

County of Santa Cruz

HUMAN SERVICES DEPARTMENT

Cecilia Espinola, Director
 1000 Emeline Avenue, Santa Cruz, CA 95060
 (831) 454-4130 FAX: (831) 454-4642

October 20, 2008

AGENDA: November 18, 2008

BOARD OF SUPERVISORS
 County of Santa Cruz
 701 Ocean Street
 Santa Cruz, CA 95060

APPROVAL OF CONTRACT TO PROVIDE PERFORMANCE MANAGEMENT BUSINESS SOLUTION TO ENHANCE CALWORKS ENGAGEMENT AND WORK PARTICIPATION

Dear Members of the Board:

As your Board is aware, the Human Services Department is continuing implementation efforts of program improvement initiatives in the California Work Opportunity to Kids (CalWORKs)/Welfare-to-Work (WTW) program outlined in the Santa Cruz County Plan Addendum (Plan Addendum), which was approved by your Board in December 2006. These program improvements are strategically targeted to increase CalWORKs families' engagement and participation in work or work related activities to address the need to raise California's federal work participation rate (WPR), while assisting families on the road to self-sufficiency. The purpose of this letter is to request your Board's approval to proceed with a Plan Addendum strategy to contract with Exemplar Human Services, LLC (Exemplar) for a performance management business solution that will assist Santa Cruz County in its efforts to improve client engagement, work participation, and service effectiveness in our CalWORKs program.

Proposed Contracted Services

With your Board's approval, the Department will enter into a 12-month contract with Exemplar, to begin on December 1, 2008, to provide 10 managers and line supervisors with access to Exemplar's web-based Engagement Matrix Analytic Service™, a cost-effective automated service designed by Exemplar to access and utilize key performance management weekly outcome data related to their operations. Specifically, Exemplar will receive and process extract files generated on a weekly basis from the CalWIN County Information Server (CIS) containing key engagement data and provide users with the following weekly reports:

- Engagement Status reports by worker, unit, office, and county-wide;

Title: Approval of Contract to Provide Performance Management Business Solution to Enhance CalWORKs Engagement and Work Participation

- Longitudinal analyses that show how specific engagement categories, e.g. “The Unengaged,” progress over time, by worker, unit, office and county-wide;
- Work lists for specific engagement categories, e.g. “Unengaged Cases” by worker, unit, employed cases, etc.; and
- Participation reports by worker, unit, office, and county-wide.

In addition, as part of the contract, an Exemplar team member will present and discuss the results to a Human Services Department management team on a monthly basis. Exemplar will also design, develop and execute a customized Academy for up to 35 managers and front line supervisors to learn about the performance management process and Exemplar’s tools to impact positive outcomes and increase client engagement and work participation. The term of the proposed contract is December 1, 2008 through November 30, 2009 in the total amount of \$168,780. Funding for this contract is included in the FY08-09 Human Services Department approved budget, and represents no additional county cost.

Vendor Selection

Exemplar is a social services consulting and analytic services company specializing in performance management business solutions for WTW agencies and other human services program. Exemplar’s expertise and experience make it uniquely qualified to assist Santa Cruz County’s performance management efforts. Exemplar has been providing performance management services to clients in California and across the nation since 2005, and has been under contract with the California Department of Social Services (CDSS) during most of this time under the CMAS procurement vehicle. It has helped the State design and implement its new “CalStat” process for helping counties share performance management practices, aided in development of the state’s “Pay for Performance” indicators, and is helping the state develop Engagement reports that could be a model for future statewide participation reporting.

Exemplar is led by Andrew Bush and Prashant Doshi, who bring decades of experience in Temporary Assistance for Needy Families (TANF) program and related human services policy and management at the local, state, and federal levels. Mr. Bush formerly administered the TANF program at the U.S. Department of Health and Human Services and has worked on policy and program design with state, local, and national welfare programs across the country and around the world. Through this service he worked intimately on development of recently enacted Federal TANF reforms and regulations expanding work participation and documentation requirements. Mr. Doshi has worked extensively with state and local agencies on TANF and child welfare program administration, particularly with respect to the implementation and use of information systems to support operations and management. On the basis of their unique experience, Exemplar was awarded sole source contracts with San Bernardino,

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Kern, Alameda, and San Mateo County to provide them with the Engagement Matrix Analytic Service™.

