



COUNTY OF HUMBOLDT

For the meeting of: January 9, 2018

Date: December 3, 2017

To: Board of Supervisors

From: Connie Beck *[Signature]*  
Director, Department of Health and Human Services

Subject: Agreement with Cooperative Personnel Services HR Consulting Regarding the Review and Evaluation of the Centralization of Certain Services and Staffing, and Supplemental Budget. (4/5<sup>th</sup> Vote Required)

RECOMMENDATIONS:

That the Board of Supervisors:

1. Approve, and authorize the Chair of the Board to execute, the attached professional services agreement with Cooperative Personnel Services, dba CPS HR Consulting regarding the review and evaluation of the potential advantages and disadvantages associated with centralization of the services provided, and staffing resources utilized, by certain departments of the County of Humboldt;
2. Direct the Clerk of the Board to return two (2) fully executed original copies of the attached professional services agreement to the Department of Health and Human Services – Contract Unit for further processing; and
3. Approve a supplemental budget as detailed in Attachment 2 (4/5 vote required).

*[Signature]*

Prepared by Vonnie Fierro, Administrative Services Officer

CAO Approval

REVIEW: Auditor WBU County Counsel Sm Human Resources MS Other \_\_\_\_\_

TYPE OF ITEM:  
 Consent  
 Departmental  
 Public Hearing  
 Other - Time Set

BOARD OF SUPERVISORS, COUNTY OF HUMBOLDT

Upon motion of Supervisor Bass Seconded by Supervisor Fennell

Ayes Bass, Fennell, Sundberg, Bohn, Wilson  
Nays  
Abstain  
Absent

PREVIOUS ACTION/REFERRAL:

Board Order No. M-2, C-11, J-1

Meeting of: 3/17/15, 4/28/15, 9/22/15

and carried by those members present, the Board hereby approves the recommended action contained in this Board report.

Dated: 1/9/18

By: *[Signature]*  
Kathy Hayes, Clerk of the Board

## SOURCE OF FUNDING:

Humboldt County General Fund 1100 and Social Services Fund 1160

## DISCUSSION:

On April 28, 2015 (item C-11), your Board approved a professional services agreement with W. Brown Creative Partners (“WBCP”) of Medford, Oregon regarding the performance of a transition organizational assessment of the Department of Health and Human Services (“DHHS”). Subsequently, on September 22, 2015 (item I-1), WBCP presented to the Board several recommendations that could be used as a blueprint for an organizational strategy and vision for DHHS, including, without limitation, the full or partial consolidation of certain DHHS divisions with other departments and divisions of the County of Humboldt.

In response to WBCPs recommendations, staff has prepared the attached professional services agreement with Cooperative Personnel Services, dba CPS HR Consulting (“CPS HR”). Pursuant to the terms and conditions of the attached professional services agreement, CPS HR will review the overall organizational structure of the Information Systems, Employee Services and Accounts Payable Divisions of DHHS (referred to collectively as “DHHS Divisions”) and the Humboldt County Human Resources Department, the Information Technology Division of the Humboldt County Administrative Office and the Payroll Division of the Humboldt County Auditor’s Office (referred to collectively as “County Departments”). Sample data will also be collected from the Humboldt Sheriff’s Department, the Humboldt County Department of Public Works and the Humboldt County Assessor’s Office (referred to collectively as “Sampled Departments”) for purposes of comparison. CPS HR will use the data obtained from the DHHS Divisions, the County Departments and the Sampled Departments to evaluate the potential advantages and disadvantages associated with consolidation and/or centralization of the services provided, and staffing resources utilized, by the DHHS Divisions and County Departments.

The methods that CPS HR will use to contrast and evaluate the advantages and disadvantages of centralizing the services provided, and staffing resources utilized, by the DHHS Divisions and the County Departments, include, without limitation, all of the following:

- Identifying any and all gaps or backlogs in the services provided by each DHHS Division, County Department and Sampled Department and the impact thereof;
- Analyzing the positional, professional and associative requirements of centralized services within the DHHS Divisions, the County Departments and the Sampled Departments;
- Analyzing the patterns of communication and organizational barriers between the DHHS Divisions, the County Departments and the Sampled Departments; and
- Surveying the work flow perceptions within each DHHS Division, County Department and Sampled Department to obtain direct feedback from staff regarding their views on workload capability, work stress and structuring of work flows.

Pursuant to California Government Code Sections 19800, *et seq.*, the California Department of Human Resources (“CalHR”) is charged with the responsibility of ensuring that counties which receive federal funds for programs conducted by their Social Services and Child Support Services (“CSS”) departments adhere to the applicable federal merit principles. CalHR has contracted with CPS HR to provide the services that meet such federal mandates. CPS HR through their Merit System Services (“MSS”) Division currently acts as the human resources agency for both DHHS and CSS of Humboldt County. In this state role CPS HR handles all classification and structure review of MSS designated positions within DHHS and

CSS along with recruitments.

CPS HR has been assisting government agencies with their organizational structure needs for more than twenty-five (25) years, and has completed hundreds of studies of similar size and scope to those included in the attached professional services agreement. CPS HR is well-versed in a variety of approaches to organizational structure reviews and applies best practices, utilizes proven principles and maintains open communication with client staff to ensure that every project preserves its focus and adheres to the applicable timelines and budgets.

Accordingly, staff recommends that your Board approve, and authorize the Chair of the Board to execute, the attached professional services agreement with CPS HR regarding the review and evaluation of the potential advantages and disadvantages associated with centralization of the services provided, and staffing resources utilized, by the DHHS Divisions and the County Departments.

FINANCIAL IMPACT:

The maximum amount payable for the services rendered, and costs and expenses incurred, pursuant to the terms and conditions of the attached professional services agreement with CPS HR, from the date of execution until June 30, 2018, is One Hundred Thirty-One Thousand Four Hundred Eighty Dollars (\$131,480.00). Expenditures related to the attached professional services agreement will be shared between Humboldt County General Fund 1100 and DHHS – Social Services Fund 1160 in the amounts of Sixty Thousand Seven Hundred Seventy-Eight Dollars (\$60,778) and Seventy Thousand Seven Hundred and Two Dollars (\$70,702) respectively. Funding for the General Fund contribution of \$60,788 is made available through unanticipated Timber Yield Taxes, as reflected in the supplemental budget (Attachment 2). There are sufficient funds available in DHHS – Social Services Fund 1160, Budget Unit 511, to accommodate for the DHHS contribution of \$70,702 as such expenditures were included in the approved Fiscal Year 2017-2018 budget.

