

PROFESSIONAL SERVICES CONTRACT for Advisory Services for Las Vegas Medical District

THIS CONTRACT is being entered into this _____ day of _____, 2022, by and between the City of Las Vegas (hereinafter the "City"), a municipal corporation within the State of Nevada having its principal office at 495 South Main Street, Las Vegas, Nevada 89101, and Executive Consulting Group, LLC dba ECG Management Consultants, (hereinafter the "Company"), a Delaware limited liability company having its principal office at 11512 EL Camino Real, Suite 200, San Diego, California 92130.

SECTION A – Contract Overview

A-1 Summary of Contract [CAO-12/30/2020]

This Contract sets forth the terms and conditions for the performance of services described herein, and the execution hereof by the parties hereto forms a legally binding contract. This is a Non-Exclusive Contract.

(a) Contract Synopsis The legally binding Scope of Work is more fully defined in Section C	Professional consulting firm to provide advisory services to assist the City in developing an Implementation Strategy for the Las Vegas Medical District.		
Performance Dates The Performance Period is more fully defined in Section A-2	Award Date See first paragraph	Expiration Date Until Completed	Option Periods none
Contract Type As defined in Section B-1	The contract type is fixed price.		
Contract Amount This Not-to-Exceed Amount is subject to Section C-2	\$195,000 Firm Fixed Price	Firm Fixed Not-to-Exceed (NTE)	

(b) Contract Exhibits / Attachments The following documents are hereby incorporated into this Contract
Exhibit A – Scope of Work Exhibit B – Pricing Proposal Exhibit C – Excerpted Proposal Attachment 1 - Certificate of Disclosure

(c) City Project Manager Per Section D-4, (a)	Name Bill Arent	Phone 702-229-6856	Email barent@lasvegasnevada.gov
Company Representative Per Section D-4, (b)	Name Scott Burns	Phone 858-436-3220	Email SBurns@ecgmc.com

(d) City Legal Notice Representative per Section E-1			
Company Legal Notice Representative Per Section E-1	Name & Title Julie Glasgow / Legal Department	Address 11512 El Camino Real, Suite 200 San Diego, CA 92130	Email Compliance@ecgmc.com

A-2 Performance Period [CAO-12/30/2020]

- (a) The performance period commences on the Award Date and continues through the Expiration Date.
- (b) The City may at its sole discretion, exercise the option to renew this Contract for the periods set forth above (if any). The City shall provide written notice to the Company of such renewal(s), and the Company may not assume an automatic renewal. Exercise of an option does not commit the City to exercise further options.
- (c) The City reserves the right to temporarily extend this Contract for up to one hundred eighty (180) calendar days from the Expiration Date, for any reason.

SECTION B – Basic Terms

B-1 Definitions [CAO-08/28/19]

The following definitions apply to this Contract:

- (a) “*Acceptance*” means written notification by the City to the Company that the deliverables received in their current form are satisfactory to the City as meeting the terms of the Contract.
- (b) “*Award Date*” means the date that a Contract becomes effective. It is the date entered into the first paragraph of a Contract upon execution by an authorized representative of the City.
- (c) “*Contract*” means this document, consisting of Sections A through E, and the exhibits and attachments attached hereto, which is binding and effective only upon execution by the City.
- (d) “*Contract Amount*” means the maximum amount of compensation that may be paid to the Company for performance of the Contract, which includes, without limitation, compensation for all direct and indirect expenses.
- (e) “*Deliverable*” means any report, software, hardware, data, documentation or other tangible item that the Company is required to provide to the City under the terms of the Contract.
- (f) “*Fixed Fee Contract*” means a contract that provides for a firm price that is not subject to any adjustment on the basis of the Company’s cost experience in performing the Contract.
- (g) “*Non-Exclusive Contract*” means a Contract under which the City agrees to obtain some, but not necessarily all, of the City’s requirements for a particular service.

SECTION C – Scope of Work

C-1 Scope of Work

- (a) Services will be provided in accordance with the Scope of Work attached as “Exhibit A”.

C-2 Deliverables/Schedule/Fees

- (a) The Company shall provide the following Deliverables in accordance with the following delivery schedule and upon Acceptance of the Deliverables by the City, the City shall pay the following Fixed Fee amounts:

Item No.	Description	Delivery Schedule	Amount
1	Executive Summary	October 2022	\$146,100
2	Final Report	October 2022	\$48,900

SECTION D – Special Conditions

D-1 Payment [CAO-4.2020]

Payment to the Company will be made only for the actual services performed and accepted by the City, upon receipt of an invoice submitted in accordance with Section D-3, "Invoices".

D-2 Fee Revisions [CAO-08/28/19]

For the term of this Contract, fees shall remain firm.

D-3 Invoices [CAO-9/2020]

- (a) The Company will timely submit a detailed invoice to the City on a monthly basis, with the final invoice submitted to the City within sixty (60) days upon completion and acceptance of Deliverables, in accordance with Section C-2, "Deliverables/Schedule/Pricing". Each invoice shall contain the following information:
- (i) the date of the invoice and invoice number;
 - (ii) the Purchase Order number;
 - (iii) the Contract Item against which charges are made;
 - (iv) the performance dates covered by the invoice; and
 - (v) detailed list of Project-Related Expenses incurred per Section D-1(c).
- (b) Upon reconciliation of all errors, corrections, credits, and disputes, payment to the Company will be made in full within thirty (30) calendar days. **Invoices received without a valid Purchase Order number will be returned unpaid.** If the Company does not timely submit a detailed invoice to the City as required herein, the City shall not have any obligation or liability to effect any payment for said late invoice. The City shall also not be liable for any errors or omissions in an invoice once said invoice is paid by the City, all of which shall be expressly waived by Company. Notwithstanding the foregoing, this paragraph shall in no way waive the City's rights and remedies should the City find any errors or omissions in an invoice before or after said invoice is paid by the City.

The Company shall submit the original invoice to:

Department of Finance
ATTN: Accounts Payable
City of Las Vegas
495 South Main Street, 4th Floor
Las Vegas, NV 89101–2986

- (c) The Company shall forward a copy of the invoice to the City's Project Manager, identified in Section D-4, "Project Manager/Company Representative", with the following items:
- (i) receipts for any Reimbursable Travel Expenses, if applicable, associated with the invoice; and
 - (ii) copy of the applicable Deliverable associated with the final invoice

D-4 Project Manager/Company Representative [CAO-8/28/19]

- (a) The City's designated Project Manager for this Contract is named in Section A-1 (c). The City will provide written notice to the Company should there be a subsequent Project Manager change. The Project Manager will be the Company's principal point of contact at the City regarding any matters relating to this Contract, will provide all general direction to the Company regarding Contract performance, and will provide guidance regarding the City's goals and policies. *The Project Manager is not authorized to waive or modify any material scope of work changes or terms of the Contract.*

- (b) The Company's designated Company Representative for this Contract is named in Section A-1 (c). The Company will provide written notice to the City should there be a subsequent Company Representative change. The City has the right to assume that the Company Representative has full authority to act for the Company on all matters arising under or relating to this Contract.

