

AMENDMENT #1
TO PROFESSIONAL SERVICES AGREEMENT
NORTHERN NEVADA PUBLIC HEALTH
AND
MGT IMPACT SOLUTIONS, LLC

This Amendment #1 to the original Agreement between the NORTHERN NEVADA PUBLIC HEALTH, a political subdivision of the State of Nevada (NNPH) and MGT IMPACT SOLUTIONS originally effective January 2026, is made to revise the Agreement as follows:

ARTICLE 1 - EFFECTIVE DATE

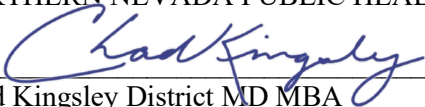
The effective date of this Amendment #1 to the Agreement shall be **April 30, 2026**.

CONTRACTOR shall begin performance of services as provided herein upon notice to proceed and shall complete all Services identified in EXHIBIT A, PROPOSAL AND SCOPE OF SERVICES in accordance with the Standard of Care as set forth in **ARTICLE 5** herein **NO LATER THAN June 15, 2026**, unless this Agreement is terminated sooner in accordance with its terms..

All other Terms and Conditions of the original Agreement dated January 2026, attached hereto and incorporated within the Exhibits, and subsequent Amendments, to remain unchanged.

IN WITNESS WHEREOF, the parties hereto or a representative of either have set their hands and subscribed their signature as of the date and year indicated.

NORTHERN NEVADA PUBLIC HEALTH

By: 
Chad Kingsley District MD MBA
District Health Officer
Date: May 7, 2026

By: 
A. Trey Traviesa, CEO
MGT Impact Solutions, LLC
Date: 5/15/2026

AGREEMENT FOR SERVICES

THIS AGREEMENT is entered into between **NORTHERN NEVADA PUBLIC HEALTH**, a political subdivision of the State of Nevada (“NNPH”) and **MGT IMPACT SOLUTIONS, LLC** (“Contractor”), collectively (the “Parties”).

WITNESSETH:

WHEREAS NNPH desires to engage Contractor to render certain consulting services in Support of the “**AIR QUALITY MANAGEMENT & ENVIRONMENTAL HEALTH SERVICES FEE MODEL ASSESSMENT AND DEVELOPMENT**” (the “Project”); and

WHEREAS, County requires certain professional services in connection with the Project, as described in EXHIBIT A, PROPOSAL AND SCOPE OF SERVICES (the “Services”); and

WHEREAS, Contractor represents that it is duly qualified, ready, willing and able to provide the Services by virtue of its education, training and experience; and

NOW, THEREFORE, in consideration of the mutual promises contained herein, the Parties agree as follows:

ARTICLE 1 – EFFECTIVE DATE

The effective date of this Agreement shall be **JANUARY 1, 2026**.

CONTRACTOR shall begin performance of services as provided herein upon notice to proceed and shall complete all Services identified in EXHIBIT A, PROPOSAL AND SCOPE OF SERVICES in accordance with the Standard of Care as set forth in **ARTICLE 5** herein **NO LATER THAN APRIL 30, 2026**, unless this Agreement is terminated sooner in accordance with its terms.

ARTICLE 2 – SERVICES TO BE PERFORMED BY CONTRACTOR

Contractor agrees to perform and complete all Services identified in **EXHIBIT A, PROPOSAL AND SCOPE OF SERVICES**, under this Agreement, and any amendment thereto in accordance with the Standard of Care as set forth in **ARTICLE 5** herein. Contractor shall be responsible for the quality, technical accuracy, completeness and coordination of all reports, information, specifications and other items and services furnished under this Agreement and any amendments hereto. NNPH reserves the right to inspect, comment on, and request revision of, all Services identified in **EXHIBIT A, PROPOSAL AND SCOPE OF SERVICES**, and any amendments thereto performed by Contractor prior to acceptance, and Contractor warrants that such Services shall be fit and sufficient for the purposes expressed in, or reasonably inferred from, this Agreement and any amendments hereto.

Failure to provide major deliverables, including, but not limited to, Services identified in **EXHIBIT A, PROPOSAL AND SCOPE OF SERVICES**, shall constitute a material breach of this Agreement, unless waived in writing by the County.

ARTICLE 3 – COMPENSATION

3.1 Compensation for Services. For Services defined in **ARTICLE 2, SERVICES TO BE PERFORMED BY CONTRACTOR**, above, Contractor’s compensation shall be

determined on a time and material basis, in accordance with the Fee Schedule described in **EXHIBIT A, PROPOSAL AND SCOPE OF SERVICES**, which is attached hereto and incorporated by reference as part of the Agreement and shall not exceed the sum of \$99,376.00. Contractor shall satisfy its obligations hereunder without additional cost or expense to County during the term of this Agreement other than the heretofore stated compensation and the fee schedule described in **EXHIBIT A, PROPOSAL AND SCOPE OF SERVICES**. The Fee Schedule may be renegotiated at the end of one (1) year upon request by either NNPH or the Contractor. Renegotiated fees are subject to approval by the District Health Officer. The actual costs charged for the work by Contractor in accordance with this provision shall be full compensation to Contractor for all Services and duties required by the **EXHIBIT A, PROPOSAL AND SCOPE OF SERVICES**, including, but not limited to: costs of supplies, facilities and equipment; costs of labor and services of employees, contractors and sub-contractors engaged by Contractor; travel expenses, telephone charges, typing, duplicating, costs of insurance, and all items of general overhead. Contractor shall submit billings on a monthly basis.

3.2 Compensation for Additional Services. If NNPH requests Contractor to perform additional services, other than those required to be performed under Services identified in **EXHIBIT A, PROPOSAL AND SCOPE OF SERVICES**, the cost of such additional services shall be determined prior to commencing additional work. All additional services and amount of payment must be authorized in writing by NNPH prior to commencing any work for such services.

3.3 Methods and Times of Payment. The total cost of the project is to be established as part of the Request for Proposal (RFP) process and shall be based on a Not-to Exceed amount. Payment will be processed upon the successful completion and formal written acceptance of the major milestones defined below:

Milestone	Deliverable Trigger	Percentage of Total Fee	Acceptance Criteria
Milestone 1	Phase 1 Complete: Gap & Assessment Report (Task 1.4)	50%	Completion of all data gathering and official acceptance of the Cost-of-Service Report and Gap Analysis.
Milestone 2	Phase 2 Complete: Final Recommended Fee Model Report (Task 2.2)	50%	Formal acceptance of the recommended fee structure, including the proposed new fee schedules and supporting rationale.

Invoices shall be submitted within fifteen (15) calendars days of the written acceptance of the triggering milestone deliverable. Payment is due Net 30 (30) calendar days from the date of receipt of a valid and proper invoice by the Client's Account Payable department.

All milestone deliverables must be reviewed and formally accepted in writing by the designated Project Manager within fifteen (15) calendar days of submission. If no formal rejection is received within this period, the deliverable will be deemed accepted.

Rejection of a deliverable must be accompanied by a detailed written explanation, and the Consultant shall have ten (10) calendar days to revise and resubmit the deliverable for reconsideration.

- 3.4 Dispute of Work. NNPH shall notify Contractor in writing within thirty (30) calendar days of receipt of the work, or portion of work, which is not approved. For work, or portions of the work, which are unapproved, the NNPH and Contractor shall develop a mutually acceptable method to resolve the dispute within thirty (30) calendar days of receipt by the Contractor of notice from NNPH. If the NNPH and Contractor cannot reasonably agree to remedy the dispute of unapproved work within the thirty-day period, the work shall be terminated or suspended per **ARTICLE 12, TERMINATION OR EXTENSION OF CONTRACT**.

ARTICLE 4 – TIME SCHEDULE FOR COMPLETION

The Services identified in **EXHIBIT A, PROPOSAL AND SCOPE OF SERVICES**, on the Project shall be diligently performed and be completed no later than **APRIL 30, 2026**. Contractor shall be granted time extensions for items within the phases of the Project in writing by NNPH if the time schedules cannot be met because of delays beyond Contractor's reasonable control, including, but not limited to, NNPH's failure to furnish information, or to approve or disapprove Contractor's work promptly. Contractor will provide to NNPH a monthly report including a schedule identifying progress or work completed, problems or difficulties being encountered, work to be initiated during the following month and other useful information. This report will be submitted on the first day of each month and will be in a format suitable for submittal to other interested agencies. Contractor's failure to submit promptly the monthly progress report may cause delay in payment from the NNPH.

ARTICLE 5 – 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 strikes, failure of public transportation, civil or military authority, act of public enemy, accidents, fires, explosions, 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.

ARTICLE 6 – OPINIONS OF COST AND SCHEDULE

Since Contractor has no control over the cost of labor, materials, equipment or services furnished by others, including over any other contractors', subcontractors', or vendors' methods of determining prices, or over competitive bidding or market conditions, Contractor's cost estimates shall be made on the basis of qualification and experience.

Since Contractor has no control over the resources provided by others to meet contract schedules, Contractor's forecast schedules for completion of Services shall be established based on generally acceptable schedules for and performance standards of similarly situated professionals qualified and experienced to perform the Services. Contractor cannot and does not guarantee that proposals, bids or actual project costs will not vary from its cost estimates or that actual schedules will not vary from its forecast schedules.

ARTICLE 7 – INDEPENDENT CONTRACTOR

Contractor is performing the services and duties required under this Agreement as an independent Contractor and not as an employee, agent, or partner of the NNPH.

- 7.1 Contractor undertakes performance of the Services as an independent contractor and shall be wholly responsible for the methods of performance.
- 7.2 Contractor may retain employees or other personnel to perform the services required by this Agreement. Such employees or other personnel will be the obligation of the Contractor. Contractor's employees or other personnel are not NNPH employees.
- 7.3 Unless otherwise provided in **EXHIBIT A, PROPOSAL AND SCOPE OF SERVICES**, Contractor is responsible for all expenses without reimbursement.
- 7.4 Neither Contractor nor any personnel are employees of NNPH and waive any and all claims to benefits otherwise provided to employees of the NNPH, including, but not limited to, health insurance, Nevada Public Employees Retirement System (PERS) or other retirement benefits, unemployment benefits, and liability and worker's compensation insurance.
- 7.5 Contractor represents and warrants that if Contractor, or any employee of Contractor who will be performing services under this Agreement, is a current employee of the NNPH or was employed by the NNPH within the preceding 24 months, Contractor has disclosed the identity of such persons, and the services that each such person will perform.
- 7.6 NNPH and Contractor agree that this Agreement does not constitute an exclusive relationship. Nothing in this Agreement shall be construed as a limitation upon the right of the Contractor to engage in any other consulting agreement, service contract, business venture or other activity.

ARTICLE 8 – PERMITS AND LICENSES

Contractor shall maintain active and in good standing all necessary permits, certificates, and licenses necessary to allow Contractor to perform the Services. Contractor shall not be responsible for procuring permits, certificates, and licenses required for any construction unless such responsibilities are specifically assigned to Contractor in **EXHIBIT A, PROPOSAL AND SCOPE OF SERVICES**.

ARTICLE 9 – NNPH'S RESPONSIBILITY

NNPH shall provide any information authorized by law in its possession that is requested by Contractor and is necessary to complete the Project. NNPH shall assist Contractor in obtaining access to public and private lands so Contractor can perform the Services. NNPH shall examine all studies, reports, sketches, estimates, specifications, drawings, proposals, and other documents presented by Contractor and shall render decisions pertaining thereto within a reasonable time so as not to delay the work of Contractor.

ARTICLE 10 – PUBLIC RECORDS

Public Records. Pursuant to NRS 239.010, information or documents received from Contractor may be open to public inspection and copying. The NNPH has a legal obligation to disclose such information unless a particular record is made confidential by law. Contractor may label specific parts of an individual document as “trade secret” or “confidential” in accordance with NRS, provided that Contractor thereby agrees to indemnify and defend the NNPH for

honoring such a designation. The failure to label any document that is released by the NNPH shall constitute a complete waiver of any and all claims for damages caused by any release of records.

ARTICLE 11 – INSPECTION AND AUDIT

- 11.1 Books and Records. Contractor agrees to keep and maintain under generally accepted accounting principles (GAAP) full, true and complete records, contracts, books, and documents as are necessary to fully disclose to the NNPH, or their authorized representatives, upon audits or reviews, sufficient information to determine compliance with all state and federal regulations and statutes.
- 11.2 Inspection and Audit. Contractor agrees that the relevant books, records, including, without limitation, relevant accounting procedures and practices of contractor or its subcontractors, financial statements and supporting documentation, and documentation related to the work product shall be subject, at any reasonable time, to inspection, examination, review, audit, and copying at any office or location of contractor for such records may be found with or without notice by the NNPH or its representatives. With regard to any federal funding, any relevant federal agency or any of their authorized representatives may inspect or audit as set forth in this Agreement. All subcontracts shall reflect requirements of this section.
- 11.3 Period of Retention. All books, records, reports, and statements relevant to this Agreement must be retained a minimum of three (3) years, and for five (5) years if any federal funds are used pursuant to this Agreement. The retention period runs from the date of payment for the relevant goods or services by the NNPH, or from the date of termination of this Agreement, whichever is later. Retention time shall be extended when an audit is scheduled or in progress for a period reasonably necessary to complete an audit and/or to complete any administrative and judicial litigation which may ensue.