The recommended actions support the Board’s Strategic Framework by investing in county employees and providing community-appropriate levels of service.

OTHER AGENCY INVOLVEMENT:

None

ALTERNATIVES TO STAFF RECOMMENDATIONS:

Your Board could choose not to approve the attached professional services agreement with CPS HR regarding the review and evaluation of the potential advantages and disadvantages associated with centralization of the services provided, and staffing resources utilized, by the DHHS Divisions and the County Departments of the County of Humboldt. However, this alternative is not recommended since it will severely impede the county’s ability to streamline and improve the services provided, and staffing resources utilized, by the DHHS Divisions and County Departments.

ATTACHMENTS:

1. Professional Services Agreement with Cooperative Personnel Services, dba CPS HR Consulting for Fiscal Year 2017-2018
2. Supplemental Budget



**PROFESSIONAL SERVICES AGREEMENT  
BY AND BETWEEN  
COUNTY OF HUMBOLDT  
AND  
COOPERATIVE PERSONNEL SERVICES, DBA CPS HR CONSULTING  
FOR FISCAL YEAR 2017-2018**

This Agreement, entered into this 9<sup>th</sup> day of January, 2018, by and between the County of Humboldt, a political subdivision of the State of California, hereinafter referred to as "COUNTY," and Cooperative Personnel Services, dba CPS HR Consulting, a California Joint Powers Authority, hereinafter referred to as "CONTRACTOR," is made upon the following considerations:

WHEREAS, COUNTY, by and through its Department of Health and Human Services – Social Services ("DHHS – Social Services"), desires to retain a qualified professional to evaluate the potential advantages and disadvantages associated with centralization of the services provided, and staffing resources utilized, by the Humboldt County Human Resources Department, the Information Technology Division of the Humboldt County Administrative Office, the Payroll Division of the Humboldt County Auditor's Office and the Information Systems, Employee Services and Accounts Payable Divisions of the Humboldt County Department of Health and Human Services; and

WHEREAS, such work involves the performance of professional, expert and technical services of a temporary and occasional character; and

WHEREAS, COUNTY has no employees available to perform such services and is unable to hire employees for the performance thereof for the temporary period; and

WHEREAS, CONTRACTOR represents that it is adequately trained, skilled, experienced and qualified to perform the services required by COUNTY.

NOW THEREFORE, the parties hereto mutually agree as follows:

1. DESCRIPTION OF SERVICES:

CONTRACTOR agrees to furnish the services described in Exhibit A – Scope of Services, which is attached hereto and incorporated herein by reference. In providing such services, CONTRACTOR agrees to fully cooperate with the Department of Health and Human Services Director or a designee thereof, hereinafter referred to as "Director."

2. TERM:

This Agreement shall begin upon execution by both parties and shall remain in full force and effect until June 30, 2018, unless sooner terminated as provided herein.

3. TERMINATION:

A. Breach of Contract. If, in the opinion of COUNTY, CONTRACTOR fails to adequately perform the services required hereunder within the time limits specified herein, or otherwise fails to comply with the terms of this Agreement, or violates any ordinance, regulation or other law applicable to its performance herein, COUNTY may terminate this Agreement immediately, upon notice.

- B. Without Cause. COUNTY may terminate this Agreement without cause upon thirty (30) days advance written notice. Such notice shall state the effective date of the termination.
- C. Insufficient Funding. COUNTY's obligations under this Agreement are contingent upon the availability of local, state and/or federal funds. In the event such funding is reduced or eliminated, COUNTY shall, at its sole discretion, determine whether this Agreement shall be terminated. COUNTY shall provide CONTRACTOR seven (7) days advance written notice of its intent to terminate this Agreement due to insufficient funding.
- D. Compensation Upon Termination. In the event this Agreement is terminated, CONTRACTOR shall be entitled to compensation for uncompensated services rendered hereunder through and including the effective date of such termination. However, this provision shall not limit or reduce any damages owed to COUNTY due to a breach of this Agreement by CONTRACTOR.

4. COMPENSATION:

- A. Maximum Amount Payable. The maximum amount payable by COUNTY for services rendered, and costs and expenses incurred, pursuant to the terms and conditions of this Agreement is One Hundred Thirty-One Thousand Four Hundred Eighty Dollars (\$131,480.00). CONTRACTOR agrees to perform all services required by this Agreement for an amount not to exceed such maximum dollar amount. However, if local, state or federal funding or allowance rates are reduced or eliminated, COUNTY may, by amendment, reduce the maximum amount payable for services provided hereunder, or terminate this Agreement as provided herein.
- B. Schedule of Rates. The specific rates and costs applicable to this Agreement are set forth in Exhibit B – Schedule of Rates, which is attached hereto and incorporated herein by reference.
- C. Additional Services. Any additional services not otherwise provided for herein shall not be provided by CONTRACTOR, or compensated by COUNTY, without written authorization by COUNTY. All unauthorized costs and expenses incurred above the maximum dollar amount set forth herein shall be the responsibility of CONTRACTOR. CONTRACTOR shall notify COUNTY, in writing, at least six (6) weeks prior to the date upon which CONTRACTOR estimates that the maximum dollar amount will be reached.

5. PAYMENT:

CONTRACTOR shall submit to COUNTY monthly invoices itemizing all services rendered, and costs and expenses incurred, pursuant to the terms and conditions of this Agreement. Invoices shall be in a format approved by, and shall include backup documentation as specified by, Director and the Humboldt County Auditor-Controller. CONTRACTOR shall submit a final invoice for payment within thirty (30) days following the expiration or termination date of this Agreement. Payment for services rendered, and costs and expenses incurred, pursuant to the terms and conditions of this Agreement will be made within thirty (30) days after the receipt of approved invoices. All invoices submitted by CONTRACTOR shall be sent to COUNTY at the following address:

COUNTY: Humboldt County DHHS – Social Services  
 Attention: Deni McFarland, Staff Services Analyst  
 507 F Street  
 Eureka, California 95501

6. NOTICES:

Any and all notices required to be given pursuant to the terms of this Agreement shall be in writing and either served personally or sent by certified mail, return receipt requested, to the respective addresses set forth below. Notice shall be effective upon actual receipt or refusal as shown on the receipt obtained pursuant to the foregoing.