D-5 Insurance [CAO-04/2020]

- (a) The Company shall procure and maintain, at its own expense, during the entire term of the Contract, the following coverage(s):
- (i) Industrial/Workers' Compensation Insurance protecting the Company and the City from potential Company employee claims based upon job-related sickness, injury, or accident, during performance of this Contract, and must submit proof of such insurance on a certificate of insurance issued by an insurer qualified to underwrite workers' compensation insurance in the State of Nevada, in accordance with NRS 616A-616D, inclusive. If Company is a sole proprietor, it will be required to submit an affidavit indicating that the Company has elected not to be included in the terms, conditions and provisions of NRS 616A-616D, inclusive, and is otherwise in compliance with those terms, conditions and provisions. The Company's Workers' Compensation policy shall have a waiver of subrogation endorsement in favor of the City of Las Vegas.
 - (ii) Commercial General Liability Insurance (bodily injury, property damage) with respect to the Company's agents assigned to the activities performed under this Contract in a policy limit of not less than \$1,000,000 per occurrence and \$2,000,000 in the aggregate, for bodily injury, products, completed operations, personal injury and property damages. Such coverage shall be on an "occurrence" basis and not on a "claims made" basis, and be provided on either a Commercial General Liability or a Broad Form Comprehensive General Liability (including a Broad form CGL endorsement) insurance form. The form must be written on an ISO Form CG 00 01 10 01, or an equivalent form. The Company's General Liability policy shall have a waiver of subrogation endorsement in favor of the City of Las Vegas, and shall be endorsed to include the City, its officers, and employees as additional insured.
 - (iii) Commercial Automobile Liability Insurance of limits no less than \$1,000,000 combined single limit per occurrence for bodily injury and property damage to include, but not be limited to, coverage against all insurance claims for injuries to persons or damages to property which may arise from services rendered by Company and any auto used in the performance of services under this Contract. The policy must insure all vehicles **owned** by the Company and include coverage for **hired** and **non-owned** vehicles. If the services requested do not require the use of the vehicle to perform, the Commercial Automobile Liability Insurance requirements as described in this paragraph do not apply. The Company's Automobile Liability policy shall have a waiver of subrogation endorsement in favor of the City of Las Vegas, and shall be endorsed to include the City, its officers, and employees as additional insured.
 - (iv) Professional Liability Insurance (Errors and Omissions Coverage) protecting the Company from claims arising out of performance of professional services caused by a negligent act, error, or omission for which the insured is legally liable. Such coverage shall be in a minimum amount of \$1,000,000, combined single limit and in the aggregate, for the period of time covered by this Contract. If coverage is on a "claims made" basis, then it must continue for a period of two years beyond the completion or termination of this Contract. Any retroactive coverage must coincide with or predate the beginning of this Contract and may not be changed without the consent of the City.
- (b) The Company must provide compliant certificates of insurance and required endorsements to the City or its designated certificate tracking service immediately upon request. The Company shall maintain coverage for the duration of this Contract, and any renewal periods if applicable. The Company shall annually provide the City's designated certificate tracking service with a certificate of insurance and endorsements as evidence that all insurance requirements have been met.
- (c) All required aggregate limits must be disclosed and amounts entered on the certificate(s) of insurance. The certificates must identify the Contract number and the Contract description. The Company and/or insurance carrier shall provide the City with a 30-day advance notice of a material policy modification or cancellation.
- (d) The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer and licensed by the State of Nevada. Each insurance carrier's rating as shown in the latest Best's Key Rating Guide shall be fully disclosed and entered on the required certificate of insurance. The City requires insurance carriers to maintain a Best's Key minimum rating of A- VII, A- VIII, A- IX, A- X, or higher. The adequacy of the insurance supplied by the Company, including the rating and financial health of each insurance carrier providing coverage, is subject to the approval of the City.

- (e) All deductibles and self-insurance retentions shall be fully disclosed in the certificate of insurance. 1,000,
- (f) If the Company fails to carry the required insurance, the City may (i) order the Company to stop further performance hereunder, declare the Company in breach, pursuant to Section E-5, "Event of Default", terminate the Contract if the breach is not remedied and, if permitted, assess liquidated damages, or (ii) purchase replacement insurance and withhold the costs or premium payments made from the payments due to the Company or charge the replacement insurance costs back to the Company.
- (g) Any subcontractor or subconsultant approved by the City shall be required to procure, maintain, and submit proof of insurance to the City of the same insurance requirements as specified above, and as required in this paragraph.
- (h) The Company is encouraged to purchase any additional insurance it deems necessary.
- (i) The Company is required to remedy all injuries to persons and damage or loss to any property of the City caused in whole or in part by the Company, its subcontractors or anyone employed, directed, or supervised by the Company.

D-6 Warranty – Services [CAO-4/2020]

Company warrants that the services shall be performed in full conformity with this Contract, with the professional skill and care that would be exercised by those who perform similar services in the commercial marketplace, and in accordance with accepted industry practice. In the event of a breach of this warranty, or in the event of non-performance or failure of the Company to perform the services in accordance with this Contract, the Company shall, at no cost to the City, re-perform or perform the services so that the services conform to the warranty.

D-7 through D-17 – Reserved

D-18 Holidays/Weekends [CAO-01/20/16]

The Company is excused from performance on weekends and the following legal holidays (on the actual day the holiday is observed):

Martin Luther King's Birthday (observed)

President's Day

Memorial Day

Independence Day

Labor Day

Nevada Admission Day

Veterans Day

Thanksgiving Day and Friday After

Christmas Day

New Year's Day

D-19 Liquidated Damages [CAO-01/20/2016]

Assessment of liquidated damages does not apply to this Contract.

SECTION E – General Conditions

E-1 Legal Notice [CAO-4/2020]

- (a) Any notice required to be given hereunder shall be deemed to have been given when written notice is (i) received by the party to whom it is directed by personal service; (ii) three (3) days after deposit with the United States Post Office, by registered or certified mail, postage prepaid and addressed to the party to be notified at the address for such party; (iii) one (1) day after deposit with a nationally recognized air courier service such as FedEx; or (iv) by an email sent to the email address of the recipient stated in this Section. All notices shall be effective upon receipt by the party to which notice is given or if it is delivered by email, when the recipient acknowledges having received that email, with an automatic "read receipt" not constituting acknowledgment of an email for notice purposes. Either party hereto may

change its address by giving ten (10) days advance notice to the other party as provided herein. Phone and fax numbers, if listed, are listed for information only:

FOR THE CITY: Manager, Purchasing and Contracts
City of Las Vegas
495 South Main Street, 4th Floor
Las Vegas, Nevada 89101-2986
Fax: (702) 384-9964
Email: purchasing@lasvegasnevada.gov

FOR THE COMPANY: As Noted in Section A-1 (d) of the Contract:

- (b) The parties shall provide written notification of any change in the information stated above.
- (c) For purposes of this Contract, legal notice shall be required for all matters involving potential termination actions, litigation, indemnification, and unresolved disputes. This does not preclude legal notice for any other actions having a material impact on the Contract.
- (d) Routine correspondence should be directed to the Project Manager or the Company Representative, as appropriate.

E-2 Disputes [CAO-4/2020]

- (a) For each claim or dispute arising between the parties under this Contract, the parties shall attempt to resolve the matter through escalating levels of management. In the event the matter cannot be successfully resolved in this manner, the City is granted the sole right, regardless of which party is asserting the claim or dispute, to determine between arbitration and litigation as the forum in which the party desiring to proceed further shall file to resolve the claim or dispute. For any and all claims or disputes asserted by the Company, the Company shall notify the City of its intent to proceed further with the claim or dispute and in response thereto, the City shall notify the Company as to its selected forum for resolution. For any and all claims or disputes asserted by the City, the City shall notify the Company in the notice of its intent to proceed with further resolution whether it has selected arbitration or litigation as the forum to resolve the claim or dispute. In the event arbitration is the designated forum, such arbitration shall be binding on the parties.
- (b) If arbitration is selected by the City as the forum for further resolution, the claim or dispute shall be filed with the American Arbitration Association under its then current Commercial Arbitration Rules, Expedited Procedures, regardless of the amount of the claim or dispute.
- (c) The laws of the State of Nevada shall govern the validity, construction, performance, and effect of this Contract, without giving effect to its conflict of law provisions. If arbitration is selected, each party hereto consents to, and waives any objection to, venue being the offices of the American Arbitration Association located in Las Vegas, Nevada, or other venue mutually agreed by the parties. If litigation is selected, each party hereto consents to, and waives any objection to, the State courts located in the County of Clark, State of Nevada as the proper and exclusive venue for any disputes arising out of or relating to this Contract or any alleged breach thereof. Each party hereby waives trial by jury in any action, proceeding or counterclaim brought by either of them against the other on any matters whatsoever arising out of or in any way connected with this Contract.

