

CONSULTING SERVICES AGREEMENT

THIS AGREEMENT, made and entered into on this 15<sup>th</sup> day of February 2017, by and between **JACKSON COUNTY, MISSOURI**, hereinafter called "the County," and **CRA, INC.**, 8614 Westwood Center Drive, Suite 200, Vienna, VA 22182, hereinafter called "Consultant."

WITNESSETH:

WHEREAS, the Jackson County Legislature has determined that it is in the best interest of the citizens of Jackson County to retain a qualified firm to provide a comprehensive audit and evaluation of the Jackson County Department of Corrections; and,

WHEREAS, the County solicited qualifications for the furnishing of these services on Request of Qualifications (RFQ) 61-16 and received four responses thereon; and,

WHEREAS, an evaluation committee reviewed Consultant's proposal and determined that its qualifications meet the specific needs for the required services; and,

WHEREAS, this Agreement was authorized by Resolution 19343, dated December 7, 2016; and,

WHEREAS, Consultant has agreed to perform consulting work in accordance with the terms, conditions, and covenants as set forth in this Agreement; and,

WHEREAS, Consultant and the County have agreed to be bound by the provisions hereof,

NOW, THEREFORE, in consideration of the foregoing and the terms and provisions herein contained, County and Consultant respectively agree as follows:

FILED  
FEB 1 2017  
MARY JO SPINO  
COUNTY CLERK

1. **Professional Services.** Consultant shall perform a comprehensive performance audit and evaluation of the operations, staff, and facilities of the Jackson County Department of Corrections, to provide reasonable assurance of achieving a safe and secure environment for the community, staff, and inmates along with effective and efficient operations and compliance with applicable laws in regulations, as is more fully set out in the attached excerpt to Consultant's response to the RFQ, dated October 10, 2016, designated as Exhibit A, and incorporated herein and made a part of this Agreement, provided that, should there be any conflicts between the terms and conditions set forth therein with the terms of this Agreement, the terms of this Agreement shall govern. Consultant shall report directly to the Legislature with recommendations.

2. **Independent Contractor.** Consultant shall work as an independent contractor and not as an employee of the County. Consultant shall be subject to the direction of the County only as to the result to be accomplished and not as to the means and methods for accomplishing the result. Consultant shall report all earnings received hereunder as its gross income, and be responsible for its own Federal, State, and City withholding taxes and all other taxes, and shall operate its business independent of the business of the County, except as required by this Agreement.

3. **Terms for Payment.** Consultant shall receive an amount not to exceed \$195,000.00 for its work under this Agreement. Consultant shall invoice County for its services in six (6) equal payments of \$32,500.00 each upon receipt of bi-weekly reports and approval of the County's Legislative Auditor. Final payment will be held by the County until the final report is approved and delivered, and materials returned to the County.

Consultant will provide the County with a running total of costs (labor and other direct project costs) in each bi-weekly report, as is more fully set out in the document attached hereto as Exhibit A and consistent with Exhibit C. The final payment is subject to being reduced if Consultant's documented expenses, as submitted on its final report and invoice, are less than those estimated expenses set out in Exhibit C. County shall pay Consultant promptly upon receipt of an invoice, unless the County has disputed an invoice.

4. **Expenses**. Consultant shall also be entitled to the reimbursement of its expenses incurred in the ordinary course of its work hereunder as set out in its proposed budget dated November 22, 2016, attached hereto as Exhibit C, provided that the total amount payable to Consultant for fees and expenses shall not exceed \$195,000.00.

5. **Duration and Termination**. This Agreement shall be effective as of February 15, 2017, and continue until September 30, 2017, unless sooner terminated pursuant to the terms herein. Consultant or County may terminate this Agreement at any time by giving 30 days' prior written notice to the other party of the intended date of termination (the "Termination Date"). Termination shall not constitute a waiver of the rights or obligations which County or Consultant may be entitled to receive or be obligated to perform under this Agreement, including, without limitation, payment to Consultant for all work performed hereunder through the Termination Date. Should this Agreement terminate, all books, brochures, fliers, lists, and all other County materials must be delivered and returned by Consultant to County within three (3) days of the demand of County.

