

Assessor's Parcel Number: N/A

Date: AUGUST 20, 2018

Recording Requested By:

Name: RON ROMAN, PUBLIC WORKS

Address: _____

City/State/Zip: _____

Real Property Transfer Tax: \$ N/A



00078096201809183190170174

KAREN ELLISON, RECORDER

CONTRACT #2018.188
(Title of Document)

CONTRACT FOR SERVICES BY AN INDEPENDENT CONTRACTOR

A CONTRACT BETWEEN

DOUGLAS COUNTY, NEVADA

AND

FCS GROUP

This Contract for Services by an Independent Contractor (the "Contract") is entered into by and between Douglas County, a political subdivision of the State of Nevada, through the Board of County Commissioners (the "County"), and Financial Consulting Solutions Group, Inc. ("Contractor"), a Washington Corporation. The County and Contractor are at times collectively referred to hereinafter as the "Parties" or individually as the "Party."

WHEREAS, Douglas County, a political subdivision of the State of Nevada, from time to time requires the services of independent contractors; and

WHEREAS, it is deemed that the services of Contractor herein specified are both necessary and desirable and in the best interests of Douglas County; and

WHEREAS, Contractor represents that Contractor is duly qualified, equipped, staffed, ready, willing and able to perform and render the services hereinafter described.

NOW, THEREFORE, in consideration of the mutual promises and covenants herein made, the County and Contractor mutually agree as follows:

1. TERM AND EFFECTIVE DATE OF CONTRACT. The Contract will become effective on the date it is approved and signed by representatives of both Parties. Time is of essence for performance of the professional services described herein and all tasks must be completed by Thursday, January 31, 2019.

2. INDEPENDENT CONTRACTOR STATUS. The Parties agree Contractor will have the status of an independent contractor and that the Contract, by explicit agreement of the Parties, incorporates and applies the provisions of NRS 333.700, as necessarily adapted to the Parties, including the express understanding that Contractor is not an employee of the County and that:

There shall be no:

- (1) Withholding of income taxes by the County;
- (2) Industrial insurance coverage provided by the County;
- (3) Participation in group insurance plans which may be available to employees of the County;

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CLERK

- (4) Participation or contributions by either the Contractor or the County to the public employee's retirement system;
- (5) Accumulation of vacation leave or sick leave;
- (6) Unemployment compensation coverage provided by the County if the requirements of NRS 612.085 for independent contractors are met.

Additionally, the Contractor is not in the classified or unclassified service of the County and has none of the rights or privileges available to officers, employees or other appointees of the County.

3. INDUSTRIAL INSURANCE. Contractor further agrees that, prior to the commencement of any work and as a precondition to any obligation of the County to make any payment under the Contract, Contractor will provide the County with a work certificate and/or a certificate issued by a qualified insurer in accordance with NRS 616B.627. Contractor also agrees that, prior to commencing any work under the Contract, Contractor will complete and provide evidence to the County that Contractor has made the following written request to Contractor's insurer:

FCS Group has entered into a contract with Douglas County to perform work through Thursday, January 31, 2019 and requests that an authorized insurer provide to Douglas County: (1) A certificate of coverage issued pursuant to NRS 616B.627 and (2) Notice of any lapse in coverage or nonpayment of coverage that the Contractor is required to maintain.

The certificate and notice should be mailed to:

*Douglas County
Public Works Department
Post Office Box 218
Minden, Nevada 89423*

Contractor agrees to maintain all required workers' compensation coverage throughout the entire term of the Contract. If Contractor does not maintain the required coverage throughout the entire term of the Contract, Contractor agrees that the County may, at any time the coverage is not maintained by Contractor, order the Contractor to stop work, suspend the Contract, or terminate the Contract at the sole discretion of the County. For each six-month period this Contract is in effect, Contractor agrees, prior to the expiration of the six-month period, to provide another written request to the insurer for the provision of a certificate and notice of lapse in, or nonpayment of, insurance coverage. If Contractor does not make the request or does not provide the certificate before the expiration of the six-month period, Contractor agrees that the County may order the Contractor to stop work, suspend the Contract, or terminate the Contract at the sole discretion of the County.