IT IS THEREFORE RECOMMENDED that your Board: approve the contract with Exemplar Human Services, LLC. in the amount of \$168,780 for a performance management business solution to enhance CalWORKs/WTW client engagement and work participation.

Very truly yours,



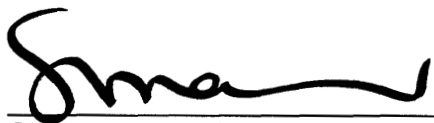
CECILIA ESPINOLA
Director

CE:KM

N:\North\Projects\Board Letters\FY08-09\CareerWorks\Approval of FY08-09 Exemplar Contract

Attachments: Contract Agreement

RECOMMENDED:



SUSAN A. MAURIELLO
County Administrative Officer

cc: County Administrative Officer
Auditor/Controller
General Services
Exemplar Human Services, LLC

COUNTY OF SANTA CRUZ REQUEST FOR APPROVAL OF AGREEMENT

TO: Board of Supervisors
County Administrative Office
Auditor Controller

FROM: HUMAN SERVICES DEPARTMENT

By: Maura Kinsella (Signature) 10/27/08 (Date)
Signature certifies that appropriations/revenues are available

AGREEMENT TYPE (Check One)

Expenditure Agreement

Revenue Agreement

The Board of Supervisors is hereby requested to approve the attached agreement and authorize the execution of same.

1. Said Agreement is between the **County of Santa Cruz Human Services Department**

and **Exemplar Human Services, LLC., 13308 County Trails Lane, Austin, Texas 78732**

(Name/Address)

2. The agreement will provide

performance management services to improve client-engagement, work participation, and service effectiveness in the CalWorks & Welfare to Work Programs.

3. Period Of the agreement is from **December 1, 2008**

to **November 30, 2009**

4. Anticipated Cost is \$ **168,780**

 Fixed Monthly Rate Annual Rate Not to Exceed

Remarks: **Contact: K. Maurer x4067**

5. Detail: On Continuing Agreements List for FY - Page CC- Contract No:

O R 1st Time Agreement

Section II No Board Letter required, will be listed under item 8

Section III Board Letter Required

Section IV Revenue Agreement

6. Appropriations/Revenues are available and are budgeted in **392100**

■ (Index) **3665**

■ (Subject)

NOTE: IF APPROPRIATIONS ARE INSUFFICIENT, ATTACHED COMPLETED AUD-74 OR AUD-60

Appropriations are available and will be encumbered.

Contract No: CT83725-01

By: C. Huff

Date: 10/29/08

Auditor-Controller Deputy

Proposal and accounting detail reviewed and approved. It is recommended that the Board of Supervisors approve the agreement and authorize the **Human Services Department Director** to execute on behalf of the **County of Santa Cruz Human Services Department**

Date: 11/3/08

By: [Signature]

County Administrative Office

Distribution:

Board of Supervisors - White
Auditor Controller - Canary
Auditor-Controller - Pink
Department - Gold

State of California
County of Santa Cruz

I, _____, ex-officio Clerk of the Board of Supervisors of the County of Santa Cruz, State of California, do hereby certify that the foregoing request for approval of agreement was approved by said Board of Supervisors as recommended by the County administrative Office by an order duly entered in the minutes of said Board on _____ 20__

ADM - 29 (4/08)
Title 1, Section 300 Proc Man

By: Deputy Clerk

AUDITOR-CONTROLLER USE ONLY

CO _____
Document No. JE Amount Lines H/TL Keyed By Date

TC110 \$ /

Auditor Description Amount Index Sub-Object User Code

Contract No. _____

INDEPENDENT CONTRACTOR AGREEMENT

This Contract is entered into this 1st day of December, 2008 by and between the COUNTY OF SANTA CRUZ, hereinafter called COUNTY, and EXEMPLAR HUMAN SERVICES, LLC., hereinafter called CONTRACTOR. The parties agree as follows:

1. **DUTIES.** CONTRACTOR agrees to exercise special skill to accomplish the following services as specified in Exhibit A: Scope of Services and Budget.

2. **COMPENSATION.** In consideration for CONTRACTOR accomplishing said result, COUNTY agrees to pay CONTRACTOR as specified in Exhibit B: Terms of Payment:

- One-time configuration fee of \$25,000
- Flat fee service at a rate of \$9,815 a month for 12 months for a total of \$117,780
- One-time Training Academy development & delivery fee of \$26,000
- For all services, an amount not to exceed one hundred sixty eight thousand seven hundred eighty dollars (\$168,780).