E-3 Notice of Delay [CAO-01/2016]

- (a) If timely performance by the Company is jeopardized by the non-availability of City provided personnel, data, or equipment, the Company shall notify the City immediately in writing of the facts and circumstances causing such delay. Upon receipt of this notification, the City will advise the Company in writing of the action which will be taken to remedy the situation.
- (b) The Company shall advise the City in writing of an impending failure to meet established milestones or delivery dates based on the Company's failure to perform. Notice shall be provided as soon as the Company is aware of the situation; however, such notice shall not relieve the Company from any existing obligations regarding performance or delivery.

E-4 Termination for Convenience [CAO-08/22/2019]

The City shall have the right at any time to terminate further performance of this Contract, in whole or in part, for any reason whatsoever (including no reason) upon providing thirty (30) days' advance written notice to Company. Such termination shall be effected by written notice from the City to the Company specifying the extent and effective date of the termination.

On the effective date of the termination, the Company shall terminate all work and take all reasonable actions to mitigate expenses. The Company shall submit a written request for incurred costs for services performed through the date of termination, and shall provide any substantiating documentation requested by the City. In the event of such termination, the City agrees to pay the Company within thirty (30) days after receipt of a correct, adequately documented written request. The City's sole liability under this Section is for payment of costs for goods and services requested by the City and actually performed by the Company.

E-5 Event of Default [CAO-12/30/2020]

- (a) If, during the term of this Contract, the Company (i) fails to deliver services that comply with the Scope of Work, (ii) fails to deliver the services within the time specified in the Purchase Order or Scope of Work or any extension thereof, (iii) fails to make progress so as to endanger the performance of this Contract, (iv) becomes insolvent, bankrupt or makes an assignment for the benefit of creditors, or if a receiver or trustee in bankruptcy is appointed for the Company, or if any proceeding in bankruptcy, receivership, or liquidation is instituted against the Company and is not dismissed within thirty (30) days following commencement thereof, or (v) fails to perform any of the other obligation or requirement of this Contract, then any of the aforementioned failures shall constitute an "Event of Default" under this Contract.
- (b) If there occurs an Event of Default, the Company shall be entitled to ten (10) calendar days from written notice thereof to remedy the Event of Default, provided, however, such is capable of being remedied within that period. If the Event of Default can be remedied, but the remedy cannot be completed within the ten (10) day period, the Company may be allowed such additional time as may be reasonably necessary to remedy the Event of Default, provided, however, the remedy is commenced within the ten (10) day period and is diligently pursued to completion but in no event later than thirty (30) days after such written notice. Said time period may be extended at City's sole discretion. If the Event of Default is incapable of remediation, or is not remedied as required herein, the City may, in addition to any other remedies available in law or equity, invoke any of the remedies provided for under Section E-6, "Termination for Default", below.

E-6 Termination for Default [CAO-4/2020]

- (a) If the Event of Default is not remedied as required pursuant to Section E-5, "Event of Default", the City may, by written notice to the Company pursuant to Section E-1, "Legal Notice", terminate this Contract in whole or in part.
- (b) If this Contract is terminated in whole or in part because the Company has failed to provide services in compliance with the specifications by the deadline of remediation period, the City may acquire, under reasonable terms and in a manner it considers appropriate, replacement services that are comparable to the services that the Company failed to deliver to the City, and the Company shall be liable to the City for any excess costs related thereto (i.e., Company's potential liability hereunder commences once City's payment for Services to Company or the entity engaged by City to replace Company exceed \$195,000); provided, however, that Company's liability hereunder is limited to the fees paid by City to Company under this Contract. If the City terminates this Contract only in part, the Company shall continue to perform the un-terminated obligations or portions of this Contract.
- (c) The Company shall not be liable for any excess costs if the failure to perform the Contract arises from circumstances beyond the control of, and without the fault or negligence on the part of, the Company. These circumstances are limited to such causes as (i) acts of God or of the public enemy, (ii) acts of governmental bodies, (iii) fires, (iv) floods, (v) epidemics/pandemics, (vi) quarantine restrictions, (vii) labor strikes, (viii) freight embargoes, or (ix) unusually severe weather. The time of performance of the Company's obligations under this Contract shall be extended by such period of enforced delay; provided, however, that such reasonably extended time period shall not exceed sixty (60) days. If the foregoing circumstances result in a delay greater than 60 days, the City may terminate the affected portion of the Contract pursuant to the terms of Section E-4, "Termination for Convenience".
- (d) The City retains the right to terminate for default immediately if the Company fails to maintain the required insurance, and/or bonding, fails to comply with applicable local, state, and federal statutes governing performance of these services, or fails to comply with statutes involving health or safety.
- (e) If the City fails to perform any of its obligations required under this Contract, and the City does not remedy the failure after notice thereof is provided to the City by the Company pursuant to the requirements of Section E-1, "Legal Notice" above, the Company shall have the right to treat the failure as a claim or dispute subject to the resolution provisions of E-2, "Disputes" of this Contract. During the period of such resolution, the Company shall continue with its performance under the Contract.

E-7 Limitation of Funding/Non-Appropriation [CAO-4/2020]

The Company acknowledges that City is a governmental entity and the Contract's validity is based upon the availability of public funding under its authority. The City reserves the right to reduce estimated or actual quantities, in whatever amount necessary, without prejudice or liability to the City, if funding is not available or if legal restrictions are placed upon the expenditure of monies for the services required under this Contract. In addition, and without prejudice or liability to the City, if funds are not appropriated or otherwise made available to support continuation in any fiscal year succeeding the first fiscal year, this Contract will be deemed to have been terminated automatically when appropriated funds expire and are not available. The City shall notify Company in writing of any such non-allocation of funds at the earliest possible date and shall pay Company any reasonable fees earned and costs incurred in performing this Contract for any period prior to such notice.

E-8 Changes - Fixed-Price Goods or Services [CAO-4/2020]

- (a) The City may at any time, by written order, and without notice to the sureties, if any, make changes within the general scope of this Contract in any one or more of the following:
 - (i) Description of services to be performed or goods to be provided.
 - (ii) Time of performance (i.e., hours of the day, days of the week, etc.).
 - (iii) Place of performance of the services.
 - (iv) Time or place of delivery of goods
- (b) If any such change causes an increase or decrease in the cost of, or the time required for, performance of any part of the work under this Contract, the Company shall provide current, complete, and accurate documentation to the City in support of any request for equitable adjustment.
- (c) The Company must assert its right to an adjustment under this clause within thirty (30) days from the date of receipt of the written order, or shall otherwise be barred and shall have waived any right to an adjustment under this clause.
- (d) The parties shall negotiate a timely requested equitable adjustment by mutual written agreement and the change will be effected by purchase order revision. Failure to agree to any adjustment shall be a dispute under Section E-2, "Disputes"; however, nothing in this clause shall excuse the Company from proceeding with the Contract as changed.

E-9 Entire Contract, Section and Paragraph Headings [CAO-4/2020]

- (a) This Contract represents the entire and integrated agreement between the City and the Company. It supersedes all prior and contemporaneous understandings, negotiations, communications, representations, and agreements, whether oral or written, relating to the subject matter of this Contract.
- (b) The section and paragraph headings appearing in this Contract are inserted for the purpose of convenience and ready reference. They do not purport to define, limit, or extend the scope or intent of the language of the sections and paragraphs to which they pertain.

E-10 Order of Precedence [CAO-7/24/08]

In the event of a conflict between the specific language set forth in Sections A through E of this Contract and any Attachment or Exhibit, the specific language in Sections A through E shall prevail. Any exception to this order of precedence will be addressed through specific language elsewhere in Sections A through E.

E-11 Severability [CAO-7/24/08]

The invalidity, illegality, or unenforceability of any provision of this Contract or the occurrence of any event rendering any portion or provision of this Contract void shall in no way affect the validity or enforceability of any other portion or provision of this Contract. Any void provision shall be deemed severed from this Contract, and the balance of this Contract shall be construed and enforced as if this Contract did not contain the particular portion or provision held to be void. The parties further agree to amend this Contract to replace any stricken provision with a valid provision that comes as close as possible to the intent of the stricken provision. The provisions of this clause shall not prevent this entire Contract from being void should a provision which is of the essence of this Contract be determined void.