4. SERVICES TO BE PERFORMED. The Parties agree that the Contractor will perform a Water Utility Rate Analysis and related consulting, more particularly described as follows:

- A. The Services to be performed under this Contract are specifically identified in Exhibit A, the hourly billing rate schedule is identified in Exhibit B, and the

project schedule is identified in Exhibit C, all of which are attached and incorporated by reference herein.

5. PAYMENT FOR SERVICES. Contractor agrees to provide the services set forth in Paragraph 4 for a total cost not to exceed Eighty Two Thousand, Eight Hundred and Eighty Dollars (\$82,880) (the "Contract Price"). Unless Contractor has received a written exemption from the County, Contractor shall submit monthly requests for payment for services performed under this Contract. Requests for payment shall be submitted no later than fifteen (15) days after the end of a month and must include a detailed summary of the expenditures reported in a form that supports the approved budget. Specifically, Contractor agrees to provide with each request for payment a schedule of actual expenditures for the period, cumulative total expenditures for the entire contract, and a comparison of cumulative total expenditures to the maximum expected fee for the services and tasks set forth in Paragraph 4.

6. TERMINATION OF CONTRACT. Either Party may terminate the Contract if either Party fails to correct any breach of the terms of the Contract within 30 days after receiving notice of such breach and having been given a reasonable opportunity to cure the breach. Provided, however, that except as otherwise set forth in this Contract, early termination will not relieve a Party of any obligation that became due prior to the date of termination.

7. NONAPPROPRIATION. All payments required pursuant to the Contract are contingent upon the availability of County funds. In accordance with NRS 354.626 and any other applicable provision of law, the financial obligations between the Parties will not exceed those monies appropriated and approved by the County for the Contract for the then current fiscal year under the Local Government Budget Act. The Contract will terminate and the County's obligations will be extinguished if the County fails to appropriate the necessary funding.

Nothing in the Contract will be construed to provide Contractor with a right of payment from any entity other than the County. Any funds budgeted by the County pursuant to the terms of the Contract that are not paid to Contractor will automatically revert to the County's discretionary control upon the completion, termination, or cancellation of the Contract. The County will not have any obligation to re-award or to provide, in any manner, the unexpended funds to Contractor. Contractor will have no claim of any sort to the unexpended funds.

8. CONSTRUCTION OF CONTRACT. The Contract will be construed and interpreted according to the laws of the State of Nevada. There will be no presumption for or against the drafter in interpreting or enforcing the Contract. In the event a dispute arises between the Parties, the Parties promise and agree to first meet and confer to resolve any dispute. If such meeting does not resolve the dispute, then the Parties agree to mediate any dispute arising from or relating to the Contract before an independent mediator mutually agreed to by the parties. The fee, rate or charge of the mediator will be shared equally by the Parties, who will otherwise be responsible for their own attorney's fees and costs. If mediation is unsuccessful, litigation may only proceed before a department of the Ninth Judicial Court of the State of Nevada in and for the County of Douglas that was not involved in the mediation process and attorney's fees and costs will be awarded to the prevailing party at the discretion of the court.

9. COMPLIANCE WITH APPLICABLE LAWS. Contractor promises and agrees to fully and completely comply with all applicable local, state and federal laws, regulations, orders, or requirements of any sort in carrying out the obligations of the Contract, including, but not limited to, all federal, state, and local accounting procedures and requirements, all hazardous materials regulations, and all immigration and naturalization laws.

10. ASSIGNMENT. Contractor will neither assign, transfer nor delegate any rights, obligations or duties under the Contract without the prior written consent of the County.

11. COUNTY INSPECTION. The books, records, documents and accounting procedures and practices of Contractor related to the Contract will be subject to inspection, examination and audit by the County, including, but not limited to, the contracting agency, the County Manager, the District Attorney, and, if applicable, the Comptroller General of the United States, or any authorized representative of those entities.