6. **Assignment**. Consultant agrees, in addition to all other provisions herein,

that Consultant shall not assign any portion or the whole of this contract without the prior written consent of the County, except that Consultant may subcontract with S Group, LLC, Shannon Olson and Judy Bradshaw, in an amount not to exceed \$45,000.00, to achieve the MBE/WBE/VBE goals, as proposed in Consultant's response to the RFQ.

7. **Time of the Essence.** Timely performance of all duties provided herein is of the essence of this Agreement.

8. **Remedies for Breach.** Consultant agrees to faithfully observe and perform all of the terms and conditions of this Agreement, and Consultant's failure to do so shall represent and constitute a breach of this Agreement. In such event, Consultant consents and agrees as follows:

(1) The County may without prior notice to Consultant immediately terminate this Agreement; and,

(2) The County shall be entitled to seek any available legal remedy from Consultant.

9. **Severability.** If any covenant or other provision of this Agreement is invalid, or incapable of being enforced, by reasons of any rule of law or public policy, all other conditions and provisions of this Agreement shall nevertheless remain in full force and effect and no covenant or provision shall be deemed dependent upon any other covenant or provision unless so expressed herein.

10. **Appropriation of Funds.** County promises and covenants to make its best efforts to appropriate funds in accordance with this Agreement. In the event that no funds or in the event that insufficient funds are appropriated and budgeted or are otherwise

unavailable by any means whatsoever for payments due hereunder, County shall immediately notify Consultant of this occurrence and this Agreement shall terminate and be rendered null and void on the last day of the fiscal period for which appropriations were made without penalty, liability or expense to the County of any kind, except as to (i) the portions of the amounts due under this agreement for which funds shall have been appropriated and budgeted or are otherwise available and (ii) County's other obligations and liabilities under this agreement relating to, accruing or arising prior to such termination.

11. **Conflict of Interest.** Consultant warrants that no officer or employee of the County, whether elected or appointed, shall in any manner whatsoever be interested in or receive any benefit from the profits or emoluments of this contract.

12. **Employment of Unauthorized Aliens Prohibited.** Pursuant to §285.530.1, RSMo, Consultant assures that it does not knowingly employ, hire for employment, or continue to employ an unauthorized alien to perform work within the State of Missouri and/or Jackson County, and shall affirm, by sworn affidavit and provision of documentation, its enrollment and participation in a federal work authorization program with respect to the employees working in connection with the contracted services. Further, Consultant shall sign an affidavit, attached hereto and incorporated herein as Exhibit D, affirming that it does not knowingly employ any person who is an unauthorized alien in connection with the contracted services.

13. **Incorporation.** This Agreement, together with the attached Exhibit A, B, C, and D incorporates the entire understanding and agreement of the parties.

IN WITNESS WHEREOF, the parties hereto have signed and executed this Agreement on the date first above written.

CRA, Inc.

JACKSON COUNTY, MISSOURI

By Michael Knull  
Title President & CEO

By Scott Burnett  
Chair of the Legislature

APPROVED AS TO FORM:

ATTEST:

By W. Stephen Nixon  
W. Stephen Nixon  
County Counselor

By Mary Jo Spino  
Mary Jo Spino  
Clerk of the Legislature

**REVENUE CERTIFICATE**

I hereby certify that there is a balance otherwise unencumbered to the credit of the appropriation to which this contract is chargeable, and a cash balance otherwise unencumbered in the treasury from which payment is to be made, each sufficient to meet the obligation of \$195,000.00 which is hereby authorized.

February 14, 2017  
Date

[Signature]  
Chief Financial Officer  
Account No. 001-0112-56790

01122017003

### **6.6.3.3 Proposed Method and Approach**

The CRA team is committed to a detailed and timely analysis. The following eight tasks and corresponding deliverables detail how the CRA team will work with the Jackson County legislature, the JCDC, and other stakeholders to conduct a thorough and timely Comprehensive Performance Evaluation.

#### Task 1 – Project Management

As a first step, the CRA team will develop a draft project workplan that graphically depicts all project tasks, deliverables, milestones, and start and end dates. At a minimum, the workplan will include the overall schedule capturing the coordination meetings, documentation review, targeted group and individual stakeholder interviews, and key meeting and conference dates for developing various drafts of the evaluation report.

In addition, the workplan will capture scheduled project progress reports and conference calls. The CRA team Project Manager (PM) will hold a bi-weekly conference call to provide the CRA team partners the opportunity to discuss the progress reports, address any identified challenges to completing deliverables, and plan for upcoming meetings and/or interviews. The CRA team PM and all CRA team members will make themselves available to the JCDC beyond these scheduled events as required to support unity of effort through an iterative partnership.