COUNTY: Humboldt County DHHS – Social Services  
Attention: Deni McFarland, Staff Services Analyst  
507 F Street  
Eureka, California 95501

CONTRACTOR: CPS HR Consulting  
Attention: Richard Mallory, Principal Consultant/Senior Project Manager  
2450 Del Paso Road, Suite 220  
Sacramento, California 95834

7. REPORTS:

CONTRACTOR agrees to provide COUNTY with any and all reports that may be required by local, state and/or federal agencies for compliance with this Agreement. Reports shall be submitted no later than fifteen (15) days after the end of each calendar quarter using the format required by the State of California as appropriate.

8. RECORD RETENTION AND INSPECTION:

- A. Maintenance and Preservation of Records. CONTRACTOR agrees to timely prepare accurate and complete financial, performance and payroll records, documents and other evidence relating to the services provided pursuant to the terms and conditions of this Agreement, and to maintain and preserve said records for a period of three (3) years from the date of final payment hereunder, except that if any litigation, claim, negotiation, audit or other action is pending, the records shall be retained until completion and resolution of all issues arising therefrom. Such records shall be original entry books with a general ledger itemizing all debits and credits for the services provided pursuant to the terms and conditions of this Agreement.
- B. Inspection of Records. Pursuant to California Government Code Section 8546.7, all records, documents, conditions and activities of CONTRACTOR, and its subcontractors, related to the services provided pursuant to the terms and conditions of this Agreement, shall be subject to the examination and audit of the California State Auditor and any other duly authorized agents of the State of California for a period of three (3) years after the date of final payment hereunder. CONTRACTOR hereby agrees to make all such records available during normal business hours to inspection, audit and reproduction by COUNTY and any other duly authorized local, state and/or federal agencies. CONTRACTOR further agrees to allow interviews of any of its employees who might reasonably have information related to such records by COUNTY and any other duly authorized local, state and/or federal agencies. All examinations and audits conducted hereunder shall be strictly confined to those matters connected with the performance of this Agreement, including, but not limited to, the costs of administering this Agreement.
- C. Audit Costs. In the event of an audit exception or exceptions related to the services provided pursuant to the terms and conditions of this Agreement, the party responsible for not meeting

the program requirements shall be responsible for the deficiency and for the cost of the audit. If the allowable expenditures cannot be determined because CONTRACTOR's documentation is nonexistent or inadequate, according to generally accepted accounting practices, the questionable cost shall be disallowed by COUNTY.

9. MONITORING:

CONTRACTOR agrees that COUNTY has the right to monitor all activities related to this Agreement, including, without limitation, the right to review and monitor CONTRACTOR's records, programs or procedures, at any time, as well as the overall operation of CONTRACTOR's programs, in order to ensure compliance with the terms and conditions of this Agreement. CONTRACTOR will cooperate with a corrective action plan, if deficiencies in CONTRACTOR's records, programs or procedures are identified by COUNTY. However, COUNTY is not responsible, and will not be held accountable, for overseeing or evaluating the adequacy of the services provided pursuant to the terms and conditions of this Agreement.

10. CONFIDENTIAL INFORMATION:

A. Disclosure of Confidential Information. In the performance of this Agreement, CONTRACTOR may receive information that is confidential under local, state or federal law. CONTRACTOR hereby agrees to protect all confidential information in conformance with any and all applicable local, state and federal laws, regulations, policies, procedures and standards, including, but not limited to: Division 19 of the California Department of Social Services Manual of Policies and Procedures – Confidentiality of Information; California Welfare and Institutions Code Sections 827, 5328, 10850 and 14100.2; California Health and Safety Code Sections 1280.15 and 1280.18; the California Information Practices Act of 1977; the California Confidentiality of Medical Information Act ("CMIA"); the United States Health Information Technology for Economic and Clinical Health Act ("HITECH Act"); the United States Health Insurance Portability and Accountability Act of 1996 ("HIPAA") and any current and future implementing regulations promulgated thereunder, including, without limitation, the Federal Privacy Regulations contained in Title 45 of the Code of Federal Regulations ("C.F.R.") Parts 160 and 164, the Federal Security Standards contained in 45 C.F.R. Parts 160, 162 and 164 and the Federal Standards for Electronic Transactions contained in 45 C.F.R. Parts 160 and 162, all as may be amended from time to time.

B. Continuing Compliance with Confidentiality Laws. The parties acknowledge that local, state and federal laws, regulations and standards pertaining to confidentiality, electronic data security and privacy are rapidly evolving and that amendment of this Agreement may be required to ensure compliance with such developments. Each party agrees to promptly enter into negotiations concerning an amendment to this Agreement embodying written assurances consistent with the standards and requirements of HIPAA, the HITECH Act, the CMIA and any other applicable local, state and federal laws, regulations or standards.

11. NON-DISCRIMINATION COMPLIANCE:

A. Nondiscriminatory Delivery of Social Services. In connection with the execution of this Agreement, CONTRACTOR, and its subcontractors, shall not unlawfully discriminate in the administration of public assistance and social services programs. CONTRACTOR hereby assures that no person shall be excluded from participation in, be denied benefits of, or be subjected to discrimination under any program or activity receiving local, state or federal financial assistance because of race, religion or religious creed, color, age (over forty (40) years

of age), sex (including gender identity and expression, pregnancy, childbirth and related medical conditions), sexual orientation (including heterosexuality, homosexuality and bisexuality), national origin, ancestry, marital status, medical condition (including cancer and genetic characteristics), mental or physical disability (including HIV status and AIDS), political affiliation, military service or any other classifications protected by local, state or federal laws or regulations. COUNTY reserves the right to monitor the services provided pursuant to the terms and conditions of this Agreement in order to ensure compliance with the requirements of this provision.

- B. Professional Services and Employment. In connection with the execution of this Agreement, CONTRACTOR, and its subcontractors, shall not unlawfully discriminate in the provision of professional services or against any employee or applicant for employment because of race, religion or religious creed, color, age (over forty (40) years of age), sex (including gender identity and expression, pregnancy, childbirth and related medical conditions), sexual orientation (including heterosexuality, homosexuality and bisexuality), national origin, ancestry, marital status, medical condition (including cancer and genetic characteristics), mental or physical disability (including HIV status and AIDS), political affiliation, military service, denial of family care leave or any other classifications protected by local, state or federal laws or regulations. Nothing herein shall be construed to require the employment of unqualified persons.
- C. Compliance with Anti-Discrimination Laws. CONTRACTOR further assures that it, and its subcontractors, will abide by the applicable provisions of: Title VI and Title VII of the Civil Rights Act of 1964; Section 504 of the Rehabilitation Act of 1973; the Age Discrimination Act of 1975; the Food Stamp Act of 1977; Title II of the Americans with Disabilities Act of 1990; the California Fair Employment and Housing Act; California Civil Code Sections 51, et seq.; California Government Code Sections 4450, et seq.; California Welfare and Institutions Code Section 10000; Division 21 of the California Department of Social Services Manual of Policies and Procedures; United States Executive Order 11246, as amended and supplemented by United States Executive Order 11375 and 41 C.F.R. Part 60; and any other applicable local, state and/or federal laws and regulations, all as may be amended from time to time. The applicable regulations of the California Fair Employment and Housing Commission implementing California Government Code Section 12990, set forth in Chapter 5, Division 4 of Title 2 of the California Code of Regulations are incorporated into this Agreement by reference and made a part hereof as if set forth in full.