12. DISPOSITION OF CONTRACT MATERIALS. Any books, reports, studies, photographs, negatives or other documents, data, drawings or other materials prepared by or supplied to Contractor in the performance of its obligations under the Contract (the "Materials") will be the exclusive property of the County and all such materials will be remitted and delivered, at Contractor's expense, to the County by Contractor upon the completion, termination or cancellation of the contract. Alternatively, if the County provides its written approval to Contractor, the Materials must be retained by Contractor for a minimum of six years after Contractor's receipt of the final payment from County and all other pending matters are closed. If, at any time during the retention period, the County, in writing, requests any or all of the Materials, then Contractor will promptly remit and deliver the materials, at Contractor's expense, to the County. Unless the County has requested the remittance and delivery by Contractor of the Materials, Contractor will not use, willingly allow or cause to have such Materials used for any purpose other than the performance of Contractor's obligations under the terms of the Contract without the prior written consent of the County.

13. PUBLIC RECORDS LAW. Contractor expressly understands and agrees that all documents submitted, filed, or deposited with the County by Contractor, unless designated as confidential by a specific statute of the State of Nevada, will be treated as public records pursuant to NRS chapter 239 and shall be available for inspection and copying by any person, as defined in NRS 0.039, or any governmental entity. Contractor expressly and indefinitely waives all of its rights to bring, including but not limited to, by way complaint, interpleader, intervention, or any third party practice, any claims, demands, suits, actions, judgments, or executions, for damages or any other relief, in any administrative or judicial forum, against the County or any of its officers or employees, in either their official or individual capacity, for violations of or infringement of the copyright laws of the United States or of any other nation.

14. INDEMNIFICATION. Contractor agrees to indemnify, defend, and save and hold the County, its agents and employees harmless from any and all claims, causes of action or liability arising from or related to Contractor's negligent performance pursuant to the terms of the Contract by Contractor or Contractor's agents or employees.

15. MODIFICATION OF CONTRACT. The Contract and the attached exhibits constitute the entire agreement and understanding between the Parties and may only be modified by a written amendment signed by both of the Parties.

16. AUTHORITY. The Parties represent and warrant that they have the authority to enter into this agreement.

17. STANDARD OF CARE. Contractor will perform all services in a manner consistent with that level of care and skill ordinarily exercised by other members of Contractor's profession currently practicing in the same locality under similar conditions.

18. WAIVER OF LIEN. Contractor understands and agrees that the services it will render to the County are not intended for the improvement of real property or to otherwise grant any rights to Contractor pursuant to NRS chapter 108.

19. THIRD PARTY BENEFICIARY. Nothing contained in this Agreement is intended to convey any rights or to create a contractual relationship with any third party or to otherwise allow a third party to assert a cause of action against either Contractor or County.

20. FORCE MAJEURE. Neither Party shall be deemed to be in violation of this Agreement if it is prevented from performing any of its obligations hereunder due to protests, strikes, legal impossibility, failure of public transportation, civil or military authority, act of public enemy, accidents, fires, explosions, emergencies or acts of God, including, without limitation, earthquakes, floods, winds, or storms. In such an event, the intervening cause must not be through the fault of the Party asserting such an excuse, and the excused Party is obligated to promptly perform in accordance with the terms of this Agreement after the intervening cause ceases.

21. WAIVER. The County's failure to insist upon Contractor's performance of any obligation hereunder shall not constitute a waiver of the County's right to enforce that obligation and the County may require compliance with that obligation or any other obligation at any time.