Upon approval by the JCDC (see Task 2), the finalized project workplan will become the roadmap for ensuring project success within an accelerated timeline. The project workplan may be updated, at the JCDC's discretion, to reflect necessary adjustments as the project progresses.

The workplan will include a thorough factual investigation of the presenting incidents that occurred in the Jackson County Department of Corrections. This investigation will be consistent with professional internal investigative standards.

The workplan will also include an audit of the relevant policies and procedures of the JCDC. The audit will also review the management practices and management structure, staffing needs, security structure, training, and infrastructure deficiencies.

The audit will include a review of the Prison Rape Elimination Act (PREA) training standards. It will also include a review of policies and procedures for victim advocacy for inmates who are victims of crimes.

Based upon the findings of the investigation and the audit, the CRA team will synthesize the findings and develop recommendations to include best practice and policy changes adhering to national standards. This will include recommendations for change and implementation strategies.

#### Task 1 Deliverables

1. Draft project work plan and timeline
2. Final project work plan and timeline
3. Project status conference calls/meetings (every 2 weeks)
4. Project progress reports to the legislature (every month)

#### Task 2 Coordination Meeting

The CRA Team will schedule an initial coordination meeting within one week of contract execution. This meeting will include the Jackson County Legislative Auditor and/or designated representatives, the JCDC director of corrections and/or designated representatives, and any other parties identified as essential to the project. This meeting will provide the CRA team an opportunity to introduce key personnel, and to meet the representatives of the legislature and JCDC.

At this coordination meeting, the CRA team will present the draft work plan for review and comment, set the agenda for the stakeholder coordination meeting (Task 3), obtain key documents for CRA team review (Task 4), and preliminarily identify participants for interviews (Task 5). The coordination meeting will also provide an opportunity to discuss JCDC project objectives, assumptions, and potential challenges.



Finally, the coordination meeting will serve to identify the individuals, departments, agencies, and organizations who will be involved in the evaluation, and who should be included in the upcoming stakeholder coordination meeting (see Task 3).

The CRA team will provide administrative support for this meeting and all subsequent project meetings, and will work with the legislative auditor to determine the meeting location and time. Our team will draft the meeting agenda and develop any meeting materials, such as PowerPoint presentations or handouts, and provide them to the legislative auditor for approval at least 72 hours prior to the meeting. During the coordination meeting, our staff will take detailed notes and provide them to the Legislative Auditor no later than 5 business days following the meeting. These notes will include a list of meeting participants, the agenda, a summary of meeting discussions, and will also identify next steps. After submission to the legislative auditor for review and comment, the CRA team will finalize the meeting notes and distribute them to applicable partners and stakeholders, per Legislature guidance.

#### Task 2 Deliverables

1. Draft initial coordination meeting agenda
2. Final initial coordination meeting agenda
3. Meeting materials
4. Draft meeting notes (within 5 business days of meeting)
5. Final meeting notes

#### Task 3 – Stakeholder Coordination Meeting

In coordination with the Jackson County Legislative Auditor, the CRA team will conduct a stakeholder coordination meeting with representatives of JCDC, and all other departments, agencies, and organizations involved in the Comprehensive Performance Evaluation. This meeting will provide an opportunity to begin stakeholder discussions and set the foundation for follow-on interviews with targeted individuals (Task 5). As with the initial coordination meeting, our team will develop the meeting Agenda and any meeting materials and provide them to the legislative auditor at least 72 hours prior to the meeting. Detailed notes of the meeting will be provided no later than 5 business days following the meeting, and will include a list of participants, the agenda, a summary of meeting discussions, and will identify next steps. After submission to the legislative auditor for review and comment, the CRA team will finalize the meeting notes and distribute them to the applicable partners and stakeholders, per legislative guidance.