ARTICLE 12 – TERMINATION OR EXTENSION OF CONTRACT

- 12.1 Termination Without Cause. This Agreement may be terminated for any reason by either party by giving the other party written notice of the intent to terminate. The notice must specify the date upon which the termination will be effective, which date may not be less than fifteen (15) calendar days from the date of service of the notice. Only services satisfactorily performed up to the date of receipt of notice shall be compensated by NNPH and such compensation shall be pursuant to the terms of this Agreement. If this agreement is unilaterally terminated by the NNPH, Contractor shall use its best efforts to minimize the cost to the NNPH and Contractor will not be paid for any cost that Contractor could have avoided.
- 12.2 Termination by Non-appropriation. The NNPH may terminate its participation in this Agreement effective immediately by providing written notice if for any reason the NNPH's funding source is not appropriated or is withdrawn, limited, or impaired. The NNPH will make reasonable efforts to ensure payment for services rendered by the Contractor. The Contractor shall agree to hold the NNPH free from any charges or penalties except for those already incurred through the date of notice of cancellation.
- 12.3 Termination with Cause for Breach. A breach may be declared with or without termination. A notice of breach and terminations shall specify the date of termination of the Agreement, which shall not be sooner than the expiration of the Time to Correct, if applicable, allowed under the Agreement. This Agreement may be terminated by either party upon written notice of breach to the other party on the following grounds:

- a. If Contractor fails to provide or satisfactorily perform any of the conditions, work, deliverables, goods, or services called for by this Agreement within the time requirements specified in this Agreement or within any granted extension of those time requirements; or
- b. If any state, county, city, or federal license, authorization, waiver, permit, qualification or certification required by statute, ordinance, law, or regulation to be held by Contractor to provide the goods or services required by this Agreement is for any reason denied, revoked, debarred, excluded, terminated, suspended, lapsed, or not renewed; or
- c. If Contractor becomes insolvent, subject to receivership, or becomes in voluntarily or involuntarily subject to the jurisdiction of the Bankruptcy Court; or
- d. If the NNPH materially breaches any material duty under this Agreement and any such breach impairs the Contractor's ability to perform; or
- e. It is found by the NNPH that any quid pro quo or gratuities in the form of money, services, entertainment, gifts, or otherwise were offered or given by Contractor, or any agent or representative of Contractor, to any officer or employee of the NNPH with a view toward securing a contract or securing favorable treatment with respect to awarding, extending, amending, or making any determination with respect to the performing of such Agreement; or
- f. If it is found by the NNPH that Contractor has failed to disclose any material conflict of interest relative to the performance of this Agreement.

12.4 Time to Correct. Unless the breach is not curable, or unless circumstances do not permit an opportunity to cure, termination upon declared breach may be exercised only after service of formal written notice as specified in the notice section of this Agreement, and the subsequent failure of the breaching party within fifteen (15) calendar days of service of that notice to provide evidence, satisfactory to the aggrieved party, showing that the declared breach has been corrected. Upon a notice of breach, the time to correct and the time for termination of the contract upon breach shall run concurrently, unless the notice expressly states otherwise.

12.5 Winding Up Affairs Upon Termination. In the event of termination of this Agreement for any reason, the parties agree that the provisions of this section survive termination:

- a. The parties shall account for and properly present to each other all claims for fees and expenses and pay those which are undisputed and otherwise not subject to set off under this Agreement. Neither party may withhold performance of winding up provisions solely based on nonpayment of fees or expenses accrued up to the time of termination;
- b. Contractor shall satisfactorily complete work in progress at the agreed rate, or a pro rata basis if necessary, if so requested by NNPH;
- c. Contractor shall execute any documents and take any actions necessary to effectuate an assignment of this contract if so requested by the NNPH;
- d. Contractor shall preserve, protect and promptly deliver into NNPH possession all proprietary information
- e. Notwithstanding the above, Contractor shall not be relieved of any liability to the NNPH for damages sustained by the NNPH by virtue of any breach of this Agreement by the Contractor, and the NNPH may withhold any payments to the

Contractor for the purposes of set-off until such time as the exact amount of damages due the NNPH from the Contractor may be determined.

ARTICLE 13 – NONDISCLOSURE OF PROPRIETARY INFORMATION

Contractor shall consider all information provided by NNPH to be proprietary unless such information is available from public sources, was known to Contractor prior to the execution of this Agreement, was received by Contractor from a third-party source not under any obligation of confidentiality to the NNPH or is required by law or ordered to be disclosed in a regulatory or judicial proceeding. Contractor shall not publish or disclose proprietary information for any purpose other than the performance of the Services without the prior written authorization of NNPH or in response to legal process or as required by the regulations of public entities.

ARTICLE 14 – NOTICE

Notices and other communications in connection with this Agreement shall be in writing and directed to the parties at the addresses stated in this Agreement. Email or facsimile shall be used to provide notice and shall be considered given on the date the notice is sent to the recipient's address as stated in this Agreement.

To NNPH:
Francisco Vega, Division Director
Northern Nevada Public Health
1001 East 9th Street
Reno, NV 89512

To Contractor:
Director Contract Operations
MGT Impact Solutions
4320 West Kennedy Blvd, Suite 200
Tampa, FL 33609

Nothing contained in this Article shall be construed to restrict the transmission of routine communications between representatives of Contractor and NNPH.

ARTICLE 15 – UNCONTROLLABLE FORCES

Neither NNPH nor Contractor shall be considered to be in default of this Agreement if delays in or failure of performance shall be due to uncontrollable forces the effect of which, by the exercise of reasonable diligence, the non-performing party could not avoid and is not reasonably foreseeable at the time of entering into this Agreement. The term "uncontrollable forces" shall mean any event which results in the prevention or delay of performance by a party of its obligations under this Agreement and which is beyond the control of the non-performing party. It includes, but is not limited to, fire, flood, earthquakes, storms, lightning, epidemic, war, riot, civil disturbance, sabotage, inability to procure permits, licenses, or authorizations from any state, local, or federal agency or person for any of the supplies, materials, accesses, or services required to be provided by either NNPH or Contractor under this Agreement, strikes, work slowdowns or other labor disturbances, and judicial restraint. Contractor shall be paid for services performed prior to the delay plus related costs incurred attributable to the delay.

Neither Party shall, however, be excused from performance if nonperformance is due to uncontrollable forces which are removable or remediable nor which the non-performing Party could have, with reasonable dispatch removed or remedied. The provisions of this Article shall not be interpreted or construed to require Contractor or NNPH to prevent, settle, or otherwise avoid a strike, work slowdown, or other labor action. The non-performing Party shall upon being prevented or delayed from performance by an uncontrollable force, immediately give written notice to the other

Party describing the circumstances and uncontrollable forces preventing continued performance of the obligations of this Agreement.

ARTICLE 16 – GOVERNING LAW-VENUE

Nevada law governs this Agreement and all adversarial proceedings arising out of this Agreement or arising out of planning or constructing the Project outlined in **ARTICLE 2, SERVICES TO BE PERFORMED BY CONTRACTOR**. Venue for all adversarial proceedings arising out of this Agreement or arising out of planning or constructing the Project outlined in **ARTICLE 2 – SERVICES TO BE PERFORMED BY CONTRACTOR**, shall be in state district court in Washoe County, Nevada.

ARTICLE 17 – MISCELLANEOUS

17.1 Nonwaiver

A waiver by either NNPH or Contractor of any breach of this Agreement shall not be binding upon the waiving Party unless such waiver is in writing. In the event of a written waiver, such a waiver shall not affect the waiving party's rights with respect to any other or further breach.

17.2 Severability

If any provision of this Agreement is held to be unenforceable, then that provision is to be construed either by modifying it to the minimum extent necessary to make it enforceable or disregarding it. If an unenforceable provision is modified or disregarded in accordance with this **ARTICLE 17, MISCELLANEOUS**, the rest of the Agreement is to remain in effect as written, and the unenforceable provision is to remain as written in any circumstances other than those in which the provision is held to be unenforceable.

17.3 Attorney Fees

The prevailing party in any dispute arising out this Agreement or Contractor's work described in **EXHIBIT A, PROPOSAL AND SCOPE OF SERVICES**, is entitled to reasonable costs and attorneys' fees.

ARTICLE 18 – INTEGRATION AND MODIFICATION

This Agreement represents the entire and integrated agreement between the Parties and supersedes all prior negotiations, representations, or agreements, either written or oral. This Agreement may be amended only by a written instrument signed by each of the Parties. Unless otherwise specified in writing, if there is any inconsistency between the terms of this Agreement and any other agreement between the Parties, the terms of this Agreement shall control.

In the event of any conflict between the documents that make up this Agreement, the documents will prevail in the following order: the Agreement for Professional Consulting Services Agreement, EXHIBIT B, CERTIFICATE OF LIABILITY, and then any other agreement / exhibits.

ARTICLE 19 – SUCCESSORS AND ASSIGNS

NNPH and Contractor each binds itself and its directors, officers, partners, successors, executors, administrators, assigns and legal representatives to the other party to this Agreement and to the partners, successors, executors, administrators, assigns, and legal representatives of such other party, in respect to all covenants, agreements, and obligations of this Agreement.

ARTICLE 20 – ASSIGNMENT

Neither NNPH nor Contractor shall assign, sublet, or transfer any rights under or interest in (including, but without limitation, monies that may become due or monies that are due) this Agreement without the written consent of the other, except to the extent that the effect of this limitation may be restricted by law. Unless specifically stated to the contrary in any written consent to an assignment, no assignment will release or discharge the assignor from any duty or responsibility under this Agreement. Nothing contained in this paragraph shall prevent Contractor from employing such independent contractors, associates, and subcontractors, as he may deem appropriate to assist him in the performance of the Services hereunder.

ARTICLE 21 – OWNERSHIP OF DOCUMENTS AND PRODUCTS

Unless otherwise specified in **EXHIBIT A, PROPOSAL AND SCOPE OF SERVICES**, Contractor assigns to NNPH all rights to all products, reports, documents, photographs, videos, data, and drawings produced by Contractor as a result of its services to NNPH during the term of this Agreement. All such materials shall be delivered into NNPH possession by Contractor upon completion, termination, or cancellation of this Agreement.

ARTICLE 22 – THIRD PARTY RIGHTS

Nothing herein shall be construed to give any rights or benefits to anyone other than NNPH and Contractor.

ARTICLE 23 – INDEMNIFICATION AND INSURANCE

Washoe County has established specific indemnification and insurance requirements for agreements/contracts with contractors, engineers, and architects to help assure that reasonable insurance coverage is maintained. Indemnification and hold harmless clauses are intended to assure that contractors accept and are able to pay for the loss or liability related to their activities. **EXHIBIT B, CERTIFICATE OF LIABILITY**, is included by reference. All conditions and requirements identified in this exhibit shall be completed prior to the commencement of any work under this Agreement.

ARTICLE 24 – LIMITED LIABILITY

NNPH will not waive and intends to assert available defenses and limitations contained in Chapter 41 of the Nevada Revised Statutes. Contract liability of both parties shall not be subject to punitive damages. Actual damages for the NNPH's breach of this Agreement shall never exceed the amount of funds that have been appropriated for payment under this Agreement, but not yet paid, for the fiscal year budget in existence at the time of the breach.

ARTICLE 25 – LOBBYING

Contractor agrees, whether expressly prohibited by federal law, or otherwise, that no funding associated with this Agreement will be used for any purpose associated with or related to lobbying or influencing or attempting to lobby or influencing for any purpose the following:

- 23.1 Any federal, state, county or local agency, legislature, commission, counsel or board;
- 23.2 Any federal, state, county or local legislator, commission member, council member, board member, or other elected official; or
- 23.3 Any officer or employee of any federal, state, county or local agency, legislature, commission, counsel or board.

Contractor agrees to conform to the regarding influence lobbying requirements as set forth in the Byrd Anti-lobbying Amendment, 31 U.S.C. 1352.

ARTICLE 26 - ORGANIZATION'S CERTIFICATION

Contractor, its principals and agents, to the best of its knowledge and belief:

- 26.1 Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal or state department or agency;
- 26.2 Have not within a three year period preceding this Agreement been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- 26.3 Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in 26.2 above;
- 26.4 Have not within a three-year period preceding this Agreement had one or more public transactions (Federal, State, or local) terminated for cause or default; and
- 26.5 Understand that a false statement on this certification may be grounds for rejection or termination of this Agreement. In addition, under 18 USC Sec. 1001, a false statement may result in a fine of up to \$10,000 or imprisonment for up to 5 years, or both.