22. NOTICES. All notices, requests, demands and other communications hereunder must be in writing and will be deemed delivered when sent via certified mail, return receipt requested or by commercial courier, provided the courier's regular business is delivery service and provided further that it guarantees delivery to the addressee by the end of the next business day following the courier's receipt from the sender, addressed as follows (or any other address that the Party to be notified may have designated to the sender by like notice):

To County:

Douglas County
Attn: Public Works Department
Post Office Box 218
Minden, Nevada 89423

To Contractor: FCS Group
7525 166th Ave NE
Suite D-215
Redmond, WA 98052
(719) 284-9168

23. CONFLICT OF INTEREST. By signing the Contract, Contractor agrees that any information obtained from Douglas County, in whatever form, will not be divulged to other competing interests without the permission of the County Manager. In the event of a breach of this provision, Douglas County may immediately withdraw, without penalty or any payment, from the Contract. Contractor must notify Douglas County of any other contracts or projects Contractor is working on that may impact Douglas County.

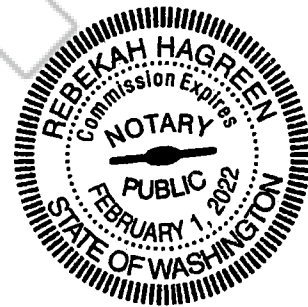
IN WITNESS WHEREOF, the individuals signing bellow represent and warrant that they have the authority to bind the respective Party bellow indicated, and each has caused the Contract to be signed and intend to be legally bound thereby.

FCS Group

By: Angie S. Virnoche 8/9/18
Angie Sanchez-Virnoche, Vice President (Date)

STATE OF Washington
COUNTY OF Spokane
This instrument was acknowledged before me, a Notary Public, on the 9th day of August 2018, by Angie Sanchez-Virnoche, Vice President of FCS Group.