12. NUCLEAR FREE HUMBOLDT COUNTY ORDINANCE COMPLIANCE:

By executing this Agreement, CONTRACTOR certifies that it is not a Nuclear Weapons Contractor, in that CONTRACTOR is not knowingly or intentionally engaged in the research, development, production or testing of nuclear warheads, nuclear weapons systems or nuclear weapons components as defined by the Nuclear Free Humboldt County Ordinance. CONTRACTOR agrees to notify COUNTY immediately if it becomes a Nuclear Weapons Contractor as defined above. COUNTY may immediately terminate this Agreement if it determines that the foregoing certification is false or if CONTRACTOR subsequently becomes a Nuclear Weapons Contractor.

13. DRUG-FREE WORKPLACE:

By executing this Agreement, CONTRACTOR certifies that it will comply with the requirements of the Drug-Free Workplace Act of 1990 (California Government Code Sections 8350, et seq.) and will provide a drug-free workplace by doing all of the following:



- A. Drug-Free Policy Statement. Publish, as required by California Government Code Section 8355(a)(1), a Drug-Free Policy Statement which notifies employees that the unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited, and specifies the actions to be taken against employees for violations.
- B. Drug-Free Awareness Program. Establish, as required by California Government Code Section 8355(a)(2), a Drug-Free Awareness Program which informs employees about the following:
  - 1. The dangers of drug abuse in the workplace;
  - 2. CONTRACTOR's policy of maintaining a drug-free workplace;
  - 3. Any available counseling, rehabilitation and employee assistance programs; and
  - 4. Penalties that may be imposed upon employees for drug abuse violations.
- C. Drug-Free Employment Agreement. Ensure, as required by California Government Code Section 8355(a)(3), that every employee who provides services pursuant to the terms and conditions of this Agreement will:
  - 1. Receive a copy of CONTRACTOR's Drug-Free Policy Statement; and
  - 2. Agree to abide CONTRACTOR's Drug-Free Policy as a condition of employment.
- D. Effect of Noncompliance. Failure to comply with the above-referenced requirements may result in suspension of payments under this Agreement and/or termination thereof, and CONTRACTOR may be ineligible for award of future contracts if COUNTY determines that the foregoing certification is false or if CONTRACTOR violates the certification by failing to carry out the above-referenced requirements.

14. INDEMNIFICATION:

- A. Hold Harmless, Defense and Indemnification. CONTRACTOR shall hold harmless, defend and indemnify COUNTY and its agents, officers, officials, employees and volunteers from and against any and all claims, demands, losses, damages, liabilities, expenses and costs of any kind or nature, including, without limitation, attorney fees and other costs of litigation, arising out of, or in connection with, CONTRACTOR's negligent performance of, or failure to comply with, any of the duties and/or obligations contained herein, except such loss or damage which was caused by the sole negligence or willful misconduct of COUNTY.
- B. Effect of Insurance. Acceptance of the insurance required by this Agreement shall not relieve CONTRACTOR from liability under this provision. This provision shall apply to all claims for damages related to CONTRACTOR's performance hereunder, regardless of whether any insurance is applicable or not. The insurance policy limits set forth herein shall not act as a limitation upon the amount of indemnification or defense to be provided hereunder.

15. INSURANCE REQUIREMENTS:

This Agreement shall not be executed by COUNTY, and CONTRACTOR is not entitled to any rights hereunder, unless certificates of insurance, or other proof that the following provisions have been complied with, are filed with the Clerk of the Humboldt County Board of Supervisors.

A. General Insurance Requirements. Without limiting CONTRACTOR's indemnification obligations provided for herein, CONTRACTOR shall, and shall require that all subcontractors hereunder, take out and maintain, throughout the entire period of this Agreement, and any extended term thereof, the following policies of insurance, placed with insurers authorized to do business in the State of California with a current A.M. Bests rating of no less than A: VII or its equivalent against personal injury, death and property damage which may arise from, or in connection with, the activities of CONTRACTOR and its agents, officers, directors, employees, licensees, invitees, assignees or subcontractors:

1. Comprehensive or Commercial General Liability Insurance at least as broad as Insurance Services Office Commercial General Liability Coverage (occurrence form CG 0001), in an amount of Two Million Dollars (\$2,000,000.00) per occurrence for any one (1) incident, including, but not limited to, personal injury, death and property damage. If a general aggregate limit is used, such limit shall apply separately hereto or shall be twice the required occurrence limit.
2. Automobile/Motor Liability Insurance with a limit of liability not less than One Million Dollars (\$1,000,000.00) combined single limit coverage. Such insurance shall include coverage of all owned, hired and non-owned vehicles. Said coverage shall be at least as broad as Insurance Service Offices Form Code 1 (any auto).
3. Workers' Compensation Insurance, as required by the Labor Code of the State of California, with statutory limits, and Employers Liability Insurance with a limit of no less than One Million Dollars (\$1,000,000.00) per accident for bodily injury or disease. Said policy shall contain, or be endorsed to contain, a waiver of subrogation against COUNTY and its agents, officers, officials, employees and volunteers.
4. Professional Liability Insurance – Error and Omission Coverage including coverage in an amount no less than Two Million Dollars (\$2,000,000.00) for each occurrence (Four Million Dollars (\$4,000,000.00) general aggregate). Said insurance shall be maintained for the statutory period during which CONTRACTOR may be exposed to liability. CONTRACTOR shall require that such coverage be incorporated into its professional services agreements with any other entities.