IN WITNESS WHEREOF, the parties have executed this Agreement.

NNPH: Dated this <u>18</u> day of <u>February</u> 2026 By  Chad Kingsley, MD MBA District Health Officer	CONTRACTOR: Dated this <u>17th</u> day of <u>February</u> 2026 By  A. Trey Traviesa, CEO MGT Impact Solutions, LLC
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EXHIBIT A – PROPOSAL AND SCOPE OF SERVICES
EXHIBIT B – CERTIFICATE OF LIABILITY

ATTACHMENT “A”



Proposal

JANUARY 26, 2026

Air Quality Management & Environmental Health Services Fee Model Assessment and Development

Northern Nevada Public Health, Nevada

Submitted by:

JERRY WOLF
DIRECTOR

4320 WEST KENNEDY BLVD
SUITE 200
TAMPA, FLORIDA 33609

888.302.0899
jwolf@mgt.us

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Executive Summary

January 26, 2026

Mr. Francisco Vega
Director - Air Quality Management Division
Northern Nevada Public Health
1001 E Ninth St. Bldg. B-171
Reno, NV 89512



Dear Mr. Vega:

Thank you for the opportunity to submit this proposal in response to the November 12th Statement of Work. As the nation's leading provider of financial and operational solutions for public agencies, **MGT Impact Solutions, LLC (MGT)** is uniquely positioned to partner with Northern Nevada Public Health (Northern Nevada; NNPH) to review Air Quality and Environmental Health fees. We will deliver a comprehensive analysis to support the agency in setting fees for these programs. With over five decades of experience supporting government agencies across the nation on financial analysis assignments, MGT offers unmatched expertise in evaluating revenue strategies, ensuring actionable, data-informed recommendations grounded in best practices.

This Scope of Work (SOW) outlines the tasks and deliverables required to conduct a comprehensive assessment of the existing fee models for the Air Quality Management Division (AQMD) and Environmental Health Services (EHS) within your service area. Based on this assessment, the MGT will provide recommendations for improvements or, if necessary, develop a new, comprehensive fee model for each division.

UNDERSTANDING NORTHERN NEVADA'S GOALS

We reviewed the fee schedules for the Environmental Health and Air Quality Management programs. We see the two programs as separate projects within the project. Our team will develop individual models, one for Environmental Health and one for Air Quality.

ENVIRONMENTAL HEALTH

The fees in this area appear to be related to construction and inspection as the fees cover: building permits, plan review, water treatment permits, septic tanks, various food establishment permits, mobile home permits, school and child care inspections, waste management permits, tattoo parlors, underground tanks, etc.

The fees were recently adjusted, effective July 1, 2025, but the adjustments were in the range of 2 percent, approximating changes in the Consumer Price Index.

Based on previous projects in Nevada, we will want the agency to advise on the impact of NRS 354.59891 as this statute seems to require that rates reflect the cost of the service. We often recommend that clients review the cost of their fees every 3 to 5 years and use CPI adjustments in between reviews. We don't know when the agency last conducted a complete review of the fees.

In conducting this review, we will focus on the cost of individual types of services. We will begin with a review of your budget, personnel assignments, permit volume, planned investments, and staff effort by type of service. For example, when we say "type of services", we will focus on

EXECUTIVE SUMMARY

“Food Service Establishment Construction Plan Review”. When we interview agency supervisors, it is difficult to differentiate effort between projects under 1,000 versus 1,000 to 2,999 square feet. We therefore aggregate effort and would recommend percentage changes for the overall group.

AIR QUALITY MANAGEMENT

We are currently working on a similar project for the State of Wisconsin (see Firm References section). While the approach starts with understanding the program’s costs, number of sources, and emission tonnage, our project focuses on how the costs should be recovered through various types of charges. Charge types include base, category, and tonnage fees. MGT’s final report should be available in February.

Current fees include annual fees, fees for specific emission types, and other services. Some may be based on field or review type but others are fees to recover the overall cost of the program. In the aggregate, total fees should recover total program costs but once we agree on the total costs of the Air Quality program, we will rely on the agency to decide on how costs should be apportioned across the programs. Some fees may not be cost based as they may follow program goals such as reduction in tonnage or fee waivers for small sources.

OUR APPROACH

MGT’s proposed team, led by **Vice President Kattrina Schmitzer** and **Project Director Jerry Wolf**, will conduct a strategic analysis of the fees needed to fully support the program during the six-year period. We will discuss the implications of enterprise fund accounting principles and the policy positions that may impact how the agency approaches the model. NNPH’s policy choices will likely impact the fees established for FY 2027.

Drawing from decades of experience and thousands of successful engagements, our team will:

- Conduct a **comprehensive analysis** of existing fees, revenues, and related costs.
- Evaluate the existing fee structure and **model the impact of optional structures**.
- **Discuss policy options** that could impact Northern Nevada’s approach and assumptions.
- **Estimate the fees needed to provide financial stability** for the operations.
- Provide a **clear, data-rich final report** that includes projected revenue potential, implementation pathways, and recommendations tailored to Northern Nevada’s programs.

Our methodology will emphasize realistic, implementable options within the project’s timeframe, supplemented by national benchmarks and insights from our extensive portfolio of municipal financial studies. Where in-depth cost-of-service analysis is impractical due to time constraints, we will apply credible proxies based on proven MGT models and sector-wide data.

WHY MGT?

MGT’s **Fiscal Solutions Team** supports hundreds of state and local governments in evaluating fee and revenue alternatives. We bring an informed background to how governments approach fee setting. We bring a nuanced understanding of service cost modeling, demand elasticity, and statutory compliance.

While we have not yet worked directly with the agency, our national scope and ongoing work with state and local governments facing similar constraints keep us current on emerging trends

EXECUTIVE SUMMARY

and actionable innovations. We are excited to bring this expertise to the State of Nevada and to partner with NNPH's leaders in identifying effective solutions.

MGT CONTACT INFORMATION

PROJECT LEADER / PROPOSAL CONTACT	Jerry Wolf Director C: 847.404.0030 Email: jwolf@mgt.us
MGT HEADQUARTERS	MGT Impact Solutions, LLC 4320 West Kennedy Boulevard Tampa, Florida 33609 P: 888.302.0899 Fax: 850.385.4501 www.mgt.us FEIN: 81-0890071
INDIVIDUALS AUTHORIZED TO COMMIT FIRM	A. Trey Traviesa CEO & Chairman of the Board P: 888.302.0899 Email: ttraviesa@mgt.us Carla Luke Chief Financial Officer P: 888.302.0899 Email: cluke@mgt.us

We thank you for the opportunity to be considered and look forward to collaborating on this critical project. For any questions, please contact **Jerry Wolf, Director**, at **847.404.0030** or **jwolf@mgt.us**.

Sincerely,



Lawrence Cowan
Chief Operations Officer for Revenue Operations
Authorized to Bind the Firm



Project Approach & Timeline

Project Understanding

Across the United States, state and local governments face the challenge of maintaining services amid reduced federal funding and taxpayer resistance to higher levies; pressures that strain General Funds nationwide.

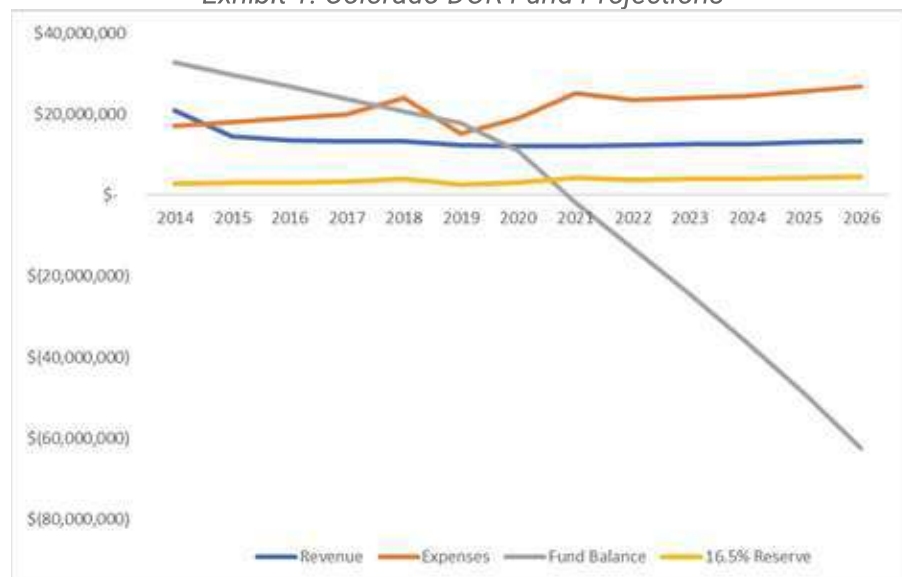
One response has been to ensure that certain services have dedicated funding streams, leading to increased use of proprietary (enterprise) funds.

NNPH wants its Environmental and Air Quality program fees to recover their costs. MGT works nationally on these types of financial analysis projects for state and local governments. At the local level, this model is often used for environmental and development programs; at the state level, use of the enterprise model is growing across a wide range of licensing and regulatory programs.

Administrators and legislators must work together to plan and operate programs under this model, with a focus on long-term fiscal sustainability so program objectives can be achieved. For NNPH, policy questions need to be addressed so that licensees and the agency can predict rates and revenues based on recent activity but using current costs.

As an example of the need for proper planning, MGT assisted the Colorado Department of Revenue (DOR), which licenses cannabis operators. The fund is designed to be self-sustaining, with license fees covering all division expenses. In 2014, DOR began the year with a fund balance approaching \$40 million. Because of the high balance, the legislature reduced fee rates across the board while adding regulatory responsibilities that increased costs. Coupled with a requirement to maintain a two-month working-capital balance, projections showed the fund turning negative in 2021 and reaching more than (\$60M) by 2026, as illustrated below in Exhibit 1. MGT was tasked with estimating the one-time fee increase needed to maintain fund solvency.

Exhibit 1. Colorado DOR Fund Projections



As we undertake this project with NNPH, we will emphasize sensitivity analysis of key variables and incorporate them into the two models (Environmental and Air Quality), so the recommended rates reflect agency costs. We will also advise NNPH on the policy questions likely to arise when implementing this model.

Recommended Tasks

TASK 1.1: PROJECT KICKOFF MEETING & BIWEEKLY MEETINGS

MGT recommends biweekly meetings to discuss policy questions, interim findings, and the status of data requests. We will submit a data request for items such as staffing rosters, expenses, revenues, permits, and planned investments.

MGT will also include a discussion of policy questions that are key for a project of this type and need to be discussed/resolved as soon as possible. Typical policy questions include:

- Identify the functions that would go into the base fee. Examples might include:
 - Registration
 - Renewal application
 - Verification of ownership
 - Tranches for the types or sizes of licensed facilities. This will require input from NNPH professional staff.
- As an enterprise fund, does the fund need to have a positive balance (Net Assets) at:
 - End of fiscal year?
 - End of biennium?
- Will the fund report be on a cash or accrual basis?
- How will the fund finance the purchase of capital assets?
- Will the fund need to maintain a working capital balance?
- Will the fund need to reimburse allocations of costs by Washoe County or other oversight agencies?
- Will fees / rates include the costs of vacant positions or future additions?
- Will rates be adjusted periodically?

DELIVERABLES

- Project plan and schedule
- List of NNPH data/information requests
- List of policy questions and NNPH's positions

TASK 1.2: LEGAL AND POLICY REVIEW

We will ask NNPH to discuss the implication of NRS 354.59891 and other policies on this project.

TASK 1.3: COST OF SERVICE ANALYSIS

We will begin the fee analysis with this task by working with NNPH personnel to calculate the cost of each fee type. MGT has developed several types of models for similar projects. The specific model will depend on the findings from our discussion of the range of policy questions listed under Task 1.

The basic steps for any of the models include:

1. IDENTIFY COST INPUTS

This will depend on whether we use one year of data (e.g., upcoming budget) or your projection of all the costs for future periods.

As an example, we would present costs as follows (we only present an excerpt of the schedule):¹

Exhibit 2. Sample Cost Projection Report

		FY24 Budget	
		\$128,743,254.39	FY24 Budget
		493.0	FTE per org chart
		1,800	Assignable Hours per employee
		887,400	Total Assignable Hours
Hourly Rate		\$ 145.08	FY2024 Budget appropriation / Total Assignable Hours
Obj Code	DSD	FY24 Actual	
	Increased Personnel Cost	6,100,600	
	12 positions projected filled	2,156,285	
500011	Salaried Wages	\$44,635,089.52	
500014	Vacation	\$3,033,148.89	
500015	Sick Lv/Vactn Accrl	\$454,623.68	
500016	A/L Bereavement Pay	\$74,473.50	
500017	Vacation Pay In Lieu	\$595,154.01	
500018	Holidays	\$2,371,638.19	

Proposed additions to address demand growth.
Included here because without fees, adding cost to meet demand may not be feasible

The above schedule lets us cover total costs, provide for future costs, and calculates a fully burdened hourly rate (FBHR). We can also include a CPI factor. Some costs may be assigned to just one of the fee categories should Air Quality or Environmental Services advise that a cost is dedicated to one type of facility or program. As an alternative, we can calculate FBHRs by type of position.