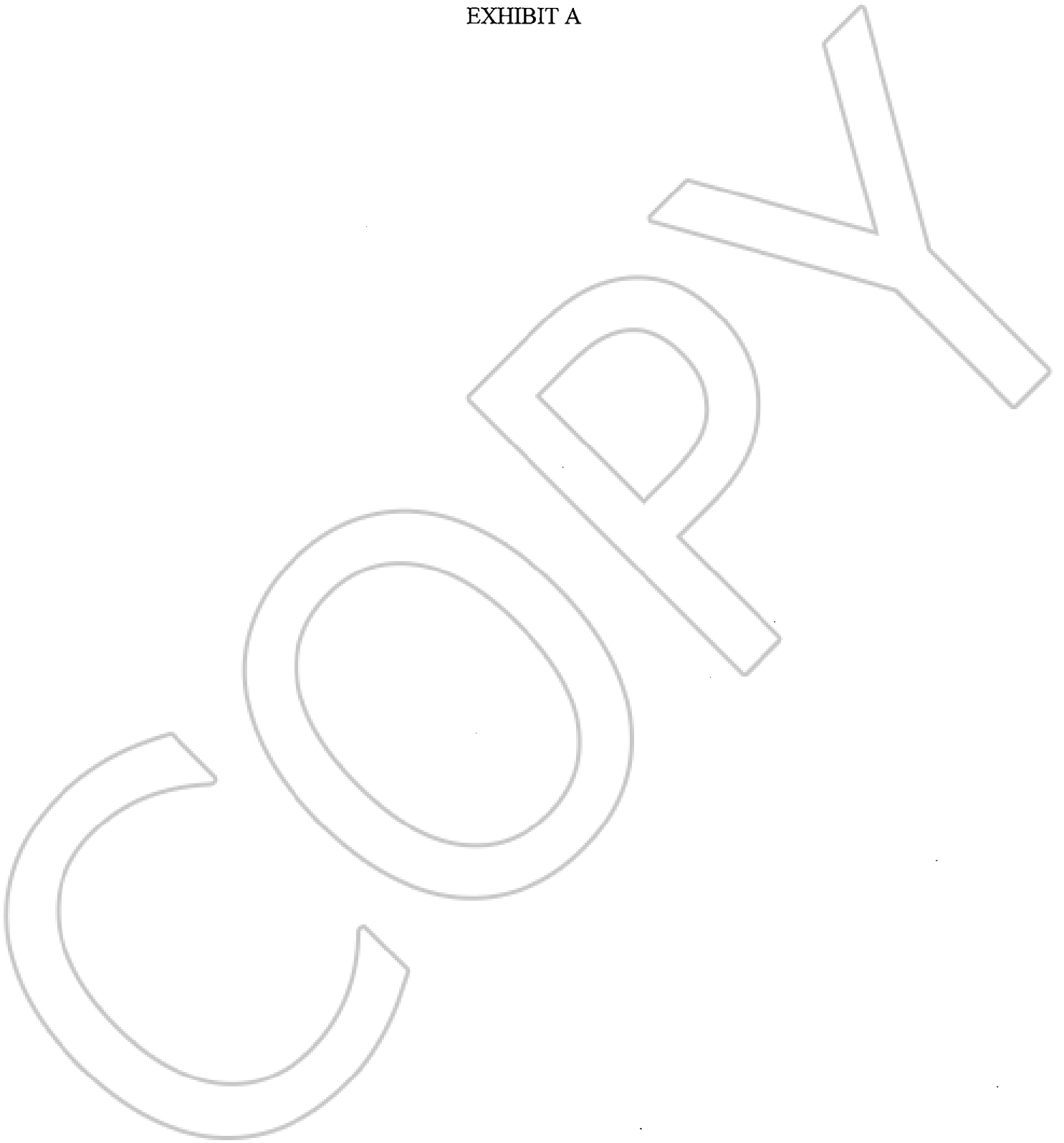
[Signature]
Notary Signature



Douglas County

By: [Signature] 8/16/18
Steven J. Thaler, Chairman (Date)
Board of County Commissioners

EXHIBIT A



SCOPE OF WORK

The following is a proposed scope of work to provide Douglas County with a plan to consolidate the water rates, financial resources and indebtedness of the Carson Valley and Lake Tahoe Water Systems. FCS GROUP has provided analyses related to the consolidation of the water systems, including a 2013 analysis of the Lake Tahoe systems of Cave Rock, Skyland, and Zephyr Cove, and an older study from 2010 that first evaluated the possibility of consolidating the then eight (8) water system enterprises in the County.

Today, the Lake Tahoe Systems of Cave Rock/Uppaway, Skyland, and Zephyr are combined in name as one enterprise fund but are still truly separate enterprises. The Carson Valley Water Utility, including the Fairgrounds, West Valley, East Valley, Foothill, and Sierra Country Estates, is consolidated fully.

The purpose of the below, proposed scope is to develop a plan for the financial consolidation of the Carson Valley system with the three Lake Tahoe Water Utility funds. The expected outcome is to have a single water utility enterprise with a single set of rates and charges so that similarly situated water customers will have the same charges.

TASK 1: KICK-OFF MEETING

What

A project kickoff meeting will be scheduled by commencement of the project with the consultant and County's project team. The meeting will be held at a location TBD by the County.

How

Ideally, the meeting should include appropriate representatives from the County and stakeholders from the Carson Valley and Lake Tahoe Water Systems. Representatives from the Cave Rock/Uppaway, Skyland, and Zephyr have specifically expressed their desire to be a part of any water rate setting process.

Benefits/Project Relevance

This meeting will establish the goals and objectives of the overall project and focus the efforts of the project team. The items covered at the meeting include review of the scope of work, identify project objectives, expectations and deliverables, outline the project schedule and key milestone review points and discuss appropriate lines of communication. It will also serve to make reference to previous work and achieve consensus on how future work will be developed and presented.

Deliverable

A project schedule with task completion and key milestone review points. Identification of project team communication leads. Select frequency of project team meetings to calendar. Identify issues and areas of concern to address during study.