3. **TERM.** The term of this Contract shall be: December 1, 2008 through November 30, 2009.

4. **EARLY TERMINATION.** Either party hereto may terminate this Contract at any time by giving sixty (60) days written notice to the other party.

5. **INDEMNIFICATION FOR DAMAGES, TAXES AND CONTRIBUTIONS.** CONTRACTOR shall exonerate, indemnify, defend, and hold harmless COUNTY (which for the purpose of paragraphs 5 and 6 shall include, without limitation, its officers, agents, employees and volunteers) from and against:

A. Any and all claims, demands, losses, damages, defense costs, or liability of any kind or nature which COUNTY may sustain or incur or which may be imposed upon it for injury to or death of persons, or damage to property as a result of, arising out of, or in any manner connected with the CONTRACTOR'S performance under the terms of this Contract, excepting any liability arising out of the sole negligence of the COUNTY. Such indemnification includes any damage to the person(s), or property(ies) of CONTRACTOR and third persons.

B. Any and all Federal, State and Local taxes, charges, fees, or contributions required to be paid with respect to CONTRACTOR and CONTRACTOR'S officers, employees and agents engaged in the performance of this Contract (including, without limitation, unemployment insurance, social security and payroll tax withholding).

6. **INSURANCE.** CONTRACTOR, at its sole cost and expense, for the full term of this Contract (and any extensions thereof), shall obtain and maintain, at minimum, compliance with all of the following insurance coverage(s) and requirements. Such insurance coverage shall be primary coverage as respects COUNTY and any insurance or self-insurance maintained by COUNTY shall be considered in excess of CONTRACTOR'S insurance coverage and shall not contribute to it. If CONTRACTOR normally carries insurance in an amount greater than the minimum amount required by the COUNTY for this Contract, that greater amount shall become the minimum required amount of insurance for purposes of this Contract. Therefore, CONTRACTOR hereby acknowledges and agrees that any and all insurances carried by it shall be deemed liability coverage for any and all actions it performs in connection with this Contract.

If CONTRACTOR utilizes one or more subcontractors in the performance of this Contract, CONTRACTOR shall obtain and maintain Independent Contractor's Insurance as to each subcontractor or otherwise provide evidence of insurance coverage from each subcontractor equivalent to that required of CONTRACTOR in this contract, unless CONTRACTOR and COUNTY both initial here ____ / ____.

A. T of Insurance and Minimum Limits

(1) Worker's Compensation in the minimum statutorily required coverage amounts. This insurance coverage shall be required unless the CONTRACTOR has no employees and certifies to this fact by initialing here _____

(2) Automobile Liability Insurance for each of CONTRACTOR'S vehicles used in the performance of this Contract, including owned, non-owned (e.g. owned by CONTRACTOR'S employees), leased or hired vehicles, in the minimum amount of \$500,000 combined single limit per occurrence for bodily injury and property damage. This insurance coverage is required unless the CONTRACTOR does not drive a vehicle in conjunction with any part of the performance of this Contract and CONTRACTOR and COUNTY both certify to this fact by initialing here ____ / ____.

(3) Comprehensive or Commercial General Liability Insurance coverage in the minimum amount of \$1,000,000 combined single limit, including coverage for: (a) bodily injury, (b) personal injury, (c) broad form property damage, (d) contractual liability, and (e) cross-liability.

(4) Professional Liability Insurance in the minimum amount of \$_____ combined single limit, if, and only if, this Subparagraph is initialed by CONTRACTOR and COUNTY ____ / ____

B. Other Insurance Provisions

(1) If any insurance coverage required in this Contract is provided on a "Claims Made" rather than "Occurrence" form, CONTRACTOR agrees to maintain the required coverage for a period of three (3) years after the expiration of this Contract (hereinafter "post Contract coverage") and any extensions thereof. CONTRACTOR may maintain the required post Contract coverage by renewal or purchase of prior acts or tail coverage. This provision is contingent upon post Contract coverage being both available and reasonably affordable in relation to the coverage provided during the term of this Contract. For purposes of interpreting this requirement, a cost not exceeding 100% of the last annual policy premium during the term of this Contract in order to purchase prior acts or tail coverage for post Contract coverage shall be deemed to be reasonable.

(2) All required Automobile and Comprehensive or Commercial General Liability Insurance shall be endorsed to contain the following clause:

"The County of Santa Cruz, its officials, employees, agents and volunteers are added as an additional insured as respects the operations and activities of, and on behalf of, the named insured's performance under its/his/her/their contract with the County of Santa Cruz."