2. ESTIMATE COSTS BY SERVICE OR ACTIVITY

In NNPH's case, this would be working closely with supervisors to estimate average time each year devoted to the various permit classifications. NNPH will provide MGT with:

- Recap of expenses
- Detailed task breakdowns
- Staffing hours by position and role
- Total annual cost by permit program

¹ From our model for the City of San Diego's Development Services Department.

PROJECT APPROACH & TIMELINE

We will rely on the data that NNPH has developed.

During this process, we will present the impact of various strategies based on our calculation of the FBHRs and the time estimates that supervisors have developed.

The costs and time estimates will be reconciled back to NNPH's original statement of costs. The following examples summarize costs and revenues, along with client recommendations:

Exhibit 3. Service Costs and Revenues Summarized by Major Category

	Current Revenue	FY24 Projected Cost	Revenue minus cost	Revenue / Cost	Dept Recommends	Dept Recommended Recovery	Increased Revenue
Total	\$ 113,169,419	\$ 128,743,254	(\$15,573,835)	88%	128,604,873	100%	15,435,454
Table 1 Building Permits	\$ 58,926,163	\$ 69,190,707	(\$10,264,543)	85%	69,052,325	100%	10,126,162
Building Construction & Safety	\$ 30,824,398	\$ 26,145,318	4,679,079	118%	26,145,318	100%	(4,679,079)
Engineering	\$ 15,281,551	\$ 23,173,468	(\$7,891,917)	66%	23,173,468	100%	7,891,917
Land Development Review	\$ 2,088,690	\$ 2,533,052	(\$444,361)	82%	2,533,052	100%	444,361
Telecom & Utility	\$ 3,266,405	\$ 3,395,780	(\$129,374)	96%	3,395,780	100%	129,374
Urban	\$ 206,675	\$ 264,201	(\$57,526)	78%	264,201	100%	57,526
Project Submittal & Management	\$ 2,575,536	\$ 4,040,729	(\$1,465,193)	64%	4,040,729	100%	1,465,193
Business Operation & Support	1,408,033	-	\$1,408,033				
Cannabis	1,372,932	1,814,639	(\$441,707)	76%			

Following is an alternative presentation that provides for revenue and expense comparison at the individual service level.

Exhibit 4. Cost and Fee Comparisons by Service

Code Enforcement	FINAL Customer Impact				
	Affect on Single Customer				
	Price	Cost of billed services	Price minus cost	Office Recommends	Board Decision
Billed service name					
Lien Searches	\$25.00	\$25.78	(\$0.78)	\$25.00	
Request for Lien Reduction / Partial Release	\$125.00	\$231.00	(\$106.00)	\$230.00	
Inspection Trip Fee (per trip)	\$20.00	\$53.90	(\$33.90)	\$54.00	
Disposal & Salvage Yard Renewals	\$75.00	\$231.00	(\$156.00)	\$230.00	
Recording & Satisfaction, Public Record (excluding copy fee)	\$60.00	\$98.50	(\$38.50)	\$98.00	

We will discuss presentation options with the agency, since different stakeholder groups may need different levels of detail. We can present the information as both a total cost-and-revenue comparison by service and a cost-per-unit view.

MGT may also recommend changes to the fee structure. When we identify unused or confusing fees, we will flag them for the client. In a recent project for a top 10 city, we recommended reducing the number of fees in one department from 1,100 to 800.

DELIVERABLES

- Analysis of NNPH air permit fees and fee adequacy, for review as noted above.
- Excel based model

TASK 1.4: CURRENT FEE MODEL ASSESSMENT

MGT will have addressed most of the activities included in the SOW for this task during Task 1.3. We will rely on NNPH's senior management to provide data on projected changes in source emissions and permitted sites. We will demonstrate for NNPH how changes in these variables can be incorporated into the Excel model and how those changes can impact the analysis.

TASK 2.1: DEVELOP ALTERNATIVE SCENARIOS

We will provide NNPH with options for changes to fee categories and fee levels. For Air Quality fees, we will present options that show the impact of changing the mix between base and volume fees. For Environmental Services, we will demonstrate the impact of full versus partial cost recovery. All options will have social and equity impacts so we anticipate in-depth discussions on how fee changes will effect segments of the community.

TASK 2.2: REVIEW RATE OPTIONS

The MGT team will meet with NNPH management to review the methodology and impact of various options. We assume these meetings will be remote.

TASK 2.3: FINAL FEE MODEL RECOMMENDATION

Following the above task, we will modify costs, time assignments, and volumes based on NNPH management decisions. Final fee recommendations are up to NNPH. At the conclusion of the project, we will present our Excel models so that NNPH can update in the future.

Benefits: Efficiency, Expertise, and Desired Outcomes

Efficiency: Our streamlined research and reporting framework is tailored for delivery within a four-month window, ensuring timely insights to support the NNPH's planning and policy processes.

Expertise: Our team brings deep experience in municipal finance, comparative revenue analysis, legal and policy review, and the evaluation of equity-focused revenue strategies—ensuring alignment with both local priorities and state constraints.

Outcomes: We will deliver a comprehensive, data-driven report that includes actionable recommendations, innovative practices from peer cities, and a clear roadmap for potential revenue sources—grounded in rigorous analysis and designed to support sustainable and equitable municipal revenue growth.

Effective and Continuous Communication

Effective and continuous communication between the MGT Project Director, the NNPH Project Officer, MGT team members, and stakeholders is one of the most critical aspects of project management. The MGT Project Director will actively seek input and feedback from the NNPH Project Officer and key stakeholders at each stage of this study. MGT's Project Director will regularly communicate information about the study's progress and problems which may arise before becoming a larger issue. A sample of the communications report we use frequently is shown in **Exhibit 5**.

Project Management

Our approach is to jointly establish a framework of firm timelines and milestones with each client based on that client's unique circumstances and needs. Aside from fixed deadlines and milestones, however, the framework is flexible to accommodate each client and even each annual project for recurring clients.

MGT's project management process and client satisfaction components are graphically represented on the following page in **Exhibit 6**. We have found that focusing on these six components of client satisfaction ensures that the work is properly performed and that milestones are met on schedule and within budget. The primary tool for delivering each of the components is communication. Our project teams are in regular contact with the project executive, providing project status updates and explaining any variances from the planned schedule. Additionally, **MGT is committed to consistent client contact through meetings and formal status updates at regular intervals.**

Exhibit 5. Sample Communications Report

STATUS UPDATE

2/25/25

City of Example, CA
Fund 2222 Review, UF Study, Comparison Study, Equity Study

STATUS UPDATE AS OF 2/25/25

GENERAL

- Weekly calls on track. Awaiting confirmation for meeting date from City staff.
- Finance and IT have responded regarding the nexus rankings.

USER FEE STUDY

- PBD**
 - Meeting on 2/25 to discuss a final draft. MGT findings provided.
 - Will be presenting on the 2/25 call
- PW**
 - Done
- EW**
 - Meeting on 2/25 – Awaiting data requested.
 - MGT recommendations regarding fund 2222.
- DOT**
 - 90% done and on final draft.
- Fire**
 - 90% done and on final draft.
- Comparison Study (Fees)**
 - MGT sent results on 1/30 asking for a review and feedback/edits. Followed up on 2/25.

EQUITY STUDY

- MGT provided draft results on 1/29
- City provided feedback/edits on 2/7
- MGT working on edits/additional recommendations and will have ready by mid-March.


MGT-US

PROJECT APPROACH & TIMELINE

Exhibit 6. MGT's Components to Client Satisfaction



Project Schedule

Shown below is MGT's proposed schedule for the engagement. We will work with NNPH to develop clear internal deadlines at the beginning of the project and combine that with intentional and structured communications. MGT estimates that we will submit a draft report within three months. We have provided additional time to review the report with external parties. Task 1.3 provides for continued biweekly status reports for the entire term of the project. Assuming we commence the project in January, the goal will be to complete the project by the end of Month 3, April 2026.

WORK PLAN TASKS	Month 1	Month 2	Month 3	Future
1.1 Project Kickoff Meeting and Biweekly Meetings				
1.2 Legal and Policy Review				
1.3 Cost of Service Analysis				
1.4 Current Fee Model Assessment				
2.1 Develop Alternative Scenarios				
2.2 Review Rate Options				
2.3 Final Fee Model Recommendation				



Firm Profile

Impacting communities for good.

MGT brings **50 years** of experience driving positive social change and performance in education, government, nonprofits, and critical infrastructure/private industries through **assisting clients to strengthen their foundation, change systematically, and enable resiliencies for long-lasting change**. Since inception, MGT has significantly grown in size and capacity – working with state and local governments and education partners. Today, we bring a team of over **1,200 professionals** who offer in-depth market knowledge and understanding so we can hit the ground running.

MGT is a privately held, employee-owned and financially stable limited liability company with a deep roster of staff and a commitment to serving the public. Our clients care about addressing the world's most-pressing problems, and so do we. Their "why" is our why.

What sets us apart is our ability to customize and offer individualized support but also the resources of a larger infrastructure to enable flexibility in impacting to-scale. Throughout our history, MGT has successfully delivered more than **30,000 projects** through a thoughtful balance of balancing the "immediate" needs while changing systems to plan for future resilience and success.



MGT | FIRST LOOK

Name: MGT Impact Solutions, LLC (MGT)

Locations: Headquarters in Tampa, FL; branch offices nationwide.

Cooperative Contracts:

ASC 20-7359, 24-7484

OMNIA LS4612

TIPS 220601, 220802, 230105

TXShare 2024-019

Structure: Privately held, employee-owned, client-driven Limited Liability Company.

Lines of Business: Strategy and Implementation, Performance and Operations, IT Infrastructure, and Cyber Security and Resilience for public sector and commercial companies.

Markets we serve:

- Higher Education
- Prek-12
- Government
- Nonprofits
- Commercial Industries

 **50**
years

 **1,200**
consultants

 **30,000**
projects

Specialized technology and advisory solutions for society's most mission-critical challenges.

Our Commitment

MGT embraces the most complex challenges on the leadership agenda, with deep commitment, agility, and local expertise to make a measurable and profound impact. Simply stated, **we are impacting communities for good.**

DEFINED BY **IMPACT**

Making a profound impact on public health and community trust is at the heart of what we do. Partnering with MGT will equip NNPH with transparent, defensible fee models that sustain staffing and service levels, accelerate predictable permitting for Nevada businesses, and secure the long-term resources needed to deliver cleaner air and stronger outcomes for every community you serve.

People



We believe in the power of connecting people and ideas to solve mission-critical, complex challenges to foster trusted partnerships with clients, for life.

Purpose



We are led by a singular purpose—to offer partnerships and design solutions that provide enduring opportunities for individual prosperity and community well-being.

Performance



We partner with our clients to advance learning outcomes, manage technology networks, reduce operational costs, improve workflows, and engineer resilient IT infrastructure.



Education State & Local Government Enterprise & Critical Industries

Technology Solutions

We provide engineering expertise to modernize and manage IT infrastructure and ensure technology implementation is properly designed, integrated, optimized, and maintained. MGT delivers end-to-end solutions tailored to your unique needs, spanning managed services, cybersecurity, physical security, network infrastructure, cloud and data, SaaS offerings, and communications.

As your trusted advisors, we partner with you to develop strategic technology architectures and/or assist you in quickly procuring and installing equipment for immediate needs or to resolve an IT issue.

Advisory Solutions

We empower organizations to make data-informed decisions by unlocking and organizing critical information—financial and operational—to support strategic, evidence-based planning.

With that insight, we partner with clients to develop tailored strategies and actionable road maps that drive meaningful outcomes.

Our expertise spans data, talent, processes, and technology—optimizing each to achieve measurable impact with efficiency. From PMO support to workforce placement and development, we work alongside our clients to implement solutions and deliver results that matter.

Beyond the Project: Comprehensive People Solutions

We support clients in addressing their most mission-critical human capital needs, with specialized expertise in executive recruitment, staffing solutions, and human resources consulting. With over 1,250 clients, 3,100 completed projects, and a 93% client satisfaction rate, MGT delivers tailored solutions to help organizations attract top talent, meet urgent short- or long-term staffing demands, support critical IT project staffing needs, and strengthen their workforce strategies.

To schedule a complimentary consultation, contact:
Senior Vice President Joellen Cademartori, MGT's head of Human Capital, at jcademartori@mgt.us.



Experience & Qualifications

Incomparable Expertise.

MGT has a long track record working with large, complex government entities. Within our Financial Services practice, our clients include cities and counties with populations over one million. This portfolio reflects clients' trust in MGT and our strong position in the market. A representative list of these communities appears in the table below.