#### Task 3 Deliverables

1. Draft stakeholder coordination meeting agenda
2. Final stakeholder coordination meeting agenda
3. Meeting materials
4. Draft meeting notes (within 5 business days of meeting)
5. Final meeting notes

The CRA Team will review all relevant documents relating to the operation and organization of the JCDC. This review will establish a baseline of knowledge regarding the structure, organization, personnel, workload, workflow, and facilities of the JCDC necessary to allow comparison of JCDC practices with industry-recognized best practices. The CRA Team will coordinate with the legislature, the JCDC, and other stakeholders to obtain the documents necessary to complete its evaluation. This review will include any documentation shedding light on the progress the JCDC has made toward addressing the concerns and recommendations identified in the November 2015 Jackson County Jail Task Force Report. Additionally, The CRA team will conduct a thorough review of all existing documents related to the recent criminal assault of victims in the custody of the JCDC by other inmates.

#### Task 4 Deliverables

1. Obtain and review JCDC operations and incident response documentation
2. First draft of the document review section of the performance evaluation
3. Second draft of the documentation review section of the performance evaluation
4. Third draft of the documentation review section of the performance evaluation

#### Task 5 – Conduct Interviews

The comprehensive document review and feedback from stakeholder meetings will provide valuable information regarding the common operating procedures of the JCDC. In addition, the CRA team will use these resources to identify subjects for one-on-one interviews to obtain additional insights.

#### One-on-One Interviews

The CRA team will conduct targeted one-on-one interviews with individuals identified to gain more exhaustive information. These interviews will be tailored to the interviewee and the subject matter, but will be guided by the operational experience and education of the CRA team and its contributing subject matter experts. Following each interview, the CRA team will develop meeting notes listing the interview participants, summarizing the interview questions and answers, and capturing suggestions for best practices and areas for improvement, including recommend topics for follow-up discussions (if any). The CRA team will present these notes to the legislative auditor no later than five days after the interview.

#### Survey Questionnaires

In past projects, CRA has observed that sending survey questionnaires in advance of in-person interviews helps inform those interviews and better prepare both the CRA team and the interviewees. If deemed appropriate and approved by the legislative auditor, we will develop and use survey questionnaires as an aid to the interview and the overall data collection for this project. This approach will help ensure maximum participation by all parties involved in JCDC operations.

#### Task 5 Deliverables

1. Identify individuals for targeted one-on-one interviews

2. Draft interview questions for each interview
3. Final interview questions for each interview
4. Documented notes from each interview
5. If deemed appropriate and necessary, develop and administer survey questionnaire and evaluate results

#### Task 6 – Develop Draft Evaluation Report and Recommendations

The CRA team subject matter experts will consolidate the data collected during the stakeholder meetings, document review, survey results, and individual interviews to evaluate the overall operations of the JCDC in light of currently accepted best practices. This evaluation will include a study of the JCDC's organization, staffing, training, workload, and facilities. Our experts will identify both demonstrated strengths and areas for improvement. For each area of improvement, our experts will conduct a root-cause analysis to identify the source of or underlying reason for the current shortcoming. This root-cause analysis will include an in-depth examination of existing policies, procedures, and personnel and will determine where changes are required. Analyzing events in this sequence will allow the CRA team to determine underlying causes of issues and inform appropriate corrective action recommendations to remedy the issue.

The evaluation report will summarize key findings and observations from this capabilities-focused data analysis. The evaluation report will include an assessment of compliance of the JCDC with state and federal laws, existing Jackson County policies and procedures, and the recommendations of the 2015 Jail Task Force Report. Each key finding will include observed strengths, areas for improvement (clearly stating the problem or gap), references (relevant authorities, policies, procedures, regulations, or laws), and root-cause analysis.

#### Draft Revision Process

The CRA team proposes to hold a meeting with the Jackson County Legislative Auditor to present the first draft of the evaluation report for legislature review and comment. Our team will draft the meeting agenda, develop PowerPoint slides summarizing key findings, and prepare meeting materials (including a copy of the full draft 1 evaluation report), and send them to the legislative auditor for approval at least two weeks prior to the meeting. At the meeting, our team will present an overview of the initial evaluation report and answer any questions the legislative auditor may have, while the legislative auditor will provide feedback and comments.

The CRA team will then update the evaluation report based on feedback from the meeting. Throughout this iterative revision process, there will be continued dialogue and communication between our team and the legislative auditor. When updating is complete, the auditor will approve the updated draft that then becomes the draft two evaluation report.