(3) All required insurance policies shall be endorsed to contain the following clause:
"This insurance shall not be canceled until after thirty (30) days prior written notice has been given to:

**Santa Cruz County
Human Services Department
Attn: Kathryn Maurer
1000 Emeline Ave.
Santa Cruz, CA 95060**

(4) CONTRACTOR agrees to provide its insurance broker(s) with a full copy of these insurance provisions and provide COUNTY on or before the effective date of this Contract with Certificates of Insurance for all required coverages. All Certificates of Insurance shall be delivered or sent to:

**Santa Cruz County
Human Services Department
Attn: Kathryn Maurer
1000 Emeline Ave.
Santa Cruz, CA 95060**

7. **EQUAL EMPLOYMENT OPPORTUNITY.** During and in relation to the performance of this Contract, CONTRACTOR agrees as follows:

A. The CONTRACTOR shall not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, physical or mental disability, medical condition (cancer related), marital status, sexual orientation, age (over 18), veteran status, gender, pregnancy, or any other non-merit factor unrelated to job duties. Such action shall include, but not be limited to, the following: recruitment, advertising, layoff or termination, rates of pay or other forms of compensation, selection for training (including apprenticeship), employment, upgrading, demotion, or transfer. The CONTRACTOR agrees to post in conspicuous places, available to employees and applicants for employment, notice setting forth the provisions of this non-discrimination clause.

B. If this Contract provides compensation in excess of \$50,000 to CONTRACTOR and if CONTRACTOR employees fifteen (15) or more employees, the following requirements shall apply:

(1) The CONTRACTOR shall, in all solicitations or advertisements for employees placed by or on behalf of the CONTRACTOR, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, ancestry, physical or mental disability, medical condition (cancer related), marital status, sexual orientation, age (over 18), veteran status, gender, pregnancy, or any other non-merit factor unrelated to job duties. Such action shall include, but not be limited to, the following: recruitment; advertising, layoff or termination, rates of pay or other forms of compensation, selection for training (including apprenticeship), employment, upgrading, demotion, or transfer. In addition, the CONTRACTOR shall make a good faith effort to consider Minority/Women/Disabled Owned Business Enterprises in CONTRACTOR'S solicitation of goods and services. Definitions for Minority/Women/Disabled Business Enterprises are available from the COUNTY General Services Purchasing Division.

(2) In the event of the CONTRACTORS non-compliance with the non-discrimination clauses of this Contract or with any of the said rules, regulations, or orders said CONTRACTOR may be declared ineligible for further contracts with the COUNTY.

(3) The CONTRACTOR shall cause the foregoing provisions of subparagraphs 7B(1) and 7B(2) to be inserted in all subcontracts for any work covered under this Contract by a subcontractor compensated more than \$50,000 and employing more than fifteen (15) employees, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

8. **INDEPENDENT CONTRACTOR STATUS.** CONTRACTOR and COUNTY have reviewed and considered the principal test and secondary factors below and agree that CONTRACTOR is an independent contractor and not an employee of COUNTY. CONTRACTOR is responsible for all insurance (workers compensation, unemployment, etc.) and all payroll related taxes. CONTRACTOR is not entitled to any employee benefits. COUNTY agrees that CONTRACTOR shall have the right to control the manner and means of accomplishing the result contracted for herein.

PRINCIPAL TEST: The CONTRACTOR rather than COUNTY has the right to control the manner and means of accomplishing the result contracted for.

SECONDARY FACTORS: (a) The extent of control which, by agreement, COUNTY may exercise over the details of the work is slight rather than substantial; (b) CONTRACTOR is engaged in a distinct occupation or business; (c) In the locality, the work to be done by CONTRACTOR is usually done by a specialist without supervision, rather than under the direction of an employer; (d) The skill required in the particular occupation is substantial rather than slight; (e) The CONTRACTOR rather than the COUNTY supplies the instrumentalities, tools and work place; (f) The length of time for which CONTRACTOR is engaged is of limited duration rather than indefinite; (g) The method of payment of CONTRACTOR is by the job rather than by the time; (h) The work is part of a special or permissive activity, program, or project, rather than part of the regular business of COUNTY; (i) CONTRACTOR and COUNTY believe they are creating an independent contractor relationship rather than an employer-employee relationship; and (j) The COUNTY conducts public business.