Exhibit 7. MGT Clients With Populations Over One Million

Client	State	Population
State of Illinois	Illinois	12,710,158
Los Angeles County	California	10,105,518
Cook County	Illinois	5,150,233
Harris County	Texas	4,698,619
Maricopa County	Arizona	4,410,824
Los Angeles	California	3,990,456
San Diego County	California	3,343,364
Orange County	California	3,185,968
Riverside County	California	2,450,758
Houston	Texas	2,325,502
San Bernardino County	California	2,171,603
Tarrant County	Texas	2,084,931
Bexar County	Texas	1,986,049
Broward County	Florida	1,951,260
Santa Clara County	California	1,937,570
Wayne County	Michigan	1,753,893
Alameda County	California	1,666,753
Phoenix	Arizona	1,660,000
Sacramento County	California	1,540,975
San Antonio	Texas	1,532,233
Hillsborough County	Florida	1,436,888
San Diego	California	1,425,976
Dallas	Texas	1,345,047
San Jose	California	1,030,119
St. Louis County	Missouri	1,001,945

EXPERIENCE & QUALIFICATIONS

We also have extensive experience with large governments with a community population below 1 million. These clients include:

Exhibit 8. MGT Clients With Populations Under One Million

Client	State
Tucson	Arizona
Oakland	California
Arapahoe County	Colorado
Pinellas County	Florida
Atlanta	Georgia
Wichita	Kansas
Johnson County	Kansas
Unified Government of Kansas City and Wyandotte County	Kansas
New Orleans	Louisiana
Macomb County	Michigan
Kansas City	Missouri
Lincoln	Nebraska
Las Vegas	Nevada
Oklahoma City	Oklahoma
Tulsa	Oklahoma
Oklahoma County	Oklahoma
Nashville	Tennessee
Fort Worth	Texas
El Paso	Texas
Plano	Texas
El Paso County	Texas



Firm References

MGT has worked with local governments around the country for decades. We offer the following examples of similar projects. We encourage you to contact any of our references to learn of our professionalism, ability to meet timelines, and the expertise of our staff.

CITY OF SAN DIEGO DEVELOPMENT SERVICES DEPARTMENT DEVELOPMENT OF NEW FEE STRUCTURE FOR PLAN REVIEW AND INSPECTION SERVICES	
Contact Person:	Elyse Lowe, Director Rimah Khouri-Velez, Deputy Director
Phone Number:	619.992.0751
Email Address:	RKhouri@sandiego.gov ELowe@sandiego.gov
Mailing Address:	1222 First Avenue 4th Floor San Diego, CA 92101
Project Description:	DSD last updated its plan review and inspection fees in 2016. MGT Consulting completed that assignment in 2016. In 2022, the City again selected MGT to review and update its fee schedules. A review was needed because: 1) DSD's fee revenue must support its direct and indirect costs; 2) the City had reassigned several permitting functions to DSD; and 3) the City's Internal Auditor had raised questions about the administration of Deposit Accounts. MGT completed a major restructuring of its fee schedule bulletins. The City Council unanimously adopted MGT's recommendations and implemented a 12% rate increase.

WASHOE COUNTY, NV MANAGER'S OFFICE COST ALLOCATION PLAN AND DEVELOPMENT OF NEW FEE STRUCTURE FOR PLAN REVIEW AND INSPECTION SERVICES	
Contact Person:	Abbe Yacoben, CFO
Phone Number:	775.325.8243
Email Address:	ayacoben@washoecounty.gov
Mailing Address:	1001 E. 9th Street, Building A Reno, NV 89512
Project Description:	MGT partnered with Washoe County to complete a central services cost allocation plan and conduct a comprehensive user fee study to support sustainable financial planning and equitable cost recovery. Our analysis spanned key departments, including Planning & Development, City Clerk, Finance, Police, Fire, Public Works, and Parks & Recreation.

FIRM REFERENCES

WISCONSIN DEPARTMENT OF NATURAL RESOURCES – AIR QUALITY PROGRAM | DEVELOPMENT OF EPA TITLE V RATES FOR 2,000 SOURCES

Contact Person:	Gail Good, Program Director Matthew Matrise, Manager of Business Support and IT
Phone Number:	608.219.2690 608.893.5566
Email Address:	Gail.Good@wisconsin.gov Matthew.Matrise@wisconsin.gov
Mailing Address:	101 S. Webster Street, PO Box 7921 Madison, WI 53707-7921
Project Description:	The Department of Natural Resources retained MGT in October 2025 to review its Title V EPA fees and State fees for non-Title V emissions. The number of sources and tons of emissions have fallen since rates were implemented in the 1990s so revenues have not matched the program's costs. MGT is assisting DNR in projecting costs and estimating the rates that sources will need to pay to fund the program for a six-year period ending in FY 2034. The fee structure will include base, category, and tonnage fees. The project is in process with an expected completion date of January 2026.

CITY OF LAS VEGAS, NV | COST ALLOCATION PLAN

Contact Person:	Abbe Yacoben, CFO (Washoe County)
Phone Number:	775.325.8243
Email Address:	ayacoben@washoecounty.gov
Mailing Address:	495 S. Main Street Las Vegas, NV 89101
Project Description:	MGT conducted a comprehensive CAP and citywide fee study for the City of Las Vegas to ensure accurate cost recovery and equitable pricing of services. Our team: • Evaluated service delivery by analyzing how all billed services were provided across city departments. • Conducted a cost assessment to determine the actual cost of each service, comparing it against current pricing structures. • Developed a citywide Cost Allocation Plan to distribute overhead costs to departments and funds, ensuring full transparency in cost attribution. • Provided data-driven pricing recommendations to align service fees with actual costs, improving financial sustainability.

FIRM REFERENCES

CITY OF LAS VEGAS, NV | COST ALLOCATION PLAN

	As a result, the City of Las Vegas gained a more accurate and defensible cost structure, enabling informed budget decisions and improved fiscal planning. Our work helped ensure compliance with financial best practices while enhancing the city's ability to recover costs effectively.
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ILLINOIS STATE BOARD OF EDUCATION | RATE SETTING FOR SPECIAL EDUCATION SERVICES

Contact Person:	Matt Seaton, CFO Andy Krupin, Director
Phone Number:	312.814.6736
Email Address:	mseaton@isbe.net akrupin@isbe.net
Mailing Address:	555 West Monroe St Chicago, IL 60661
Project Description:	MGT assisted the Illinois State Board of Education (ISBE) in designing and implementing a rate methodology to distribute funds to over 200 public school districts that provide Special Education services in separate facilities. This is a new program authorized by Senate Bill 3606. Rates went into effect on July 1, 2025.

OREGON DEPARTMENT OF REVENUE | DEVELOPMENT OF METHODOLOGY FOR ALLOCATING COSTS TO REVENUE STREAMS AND OTHER DIRECT SERVICES

Contact Person:	Stefan Hamlin, CFO
Phone Number:	971.715.4235
Email Address:	Stefan.Hamlin@dor.oregon.gov
Mailing Address:	955 Center St. NE Salem, OR 97301-2555
Project Description:	The Oregon Department of Revenue had not reviewed its cost allocation methodology in 20 years. As the Legislature created new taxes and fees, it set limits on the amounts that DOR could retain from each tax or fee to fund DOR's operations. DOR had no way of knowing if the amounts retained by tax or fee matched what it cost DOR to administer each program. DOR retained MGT to support the development of a cost allocation methodology. DOR administers 63 "revenue streams" plus a number of other direct services. MGT's approach involved allocation of "back office" functions to the many "tax divisions" that administered the various programs. MGT combined existing data with a personnel service analysis of 600 employees to assess the level of effort to support each revenue stream and other

FIRM REFERENCES

OREGON DEPARTMENT OF REVENUE | DEVELOPMENT OF METHODOLOGY FOR ALLOCATING COSTS TO REVENUE STREAMS AND OTHER DIRECT SERVICES

	programs. The methodology would involve the allocation of DOR's \$400 million biennial budget. DOR reviewed the methodology and results with senior DOR management, representatives from other State agencies, and industry stakeholders. The goal was to provide a defensible methodology and full transparency of the process. DOR also requested that MGT identify software applications that could support DOR in performing monthly closings.
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KING COUNTY | ANALYSIS OF ALLOCATION METHODS BETWEEN COUNTY SHERIFF AND 16 AGENCIES

Contact Person:	Andrew Bauck, Executive Analyst
Phone Number:	206.263.9771
Email Address:	Andrew.Bauck@kingcounty.gov
Mailing Address:	500 4th Ave. Seattle, WA 98104
Project Description:	The County Sheriff has a \$400M budget and provides law enforcement services to several municipalities through a contract with the Sheriff's Office. To address the fairness of the charges, the parties engaged MGT to review how costs were developed and shared. King County contracted with MGT to conduct an assessment related to the King County Sheriff's Office's (KCSO) practices for allocating costs to the 12 municipalities which contract for law enforcement services with KCSO. The objectives of this project were to review and assess KCSO's methodology for allocating costs to provide the County and partner cities with a detailed understanding of the current cost model and the trends and issues driving the continued increase in costs. MGT was also asked to make recommendations to increase transparency within the model; decrease direct, indirect, and overhead costs; and facilitate the development of a new, simpler costing model. MGT updated the County's methodology for how Sheriff costs should be allocated to and recovered from the 12 cities. The methodology would also be applied for recovering costs from 4 transportation agencies.

FIRM REFERENCES

METROPOLITAN GOVERNMENT OF NASHVILLE & DAVIDSON COUNTY | MULTIPLE PROJECTS – OPERATIONAL REVIEWS

Contact Person:	Bill Herbert, Director, Department of Permitting Services
Phone Number:	615.862.6549
Email Address:	Bill.Herbert@Nashville.gov
Mailing Address:	1 Public Square Nashville TN 37201
Project Description:	Nashville is a combined city/county in a booming metropolitan area, with a budget of \$2.33 billion, serving just under 700,000 people in a jurisdiction adding 35,000 new residents annually. Rapid population growth has been accompanied by a rapid pace of development (during our current study, there were 35 construction cranes downtown alone). The construction value of the 9,000 building permits issued in FY 2021 was \$5.4 billion. Nashville has over 4,200 Short-Term Rental Properties. The DPS asked the MGT team to determine if it should adjust its \$50 per year license fee for short-term rental properties (STRPs). MGT determined that it cost Metro \$313 per permit. MGT also recommended that Metro license a software tool to identify STR properties and to track rental days. Combined, the recommendations resulted in significant increases in annual revenues.

HILLSBOROUGH COUNTY | USER FEE STUDY FOR LAND DEVELOPMENT

Contact Person:	Jose Fernandez, Business Manager
Phone Number:	813.307.3435
Email Address:	fernandezjr@hillsboroughcounty.org
Mailing Address:	601 E. Kennedy Blvd. Tampa, FL 33602
Project Description:	Hillsborough County includes the City of Tampa. The County's population is 1 million. This project addressed a Process Improvements and Fee Study for Land Development Applications. MGT conducted financial analyses of several County departments. MGT also analyzed the work flows to identify bottlenecks that may have affected the cost of services materially. The result was documentation that led to changes in the County's fee structures.



Key Personnel

The success of a consulting engagement depends on the qualifications of the project team and the way in which the project is structured and managed.

Proposed Project Staff

MGT's project team brings a powerful combination of financial expertise, strategic insight, and public-sector consulting experience tailored to meet the NNPH's goals. Leading the team is **Katrina Schmitzer**, a seasoned public-sector executive with two decades of experience in compliance, change management, and stakeholder engagement—ensuring projects are both inclusive and operationally sound. She is joined by **Jerry Wolf**, a nationally recognized CPA and public finance expert with over 40 years of experience in rate setting, cost recovery, and financial modeling for hundreds of jurisdictions across the U.S., including as a lecturer in public and nonprofit finance at the University of Chicago.

Kara Skinner is a Director at MGT with nearly 20 years of experience in local government finance and strategic operations. She brings a wealth of expertise in budgeting, financial management, and organizational efficiency, gained from her roles as Chief Financial Officer for the City of Boulder, CO and the City of Colorado Springs, CO.

Supporting the project are experienced consultants with deep technical expertise. **Liana Shahap** contributes a strong foundation in financial analytics and project management, with experience of high-value public-sector initiatives through roles at Deloitte and MGT. **Trevor Zagara** has breadth of experience in user fee and cost allocation studies for dozens of municipalities, offering exceptional analytical depth and modeling capabilities. **Andrew Wallace**, **Michael Brethorst**, and **Tyler Hall** round out the team with expertise in financial research, data analysis, and budget review, providing data-driven insights that support fiscal modeling and high-quality project deliverables.

Staff Roles and Responsibilities

Northern Nevada Public Health Project Officer

▪ TBD

MGT suggests the NNPH appoint a single point of contact to serve as the Project Officer. The Project Officer will have primary responsibility and final authority over all activities, and they will provide project guidance and direction to the MGT team. The Project Officer will approve the contract, work plan, and final report. All project correspondence, progress reports, and final reports will be delivered to the Project Officer. The Project Officer will be responsible for NNPH's undertaking of Tasks 2.2 and all of Task 3.