B. Special Insurance Requirements. Said policies shall, unless otherwise specified herein, be endorsed with the following provisions:

1. The Comprehensive or Commercial General Liability Policy shall provide that COUNTY and its agents, officers, officials, employees and volunteers, are covered as additional insured for liability arising out of the operations performed by or on behalf of CONTRACTOR. The coverage shall contain no special limitations on the scope of protection afforded to COUNTY or its agents, officers, officials, employees and volunteers. Said policy shall also contain a provision stating that such coverage:
  - a. Includes contractual liability.
  - b. Does not contain exclusions as to loss or damage to property caused by explosion or resulting from collapse of buildings or structures or damage to property underground, commonly referred to as "XCU Hazards."

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- c. Is the primary insurance with regard to COUNTY.
  - d. Does not contain a pro-rata, excess only and/or escape clause.
  - e. Contains a cross liability, severability of interest or separation of insured's clause.
2. The above-referenced policies shall not be canceled, non-renewed or materially reduced in coverage without thirty (30) days prior written notice being provided to COUNTY in accordance with the notice provisions set forth herein. It is further understood that CONTRACTOR shall not terminate such coverage until COUNTY receives adequate proof that equal or better insurance has been secured.
  3. The inclusion of more than one (1) insured shall not operate to impair the rights of one (1) insured against another insured, and the coverage afforded shall apply as though separate policies had been issued to each insured, but the inclusion of more than one (1) insured shall not operate to increase the limits of the insurer's liability.
  4. For claims related to this Agreement, CONTRACTOR's insurance is the primary coverage to COUNTY, and any insurance or self-insurance programs maintained thereby are excess to CONTRACTOR's insurance and will not be used to contribute therewith.
  5. Any failure to comply with the provisions of this Agreement shall not affect coverage provided to COUNTY or its agents, officers, officials, employees and volunteers.
  6. CONTRACTOR shall furnish COUNTY with certificates and original endorsements effecting the required coverage prior to execution of this Agreement. The endorsements shall be on forms approved by the Humboldt County Risk Manager or County Counsel. Any deductible or self-insured retention over One Hundred Thousand Dollars (\$100,000.00) shall be disclosed to, and approved by, COUNTY. If CONTRACTOR does not keep all required policies in full force and effect, COUNTY may, in addition to other available remedies, take out the necessary insurance, and CONTRACTOR agrees to pay the cost thereof. COUNTY is also hereby authorized with the discretion to deduct the cost of said insurance from the monies owed to CONTRACTOR under this Agreement.
  7. COUNTY is to be notified immediately if twenty-five percent (25%) or more of any required insurance aggregate limit is encumbered, and CONTRACTOR shall be required to purchase additional coverage to meet the above-referenced aggregate limits.
- C. Insurance Notices. Any and all insurance notices required to be given pursuant to the terms of this Agreement shall be sent to the addresses set forth below in accordance with the notice provisions described herein.

COUNTY: County of Humboldt  
Attention: Risk Management  
825 Fifth Street, Room 131  
Eureka, California 95501

CONTRACTOR: CPS HR Consulting  
Attention: Dimple Patel  
2450 Del Paso Road, Suite 220  
Sacramento, California 95834

16. RELATIONSHIP OF PARTIES:

It is understood that this Agreement is by and between two (2) independent entities and is not intended to, and shall not be construed to, create the relationship of agent, servant, employee, partnership, joint venture or any other similar association. Both parties further agree that CONTRACTOR shall not be entitled to any benefits to which COUNTY employees are entitled, including, but not limited to, overtime, retirement benefits, leave benefits or workers' compensation. CONTRACTOR shall be solely responsible for the acts or omissions of its agents, officers, employees, assignees and subcontractors.

17. COMPLIANCE WITH APPLICABLE LAWS AND LICENSURE REQUIREMENTS:

CONTRACTOR agrees to comply with any and all local, state and federal laws, regulations, policies and procedures applicable to the services provided pursuant to the terms and conditions of this Agreement. CONTRACTOR further agrees to comply with any and all applicable local, state and federal licensure and certification requirements.

18. PROVISIONS REQUIRED BY LAW:

This Agreement is subject to any additional local, state and federal restrictions, limitations, or conditions that may affect the provisions, terms or funding of this Agreement. This Agreement shall be read and enforced as though all legally required provisions are included herein, and if for any reason any such provision is not included, or is not correctly stated, the parties agree to amend the pertinent section to make such insertion or correction.

19. REFERENCE TO LAWS AND RULES:

In the event any law, regulation or standard referred to in this Agreement is amended during the term hereof, the parties agree to comply with the amended provision as of the effective date thereof.

20. PROTOCOLS:

Both parties recognize that the inclusion of additional protocols may be required to make this Agreement specific. All such protocols shall be negotiated, determined and agreed upon by Director and CONTRACTOR.

21. SEVERABILITY:

If any provision of this Agreement, or any portion thereof, is found by any court of competent jurisdiction to be unenforceable or invalid for any reason, such provision shall be severable and shall not in any way impair the enforceability of any other provision of this Agreement.

22. ASSIGNMENT:

Neither party shall delegate its duties nor assign its rights hereunder, either in whole or in part, without the other party's prior written consent. Any assignment by CONTRACTOR in violation of this provision shall be void, and shall be cause for immediate termination of this Agreement. This provision shall not be applicable to service agreements or other arrangements usually or customarily entered into by either party to obtain supplies, technical support or professional services.

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23. AGREEMENT SHALL BIND SUCCESSORS:

All provisions of this Agreement shall be fully binding upon, and inure to the benefit of, the parties and to each of their heirs, executors, administrators, successors and permitted assigns.

24. WAIVER OF DEFAULT:

The waiver by either party of any breach or violation of any requirement of this Agreement shall not be deemed to be a waiver of any such breach in the future, or of the breach of any other requirement of this Agreement. In no event shall any payment by COUNTY constitute a waiver of any breach of this Agreement or any default which may then exist on the part of CONTRACTOR. Nor shall such payment impair or prejudice any remedy available to COUNTY with respect to any breach or default. COUNTY shall have the right to demand repayment of, and CONTRACTOR shall promptly refund any funds disbursed to CONTRACTOR which COUNTY determines were not expended in accordance with the terms of this Agreement.

25. NON-LIABILITY OF COUNTY OFFICIALS AND EMPLOYEES:

No official or employee of COUNTY shall be personally liable for any default or liability under this Agreement.

26. AMENDMENT:

This Agreement may be amended at any time during the term of this Agreement upon the mutual consent of both parties. No addition to, or alteration of, the terms of this Agreement shall be valid unless made in writing and signed by the parties hereto.