E-12 Waiver [CAO-7/24/08]

Waiver of any of the terms of this Contract shall not be valid unless it is in writing signed by each party. The failure of the City to enforce any of the provisions of this Contract, or to require performance of any of the provisions herein, shall not in any way be construed as a waiver of such provisions or to affect the validity of any part of this Contract, or to affect the right of the City to thereafter enforce each and every provision of this Contract. Waiver of any breach of this Contract shall not be held to be a waiver of any other or subsequent breach of this Contract.

E-13 Modification/Amendment [CAO-7/24/08]

This Contract shall not be modified or amended except by the express written agreement of the parties, signed by a duly authorized representative for each party. Any other attempt to modify or amend this Contract shall be null and void, and may not be relied upon by either party.

E-14 Assignment [CAO-7/24/08]

Neither party may assign their rights nor delegate their duties under this Contract without the written consent of the other party. Such consent shall not be withheld unreasonably. Any assignment or delegation shall not relieve any party of its obligations under this Contract.

E-15 Indemnification [CAO-4/2020]

- (a) In addition to the insurance requirements set forth in Section D-5, "Insurance", and not in lieu thereof, the Company shall protect, defend, indemnify and hold harmless the City, its elected officials, officers, employees, agents, and consultants (collectively herein the "City") from and against any and all claims, liabilities, damages, losses, suits, actions, decrees, arbitration awards and judgments including attorney's fees, court costs or other expenses of any and every kind or character (collectively herein the "Liabilities") which may be recovered from or sought against the City, as a direct result of, by reason of, or as a consequence of (i) any act or omission, negligent or otherwise, on the part of the Company, its officers, employees, independent contractors, vendors, suppliers, consultants, or agents in the performance of the terms, conditions and covenants of the Contract; or (ii) a breach of any agreement between the Company and its employees, vendors, independent contractors, suppliers, consultants or agents; or (iii) any default in the performance of any obligation on Company's part to be performed under the terms of this Contract, with such obligations limited to the extent the Liabilities were caused in part by the City. Company agrees that it is assuming the sole risk of any Liabilities related to the contraction by Company's officers, employees, vendors, suppliers, agents, independent contractors, and consultants or any other person of any viral infection or other disease, including, without limitation, COVID 19, related to the performance of this Contract and that Company's indemnity obligations contained herein cover any such Liabilities. In no event shall the language in this Section constitute or be construed as a waiver or limitation of the City's rights or defenses with regard to sovereign immunity, governmental immunity, or other official immunities and protections as provided by the Federal and State Constitutions or by law.
- (b) If a third party claim against the City for negligent performance by the Company is within the limits of its liability insurance, and the insurance company has accepted the City's tender of defense, then the City will pay the Company what is due and owing to them within the payment method specified in this Contract. However, if the claim is greater than the coverage amount, the City, for its protection, may retain any money due and owing the Company under this Contract, until the claim has been resolved. In the event no money is due and owing, the surety, if required, of the Company, may be held until all of the Liabilities have been settled and suitable evidence to that effect furnished to the City.
- (c) It is expressly agreed that the Company shall defend the City at Company's expense, by legal counsel reasonably satisfactory to City, against the Liabilities and in the event that the Company fails to do so, the City shall have the right, but not the obligation, to defend the same and to charge all direct costs, including attorney's fees and court costs, to the Company. Company's indemnity obligations herein are not intended to nor shall they relieve any insurance carrier of its obligations under policies required to be carried by Company pursuant to the provisions of this Contract. Company's obligations under this Section shall survive any termination of this Contract.

E-16 Patent Indemnity [CAO-12/30/2020]

The Company hereby indemnifies and shall defend and hold harmless the City and its representatives respectively from and against all third party claims, losses, costs, damages, and expenses, including attorney's fees, incurred by City and its representatives, respectively, as a result of or in connection with any claims or actions based upon infringement or alleged infringement of any patent or other intellectual property and arising out of the use of the equipment or materials furnished under the contract by the Company, or out of the processes or actions employed by, or on behalf of the Company in connection with the performance of the Contract. The Company shall, at its sole expense, by legal counsel reasonably satisfactory to City, promptly defend against any such claim or action unless directed otherwise by the City or its representative; provided that the City or its representatives shall have notified the Company upon becoming aware of such claims or actions, and provided further that the Company's aforementioned obligations shall not apply to equipment, materials, or processes furnished or specified by the City or its representatives.

E-17 Audit of Records [CAO-5/2/12]

- (a) The Company agrees to maintain the financial books and records (including supporting documentation) pertaining to the performance of this Contract according to standard accounting principles and procedures. The books and records shall be maintained for a period of three (3) years after completion of this Contract, except that books and records which are the subject of an audit finding shall be retained for three (3) years after such finding has been resolved. If the Company goes out of business, the Company shall forward the books and records to the City to be retained by the City for the period of time required herein.
- (b) The City or its designated representative(s) shall have the right to inspect and audit (including the right to copy and/or transcribe) the books and records of the Company pertaining to the performance of this Contract during normal business hours. The City will provide prior written notice to the Company of the audit and inspection. If the books and records are not located within Clark County, the Company agrees to deliver them to the City, or to an address designated by the City within Clark County. In lieu of such delivery, the Company may elect to reimburse the City for the cost of travel (including transportation, lodging, meals, and other related expenses) to inspect and audit the books and records at the Company's office. If the books and records provided to the City are incomplete, the Company agrees to remedy the deficiency after written notice thereof from the City, and to reimburse the City for any additional costs associated therewith including, without limitation, having to revisit the Company's office. The Company's failure to remedy the deficiency shall constitute a material breach of this Contract. The City shall be entitled to its costs and reasonable attorney fees in enforcing the provisions of this Section to the extent such books and records are not provided by Company to City upon its request for the same.
- (c) If at any time during the term of this Contract, or at any time after the expiration or termination of the Contract, the City or the City's designated representative(s) find the dollar liability is less than payments made by the City to the Company, the Company agrees that the difference shall be either: (i) repaid immediately by the Company to the City or (ii) at the City's option, credited against any future billings due the Company.

E-18 Confidentiality – City Information [CAO-4/2020]

- (a) All information, including but not limited to, oral statements, computer files, databases, and other material or data supplied to the Company is confidential and privileged. The Company shall not disclose this information, nor allow it to be disclosed to any person or entity without the express prior written consent of the City. The Company will use at least the same standard of care and exercise equivalent security measures to maintain the confidentiality of the City's information that it uses to maintain the confidentiality of its own confidential information; provided in no event shall such standard be less than reasonable care. The Company shall have the right to use any such confidential information only for the purpose of providing the services under this Contract, unless the express prior, written consent of the City is obtained. City shall be and remain the sole owner of such confidential information. Nothing contained in this Contract shall be construed as granting or conferring any right or license in the City's information or in any patents, software, or other technology, either expressly or by implication to the Company. Upon request by the City, the Company shall promptly return to the City all confidential information supplied by the City, together with all copies and extracts. Company is required to employ the highest ethical standards and shall avoid those actions that are inconsistent with the City's best interest.
- (b) The confidentiality requirements shall not apply where (i) the information is, at the time of disclosure by the City, then in the public domain; (ii) the information is known to the Company prior to obtaining the same from the City; (iii) the information is obtained by the Company from a third party who did not receive the same directly or indirectly from the

City; or (iv) the information is subpoenaed by court order or other legal process, but in such event, the Company shall notify the City. In such event the City, in its sole discretion, may seek to quash such demand.

(c) The obligations of confidentiality shall survive the termination of this Contract.

E-19 Marketing Restrictions [CAO-4/2020]

The Company shall at all times be in compliance with Las Vegas Municipal Code 1.08.050, and shall not publish or sell any information from or about this Contract without the prior written consent of the City. This restriction does not apply to the use of the City's name in a general list of customers, so long as the list does not represent an express or implied endorsement of the Company or its services. The City logo shall not be used without the prior written consent of the City.