MGT Project Executive

▪ **Katrina Schmitzer, Vice President**

The MGT Project Executive ensures the project is staffed as needed, has the resources needed, and can act on client considerations. The Project Executive is responsible for ensuring client success. **Client satisfaction is our #1 goal.**

KEY PERSONNEL

MGT Project Director

▪ Jerry Wolf, Director

The MGT Project Director is the primary person responsible for ensuring the resources to conduct the study are available from start to finish and that the team fulfills all contractual requirements, produces a quality report, and meets all project deadlines. They are the main point of quality control, have final authority for the project and deliverables, and help resolve conflicts over any project issues.

In addition, they will be responsible for the day-to-day management of all project activities to include refining procedures, assigning and monitoring all activities, and maintaining frequent contact with the NNPH Project Officer throughout the lifecycle of the project. The MGT Project Director will lead key meetings and presentations.

MGT Project Manager

▪ Kara Skinner, Director

The Project Manager will conduct interviews and review best-practice fee structure alternatives with staff. They will lead department interviews and coordinate scheduling, data collection, follow-up phone calls, and emails. The Project Manager will also calculate the full costs of existing and new for-fee services and estimate fee-for-service revenues. This project team will prepare draft reports, and review draft and final reports with NNPH officials. The MGT Project Manager will also participate in key meetings and presentations.

MGT Project Consultants

- Liana Shahapy, Senior Consultant
- Trevor Zagara, Consultant
- Andrew Wallace, Fiscal Analyst
- Michael Brethorst, Manager
- Tyler Hall, Senior Consultant

The MGT Project Consultants will work in close contact with MGT's Project Executives, Project Managers, and key NNPH employees as appropriate, to customize and execute each work task and fulfill the NNPH's stated expectations. Under the supervision of the Project Managers, they will review, document, evaluate, and generate recommendations in accordance with each component of the work plan. The Project Consultants will also assist with data acquisition and analysis for this project.

Key Personnel References

References for the majority of our assigned key personnel are listed below.

Key Personnel & Role	References
Katrina Schmitzer Project Executive	Blaise DeFazio Senior Legislative Analyst Montgomery County Council blaise.defazio@montgomerycountymd.gov (240) 777-7983 Patricia Chambers Senior Director Los Angeles Unified School District patricia.chambers@lausd.net (213) 241-4511 Kenneth Hartlage Finance Manager Metropolitan Government of Nashville and Davidson County kenneth.hartlage@nashville.gov (615) 862-6151
Jerry Wolf Project Director	Matt Seaton Chief Financial Officer Andy Krupin Director Illinois State Board of Education mseaton@isbe.net akrupin@isbe.net

KEY PERSONNEL

Key Personnel & Role	References
	Andrew Bauck Executive Analyst King County Executive Office Andrew.Bauck@kingcounty.gov (206) 263-9771 Stefan Hamlin Chief Financial Officer Oregon Department of Revenue Stefan.Hamlin@dor.oregon.gov (971) 715-4235 Elyse Lowe Director Rimah Khouri Velez Deputy Director City of San Diego RKhourri@sandiego.gov ELowe@sandiego.gov (619) 992-0751
Kara Skinner Project Manager	Kenneth Hartlage Finance Manager Metropolitan Government of Nashville and Davidson County, TN kenneth.hartlage@nashville.gov (615) 862-6151 Aaron White Senior Management Analyst City of Avondale, AZ awhite@avondaleaz.gov (623) 333-2020 Jeff Cadiz Finance Director City of Centennial, CO jcadiz@centennialco.gov (303) 754-3440
Liana Shahapy Project Consultant	Rekha Nayar Finance Director City of Vallejo Rekha.nayar@cityofvallejo.net (707) 648-5433 Patricia Chambers Senior Director Los Angeles Unified School District patricia.chambers@lausd.net (213) 241-4511 Debbi Lauchner Finance Director City of Beaverton, OR Dlauchner@beavertonoregon.gov (503) 526-2530
Trevor Zagara Project Consultant	Candice Bryant Manager City of Dallas, Public Works & Transportation candice.bryant@dallas.gov Office: (214) 671-0141 Cell: (469) 350-8315 Kasia Sanchez Executive Director City Colleges of Chicago ksanchez101@ccc.edu Scott Browning Environmental Program Manager Manatee County Natural Resources Dept

KEY PERSONNEL

Key Personnel & Role	References
	scott.browning@mymanatee.org Office: (941) 742-5980 x1874 Cell: (941) 290-8030
Andrew Wallace Project Consultant	Not applicable; recent hire
Michael Brethorst Project Consultant	Not applicable; recent hire
Tyler Hall Project Consultant	Not applicable; recent hire

Resumes

Resumes for our proposed project team members are on the following pages.



Kattrina Schmitzer

Vice President

Kattrina Schmitzer is a seasoned Vice President with 20 years of experience in regulatory compliance, consulting, and leadership within the public sector. Her expertise spans federal compliance and reporting, stakeholder engagement, and project management. Known for her top-tier interpersonal and communication skills, Kattrina has successfully managed state-wide and large-scale projects, system implementations, and business process reviews for state agencies, local governments, and nonprofits. With a strong background in data analysis and change management, she excels in structured communication and training, ensuring operational efficiency and standardized procedures.

Areas of Expertise

- Working with State Agencies in the Public Sector
- Operational, Efficiency, and Business Process Reviews
- Systems Development & Change Management
- Regulatory Compliance & Reporting
- Procedures Development and Standardization
- Data Analysis and Presentation Development
- Structured Communication and Training
- Project Management
- Stakeholder Engagement
- 2 CFR Part 200, Cost Allocation Plans, Indirect Cost Rates, User Fees

Education

- M.S., Information Systems Technology with a focus on Information Systems Development, George Washington University
- B.B.A., with a focus on Finance and Information Systems with a Secondary Field in French, George Washington University

Certifications

- Executive Presence and Influence: Persuasive Leadership Development, The Wharton School Aresty Institute of Executive Education

Selected Project Highlights

Illinois State Board of Education Development of Tuition <i>Reimbursement Program for Special Education Providers</i>	Los Angeles Unified School District <i>Construction Outcomes Analysis</i>
Idaho Department of Health and Welfare (DHW) <i>Cost Allocation Policy and Operational Consulting, Audit Support, Training</i>	Metropolitan Government of Nashville and Davidson County <i>Streamlining Building Permit Processing, User Fees</i>
State of Idaho Controller's Office (SCO) <i>ERP Implementation Consulting</i>	City of Gainesville, FL <i>Organizational Review</i>
	Office of Program and Policy Analysis and Government Accountability – Marion County Public Schools, FL <i>Performance Audit</i>

Work Experience

MGT Impact Solutions, LLC, Vice President, 2021-Present

Public Consulting Group, Inc., Client Services Manager, PCG Education (NJ)

Public Consulting Group, Inc., Senior Consultant, PCG Education (Fee-for-Service Business Line)

Public Consulting Group, Inc., Consultant, PCG Education (NJ/Fee-for-Service Business Line)

DC Government Office of the State Superintendent of Education (OSSE), Special Education Data Project Director

The George Washington University, Academic Technology Compliance Specialist



Jerry Wolf, CPA/MA/MBA

Director



Jerry Wolf is a seasoned CPA and director with over 40 years of consulting experience in the public sector financial and operations landscape. Specializing in rate setting, enterprise funds, central administrative services, public works, law enforcement, and financial analysis, he has assisted hundreds of cities, counties, states, and special-purpose districts in identifying and implementing best practices for operations, improving cost reimbursement approaches, and reducing operating expenses. His expertise extends to mergers and consolidations, rates and charges, and intergovernmental agreements, providing comprehensive solutions to complex governmental financial challenges.

Mr. Wolf holds an MBA and an MA in Social Policy from The University of Chicago, as well as a BA in Political Science and Economics from Washington University in St. Louis. Licensed as a CPA in Illinois, he brings a wealth of knowledge to a wide range of programs, including human services management and finance. Currently a lecturer in Public and Nonprofit Finance at The University of Chicago, Mr. Wolf continues to influence the field through his academic and practical contributions. His notable projects include revenue impact studies, streamlining permit processes, rate structure reviews, and merger feasibility studies, showcasing his ability to enhance service delivery and fiscal efficiency for governmental entities.

Areas of Expertise

- Enterprise Funds
- Central Administrative Services
- Public Works
- Law Enforcement
- Dispute Resolution
- Financial Analysis
- Mergers and Consolidations
- Rates and Charges
- Intergovernmental Agreements
- Building, Planning, Zoning

Education

- M.B.A., Business, Booth Graduate School of Business, The University of Chicago
- M.A., Social Policy, School of Social Service Administration, The University of Chicago
- B.A., Political Science and Economics, Washington University in St. Louis
- C.P.A., State of Illinois
- Civic Federation of Chicago Board of Directors
- Lecturer in Public Sector Financial Management

Selected Project Highlights

Illinois State Board of Education <i>Development of Tuition Reimbursement Program for Special Education Providers</i>	Oregon Department of Revenue <i>Cost Recovery Analysis</i>
Hillsborough County, FL <i>Revenue Impact Study</i>	DuPage County, IL <i>Merger Feasibility Study</i>
Metropolitan Government of Nashville and Davidson County <i>Streamlining Building Permit Processing</i>	Opportunities for Ohioans with Disabilities, OH <i>Review of Reimbursement Rate Structure</i>
State of Colorado, Marijuana Enforcement Division <i>Review of Rate Structure and Cost of Services</i>	Midwest State Health and Human Service Agencies <i>Increase Federal Reimbursements</i>
Metropolitan Government of Nashville and Davidson County <i>Analysis of Short-Term Rental Property Licensing</i>	City of Detroit, MI Emergency Manager <i>Development of Centralized Grant Management System</i>

Work Experience

MGT Impact Solutions, LLC, Director, 2019-Present
 Fiscal Choice Consulting, Partner (Merged with MGT in 2019)
 Public Consulting Group, Midwest Manager
 MAXIMUS, Inc., Financial Services Practice Director



Kara Skinner
Director

Kara Skinner is a Director at MGT with nearly 20 years of experience in local government finance and strategic operations. She brings a wealth of expertise in budgeting, financial management, and organizational efficiency, gained from her roles as Chief Financial Officer for the City of Boulder and the City of Colorado Springs. Kara has managed multi-million-dollar budgets, led large teams, and guided complex projects, including financial system implementations and cost allocation studies. At MGT, she uses her extensive background to help municipalities optimize their financial operations and improve fiscal transparency.

With a strong foundation in economics and a track record of leading successful financial initiatives, Kara specializes in advising government agencies on budget development, risk management, and performance improvements. Her leadership and collaborative approach ensure that clients receive tailored, solutions-oriented strategies to enhance their financial management and achieve long-term success.

Areas of Expertise

- Government Financial Management
- Budget Development & Strategic Planning
- Cost Allocation & Fee Studies
- Financial Reporting & Auditing
- Risk Management & Internal Controls
- Public Sector Leadership & Team Management
- Financial Systems Implementation
- Stakeholder Communication & Advisory
- Economic Analysis & Forecasting
- Public Speaking & Written Communication

Education

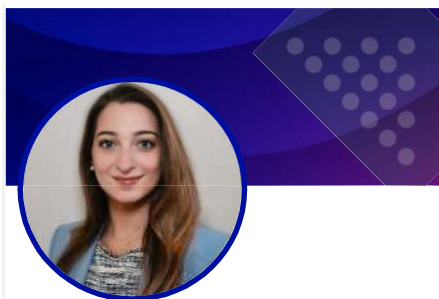
- M.A., Economics, Duke University
- B.A., Economics, University of Colorado

Selected Project Highlights

City of Avondale, AZ <i>User Fee Study</i>	Gila County, AZ <i>Comprehensive Fee Study</i>
Colorado Department of Transportation <i>Cost Allocation Assessment</i>	Nashville Metro Davidson, TN <i>Codes & Fire Prevention User Fee Study</i>

Work Experience

MGT Impact Solutions, LLC, Director, 2024-Present
 City of Boulder, CO, Chief Financial Officer, 2022-2024; Assistant Director of Finance, 2017-2022
 City of Colorado Springs, CO, Chief Financial Officer, 2012-2017; Interim Budget Director, 2012; Fiscal Planning Manager, 2010-2011; Financial Services Manager, 2009-2010; Principal Analyst, 2006-2009
 Hawaii Public Utilities Commission, Economist
 State of Hawaii, Associate Analyst
 Hawaiian Electric Company, Rate Research Analyst
 University of Hawaii, Manoa, College of Business Administration, Adjunct Instructor, Economics
 University of North Florida, College of Business Administration, Adjunct Instructor, Economics
 Jacksonville University, Adjunct Instructor, Economics
 Maine Public Utilities Commission, Utility Analyst
 Maine Department of Labor, Economic Research Analyst



Liana Shahapy

Senior Consultant

As a Senior Consultant at MGT, Liana brings extensive experience in managing large-scale financial advisory projects and strategic planning initiatives for state and local governments. Her background includes managing \$150M+ in funded projects and driving stakeholder engagement to ensure successful outcomes. With a strong focus on data-driven decision-making and cross-functional collaboration, Liana is committed to delivering impactful solutions that meet the unique needs of the state, local, and education sector.