TASK 2: DATA ACQUISITION AND VALIDATION

What

Information requests encompassing historical and projected financial, operational, billing and planning information for each separate enterprise (we expect there are currently two separate enterprise funds with at least five separate departments).¹

How

There will be two information requests: a preliminary request sent to the County prior to the kick-off meeting, and a second request after the kick-off meeting based on our review of the preliminary responses. FCS GROUP (“FCS”) will circulate the preliminary request within a week of receiving notice to proceed on this scope of work, and will circulate the second within a week after the initial kickoff meeting. There will be sufficient time allotted for County staff to gather the information and send it to FCS, after which FCS will review the responses and file them in to the project data warehouse. If there are any information gaps or clarifications needed, FCS will provide subsequent rounds of requests and/or conduct follow-up phone calls.

Benefits/Project Relevance

The data and information provided is foundational to the analyses FCS will prepare for the County. For example, validation of the customer data and calibration of the revenue forecast is critical to the rate study. As FCS reviews the requested information, we are also evaluating it for consistency. In this case, FCS has data and information from previous analyses that it can use as a starting point and also as a basis for validation. It is this evaluation process that is truly the benefit for the project as it help ensure we are not only starting from the right place, but also projecting the future outlook consistently and accurately.

Deliverable

Consolidated input tables with validated customer statistics and profiles that tie to the revenue projections

TASK 3: PRELIMINARY PLAN FOR WORKSHOP NO. 1

What

As a first step, FCS will prepare a preliminary recommendation for consolidation that will address combining the financial resources and obligations of the Carson Valley Water Utility and the three separate enterprise funds within the Lake Tahoe Water Utility. It includes a comprehensive review of the existing financial forecasts brought up to date with the most recent information (updates to the FCS studies in 2010 and 2013). Updating the past studies will also include recommendations for consolidating the systems’ connection fees and rates. Given the expected transitional issues, we will evaluate alternatives for the County to consider in terms of timing the convergence of rate structures.

How

We will first develop a consolidated financial plan inclusive of the combined revenues and obligations of all separate enterprises. Then, after evaluating the outcomes of the consolidated financial forecast, we will work on developing up to three (3) alternatives for merging the rates and connection fees into a single schedule. We will summarize these analyses into presentation materials

¹ The Carson Valley system is assumed to be one enterprise fund; the Lake Tahoe Water Utility is actually three separate funds/departments at this time.

and submit the findings in a workshop setting hosted on-site at the County. The workshop will offer stakeholders the opportunity to review the preliminary efforts and provide additional input, which we will then use as the basis for finalizing the plan in Task 4, below. The following sub-tasks are included:

Task 3.1: Update Stand-Alone Financial Plans

Update the financial plans prepared during the 2010 and 2013 FCS GROUP studies regarding consolidation.

Task 3.2: Establish Preliminary Combined Plan

Evaluate the consolidation issues, including evaluation of the FTE allocations, do develop a single, consolidated financial forecast as a single utility enterprise.

Task 3.3: Connection Charge Consolidation

Evaluate the connection charges in each service area and develop a preliminary plan to merge the charges under up to three alternative timelines.

Task 3.4: Rate Schedule Consolidation

Evaluate the rate schedules and develop a preliminary plan to merge the rate schedules under up to three alternative timelines.

Task 3.5: Preliminary Consolidation Proposal w/ Alternatives for Merging Rate Schedules

Document the consolidation plans and corresponding alternatives in technical memorandum.

Task 3.6: County Workshop

Present the consolidation plan and alternatives for merging rate schedules at an on-site workshop of stakeholders in Douglas County.

Benefits/Project Relevance

This task leverages the findings from past studies into a preliminary proposal for consolidation that stakeholders can evaluate. It organizes the information and places it all into the proper context with tangible alternatives for merging the rate structures under alternative timelines. Once the preliminary proposals are ready, the workshop provides a forum for stakeholders to interact with the County and FCS to provide additional, valuable input. The first workshop is an important interim step to achieving a final, approved plan. It will be the first opportunity to gauge stakeholder buy-in, which will be necessary for a successful consolidation.