E-20 Intellectual Property Rights [CAO-4/2020]

All deliverables produced under this Contract are exclusively the property of the City. The Company shall have no property interest in, and may assert no claim or lien on, or right to withhold from the City, or right to use said data other than in performance of its obligations pursuant to this Contract, any data it receives from, receives access to, or stores on behalf of the City. At any time during the term of this Contract, and within thirty (30) days of the expiration or termination of this Contract, the Company will upon request return the data to the City at no charge in the format held by Company. On City request, the Company will delete all City data and will provide appropriate certification to the City to document the disposal. The Company shall promptly notify the City if the Company becomes aware of any unauthorized access, acquisition, disclosure, use, modification, destruction or other misuse of the City's data or other confidential information, and shall fully cooperate with the City in any legal action taken by the City to enforce its rights therein. Notwithstanding the foregoing, Company shall not be required to erase any data received from the City or deliverables that are in an archived computer backup system in accordance with its security and/or disaster recovery procedures and it may retain copies of the data and deliverables to the extent required to comply with legal, regulatory or internal documentation retention requirements, provided any such retained materials remains subject to the use limitations and confidentiality obligations of this Contract. This Section shall survive termination or expiration of this Contract.

Company retains full ownership of its data and information, including, without limitation, playbooks, pricing information and commercial strategies, technical know-how and trade secrets, supplier information, notes, analyses, compilations, forecasts, studies, work product, data, and other materials prepared by Company ("Company Data") but not any information provided by the City. Company grants the City a fully paid up, irrevocable, perpetual, non-royalty bearing, non-exclusive, non-transferable license, which is sublicensable only to affiliates of the City, to use any of the Company Data provided by Company to the City as part of the services.

The City acknowledges that in the course of this engagement Company may provide third-party data that is used under license by Company. No sublicense is created by the inclusion of this data in Company documents, and the City agrees that this data is for the City's use only in connection with the services and may not be used for any other purposes or shared with third parties other than affiliates of the City.

The services and all deliverables are intended solely for internal use by the City and its affiliates and may not be used or referred to in any offerings statement, purchase or financing agreement, or other documents without approval in writing from Company. Depending on the proposed use, such approval may require additional work and associated expenses.

E-21 Taxes/Compliance with Laws [CAO-08/01/13]

- (a) The City is exempt from paying Sales and Use Taxes under the provisions of Nevada Revised Statutes 372.325(4), and Federal Excise Tax, under Registry Number 88-87-0003k. The Company shall pay all taxes, levies, duties and assessments of every nature and kind which may be applicable to any work under this Contract. The Company shall make any and all payroll deductions required by law. The Company agrees to indemnify and hold the City harmless from any liability on account of any and all such taxes, levies, duties, assessments, and deductions.
- (b) The Company, in the performance of the obligations of this Contract, shall comply with all applicable laws, rules and regulations of all governmental authorities having jurisdiction over the performance of this Contract including, but not limited to, the Federal Occupational Safety and Health Act.

E-22 Licenses/Registrations [CAO-01/20/16]

During the entire performance period of this Contract, the Company shall maintain all federal, state, and local licenses, certifications and registrations applicable to the work performed under this Contract, including maintaining an active City of Las Vegas business license if required by Las Vegas Municipal Code 6.02.060.

E-23 Non-Discrimination and Fair Employment Practices [CAO-07/31/13]

- (a) **Discrimination:** The City of Las Vegas is committed to promoting full and equal business opportunity for all persons doing business in Las Vegas. The Company acknowledges that the City has an obligation to ensure that public funds are not used to subsidize private discrimination. Company recognizes that if the Company or their subcontractors or subconsultants are found guilty by an appropriate authority of refusing to hire or do business with an individual or company due to reasons of race, color, religion, sex, sexual orientation, gender identity or expression, age, disability, national origin, or any other legally protected status, City may declare the Company in breach of contract and terminate Contract.
- (b) **Fair Employment Practices:** In connection with the performance of work under this Contract, the Company agrees not to discriminate against any employee or applicant for employment because of race, color, religion, national origin, sex, sexual orientation, gender identity or expression, age, disability, national origin, or any other legally protected status. Such agreement shall include, but not be limited to, the following: employment; upgrading; demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.
- (c) The Company further agrees to insert this provision in all subcontracts hereunder. Any violation of such provision by a Company shall constitute a material breach of this Contract.

E-24 Employment of Unauthorized Aliens [CAO-01/20/16]

In accordance with the Immigration Reform and Control Act of 1986, the Company agrees that it will not employ unauthorized aliens in the performance of this Contract.

E-25 Conforming Services [CAO-4/2020]

The services performed under this Contract shall conform in all respects with the requirements set forth in this Contract. The Company shall furnish the City with sufficient data and information needed to determine if the services performed conform to all the requirements of this Contract.

E-26 Independent Contractor [CAO-4/2020]

In the performance of its obligations under this Contract, the Company and any other person employed by it shall be deemed to be an independent contractor and not an agent or employee of the City. The Company shall be liable for the actions of any person, organization, or corporation with which it subcontracts to fulfill this Contract. Accordingly, Company shall be responsible for payment of all taxes including federal, state and local taxes arising out of the Company's activities in accordance with this Contract, including by way of illustration but not limitation, federal and state income tax, Social Security tax, unemployment insurance taxes, and any other taxes or business license fees as required under existing or subsequently enacted laws, rules or regulations. Company shall not be entitled to any benefits afforded to City's employees, including without limitation worker's compensation, disability insurance, health insurance, vacation, or sick pay. Company shall be responsible for providing, at Company's expense, and in Company's name, unemployment, disability, worker's compensation, and other insurance, as well as licenses and permits usual or necessary for performance of its obligations pursuant to this Contract. Company shall hereby defend, indemnify, and hold the City harmless from any claims, losses, costs, fees, attorney's fees, liabilities, damages or injuries suffered by the City arising out of Company's failure with respect to its obligations in this Section. Company, upon request, shall furnish evidence satisfactory to the City that any or all of the foregoing obligations have been fulfilled. During Company's contacts with third parties they shall identify themselves as an independent party and not as an employee for the City. Company understands and agrees that they do not have the power or authority to bind City in any capacity. The City shall hold the Company as the sole responsible party for the performance of this Contract. The Company shall maintain complete control over its employees and all of its subcontractors. Nothing contained in this Contract or any subcontract awarded by the Company shall create a partnership, joint venture, or agency with the City. Neither party shall have the right to obligate or bind the other party in any manner to any third party.

E-27 Official, Agent and Employees of the City Not Personally Liable [CAO-01/20/16]

It is agreed by and between the parties of this Contract, that in no event shall any official, officer, employee, or agent of the City in any way be personally liable or responsible for any covenant or agreement therein contained whether expressed or implied, nor for any statement, representation or warranty made herein or in any connection with this Contract.

E-28 Conflict of Interest (City Officials) [CAO-4/2020]

- (a) An official of the City, who is authorized on behalf of the City to negotiate, make, accept or approve, or take part in negotiating, making, accepting, or approving this Contract, payments under this Contract, or work under this Contract, shall not be directly or indirectly interested personally in this Contract or in any part hereof. No officer, employee, architect, attorney, engineer or inspector of, or for the City, who is authorized on behalf of the City to exercise any legislative, executive, supervisory or other similar functions in connection with this Contract, shall become directly or indirectly interested personally in this Contract or in any part hereof, any material supply contract, subcontract, insurance contract, or any other contract pertaining to this Contract.
- (b) Each party represents that it is unaware of any financial or economic interest of any public officer or employee of the City relating to this Contract. Notwithstanding any other provision of this Contract, if such interest becomes known, the City may immediately terminate this Contract for default or convenience, based on the culpability of the parties.
- (c) The Company represents and warrants that it has, in accordance with the current policy of the City, disclosed the ownership and principals of the Company on Attachment 1 (Certificate – Disclosure of Ownership and Principals), and that it has a continuing obligation to update this disclosure whenever there is a material change in the information contained therein. Throughout the Contract Term, Company shall notify City in writing of any material change in the above disclosure within ten (10) days of any such change.