27. STANDARD OF PRACTICE:

CONTRACTOR warrants that it has the degree of learning and skill ordinarily possessed by reputable professionals practicing in similar localities in the same profession and under similar circumstances. CONTRACTOR's duty is to exercise such care, skill and diligence as professionals engaged in the same profession ordinarily exercise under like circumstances.

28. TITLE TO INFORMATION AND DOCUMENTS:

It is understood that any and all documents, information and reports concerning the subject matter of this Agreement prepared and/or submitted by CONTRACTOR shall become the property of COUNTY. However, CONTRACTOR may retain copies of such documents and information for its records. In the event of termination of this Agreement, for any reason whatsoever, CONTRACTOR shall promptly turn over all such information, writings and documents to COUNTY without exception or reservation.

29. JURISDICTION AND VENUE:

This Agreement shall be construed in accordance with the laws of the State of California. Any dispute arising hereunder, or relating hereto, shall be litigated in the State of California and venue shall lie in the County of Humboldt unless transferred by court order pursuant to California Code of Civil Procedure Sections 394 or 395.

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30. ADVERTISING AND MEDIA RELEASE:

All informational material related to this Agreement shall receive approval from COUNTY prior to being used as advertising or released to the media, including, but not limited to, television, radio, newspapers and internet. CONTRACTOR shall inform COUNTY of all requests for interviews by the media related to this Agreement before such interviews take place; and COUNTY shall be entitled to have a representative present at such interviews. All notices required by this provision shall be given to Director.

31. SUBCONTRACTS:

CONTRACTOR shall obtain prior written approval from COUNTY before subcontracting any of the services to be provided pursuant to the terms and conditions of this Agreement. Any and all subcontracts shall be subject to all applicable terms and conditions of this Agreement, including, without limitation, the licensing, certification, privacy, security and confidentiality requirements set forth herein. CONTRACTOR shall remain legally responsible for the performance of all terms and conditions of this Agreement, including work performed by third parties under subcontracts, whether approved by COUNTY or not.

32. ATTORNEYS' FEES:

If either party shall commence any legal action or proceeding, including an action for declaratory relief, against the other by reason of the alleged failure of the other to perform or keep any provision of this Agreement to be performed or kept, the party prevailing in said action or proceeding shall be entitled to recover court costs and reasonable attorneys' fees, including the reasonable value of services rendered by the Humboldt County Counsel's Office, to be fixed by the court, and such recovery shall include court costs and attorneys' fees on appeal, if applicable. As used herein, "prevailing party" means the party who dismisses an action or proceeding in exchange for payment of substantially all sums allegedly due, performance of provisions allegedly breached, or other considerations substantially equal to the relief sought by said party, as well as the party in whose favor final judgment is rendered.

33. SURVIVAL:

The duties and obligations of the parties set forth in Section 3(D) – Compensation Upon Termination, Section 8 – Record Retention and Inspection, Section 10 – Confidential Information and Section 14 – Indemnification shall survive the expiration or termination of this Agreement.

34. CONFLICTING TERMS OR CONDITIONS:

In the event of any conflict in the terms or conditions set forth in any other agreements in place between the parties hereto and the terms and conditions set forth in this Agreement, the terms and conditions set forth herein shall have priority.

35. INTERPRETATION:

This Agreement, as well as its individual provisions, shall be deemed to have been prepared equally by both of the parties hereto, and shall not be construed or interpreted more favorably for one (1) party on the basis that the other party prepared it.

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36. INDEPENDENT CONSTRUCTION:

The titles of the sections, subsections and paragraphs set forth in this Agreement are inserted for convenience of reference only, and shall be disregarded in construing or interpreting any of the provisions of this Agreement.

37. FORCE MAJEURE:

Neither party hereto shall be liable or responsible for delays or failures in performance resulting from events beyond the reasonable control of such party and without fault or negligence of such party. Such events shall include, without limitation, acts of God, strikes, lockouts, riots, acts of war, epidemics, acts of government, fire, power failures, nuclear accidents, earthquakes, unusually severe weather, acts of terrorism or other disasters, whether or not similar to the foregoing.

38. ENTIRE AGREEMENT:

This Agreement contains all of the terms and conditions agreed upon by the parties hereto and no other agreements, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind either of the parties hereto. In addition, this Agreement shall supersede in their entirety any and all prior agreements, promises, representations, understandings and negotiations of the parties, whether oral or written, concerning the same subject matter. Any and all acts which may have already been consummated pursuant to the terms and conditions of this Agreement are hereby ratified.

39. AUTHORITY TO EXECUTE:

Each person executing this Agreement represents and warrants that he or she is duly authorized and has legal authority to execute and deliver this Agreement. Each party represents and warrants to the other that the execution and delivery of this Agreement and the performance of such party's obligations hereunder have been duly authorized.

[Signatures on Following Page]

IN WITNESS WHEREOF, the parties have entered into this Agreement as of the date first written above.

**TWO SIGNATURES ARE REQUIRED FOR CORPORATIONS:**

- (1) CHAIRPERSON OF THE BOARD, PRESIDENT, OR VICE PRESIDENT; AND
- (2) SECRETARY, ASSISTANT SECRETARY, CHIEF FINANCIAL OFFICER OR TREASURER.

**COOPERATIVE PERSONNEL SERVICES, DBA CPS HR CONSULTING:**

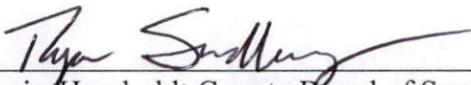
By:   
Name: Gerald Greenwell  
Title: Chief Executive Officer

Date: 12 - 08 - 2017

By: n/a  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_


Date: \_\_\_\_\_

**COUNTY OF HUMBOLDT:**

By:   
Chair, Humboldt County Board of Supervisors  
Ryan Sundberg

Date: 1/9/2018

**INSURANCE AND INDEMNIFICATION REQUIREMENTS APPROVED:**

By:   
Risk Management

Date: 1/4/18

**LIST OF EXHIBITS:**

- Exhibit A – Scope of Services
- Exhibit B – Schedule of Rates



**EXHIBIT A**  
**SCOPE OF SERVICES**

Cooperative Personnel Services, DBA CPS HR Consulting  
For Fiscal Year 2017-2018

CONTRACTOR shall evaluate the potential advantages and disadvantages associated with centralization of the services provided, and the staffing resources utilized, by the Humboldt County Human Resources Department (“County HR”), the Information Technology Division of the Humboldt County Administrative Office (“County IT”), the Payroll Division of the Humboldt County Auditor’s Office (“County Payroll”), hereinafter referred to collectively as “County Departments,” and the Information Services (“DHHS – Information Services”), Employee Services (“DHHS – Employee Services”) and Accounts Payable (“DHHS – Accounts Payable”) Divisions of the Humboldt County Department of Health and Human Services (“DHHS”), hereinafter referred to collectively as “DHHS Divisions.” Sample data will also be gathered from three (3) additional COUNTY departments (“Sampled Departments”), as described herein, to provide an overall analysis. CONTRACTOR will also examine the payroll and accounts payable functions provided by the County Departments, the DHHS Divisions and the Sampled Departments, to identify any duplication of effort that may exist. Working from the existing business process documents prepared for the COUNTY, CONTRACTOR will obtain necessary performance metrics and evaluate whether, and how, consolidation of functions or process changes will increase service efficiency and quality.