It is recognized that it is not necessary that all secondary factors support creation of an independent contractor relationship, but rather that overall there are significant secondary factors that indicate that CONTRACTOR is an independent contractor.

By their signatures on this Contract, each of the undersigned certifies that it is his or her considered judgment that the CONTRACTOR engaged under this Contract is in fact an independent contractor.

9. NONASSIGNMENT. CONTRACTOR shall not assign the Contract without the prior written consent of the COUNTY.

10. ACKNOWLEDGMENT. CONTRACTOR shall acknowledge in all reports and literature that the Santa Cruz County Board of Supervisors has provided funding to the CONTRACTOR.

11. RETENTION AND AUDIT OF RECORDS. CONTRACTOR shall retain records pertinent to this Contract for a period of not less than five (5) years after final payment under this Contract or until a final audit report is accepted by COUNTY, whichever occurs first. CONTRACTOR hereby agrees to be subject to the examination and audit by the Santa Cruz County Auditor-Controller, the Auditor General of the State of California, or the designee of either for a period of five (5) years after final payment under this Contract.

12. PRESENTATION OF CLAIMS. Presentation and processing of any or all claims arising out of or related to this Contract shall be made in accordance with the provisions contained in Chapter 1.05 of the Santa Cruz County Code, which by this reference is incorporated herein.

13. ATTACHMENTS. This Contract includes the following attachments:

Exhibit A: Scope of Services and Budget and Exhibit B: Terms of Payment.

14. LIVING WAGE. This Contract is covered under Living Wage provisions if this section is initialed by COUNTY_____

If Item # 14 above is initialed by the COUNTY, then this Contract is subject to the provisions of Santa Cruz County Code Chapter 2.122, which requires payment of a living wage to covered employees. Non-compliance during the term of the Contract with these Living Wage provisions will be considered a material breach, and may result in termination of the Contract and/or pursuit of other legal or administrative remedies.

CONTRACTOR agrees to comply with **Santa** Cruz County Code section **2.122.140**, if applicable.

15. MISCELLANEOUS. This written Contract, along with any attachments, is the full and complete integration of the parties' agreement forming the basis for this Contract. The parties agree that this written Contract supersedes any previous written or oral agreements between the parties, and any modifications to this Contract must be made in a written document signed by all parties. **Any** arbitration, mediation, or litigation arising out of this Contract shall occur only in the County of **Santa** Cruz, notwithstanding the fact that one of the contracting parties may reside outside of the County of **Santa** Cruz.

IN WITNESS WHEREOF, the parties hereto have set their hands the day and year first above written.

1. Exemplar Human Services, LLC.

3. COUNTY OF SANTA CRUZ

By: Andrew S. Bush 10-21-2008
SIGNED

By: _____
SIGNED

Andrew Bush, Principal
PRINTED

Cecilia Espinola, Director
PRINTED

Company Name: Exemplar Human Services, LLC

Address: 13308 Country Trails Lane
Austin, Texas 78732

Telephone: 703-310-6534

Fax: _____

E abush@exemplarhumanservices.com

2. APPROVED AS TO INSURANCE:

4. APPROVED AS TO FORM:

AM 10/27/08
Risk Management

Cecilia Espinola
Asst. County Counsel

DISTRIBUTION:

- Human Services Department
- Auditor-Controller
- Risk Management
- Contractor

Exhibit A: S of S | 3

Contract Title: Exemplar Human Services, LLC, Performance Management Services for Santa Cruz County

Purpose of Contract: The purpose of this contract is to provide performance management services to assist Santa Cruz County in its efforts to improve client engagement, work participation, and service effectiveness in its CalWORKs/Welfare-to-Work program.

Contract Description: Exemplar Human Services, LLC (Exemplar) shall provide a web-based Engagement Matrix™ Analytic Service that will enable the Human Services Department of Santa Cruz County (Santa Cruz County) to access and utilize key performance management weekly outcome data related to their operations. Specifically, Exemplar will receive and process extract files generated on a weekly basis from CIS containing key engagement data such as case/individual identifiers, activity history, and activity profiles to create and provide the following:

- Engagement Status reports by worker, unit, office, and county-wide;
- Longitudinal analyses that show how specific engagement categories, e.g. the unengaged, progress over time, by worker, unit, office and county-wide;
- Worklists for specific engagement categories, e.g. Unengaged Cases by worker, unit, employed cases, etc.;
- Participation reports by worker, unit, office, and county-wide (pending final report development and entry of attendance hours into CalWIN by Santa Cruz County workers);
- Access to the above reports via the web-based Engagement Matrix™ Analytic Service for 10 Santa Cruz County users.