Prior to Liana's role at MGT, she was a Consultant at Deloitte where she played a pivotal role in advising state and local governments on strategic initiatives. Liana's expertise in data analytics and financial management was instrumental in managing over \$150M in funded projects, developing dynamic pricing strategies, and leading the implementation of cloud-based tools to enhance forecasting accuracy. Most recently, she served as a Strategic Partnerships Manager at Warner Bros. Discovery, where she led data-driven initiatives to secure major partnerships and significantly increase revenue and subscriber growth for HBO Max.

Areas of Expertise

- Strategic Planning & Execution
- Project & Financial Management
- System Implementation & Optimization
- Data Analytics, Visualization, & Reporting
- User Fee & Cost Recovery Studies
- Municipal Revenue & Fiscal Policy
- Process Improvement & Operational Efficiency
- Stakeholder Engagement & Facilitation
- Policy & Program Analysis
- Benchmarking & Peer Comparison Studies
- Training Material Development
- Financial Modeling & Forecasting
- Regulatory & Compliance Review (State & Local)
- Performance Measurement & KPI Design

Education

- M.A., Public Policy & Economics, Andrew Young School of Public Policy, Georgia State University
- B.B.A., Business Economics, Georgia State University

Selected Project Highlights

City of Vallejo, CA – Fire, Building, and Planning Departments <i>Comprehensive User Fee Study</i>	City of Plano, TX – Planning, Engineering, Building Inspection Departments <i>Comprehensive User Fee Study</i>
City of Beaverton, OR – Business License Program <i>Operational & Revenue Analysis & Restructuring Research</i>	Polk County, FL – Department of Health, Code Enforcements, Budget & Procurement <i>Comprehensive User Fee Study</i>
Gila County, AZ – Animal Control, Department of Health <i>Comprehensive User Fee Study</i>	State of Illinois – State Board of Education <i>Special Education Providers Program</i>

Work Experience

MGT Impact Solutions, LLC, Senior Consultant, 2024-Present
 Warner Bros. Discovery – HBO Max, Strategic Partnerships Manager, HBO Max, 2022-2023
 Deloitte – Government & Public Sector, Strategy & Analytics Consultant, 2019-2022



Trevor Zagara

Consultant

Trevor Zagara is a motivated professional with extensive experience in data collection, financial modeling, and policy analysis. He has led 25 SB 90 projects—including those for the City of San Clemente and the City of La Mesa—along with serving as Lead PM on the Will County, IL Recorder User Fee Study and the College Station, TX Parks & Recreation User Fee Study. Additionally, he co-managed the Oklahoma County Juvenile Detention Rate CAP Study and contributed to the ICRP for the Tennessee Wildlife Resource Agency. His work spans approximately 16 Disparity Studies (including Arlington County and the City of Houston), 30 User Fee Studies (such as the City of Scottsdale and the City of Dallas), and 34 Cost Allocation Plans (including Cook County and the City of San Marcos), demonstrating his ability to drive results through in-depth analysis and strategic financial planning.

Trevor's expertise is rooted in a detail-oriented approach and adaptability to high-pressure environments. He earned his undergraduate degree in Supply Chain Management from the Farmer School of Business at Miami University before starting his career in Enterprise Resource Planning (ERP) software sales at Oracle. There, he conducted outreach, product and pricing presentations, and deep business process analyses to help small and mid-sized companies optimize efficiency and enhance bottom-line results. His diverse background in both technology solutions and financial consulting allows him to approach complex projects with a well-rounded perspective.

Areas of Expertise

- Microsoft Excel pivot tables, financial models, and macros
- Client Management
- Presentations – PowerPoint, Microsoft Teams, Zoom
- Writing and submitting proposals & final deliverables

Education

- Bachelor of Supply Chain Management, Miami University, Farmer School of Business

Certifications

- Data Analytics LinkedIn Learning Certification
- Business Analysis LinkedIn Learning Certification
- PwC Certification: Problem Solving with Excel

Selected Project Highlights

Arlington County, VA <i>Disparity Study</i>	City of Scottsdale, AZ <i>User Fee Study</i>
City of College Station, TX <i>P&R UF Study</i>	Cook County, IL <i>Cost Allocation Plan</i>
City of Dallas, TX <i>User Fee Study</i>	Oklahoma County Juvenile Detention <i>Rate CAP Study</i>
City of Houston, TX <i>Disparity Study</i>	Tennessee Wildlife Resource <i>ICRP</i>
City of La Mesa, CA <i>SB 90</i>	Will County, IL <i>Recorder UF Study</i>
City of San Clemente, CA <i>SB 90</i>	
City of San Marcos, CA <i>Cost Allocation Plan</i>	

Work Experience

MGT Impact Solutions, LLC, Consultant, 2024-Present; Analyst, 2023-2024

Oracle-NetSuite, Account Executive, 2020-2023



Andrew Wallace
Fiscal Analyst



Andrew is a Fiscal Analyst at MGT, supporting clients with financial research, data analysis, and budget review. With a background in finance, he assists in developing fiscal reports, preparing financial models, and supporting project teams with data-driven insights. Andrew brings strong analytical skills, attention to detail, and a commitment to delivering high-quality work in fast-paced consulting environments.

Areas of Expertise

- Financial Modeling
- Software
- Forecasting

Education

- B.S., Finance, Miami University

Selected Project Highlights

Santa Clara County <i>Cost Allocation Plan Conversion</i>	New Mexico Department of Health <i>Cost Allocation Plan</i>
Huron County <i>Cost Allocation Plan</i>	Victoria County <i>Internal Cost Rate Plan</i>
Rapides Parish <i>Cost Allocation Plan</i>	Kauai County <i>Cost Allocation Plan</i>

Work Experience

MGT Impact Solutions, LLC, Fiscal Analyst, 2025-Present
LPL Financial, Business Line Strategy Intern, 2024
Amneal Pharmaceuticals, Finance & Treasury Intern, 2023



Michael Brethorst Manager

Michael Brethorst is a seasoned municipal management professional with over 20 years of experience and a strong background in finance, analysis, operations, dispute resolution, strategic planning, and community engagement. He has been with MGT since 2024. As a Manager at MGT, Mike leverages his extensive expertise to offer fee studies, costing analysis, compensation studies, organizational assessments and mentorship. His career has spanned various high-impact roles, including Chief Administrative Officer, Director, and Chief of Staff. A retired Lieutenant Colonel in the Army National Guard with 22 years of service, Mike has demonstrated leadership and dedication through multiple overseas deployments and as a Counterintelligence Special Agent and Chief of Staff for Intelligence.

In addition to his governmental roles, Mike actively contributes to his community as an Adjunct Professor. His experience includes managing departments such as finance, health and human Services, facilities, construction, human resources, public utilities and public works, economic development, driving industrial park expansions, business retention, and downtown revitalization. Mike's commitment to professional development is evident in his mentoring of staff and young professionals. His broad experience, both domestically and internationally, showcases his ability to lead and inspire teams towards achieving significant community and organizational goals.

Areas of Expertise

- Fee Studies
- Cost Allocation
- Pay Studies
- Management Studies
- Budgeting / Forecasting
- Strategic Planning Facilitation
- Compensation Studies
- Public Utilities and Public Works Management
- Health Care Management
- Labor Relations and Negotiations
- Executive Recruiting
- Organizational Improvement

Education

- M.S., Public, Human Services and Health Administration, Minnesota State University Moorhead
- B.S., Public Administration, Emphasis: Community and Economic Development, St. Cloud State University
- A.A., Fergus Falls Community and Technical College
- Military: Graduate, Command and General Staff College

Certifications

- Just Culture Certification Graduate Certificate
- Key Public Power Account Executive (KPPAE), American Public Power Association
- Business Retention and Expansion International, Certified Consultant

Memberships & Affiliations

Detroit Lakes Development Authority – Detroit Lakes, MN
Minnesota City and County Management Association (MCMA),
American Legion – Detroit Lakes, MN
Veteran of Foreign Wars – Detroit Lakes, MN

Professional Experience

MGT Impact Solutions, LLC, Manager, 2024-Present
University of Minnesota, Adjunct Professor (Finance and Health Care Admin.), 2022-Present
Essentia Health, Director Financial Services, 2023-2024; Senior Employee Labor Relations Specialist, 2021-2023
Becker County, Detroit Lakes, MN, County Administrator, 2019-2021
City of Melrose, MN, City Administrator, 2011-2019
Department of Veteran Affairs, Fargo, ND, Administrative Officer (AO), 2008-2011
City of Barnesville, MN, City Administrator, 2004-2008
City of Brainerd, MN, Community Development Director, 2001-2004
Ada EDA, Ada, MN, Executive Director, 1999-2001



Tyler Hall, M.P.A. Senior Consultant



Tyler Hall is a Senior Consultant at MGT with more than a decade of experience supporting local governments in strengthening operations, financial practices, and community-facing services. His background spans municipal administration, economic development, public safety, and organizational improvement. Tyler has successfully led cost recovery initiatives, secured and managed multimillion-dollar grant funding, and guided the design of programs that improve service delivery, fiscal sustainability, and community outcomes.

Prior to joining MGT, Tyler served as Assistant Village Manager for the Village of Homewood, where he oversaw human resources, collective bargaining, civic engagement, communications, IT, and risk management. He also brings deep experience from prior roles in municipal management and public safety agencies, including the Village of Arlington Heights and the City of Highland Park. In addition to his consulting practice, Tyler serves on the Chicago Police Board, where he contributes to police accountability and governance. He is recognized for his ability to navigate complex intergovernmental issues, build consensus among diverse stakeholders, and deliver actionable solutions that balance operational needs with community priorities.

Areas of Expertise

- Municipal Operations & Organizational Reviews
- Public Finance & Cost Recovery Strategies
- Grant Acquisition & Administration (federal, state, and foundation funding)
- Economic Development & Public-Private Partnerships
- Labor Relations & Collective Bargaining
- Public Safety & Community Policing Initiatives
- Risk Management & Compliance Programs
- Civic Engagement & Stakeholder Collaboration
- Strategic Planning & Policy Development
- Governmental Board Leadership & Governance

Education

- M.P.A., Northern Illinois University
- B.A., Political Science, Wittenberg University

Work Experience

MGT Impact Solutions, LLC, Senior Consultant, 2025-Present

Downing Community Advisors, Senior Advisor, 2024-2025

Village of Homewood, IL, Village Manager's Office, Assistant Village Manager, 2023-2024

Village of Arlington Heights, IL, Police Department, Management Analyst, 2017-2023

City of Highland Park, IL, Police Department, Crime Analyst/Accreditation Manager, 2015-2017; City Manager's Office, Administrative Intern, 2013-2015



Fee Proposal

Defined by Impact. Driven by People.

Dedicated to the Community.

MGT proposes to perform the services included in this proposal for a fixed fee of **\$99,376**. This budget will provide the NNPH with **368** consulting hours, which will offer ample time and resources to produce the study as described in the scope of service. This scope of work is our understanding based on the RFP.

Exhibit 9. Proposed Cost by Task

TASK	HOURS			
	Directors	Managers	Consultants	TOTAL
1.1 Project Kickoff Meeting and Biweekly Meetings	16	16	8	40
1.2 Legal and Policy Review	8	8	8	24
1.3 Cost of Service Analysis	16	96	96	208
1.4 Current Fee Model Assessment	8	8	16	32
2.1 Develop Alternative Scenarios	4	8	8	24
2.2 Review Rate Options	4	8	8	16
2.3 Final Fee Model Recommendation	8	8	8	24
Total Hours	64	152	152	368
Hourly Rates	\$370	\$278	\$220	-
Professional Fees	\$23,680	\$42,256	\$33,440	TOTAL: \$99,376

Hourly Billing Rates

MGT's hourly billing rates are provide in the table below.

MGT Professional Staff	Hourly Billing Rates
Project Executive	\$385
Project Director	\$370
Project Manager	\$278
Project Consultant	\$220

Additional Services

Additional services requested that fall outside the scope of this project (e.g., Implementation Support or due to State delays) shall be provided on a time-and-materials basis using the above hourly rates, with all expenses billed at cost subject to pre-approval. The hourly rate schedule is

FEE PROPOSAL

part of MGT's quote for use in invoicing for progress payments and for extra work incurred that is not part of this RFP.

Method of Payment

NNPH identified its preferred payment terms on page 4 of its Scope of Work.