Deliverables

The major deliverable is the County Workshop (Subtask 3.6), but FCS GROUP will also be providing the following items:

- Updated stand-alone financial plans for the enterprise funds (MS Excel models),
- Consolidated financial plan (MS Excel model),
- Connection charge calculations (technical memorandum)
- Rate schedules (technical memorandum)
- Alternatives for merging rate schedules (technical memorandum)

TASK 4: REVISED PLAN FOR WORKSHOP NO. 2

What

Prepare a revised consolidation plan based on the comments and input received in the first workshop. Present the revised plan at a 2nd workshop for final validation.

How

This task begins *during* the presentation of the first workshop, which is when we will be receiving input and comments from the stakeholders in the County. Taking those comments from the first workshop into account, the next step is to create a revised consolidation plan that will incorporate the inputs received. Our task here is to ensure that the revisions we make are responsive to those inputs such that it is clear as to how we have addressed each of them, and how our revisions impacted the outcomes in our earlier analysis. The following subtasks are included:

Task 4.1: Consolidate Comments from Workshop No. 1

Based on notes taken during Workshop No. 1, consolidate the comments and inputs and develop strategy for incorporating them into the revised plan.

Task 4.2: Revise Consolidation Plan

Make revisions to the models developed in Task 3 based on the comments and inputs from Workshop No. 1.

Task 4.3: Prepare Revised Consolidation Proposal

Document the revised plan in a technical memorandum highlighting the comments and inputs received, how those comments and inputs were incorporated into the revised plan, and a narrative on the change in outcomes achieved from the same.

Task 4.4: County Workshop No. 2

Present the revised consolidation plan and alternatives at an on-site workshop of stakeholders in Douglas County.

Benefits / Project Relevance

This task creates what will be proposed as the “final” consolidation plan with a path toward merging the connection fees and rates into one schedule. Once that plan has been prepared, we will once again provide a workshop setting for stakeholders to review the plan in a supportive forum.

Deliverables

The deliverables will include updates to all deliverable items from Task 3 and will include a 2nd workshop presentation held on-site in Douglas County at a time and location TBD.

TASK 5 PREPARE COMPREHENSIVE CONSOLIDATION REPORT

What

FCS GROUP will prepare comprehensive documentation of the final consolidation plan that will include a summary-level discussion of the process used to arrive at the final plan together with all relevant work papers, presentation materials, and technical memoranda issued during the project.

How

FCS GROUP will provide an initial draft report for the County to review. A final report will be prepared after the County has had the opportunity to provide comments. The task includes the following sub-tasks:

Task 5.1: Prepare Draft Report

Includes drafting of the draft report.

Task 5.2: Review and Commenting on Draft Report

FCS GROUP will allow for an initial window of 10 working days to circulate the draft and receive comments back from the County stakeholders.

Task 5.3: Prepare Final Report

Based on comments received from the County, prepare a final report along with all work papers, memoranda, working models, and presentation material to be included in the report.

Benefits/Project Relevance

A comprehensive reference to the analysis and discussions leading to the consolidation plan will be useful to the County as it works through the implementation in coming years. The report itself will be written in a way to assist in guiding the implementation rather than simply as a retelling of the events that occurred up to that point.

Deliverables

The deliverables for this task include an electronic draft report in MS Word to be used as a method of gathering comments from the County and those stakeholders who wish to review the document. The final report will be provided in PDF format along with an appendix of work papers, model outputs, presentation materials, and other reference materials conducive to the documentation of the report's discussion and findings.

TASK 6: ADDITIONAL SERVICES

What

This task allows for additional labor resources and expense budget for the performance of tasks unknown at the time of scoping and contracting. Any budget set aside under Task 6 shall only be used at the written request of the County with the specific tasks and budget noted in the request.

Deliverables

Deliverable materials, if any, shall be determined at the time the request is made by the County.

EXHIBIT B

A summary of level-of-effort estimates is provided below. The fees will be billed as time and materials in accordance with the 2018 Standard Fee Schedule. The total work effort shall not exceed the total budget limit.