In addition, an Exemplar team member will present and discuss the results to the Santa Cruz County-designated management team on a monthly basis, to commence in December 2008 and end in November 2009.

Exemplar will also design, develop and execute during the contract period a customized Academy for up to 35 Santa Cruz County management and front line supervisors to learn about the performance management process and tools. The goal of this session will be to empower the front-line supervisors with the right knowledge of applying the performance management process and tools within their units and well as crafting approaches that work within their context to impact positive outcomes and increase client engagement and work participation.

The Academy will consist of an intensive, one-day session and will cover the following topics:

- Key performance management principles;
- How to use performance management tools such as Engagement Status Reports, detailed category work lists, and longitudinal analytics to help better manage operations, tighten transitions, enhance service delivery, and achieve key outcomes;
- Organizational obstacles and challenges to the performance management process;
- Best practices at engagement of Welfare-to-Work customers.

Contract Services & Deliverables, Timeline and Budget:

<i>Services and Deliverables</i>	<i>Timeline</i>	<i>Total</i>
Configure Exemplar's Engagement Matrix™ Analytic Service for access by 10 users with Santa Cruz County data from CIS (provided by Santa Cruz County) for the following: <ol style="list-style-type: none"> 1) Engagement status reports by worker, unit, office, and county-wide; 2) Longitudinal analyses by worker, unit, office, and county-wide; 3) Worklists for specific engagement categories by worker, unit, etc.; 4) Participation reports by worker, unit, office, and county-wide. 	For reports 1-3: December 1-15, 2008 For report 4: December 1-15, 2008 or within 30 days of notification by Santa Cruz County that the required data set is available	\$25,000
Monthly subscription for Santa Cruz County for 10 users to Exemplar's Engagement Matrix™ Analytic Service with the above-configured reports, populated and processed weekly with data from CIS (provided by Santa Cruz County).	First reports available between December 1-15, 2008; thereafter ongoing and un-interrupted service with weekly data processing until completion of 12 months.¹	\$9,815/month x 12 months = \$117,780
A minimum of one on-site visit per month from an Exemplar team member to present and discuss the results to the Santa Cruz County management team.	The first on-site visit to be completed within 15 days of report availability; subsequent visits to take place at monthly intervals for the full term of the contract.	No additional cost
Design, develop and execute a customized Performance Management Academy for up to 35 Santa Cruz County managers and front-line supervisors. The Academy deliverable includes: <ul style="list-style-type: none"> • Two weeks of development time • A one-day Academy facilitated by Exemplar with all materials provided by Exemplar. (Facilities to be provided by Santa Cruz County.) 	Academy to be offered within 60 days of request by Santa Cruz County, and no later than April 30, 2008.	\$26,000
Total Cost		\$168,780

¹ If the reports are not available to Santa Cruz County users (for technical reasons or other) before December 15, 2008, then the 12 months of subscription service and fees will go into effect on the 1st day of the month following the first day of availability of the reports.

Exhibit B: Terms of Payment

Contractor: Exemplar Human Services, LLC
Contract Term: December 1, 2008 to November 30, 2009
Contract Amount: \$168,780 (Please see Exhibit A for details concerning deliverables)

Terms and Conditions of Payment:

For the delivery of services specific in Exhibit A, attached hereto, Contractor shall submit

- One invoice for payment of the configuration fee at contract initiation, not to exceed \$25,000, and subject to approval of the project contract analyst, payable net 30 days;
- Monthly invoices for the Engagement Matrix™ Analytic Service for access by 10 users for 12 months of service, not to exceed \$117,780, invoiced monthly in arrears and subject to approval of the project contract analyst, payable net 30 days; and
- One invoice for payment upon completion of services for the Performance Management Academy, not to exceed \$26,000, subject to approval of the project contract analyst, payable net 30 days.

Invoicing Procedures:

Contractor shall invoice the County after the contract is approved and encumbered as specified above in the Terms and Conditions of Payment. Contractor shall submit an original invoice with details of services, signed and dated by the authorized designee. The invoice should be sent to:

county of santa Cruz
 Human Services Department
 PO Box 1320
 Santa Cruz, CA 95060
 Attn: Kathryn Maurer – HP11