF ON UF MODEL & DEFEND FEE METHODS					

**EXHIBIT B
PAYMENT PROVISION**

Project Cost as proposed in the Scope of Services, EXHIBIT A of this agreement:

Task	Project Team Hours	Total Project Amount
1: REVIEW OF CURRENT FEES CHARGED BY COUNTY	134	\$20,235
2: IDENTIFY SERVICES FOR COST RECOVERY	34	\$ 5,359
3: IDENTIFY THE TRUE COST OF SERVICES	126	\$19,999
4: PROVIDE REPORT OF FINDINGS AND RECOMMENDATIONS FOR FULL COST RECOVERY	210	\$35,584
5: REVIEW THE CONTRACT CITY RATES ASSOCIATED WITH ANIMAL CONTROL, LICENSING, AND SHELTERING SERVICES	168	\$26,174
6: PROVIDE REPORT OF FINDINGS AND RECOMMENDATIONS FOPR PROGRAM OUTCOMES & CONTRACT CITIES	163	\$29,227
7: CREATE TIMELINE FOR COMPLETION	17	\$ 3,338
8: PROJECT MANAGEMENT & QUALITY CONTROL	44	\$ 9,164
9: PROGRAM OUTCOMES: PRESENTATION & RECOMMENDATIONS	67	\$16,382
10: ONGOING: TRAIN STAFF ON UF MODEL & DEFEND FEE METHODS	6	\$ 1,467
Total	773	\$166,929