Milestone	Deliverable Trigger	Percentage of Total Fee	Acceptance Criteria
Milestone 1	Phase 1 Complete: Gap & Assessment Report (Task 1.4)	50%	Completion of all data gathering and official acceptance of the Cost-of-Service Report and Gap Analysis.
Milestone 2	Phase 2 Complete: Final Recommended Fee Model Report (Task 2.2)	50%	Formal acceptance of the recommended fee structure, including the proposed new fee schedules and supporting rationale.

MGT will agree to the above terms with the caveat that the invoice for each milestone will be submitted and paid as follows:

Milestone 1: Completion of all data gathering and official acceptance of the Cost-of-Service Report and Gap Analysis, or within two months of presentation whichever comes first.

Milestone 2: Formal acceptance of the recommended fee structure, including the proposed new fee schedules and supporting rationale, or within two months of presentation whichever comes first.

Project Assumptions

Our work plan and proposed fee for this project were developed with several key assumptions about the project. Changes to these assumptions may impact either or both our methodology and proposed fee. We welcome the opportunity to meet with NNPH to review these assumptions, validate, or adjust these assumptions based on more complete information, and adjust the work plan and/or budget accordingly.

Below, we present our assumptions:

- NNPH will designate a Project Officer for this project. This person will function as the primary point of contact for the project, and coordinate and facilitate the flow of information and communication between the NNPH, key stakeholders, and MGT. The Project Officer will assume responsibility for Task 2.2 and all of Task 3.
- The NNPH Project Officer will ensure that comments on draft documents are consolidated into a single document and any conflicting comments are reconciled before delivering the comments to MGT. The Project Officer will facilitate and coordinate NNPH providing data on emissions and permitted sites.
- We have provided for one draft of each deliverable. The NNPH will return consolidated comments within two weeks at which time we will submit the final for each deliverable. This timing is necessary because of the four-month project schedule. Deviations may impact professional fees.

FEE PROPOSAL

- MGT will have access to and cooperation and participation by staff and management. MGT expects to have reasonable, timely access to NNPH personnel and data. If the NNPH stops the project for any reason, MGT will be due all fees for services performed to date.
- If necessary, meeting facilities will be arranged for and used at the expense of the NNPH. The NNPH will provide all requested documents at its own expense.
- All costs and other data provided by the NNPH will be considered accurate and valid. MGT will not be responsible for the audit and/or verification of any cost or other data provided by the NNPH.
- If the NNPH changes its accounting system and/or significantly changes its chart of accounts so that cost data cannot be matched to prior calculations, it may impact the fees as these efforts are not part of the fixed price.
- MGT plans to conduct services – including status meetings, interviews, and presentations – remotely. Project initiation and presentation meetings will be on-site. If the NNPH wants additional onsite services, we would be willing to do so, subject to adding the reasonable cost of travel expenses to our quote.
- MGT's hourly billing rates may adjust at the start of our fiscal year (October 1). Our fee quote is firm for the project we are proposing.
- MGT will not be responsible for providing the services listed as 4.0 in the SOW.



Appendix A. Sample Documents

Sample documents and reports are provided below.

- [City of San Diego User Fee Study for Development Services Department](#)
- [Colorado Cost Accounting Study and Fee Analysis.pptx](#)

ATTACHMENT “B”

EXHIBIT "B"

INSURANCE, HOLD HARMLESS AND INDEMNIFICATION REQUIREMENTS FOR PROFESSIONAL SERVICE AGREEMENTS NNPH FEE MODEL ASSESSMENT AND DEVELOPMENT

INDEMNIFICATION

CONTRACTOR Liability

As respects acts, errors or omissions in the performance of CONTRACTOR services, CONTRACTOR agrees to indemnify and hold harmless COUNTY, its officers, agents, employees, and volunteers from and against any and all claims, demands, defense costs, or liability to the extent caused by CONTRACTOR'S negligent acts, errors or omissions in the performance of its CONTRACTOR services under the terms of this agreement.

CONTRACTOR further agrees to defend COUNTY and assume all costs, expenses and liabilities of any nature to which COUNTY may be subjected as a result of any claim, demand, action or cause of action arising out of the negligent acts, errors or omissions of CONTRACTOR or its Sub-contractor in the performance of their CONTRACTOR services under the Agreement.

General Liability

As respects all acts or omissions which do not arise directly out of the performance of CONTRACTOR services, including but not limited to those acts or omissions normally covered by general and automobile liability insurance, CONTRACTOR agrees to indemnify, defend (at COUNTY'S option), and hold harmless COUNTY, its officers, agents, employees, and volunteers from and against any and all claims, demands, defense costs, or liability arising out of any acts or omissions of CONTRACTOR (or Sub-contractor, if any) while acting under the terms of this agreement; excepting those which arise out of the negligence of COUNTY.

In determining the nature of the claim against COUNTY, the incident underlying the claim shall determine the nature of the claim, notwithstanding the form of the allegations against COUNTY.

GENERAL REQUIREMENTS

COUNTY requires that CONTRACTOR purchase Industrial Insurance (Workers' Compensation), General and Auto Liability, and Professional Errors and Omissions Liability Insurance as described below against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work here under by CONTRACTOR, its agents, representatives, employees or Sub-contractors. The cost of all such insurance shall be borne by CONTRACTOR.

INDUSTRIAL INSURANCE

It is understood and agreed that there shall be no Industrial Insurance coverage provided for CONTRACTOR or any Sub-contractor by COUNTY. CONTRACTOR agrees, as a precondition to the performance of any work under this Agreement and as a precondition to any obligation of the COUNTY to make any payment under this Agreement to provide COUNTY with a certificate issued by an insurer in accordance with NRS 616B.627 and NRS 617.210.

If CONTRACTOR or Sub-contractor is a sole proprietor, coverage for the sole proprietor must be purchased and evidence of coverage must appear on the Certificate of Insurance. Such requirement may be waived for a sole proprietor who does not use the services of any employees, subcontractors, or independent contractors and completes an Affirmation of Compliance pursuant to NRS 616B627.

Should CONTRACTOR be self-funded for Industrial insurance, CONTRACTOR shall so notify COUNTY in writing prior to the signing of any agreement. COUNTY reserves the right to approve said retentions and may request additional documentation, financial or otherwise for review prior to the signing of any agreement.

MINIMUM LIMITS OF INSURANCE

CONTRACTOR shall maintain coverages and limits no less than:

1. General Liability: \$1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, the general aggregate limit shall be increased to equal twice the required occurrence limit or revised to apply separately to this project or location.
2. Automobile Liability: \$N/A combined single limit per accident for bodily injury and property damage. No aggregate limit may apply.
3. Professional Errors and Omissions Liability: \$1,000,000 per occurrence and \$ 3,000,000 as an annual aggregate. Premium costs incurred to increase CONTRACTOR'S insurance levels to meet minimum contract limits shall be borne by the CONTRACTOR at no cost to the COUNTY.

CONTRACTOR will maintain PROFESSIONAL liability insurance during the term of this Agreement and for a period of three (3) years from the date of substantial completion of the project. In the event that CONTRACTOR goes out of business during the term of this Agreement or the three (3) year period described above, CONTRACTOR shall purchase Extended Reporting Coverage for claims arising out of CONTRACTOR'S negligent acts, errors and omissions committed during the term of the Professional Liability Policy.

DEDUCTIBLES AND SELF-INSURED RETENTIONS

Any deductibles or self-insured retentions must be declared to and approved by the COUNTY Risk Management Division prior to the start of work under this Agreement. COUNTY reserves the right to request additional documentation, financial or otherwise prior to giving its approval of the deductibles and self-insured retention and prior to executing the underlying agreement. Any changes to the deductibles or self-insured retentions made during the term of this Agreement or during the term of any policy must be approved by the COUNTY Risk Manager prior to the change taking effect.

OTHER INSURANCE PROVISIONS

The policies are to contain, or be endorsed to contain, the following provisions:

1. General Liability Coverages
 - a. COUNTY, its officers, agents, employees and volunteers are to be covered as additional insureds as respects: liability arising out of activities performed by or on behalf of CONTRACTOR, including the insured's general supervision of CONTRACTOR; products and completed operations of CONTRACTOR; or premises owned, occupied or used by CONTRACTOR. The coverage shall contain no special limitations on the scope of protection afforded to the additional insureds, nor shall the rights of the additional insured be affected by the insured's duties after an accident or loss.
 - b. CONTRACTOR'S insurance coverage shall be primary insurance as respects COUNTY, its officers, agents, employees and volunteers. Any insurance or self-insurance maintained by COUNTY, its officers, agents, employees or volunteers shall be excess of CONTRACTOR'S insurance and shall not contribute with it in any way.

- c. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to COUNTY, its officers, agents, employees or volunteers.
- d. CONTRACTOR'S insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
- e. CONTRACTOR'S insurance coverage shall be endorsed to state that coverage shall not be suspended, voided, canceled or non-renewed by either party, reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to COUNTY except for nonpayment of premium.

ACCEPTABILITY OF INSURERS

Insurance is to be placed with insurers with a Best's rating of no less than A-: VII. COUNTY with the approval of the Risk Manager may accept coverage with carriers having lower Best's ratings upon review of financial information concerning CONTRACTOR and insurance carrier. COUNTY reserves the right to require that the CONTRACTOR'S insurer be a licensed and admitted insurer in the State of Nevada, or on the Insurance Commissioner's approved but not admitted list.

VERIFICATION OF COVERAGE

CONTRACTOR shall furnish COUNTY with certificates of insurance and with original endorsements affecting coverage required by this exhibit. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. The certificates are to be on forms approved by COUNTY. *All certificates and endorsements are to be addressed to the specific COUNTY contracting department and be received and approved by COUNTY before work commences.* COUNTY reserves the right to require complete, certified copies of all required insurance policies, at any time.

SUB-CONTRACTORS

CONTRACTOR shall include all Sub-contractors as insureds under its policies or furnish separate certificates and endorsements for each Sub-contractor. Sub-contractor shall be subject to all of the requirements stated herein.

MISCELLANEOUS CONDITIONS

1. CONTRACTOR shall be responsible for and remedy all damage or loss to any property, including property of COUNTY, caused in whole or in part by CONTRACTOR, any Sub-contractor, or anyone employed, directed or supervised by CONTRACTOR.
2. Nothing herein contained shall be construed as limiting in any way the extent to which CONTRACTOR may be held responsible for payment of damages to persons or property resulting from its operations or the operations of any Sub-contractors under it.
3. In addition to any other remedies COUNTY may have if CONTRACTOR fails to provide or maintain any insurance policies or policy endorsements to the extent and within the time herein required, COUNTY may, at its sole option:
 - a. Order CONTRACTOR to stop work under this Agreement and/or withhold any payments which become due CONTRACTOR here under until CONTRACTOR demonstrates compliance with the requirements hereof;
 - b. Terminate the Agreement.

From: [Catherine Hansford](#)
To: [Vega, Francisco](#)
Subject: RE: Request for Proposal: Fee Model Assessment for NNPH Air Quality & Environmental Health Divisions
Date: Sunday, January 11, 2026 8:40:31 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)

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[Report Suspicious](#)

Francisco, I appreciate receiving the email. I will not be sending a proposal as I am too busy currently. Catherine.

Catherine R. Hansford, Bs, Ms
Principal

(530) 412-3676

www.hansfordecon.com

HANSFORD ECONOMIC CONSULTING LLC

PO Box 10384

Truckee, CA 96162

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From: Vega, Francisco <FVega@nnph.org>

Sent: Tuesday, January 6, 2026 12:41 PM

Cc: Fyda, Robert <RFyda@nnph.org>; Dixon, Erin P. <EDixon@nnph.org>; Ferguson, Scott M <SMFerguson@washoecounty.gov>

Subject: Request for Proposal: Fee Model Assessment for NNPH Air Quality & Environmental Health Divisions

Good Afternoon,

I received your contact information from our existing vendor records and wanted to reach out

directly about an upcoming project here at Northern Nevada Public Health (NNPH).

We are looking for a consultant to help us assess—and potentially rebuild—the fee models for our Air Quality Management and Environmental Health Services divisions. We want to ensure our fee structures are doing their job: covering the full reasonable cost of our services while remaining fair and legally compliant. The project involves analyzing our current operations, identifying where we might be under-recovering costs, and recommending a better model for the future.

We estimate the project will take about 2-3 months to complete once we get started.

I've attached the Scope of Work (SOW) which breaks down the specific tasks and deliverables along with a list of fees for both divisions that are included in this project. If this sounds like a good fit for your team, please submit a proposal by close of business **Wednesday, January 14, 2026**.

Looking forward to your response and please let me know if you have any questions or concerns.

Thanks,
Francisco



Francisco Vega, PE, MBA (*he/him*)

Director

Air Quality Management Division

O: [775-784-7200](tel:775-784-7200)

1001 E Ninth St. Bldg. B-171 Reno, NV 89512

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NNPH.org |     

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[Book time to meet with me](#)