E-29 Public Records [CAO-5/2/12]

The City is a public agency as defined by state law. As such, it is subject to the Nevada Public Records Law (Chapter 239 of the Nevada Revised Statutes). The City's Records are public records, which are subject to inspection and copying by any person (unless declared by law to be confidential). This Contract and all supporting documents are deemed to be public records.

E-30 Use By Other Government Entities [CAO-01/20/16]

A governing body or its authorized representative and the State of Nevada may join or use the contracts of local governments located within or outside this State with the authorization of the contracting vendor. In the event the Company allows another governmental entity to join the Contract, it is expressly understood that the City shall in no way be liable for the obligations of the joining governmental entity.

E-31 Certification – No Israel Boycott [CAO-4/2020]

(Applicable to contracts with an estimated annual amount over \$100,000)

By signing this Contract, the Company certifies that it is not engaged in, and agrees for the duration of the Contract not to engage in, a boycott of the State of Israel per NRS 332.065.

"Boycott of Israel" means refusing to deal or conduct business with, abstaining from dealing or conducting business with, terminating business or business activities with or performing any other action that is intended to limit commercial relations with Israel; or a person or entity doing business in Israel or in territories controlled by Israel, if such an action is taken in a manner that discriminates on the basis of nationality, national origin or religion. It does not include an action which is based on a bona fide business or economic reason; is taken pursuant to a boycott against a public entity of Israel if the boycott is applied in a nondiscriminatory manner; or is taken in compliance with or adherence to calls for a boycott of Israel if that action is authorized in 50 U.S.C. § 4607 or any other federal or state law.

"Company" means any domestic or foreign sole proprietorship, organization, association, corporation, partnership, joint venture, limited partnership, limited-liability partnership, limited-liability company, or other domestic or foreign entity or business association, including, without limitation, any wholly owned subsidiary, majority owned subsidiary, parent company or affiliate of such an entity or business association, that exists for the purpose of making a profit.

A violation of this Section by Company shall be considered an incurable Event of Default of this Contract, thereby allowing the City to immediately terminate this Contract upon giving Legal Notice to Company.

E-32 Limitation of Liability

Company's liability for damages associated with this Contract shall be limited to gross negligence, fraud, willful misconduct, loss of City data, any losses or liabilities arising from a breach of the confidentiality/data privacy obligations set out in this Contract, and claims covered under insurance to the extent of the requirements described in the Contract and shall not exceed the greater of three times (3x) the total amount paid for services hereunder or five hundred thousand dollars (\$500,000). Neither party will be liable for any lost revenue. In no event will either party be liable for punitive, incidental, or consequential damages, even if advised of the possibility of such damages. No action, regardless of form, arising out of this Contract may be brought by either party more than three years after the date of the last services provided under this Contract. This provision shall survive the termination of this Contract.

E-33 Counterpart Signatures [CAO-9/24/08]

This Contract may be executed in counterparts. All such counterparts will constitute the same contract and the signature of any party to any counterpart will be deemed a signature to, and may be appended to, any other counterpart. Executed copies hereof may be delivered by facsimile or e-mail and upon receipt will be deemed originals and binding upon the parties hereto, regardless of whether originals are delivered thereafter.

E-33 Miscellaneous [CAO – 4/2020]

- (a) In the event of a dispute under this Contract which results in litigation or other formal dispute resolution proceedings, the prevailing party shall be entitled to reimbursement of its or their actual reasonable attorney's fees and costs in connection with such proceeding.
- (b) Time is of the essence of the Contract and each of its provisions.

IN WITNESS WHEREOF, the parties hereto have caused this Contract to be executed by their duly authorized representatives.

CITY OF LAS VEGAS

COMPANY

Tonya Kemble
Manager, Purchasing & Contracts

Date

Name, Title

 7.28.22
Principal


Date

ATTEST:

LUANN D. HOLMES, MMC
City Clerk

Date

APPROVED AS TO FORM:


Deputy City Attorney

07/28/22

Date

Cristlove A. Igeleke
Deputy City Attorney

EXHIBIT A – Scope of Work

Project Overview

The City of Las Vegas (the “City”) is seeking Request for Proposal (RFP) submittals from qualified Offerors to provide professional advisory services to assist the City of Las Vegas in preparing an Implementation Strategy for the Las Vegas Medical District (LVMD). The Implementation Strategy would be used to coordinate the expansion of existing health care providers in LVMD, to attract new providers to LVMD, and to address specific areas of service, which are underserved in both the Las Vegas metropolitan region and the downtown submarket.

Background

The City originally established the LVMD in 2002 as a special plan area containing 214 acres. This original core area of the LVMD contained two “anchor” medical institutions – Valley Hospital, part of the Valley Health System of Southern Nevada (owned by UHS), and the University Medical Center of Southern Nevada (“UMC”), a public hospital owned and operated by Clark County.

In 2015, the City expanded the LVMD to 684 acres. The City retained a consulting team led by the Smith Group, which prepared the Las Vegas Medical District Facilities Master Plan. This Plan outlined land use patterns for the 684-acre District. This Master Plan also delineated a vision and five guiding principles for the LVMD:

- Attract New Facilities
- Expand and Develop Existing Facilities
- Brand and Reputation (Nationally Recognized Academic Medical/Health Sciences Center)
- Economic Impact
- Operations and Policy

The LVMD Facilities Master Plan also provided specific land use and transportation infrastructure recommendations which would enable a maximum density of 19,250,000 square feet of development and 32,000 parking spaces (development density excluding Symphony Park). The Plan did not identify specific projects for implementation; however, the Plan did outline health care facilities in the District:

- UNLV School of Medicine
- UNLV Department of Physical Therapy
- UNLV Allied Health Departments
- UNLV School of Nursing
- UNLV School of Dental Medicine
- Simulation Center of Las Vegas
- Nevada System of Higher Education Clinical
- University Medical Center
- Valley Hospital Medical Center
- Cleveland Clinic at Symphony Park
- Improved Parking and Transit
- University of Nevada School of Medicine

EXHIBIT B – Pricing Proposal

APPENDIX C

Revised Pricing

ECG's revised professional fee estimate is based on the proposed scope of work and process outlined in ECG's response to RFP #220145-HM, Advisory Services for the Las Vegas Medical District (LVMD) and the level of senior expertise required. We develop our fees based on the estimated time it will take to complete the overall project as described in the accompanying response.

The estimated professional fees and project related costs for the two phases of this engagement will not exceed \$195,000. Table 1 provides a summary of ECG professional fees (only) by phase, consistent with Addendum No. 1 to the RFP cited above.

TABLE 1: ECG Professional Project Fees by Phase

Item No.	Description	Delivery Schedule ¹	Fee Amount Estimate ²
1	Phase One: Current-State Assessment and Executive Summary Business Plan— "Executive Summary"	Completed by September 2022	\$130,400
2	Phase Two: Implementation Plan Completion and Final Report—"Final Report"	Completed by September, 2022	\$43,600

Provided in table 2 is a detailed breakdown of total estimated professional hours and corresponding fees by project phase, including an average rate per hour by phase, with an overall total for the project.

¹ ECG's ability to meet this delivery schedule is predicated upon LVMD, LVMD clinical partners, and other engaged stakeholders responding in a timely manner to the data request and to the schedule of interviews and meetings outlined in the proposed project timeline.

² Fee amount estimates are identified as the midpoint of the fee ranges quoted above and in table 2 and are subject to contract negotiations.

TABLE 2: ECG Professional Project Hours and Fees by Phase

Work Step	Estimated Hours	Estimated Fees	Approximate Rate per Hour
1. Phase One: Current-State Assessment and Executive Summary Business Plan	325	\$130,400	\$401
2. Phase Two: Implementation Plan Completion and Final Report	<u>110</u>	<u>43,600</u>	\$392
Subtotal Professional Fees	435	\$174,000	\$400
Estimated Project Costs		<u>21,000</u>	
TOTAL PROJECT COST (NOT TO EXCEED) AMOUNT	435	\$195,000	\$400

Note: Figures may not be exact due to rounding.