Task/Detail	Mtgs	Mumm Principal	PM	Sr. Analyst	Admin Support	Total Hours	Expense Budget	Budget Estimate
Task 1 Kickoff Meeting	1	4	4	2	2	12	\$0	\$2,230
Task 2 Data Collection/Validation	0	2	8	8	2	20	\$0	\$3,290
Task 3 Preliminary Plan for Workshop No. 1	1	32	48	120	0	200	\$2,500	\$36,500
3.1 Update Stand-Alone Financial Plans		4	8	24	0	36	\$0	5,880
3.2 Establish Preliminary Combined Plan		4	8	24	0	36	\$0	5,880
3.3 Connection Charge Consolidation		4	8	24	0	36	\$0	5,880
3.4 Rate Schedule Consolidation		4	8	24	0	36	\$0	5,880
3.5 Preliminary Proposal and Alternatives		8	8	24	0	40	\$0	6,920
3.6 County Workshop No. 1	1	8	8	0	0	16	\$2,500	6,060
Task 4 Revised Plan for Workshop No. 2	1	20	32	56	0	108	\$2,500	\$21,460
4.1 Consolidate Comments from Workshop No. 1		4	8	8	0	20	\$0	3,640
4.2 Revise Consolidation Plan		4	8	24	0	36	\$0	5,880
4.3 Prepare Revised Consolidation Proposal		4	8	24	0	36	\$0	5,880
4.4 County Workshop No. 2	1	8	8	0	0	16	\$2,500	6,060
Task 5 Prepare Comprehensive Report	0	20	16	32	0	68	\$0	\$12,640
5.1 Draft Report		8	8	16		32	\$0	5,800
5.2 Review and Commenting on Draft Report		0	0	0		0	\$0	0
5.3 Prepare Final Report		12	8	16		36	\$0	6,840
Task 6 Additional Services		16	8	8	0	32	\$0	\$6,760
Hours		94	116	226	4	616		
Expenses		\$24,440	\$21,460	\$31,640	\$340	\$77,880	\$5,000	\$82,880

FCS GROUP
2018 STANDARD FEE SCHEDULE
Effective DECEMBER 15, 2017

LABOR

POSITION/TITLE

BILLING RATE

Principals	Standard Rate	\$260
Senior Project Manager	Standard Rate	\$210
Senior Special Projects Manager	Standard Rate	\$200
Project Manager II	Standard Rate	\$185
Project Manager I	Standard Rate	\$175
Project Consultant	Standard Rate	\$160
Senior Analyst	Standard Rate	\$140
Analyst	Standard Rate	\$130

Administrative and Technical Support

Public Relations		\$155
Technical Writer/Graphic Artist		\$ 130
Administrative Support		\$ 85

DIRECT EXPENSES

Major direct expenses, such as travel, mileage, and lodging, will be charged at cost. Other expenses will not be directly charged unless by mutual agreement of the client and FCS GROUP and specific terms will be established in advance prior to expenditure and billing.

SUBCONSULTANTS

When applicable, subconsultants will be charged at invoiced cost plus 10%.

EXHIBIT C

COPY

PRELIMINARY PROJECT SCHEDULE

Note: all completion dates assume a Notice-to-Proceed date of September 03, 2018

Task No. / Name	Estimated Substantial Completion Date
1 – Kick-off Meeting	Sept 21, 2018
2 – Data Acquisition and Validation	Sept 28, 2018
3 - Preliminary Plan for Workshop No. 1	Nov. 9, 2018
4- Revised Plan for Workshop No. 2	Dec 14, 2018
5 – Comprehensive Consolidation Report	Jan 17, 2019
6- Additional Services	TBD

Douglas County

State of Nevada

CERTIFIED COPY

I certify that the document to which this certificate is attached is a full and correct copy of the original record on file in the Clerk/Treasurer's Office on this

20th day of August, 2018
By [Signature] Deputy