CONTRACTOR shall conduct the above-referenced evaluation through documentation and categorization of the current capabilities, types of service and levels of service, including gaps therein, that currently exist within the County Departments, the DHHS Divisions and the Sampled Departments. Once the evaluation has been completed, CONTRACTOR will prepare and present an evaluative matrix that shows the possible benefits, effects and drawbacks of the centralized and decentralized models. CONTRACTOR will also provide an estimate of positive or negative changes in the number and/or types of staff positions required in the preferred alternative staffing model.

The methods that CONTRACTOR will use to contrast and evaluate the advantages and disadvantages of both the centralized and decentralized options include:

- Characterizing the current primary activities in each program area, the primary task groups in each area, the population served by each staff group and the percent of time spent in each primary activity group;
- Identifying any and all gaps or backlogs in work performed and the impact thereof;
- Analyzing the positional, professional and associative requirements of centralized or decentralized services within the County Departments, the DHHS Divisions and the Sampled Departments;
- Analyzing the patterns of communication and organizational barriers between the County Departments, the DHHS Divisions and the Sampled Departments; and
- Surveying the work flow perceptions within each targeted program group to obtain direct feedback from staff regarding their views on workload capability, work stress and structuring of work flows.

CONTRACTOR shall also perform a cross matching of developed business process maps of the tasks and responsibilities of both County Payroll and DHHS – Accounts Payable. CONTRACTOR will

use the current payroll process maps, if applicable, to develop matching performance metrics for the County Departments, the DHHS Divisions and the Sampled departments. If current payroll process maps have not been developed by COUNTY, CONTRACTOR will map the tasks and responsibilities of both County Payroll and DHHS – Accounts Payable. The payroll process maps will be cross matched to identify the possible consolidation options. CONTRACTOR will conduct the above-referenced positional, professional and associative requirements analysis, including, without limitation, a communications flow analysis, to present the best alternative for consolidation and the advantages, disadvantages and staffing impacts associated therewith.

1. SERVICES:

- A. Task One – Project Initiation. As part of Task One, CONTRACTOR will conduct an implementation meeting with COUNTY’s Project Team, including representatives of the County Departments and the DHHS Divisions, in order to confirm CONTRACTOR’s work plan and discuss project logistics. Following the implementation meeting, CONTRACTOR shall interview leadership members and primary program managers representing each County Department and DHHS Division. The information obtained from such interviews will be used to confirm and develop scoping and logistical planning of future tasks, and will identify the Sampled Departments. CONTRACTOR will also offer an informational meeting with employee union leadership members. CONTRACTOR will conduct follow up phone calls with the designated representative of each Sampled department, to identify program staffing, structure and current operations.
- B. Task Two – Initial Reconnaissance and Interviews. As part of Task Two, CONTRACTOR will conduct first reconnaissance meetings with each County Department, DHHS Division and Sampled Department. Such meetings will include twelve (12) program meetings with relevant staff from each County Department, DHHS and Sampled Department. The program meetings with County Payroll and DHHS – Accounts Payable staff will be used to delineate the responsible, accountable, consulted and informed roles of each major task group. Program meetings with County IT and County HR staff will be used to characterize the capabilities, outcomes and major activity groups thereof, including, without limitation, gaps in service, and define the duties and expectations of each program group within the County IT and County HR departments, as a basis of further quantification of duties.
- C. Task Three – Characterize Major Job Functions. As part of Task Three, CONTRACTOR will review the standards and duty statements for each major job classification of each County Department, DHHS Division and Sampled Department in order to define the operational differences thereof. CONTRACTOR will prepare task lists which include a cross-walk of duties and classification standards for each program group within the County Departments, DHHS Divisions and Sampled Departments. CONTRACTOR will provide draft versions of each task list to program group supervisors for review and revision prior to finalization.
- D. Task Four – Design and Conduct Work Flow Perceptions Survey. As part of Task Four, CONTRACTOR will design and conduct a work flow perceptions survey in order to obtain data regarding workload capabilities, work stress and structuring of work flows from program personnel of each County Department, DHHS Division and Sampled Department. CONTRACTOR will analyze the data obtained from the work flow perceptions survey and prepare findings thereof in report form in order to identify and evaluate possible alternatives.
- E. Task Five – Payroll Process Flow Analysis. As part of Task Five, CONTRACTOR will use the information obtained from the initial interviews with leadership members and primary

program managers, CONTRACTOR will establish the first version of a cross-matched payroll process flow analysis which delineates the payroll functions of each County Department, DHHS Division and Sampled Department. This version of the payroll flow analysis shall include position levels and unit designations for each payroll function and indicate all applicable dependencies and handoffs related thereto. CONTRACTOR will distribute the payroll process flow analysis to each County Department, DHHS Division and Sample Department and incorporate comments and suggested revisions received therefrom into the final version of such analysis. CONTRACTOR will also conduct two (2) half-day workshops with associated personnel, on subsequent days, in order to formalize current work flow alternatives and develop the relevant roles and functions associated therewith.