As mentioned above, this project will be collaborative with ECG's project team, LVMD leaders, LVMD clinical partners, and the SC, and will reflect input from additional stakeholders selected by you to be interviewed. If, however, you seek more involvement beyond that described herein, we expect that would add hours to our process to schedule, solicit input, and debrief with you on the implications of that additional feedback; this would be reflected in incremental fees.

For example, as noted in our workforce planning task description, if for some reason we find that the workforce data is not obtainable from LVMD or LVMC clinical partners, we will convene with the project sponsor to determine if we need to undertake a distinct clinical workforce assessment. Given the scale of the Las Vegas and Clark County market, this could amount to approximately 500 analyst hours and senior review time. We would like to clarify that and any other needs, if desired, before finalizing our agreement and final scope with you.

Additionally, provided in table 3 is ECG's prevailing rates. (These rates vary slightly from our original submission, as those were estimates based on then preliminary inflation rates applied to 2021 rate levels, now confirmed.)

TABLE 3: ECG Professional Fee Rates (per hour)

Description	Hourly Rate
Principal	\$615
Associate Principal	\$540
Senior Manager	\$505 to \$520
Manager	\$410
Senior Consultant	\$335
Consultant	\$295
Senior Analyst	\$220

We carefully monitor our project hours, and if we are able to complete this assignment in fewer professional hours than anticipated, you will be billed a correspondingly lesser amount.

Project-related expenses are billed in addition to professional fees. These expenses include (1) direct out-of-pocket expenses such as travel, meals, and lodging as incurred, and (2) a charge of 5% of professional fees for all other expenses, including document production and indirect administrative expenses such as technology, research and benchmarking databases, and communications. In estimating project costs, we are assuming that meetings with LVMD the SC and project sponsor will mostly be held virtually, though interviews and tours will be in person.

EXHIBIT C - EXCERPTED PROPOSAL

Section 3: Work Plan

Understanding Your Situation

The LVMD is a collaborative effort between the City of Las Vegas and the downtown Las Vegas medical and healthcare community. The aim of the LVMD is to create an environment that dedicates the specified, contiguous 684 acres of real property to the further development of complementary health facilities and support infrastructure in clinical education, research, and care delivery composed of existing and new organizational partners.

Since inception in 2002, the City has sought to create a master plan that made sense, was attractive to all constituents, and accommodated the evolving fabric of southern Nevada’s growth and economic development. Thoughtful planning, and more than threefold expansion of the district in 2015, helped to further that vision and plan and, with the Smith Group’s assistance, the City created zones to accommodate expansion of existing facilities, provided organization and the capacity to attract new entrants, enhanced the visibility and economic impact of the LVMD, and encouraged broader integration and collaboration.

The current listing of LVMD stakeholders is impressive and includes the following:

UNLV Kirk Kerkorian School of Medicine*	UNLV Department of Physical Therapy*
UNLV Allied Health Departments*	UNLV School of Nursing*
UNLV School of Dental Medicine*	Clinical Simulation Center of Las Vegas
Nevada System of Higher Clinical Education	University Medical Center (UMC)*
Valley Hospital Medical Center (VHMC)*	Cleveland Clinic at Symphony Hill*
Crossroads of Southern Nevada	Desert Radiology
Comprehensive Cancer Centers of Nevada	Las Vegas Heals
Optimate of Nevada	Southwest Medical Associates
Steinberg Diagnostic Medical Imaging	Women’s Cancer Center of Nevada, among others

* Denotes healthcare organizations that have made the commitment to actively participate in this engagement and are referenced particularly as “LVMD clinical partners” herein.

The impact of the LVMD is estimated to provide \$3.6 billion in economic impact to the region, approximately 24,000 jobs, and \$181 million in government revenue through a combination of LVMD and UNLV Medical School grants and reimbursements by 2030.¹ Ongoing growth of the community and

¹ *Las Vegas Medical District Master Plan*, Smith Group, 2015, pgs. 6, 10.

new market entrants including Intermountain Healthcare only serve to boost LVMD's opportunity and community impact.

Through this revised process we expect to answer the following:

- What is the current market for medical care within the Las Vegas metroplex, with stratification of the overall metropolitan statistical area (MSA) as well as the LVMD zone?
- Based on input from LVMD clinical partners, what are the component elements' and LVMD's consolidated strengths, weaknesses, opportunities, and threats (SWOT)?
- What is the current-state capacity of LVMD clinical partners' beds, clinical services, emergency beds, outpatient programs/clinics, and other requisite support services within the MSA and LVMD? What is the gap to meet demand for care in the LVMD submarket by LVMD clinical partners?
- How should incremental capacity in all services be developed to resolve clinical gaps in clinical services and programs, based on quantitative analyses and LVMD clinical partners' strategic input from interviews?
 - What is the quantity of clinical services and programs demanded (i.e., beds, ancillary functions/rooms by modality, clinics, support areas, and administrative area is required)?
 - What is needed in clinical specialty recruitment to align with this need, by specialty, by subspecialty? What are the implications to UNLV Schools of Nursing, Dental Medicine, and Medicine in demand for clinical administrative, education, research, housing, parking, and other infrastructure?
 - Besides the clinical care enterprises, what is the current demand for other research infrastructure, including biomedical and laboratory (e.g., wet lab) facilities? How are these best integrated into the LVMD to ensure cohesive collaboration with other clinical care, education, and research partners?
- How does all of this planning and investment effect change in the 2015 LVMD master plan? How does that plan evolve to accommodate demand for clinical care; the growth of LVMD; the need for even more efficient, cost-effective, value-based care; and the expanded requirements of UNLV's mission in clinical care, teaching and supervision, research, and infrastructure?

The City and LVMD now seek an implementation strategy that will:

- Define a roadmap with specified, actionable tasks to meet the needs of partners within LVMD.
- Create an implementation plan, including key progress milestones, that attracts new providers and capabilities to LVMD, potentially including but not limited to Intermountain Healthcare.
- Address specific needs, including but not limited to the underserved residents both in the metropolitan and downtown LVMD core submarkets.

- Accommodate features of the 2015 LVMD master plan that remain valid and resonate and make sense yet accommodate plan updates and initiatives of this engagement reflecting, in part, how time and thinking has evolved over the past seven years.

Project Management

The ECG project team will work with your identified project team through interviews, discussions, presentations, and interactive work sessions to ensure appropriate input from your organization. Meetings will be scheduled to coincide with key project milestones and will convene with the frequency necessary to build understanding and agreement. A small project team composed of LVMD senior leadership, presumably from within the City's Economic and Urban Development, will guide the direction of the project. The proposed meetings are preliminary and will be reviewed and confirmed at the start of the project.

Steering Committee (SC)

If deemed necessary, we will work with an SC presumably consisting of but not limited to LVMD organizational and LVMD clinical partner leadership. Through regularly scheduled meetings, the SC will provide oversight and guidance for the development of the comprehensive facility functionality and capacity plan. During these meetings, we will discuss progress, seek direction, review our findings and outputs, validate assumptions, and collaboratively make key decisions related to the overall planning. We will work closely with you at the beginning of the engagement to confirm the SC's membership.

Project Sponsor(s)

This individual or small group presumably from within the City's Economic and Urban Development will function as the day-to-day project lead and our main point of contact. Often, this person or group will consist of one to four key individuals. We will work directly with this/these individual(s) to assist with scheduling, coordinate data collection, discuss any process-related concerns, and preview deliverables. We will have touch points with them/this group every two weeks throughout the project to gather feedback and address questions and concerns. Additional touch points will be scheduled as needed.

Stakeholder Interviews

Depending on the final scope, ECG will conduct approximately 20 to 30 one-on-one (and/or small group) interviews. Stakeholders from various levels across organizations should participate, including executive managers, physicians, and service directors from key areas. These interviews will provide valuable insight into the SWOT posed to each of the key LVMD clinical partners; their respective functional and capacity issues; and other strategic planning ideas important to addressing gaps in delivery and infrastructure of LVMD. Key questions and issues will be raised relating to strategy, finance, technology, and facilities that will be considered and addressed through this planning process.

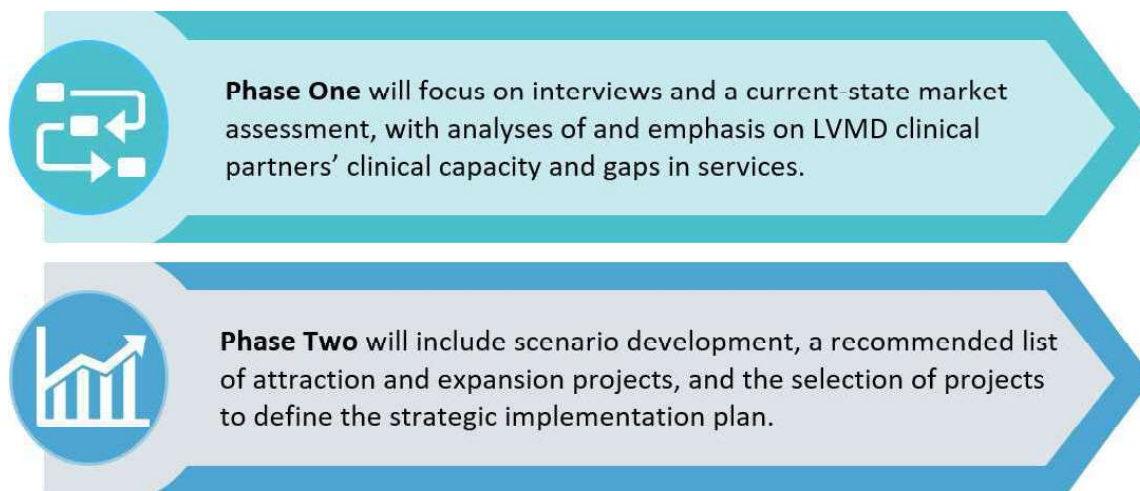
Our updated work plan below includes a summary of key deliverables to be provided upon completion of each phase.

Project Phases and Work Plan

Summary of Approach

Figure 7 summarizes ECG's two-phased approach to completing the strategic implementation plan. Each phase will engage all of ECG's project team members to complete analytics and interviews and compile findings and recommendations.

FIGURE 7: Summary of ECG's Phased Project Approach



Project Phases and Milestones Summary

Engagement Timeline

Corresponding with revised directives provided in the revised RFP of March 30, we understand that the executive summary that results from completion of tasks in phase one and the final report compiled at the conclusion of phase two is expected to be done by September 1, 2022. Figure 8 illustrates ECG's proposed timeline to complete this engagement corresponding to that schedule, with key meetings with the Project Sponsor and SC identified. As shown, we anticipate the duration of the project to be within six months, assuming tasks commence in mid-May 2022. This timeline is predicated on immediate engagement with LVMD clinical partners, obtaining requested data in a timely manner, and adherence to agreed-to meeting schedules and all project milestones.

ATTACHMENT 1 - CERTIFICATE - DISCLOSURE OF OWNERSHIP AND PRINCIPALS

1. Definitions

"City" means the City of Las Vegas.

"City Council" means the governing body of the City of Las Vegas.

"Contracting Entity," means the individual, partnership, or corporation seeking to enter into a contract with the City of Las Vegas.

"Principal" means, for each type of business organization, the following: (a) sole proprietorship – the owner of the business; (b) corporation – the directors and officers of the corporation; but not any branch managers of offices which are a part of the corporation; (c) partnership – the general partner and limited partners; (d) limited liability company – the managing member as well as all the other members; (e) trust – the trustee and beneficiaries.

2. Policy

In accordance with Resolutions 79-99, 105-99 and RA-4-99, adopted by the City Council, Contracting Entities seeking to enter into certain contracts with the City of Las Vegas must disclose information regarding ownership interests and principals. Such disclosure generally is required in conjunction with a Request for Proposals (RFP). In other cases, such disclosure must be made prior to the execution of a contract.

3. Instructions

The disclosure required by the Resolutions referenced above shall be made through the completion of this Certificate. The Contracting Entity shall complete Block 1, Block 2, and Block 3. The Contracting Entity shall complete either Block 4 or its alternate in Block 5. Specific information, which must be provided, is highlighted.

4. Incorporation

An updated and notarized Certificate shall be incorporated into the resulting contract, if any, between the City and the Contracting entity. Upon execution of such contract, the Contracting Entity is under a continuing obligation to notify the City in writing of any material changes to the information in this Certificate. This notification shall be made within fifteen (15) days of the change. Failure to notify the City of any material change may result, at the option of the City, in a default termination (in whole or in part) of the contract, and/or a withholding of payments due the Contracting Entity.

Block 1: Contracting Entity	
Name: Executive Consulting Group, LLC d.b.a. ECG Management Consultants	
Address: 11512 El Camino Real, Suite 200	City / ST / Zip: San Diego, CA 92130
Telephone: 858.436.3220	EIN or DUNS : EIN: 47-2257557
Block 2: Description / Subject Matter of Contract	
Services for:	Project Number:

Block 3:	<u>Type of Business</u>
<input type="checkbox"/> Individual <input type="checkbox"/> Partnership <input checked="" type="checkbox"/> Limited Liability Company <input type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Other:	

CERTIFICATE - DISCLOSURE OF OWNERSHIP AND PRINCIPALS (CONTINUED)

Block 4: Disclosure of Ownership and Principals

In the space below, the Contracting Entity must disclose all principals (including partners) of the Contracting Entity, as well as persons or entities holding more than one-percent (1%) ownership interest in the Contracting Entity.

	FULL NAME/TITLE	BUSINESS ADDRESS	BUSINESS PHONE
1	ECG Topco Holdings, LLC	11512 El Camino Real, Suite 200, San Diego, CA 92130	858.436.3220
2	Gary K. Edmiston, Managing Member	11512 El Camino Real, Suite 200, San Diego, CA 92130	858.436.3220
3			
4			
5			
6			
7			
8			
9			
10			

The Contracting Entity shall continue the above list on a sheet of paper entitled "Disclosure of Ownership and Principals – Continuation" until full and complete disclosure is made. If continuation sheets are attached, please indicate the number of sheets: _____

Block 5: Disclosure of Ownership and Principals – Alternate

If the Contracting Entity, or its principals or partners, are required to provide disclosure (of persons or entities holding an ownership interest) under federal law (such as disclosure required by the Securities and Exchange Commission or the Employee Retirement Income Act), a copy of such disclosure may be attached to this Certificate in lieu of providing the information set forth in Block 4 above. A description of such disclosure documents must be included below.

Name of Attached Document: N/A

Date of Attached Document: _____ Number of Pages: _____

Contracting Party Certification (Notarized signature required in event of contract award per section 4, "Incorporation")

I certify under penalty of perjury, that all the information provided in this Certificate is current, complete and accurate. I further certify that I am an individual authorized to contractually bind the above named Contracting Entity.

see attached
notarization

Signature
7/29/2022

Date

Subscribed and sworn to before me this _____ day of _____, 20____

Notary Signature

CALIFORNIA JURAT WITH AFFIANT STATEMENT

GOVERNMENT CODE § 8202

- ☐ See Attached Document (Notary to cross out lines 1-6 below)
☐ See Statement Below (Lines 1-6 to be completed only by document signer[s], not Notary)

Signature of Document Signer No. 1

Signature of Document Signer No. 2 (if any)

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California

County of San Diego

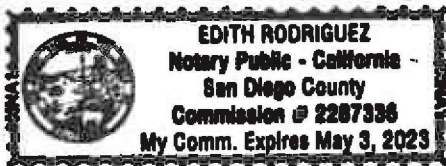
Subscribed and sworn to (or affirmed) before me

on this 29 day of July, 2022
by Gregg Glaser
Date Month Year

(1) Gregg Glaser

(and (2) _____),
Name(s) of Signer(s)

proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.



Place Notary Seal and/or Stamp Above

Signature 
Signature of Notary Public

OPTIONAL

Completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: Certificate - Disclosure of Ownership and Principals

Document Date: _____ Number of Pages: _____

Signer(s) Other Than Named Above: _____