- F. Task Six – Design and Conduct Time Use Survey. As part of Task Six, CONTRACTOR will design and conduct a time use survey in order to obtain data regarding the use of work time from program personnel, including supervisors, of each County Department, DHHS Division and Sampled Department. CONTRACTOR will normalize and interpret the data obtained from the time use survey to calculate an estimate of the importance of, and the amount of time that should be spent on, each task included in the major task categories and show the level of work currently being performed by each task group and the importance thereof.
- G. Task Seven – Supervisor and Program Specialist Input. As part of Task Seven, CONTRACTOR will conduct a series of focus group meetings with supervisors and selected personnel from each County Department, DHHS Division and Sampled Department. The purpose of such meetings will be to present, and receive responses regarding the positional, professional and associative requirements of centralized and/or decentralized services within the County Departments, the DHHS Divisions and the sampled departments. CONTRACTOR will use the information received from such meetings to document and analyze the patterns of communication and organizational barriers between the County Departments, the DHHS Divisions and the Sampled Departments. CONTRACTOR will prepare and provide summaries of each meeting to participants for further comment.
- H. Task Eight – Calculate Best Alternatives and Workload Impacts. As part of Task Eight, CONTRACTOR will begin developing best alternatives and payroll recommendations based on the information obtained during each of the previous tasks. Best alternatives shall be developed using a centralization versus de-centralization model for each defined function of, and service provided by, each County Department and DHHS Division. Each best alternative must describe the roles, responsibilities, staffing configurations, benefits and constraints of each functional unit included therein. Payroll recommendations shall be developed using a current state process flow versus recommended future state process flow model. CONTRACTOR shall provide an oral presentation of any and all best alternatives and payroll recommendations to designated COUNTY officials. Such presentation must include, without limitation, findings pertaining to all of the following:
1. Staffing and organizational needs, including appropriate assignments by position type, of each County Department and DHHS Division;
  2. Efficiency and effectiveness of the current staffing and organizational structure of each County Department and DHHS Division;
  3. Staffing needs and appropriate division of duties, including any delegation of duties to program level staff, of each recommended functional unit; and

4. Any and all assumptions, constraints and key issues associated with each best alternative and payroll recommendation.

- I. Task Nine – Finalize Best Alternatives and Payroll Recommendations. As part of Task Nine, CONTRACTOR will obtain comments and responses regarding the best alternatives and payroll recommendations from designated leadership members and representatives of each County Department and DHHS Division and other selected COUNTY officials. CONTRACTOR will use such comments and responses to formulate the final best alternatives and payroll recommendations that will be presented to the Humboldt County Board of Supervisors and included in the final report prepared pursuant to the terms and conditions of this Agreement.
- J. Task Ten – Presentation to Humboldt County Board of Supervisors. As part of Task Ten, CONTRACTOR will prepare and deliver an interactive presentation to the Humboldt County Board of Supervisors which summarizes the results of CONTRACTOR’s evaluation and analysis describes the payroll recommendations and best alternatives developed pursuant to the terms and conditions of this Agreement, including, without limitation, any and all actions required for each recommendation and alternative.
- K. Task Eleven – Complete Final Report and Recommendations. As part of Task 11, CONTRACTOR will complete a final report which includes any and all final best alternatives and recommendations regarding staffing levels, operational structure and division of responsibilities and duties. All primary and defined analysis included in the final report shall be presented in table and summary form. All detailed analysis included in the final report shall be presented in report appendices.

2. PERFORMANCE SCHEDULE:

Timeline	Task
Week 1 – Week 4	Task 1 Project Initiation/Meeting with Study Project Team
	Task 2 Initial Reconnaissance and Interviews
Week 5 – Week 9	Task 3 Characterize Major Job
	Task 4 Design/Conduct Work Perceptions Survey
Week 10 – Week 12	Task 5 Payroll Process Flow Analysis
Week 13 – Week 16	Task 6 Design and Deploy Time Use Survey
	Task 7 Supervisor and Program Specialist Inputs
Week 17 – Week 20	Task 8 Best Alternatives and Workload Impacts
	Task 9 Finalize Best Alternative and Payroll Recommendations
Week 21 – Week 24	Task 10 Presentation to Board of Supervisors
	Task 11 Complete Final Report and Recommendations

3. COUNTY RESPONSIBILITIES:

COUNTY shall be responsible for the formation of a Project Team that will be available to work with CONTRACTOR to complete the services within the applicable timelines. COUNTY shall facilitate employee scheduling, and provide appropriate office space, for all required meetings. COUNTY shall ensure employee participation with all required surveys.



**EXHIBIT B**  
**SCHEDULE OF RATES**  
 Cooperative Personnel Services, DBA CPS HR Consulting  
 For Fiscal Year 2017-2018

<b>A. Personnel Costs</b>		
<i>Formula for salary calculations and any benefits should be clearly identified</i>		
<b>Title: Project Manager</b>		
Hourly Rate of Pay or Salary Calculation: \$165.00		
Hours: 122		\$20,130.00
<b>Title: Senior Management Analysts</b>		
Hourly Rate of Pay or Salary Calculation: \$120.00		
Hours: 426		\$51,120.00
<b>Title: Project Consultant</b>		
Hourly Rate of Pay or Salary Calculation: \$100.00		
Hours: 312		\$31,200.00
<b>Title: Executive Assistant</b>		
Hourly Rate of Pay or Salary Calculation: \$65.00		
Hours: 162		\$10,530.00
<b>Total Personnel Costs:</b>		<b>\$112,980.00</b>
<b>B. Operational Costs</b>		
<b>Item:</b>		
<b>Description:</b>		\$0.00
<b>Total Operational Costs:</b>		<b>\$0.00</b>
<b>C. Supplies</b>		
<b>Item: Copies and Office Supplies</b>		
<b>Description:</b> Copies and other office supplies		\$500.00
<b>Total Supplies:</b>		<b>\$500.00</b>
<b>D. Transportation/Travel*</b>		
<i>Travel expenses must follow Humboldt County Travel Policy Limits</i>		
<b>Item: Consultant Travel</b>		
<b>Description:</b>		\$18,000.00
<b>Total Transportation/Travel:</b>		<b>\$18,000.00</b>
<b>E. Other Costs</b>		
<b>Item:</b>		
<b>Description:</b>		\$0.00
<b>Total Other Costs:</b>		<b>\$0.00</b>
<b>Grant Total:</b>		<b>\$131,480.00</b>

\* Travel expenses shall be included as an actual cost on submitted invoices for reimbursement up to the listed total.

ATTACHMENT 2

Supplemental Budget

Fund	Budget Unit	Acct #	Budget Name	Account Name	Adjustment
<u>Supplemental Budget Revenue</u>					
1100	888	113100	General Purpose Revenue	Timber Yield Tax	\$ 60,778 Carry over fund balance
				Total General Fund	\$ 60,778

Expenditures

1100	130	2118	Human Resources	Professional Services	\$ 60,778 General Fund Contribution for CPS Eval
				Total General Fund	\$ 60,778