The CRA team will then send the draft two evaluation report to the pertinent stakeholders for their review and comment. The CRA team will then coordinate a series of stakeholder conferences to review the draft evaluation report and assign responsibilities and timeframes for implementing the recommended corrective actions. The CRA team will incorporate stakeholder feedback from these conferences and

update the draft evaluation report accordingly. We will then electronically submit this updated version, draft three evaluation report, to the legislative auditor for review. Once the legislature has reviewed draft three and provided feedback, our team will again update the report and have a clean draft four evaluation report.

#### Task 6 Deliverables

1. Draft one comprehensive evaluation report
2. Conduct meeting with Legislative Auditor
  - a. Meeting agenda
  - b. Meeting materials
3. Draft two comprehensive evaluation report
4. Conduct stakeholder meetings to review draft report
  - a. Meeting coordination and notification for each meeting
  - b. Meeting agenda for each meeting
  - c. Meeting materials for each meeting
5. Draft three comprehensive evaluation report
6. Final draft comprehensive evaluation report

#### Task 7 – Presentation of Final Draft Evaluation Report and Recommendations

The CRA team proposes to conduct an in-person meeting on with the Jackson County Legislative Auditor and other key leadership to present draft four of the evaluation report for review and comment. Our team will draft the meeting agenda, develop PowerPoint slides summarizing key changes from the various drafts, and prepare meeting materials (including a copy of the full draft four evaluation report), and provide them to the legislative auditor for approval at least one week prior to the meeting. Our team will present an overview of the initial evaluation report and answer any questions. The legislative Auditor will provide feedback and comments to the CRA team.

#### Task 7 Deliverables

1. Draft meeting agenda
2. Final meeting agenda
3. Meeting materials
4. Meeting notes

#### Task 8 – Final Evaluation Report and Recommendations

The CRA team will incorporate feedback received from the Task 7 meeting to finalize the comprehensive evaluation report. The CRA team will submit an electronic version of the final evaluation report and recommendations no later than March, 2017, and will present the final evaluation report in person to the full Jackson County Legislature.

#### Task 8 Deliverables

1. Provide an electronic version of the Final Comprehensive Evaluation Report to the Jackson County Legislature
2. In-person Presentation of Comprehensive Evaluation Report to the full legislature

### Proposed Timeline

As a small company with approximately 85 employees, CRA is agile, flexible, and capable of delivering a high quality of service in a very short period of time. Our contracting, human resources, and accounting departments are centrally located in our headquarters office, drastically reducing administrative lag time. As a small company, bureaucracy and "red tape" are virtually non-existent, and we pride ourselves in our ability to perform quickly.

<b>Task</b>	<b>Anticipated Date</b>
Project Management Kickoff Meetings	November 2016
Documentation Review	December 2016
Stakeholder Interviews	January 2017
Draft Report and Recommendations Draft Revision Process	February 2017
Presentation of Final Draft Evaluation Report and Recommendations	March 2017
Final Evaluation Report and Recommendations	April 2017

**Jackson County Jail Audit**  
**Task/Time/Hours Estimate**

Task 1: Project Management

Estimated Hours: 132

Estimated Cost: \$14,425

Deliverables:

- Draft project work plan and timeline
- Final project work plan and timeline
- Project status conference calls/meetings (every 2 weeks)
- Project progress reports to the legislature (every month)

This is for our internal management (project managers, accounting, legal, travel coordination, etc.) and applies throughout the term of the engagement.

Task 2: Coordination Meeting

Estimated Hours: 80

Estimated Cost: \$3,370

Deliverables:

- Draft initial coordination meeting agenda
- Final initial coordination meeting agenda
- Meeting materials
- Draft meeting notes (within 5 business days of meeting)
- Final meeting notes

Task 3: Stakeholder Coordination Meeting

Estimated Hours: 160

Estimated Cost: \$6,700 (plus travel ODCs)

Deliverables:

- Draft stakeholder coordination meeting agenda
- Final stakeholder coordination meeting agenda
- Meeting materials
- Draft meeting notes (within 5 business days of meeting)
- Final meeting notes

Task 4: Documentation Review

Estimated Hours: 450

Estimated Cost: \$61,650

Deliverables:

- Obtain and review JCDC operations and incident response documentation
- First draft of the document review section of the performance evaluation
- Second draft of the documentation review section of the performance evaluation
- Third draft of the documentation review section of the performance evaluation

Task 5: Conduct Interviews

Estimated Hours: 160

Estimated Cost: \$21,920

Deliverables:

- Identify individuals for targeted one-on-one interviews

- Draft interview questions for each interview
- Final interview questions for each interview
- Documented notes from each interview
- If deemed appropriate and necessary, develop and administer survey questionnaire and evaluate results

Task 6: Develop Draft Evaluation Report & Recommendations

Estimated Hours: 195

Estimated Cost: \$26,747

Deliverables:

- Draft one comprehensive evaluation report
- Conduct meeting with Legislative
- Draft two comprehensive evaluation reports
- Conduct stakeholder meetings to review draft report
- Draft three comprehensive evaluation report
- Final draft comprehensive evaluation report

Task 7: Presentation of Final Draft Evaluation Report & Recommendations

Estimated Hours: 62

Estimated Cost: \$8,280

Deliverables:

- Draft meeting agenda
- Final meeting agenda
- Meeting materials
- Meeting notes

Task 8: Final Evaluation Report & Recommendations

Estimated Hours: 160

Estimated Cost: \$6,700 (plus travel ODCs)

Deliverables:

- Provide an electronic version of the Final Comprehensive Evaluation Report to the Jackson Country Legislature
- In-person Presentation of Comprehensive Evaluation Report to the full legislature



22 November 2016

Ms. Crissy Wooderson  
County Auditor  
Jackson County Legislature  
415 East 12<sup>th</sup> Street West  
Kansas City, MO 64106

Subject: Additional Cost Information to Corrections Department RFQ #61-16

Dear Ms. Wooderson:

Thank you for the opportunity to submit additional cost information beyond the bare-bones information found on the "Contractor Utilization Plan" sheet that was a component of our original submission to this RFQ. On that document, we estimated the full project cost to be \$200,000.

In working through a budget aligned with the Tasks found in our original submission, I can state that we estimate the maximum amount of the project to be \$194,632.00. This is if all the estimated hours and travel are used. Regardless, we will preserve the WBE components as found below.

Cost Item	Price
HQ Labor	\$103,095
Consultant Labor (WBE - 23.12%)	45,000
Travel	15,490
Graphic Design	5,000
Printing	7,500
Shipping	300
Overhead (on direct project costs)	12,235
G&A (on direct project costs)	6,012
<b>Project Total</b>	<b>\$194,632</b>

Budget Notes:

HQ Labor	This category includes our internal project management, temporary employee costs (the jail audit consultant), audit report legal review, etc.
Consultant Labor (WBE)	As noted in our original submission, our project plan calls for 23.12% of the total budget to be utilized by our WBE project partners.
Travel	Included here is airfare, lodging, rental cars, meals, mileage and a modest amount of incidental expenses.
Graphic Design	For report preparation, layout, etc.

**CRA, Inc.**  
www.CRA-USA.net

8614 Westwood Center Drive, Suite 200  
Vienna, Virginia 22182  
703 519 4510 • 703 519 4518 fax



Printing	High-quality printing for the Legislature and select other recipients.
Shipping	Of the report from the printer to Legislature.
Overhead	Our U.S. General Services Administration (GSA)-approved rate is 43.25% and is applied to direct project costs (not to labor or consultant costs).
G&A	GSA-approved rate of 21.52% applied to direct project costs (not to labor or consultant costs).

Thank you once again for the opportunity to share this information with you. Should you have additional questions, please do reach out.

We look forward to a favorable reply to our proposal.

Yours sincerely,



Michael Krull  
President & CEO

MAK/st

**WORK AUTHORIZATION AFFIDAVIT**

As a condition for any service provided to the County, a business entity shall, by sworn affidavit and provision of documentation, affirm its enrollment and participation in a federal work authorization program with respect to the employees working in connection with the contracted services.

Business entity, as defined in section 285.525, RSMo pertaining to section 285.530, RSMo, is any person or group of persons performing or engaging in any activity, enterprise, profession, or occupation for gain, benefit, advantage, or livelihood. The term "business entity" shall include but not be limited to self-employed individuals, partnerships, corporations, contractors, and subcontractors. The term "business entity" shall include any business entity that possesses a business permit, license, or tax certificate issued by the state, any business entity that is exempt by law from obtaining such a business permit, and any business entity that is operating unlawfully without such a business permit.

Every such business entity shall complete the following affidavit affirming that it does not knowingly employ any person who is an unauthorized alien in connection with the contracted services. The completed affidavit must be returned as a part of the contract documentation.

This affidavit affirms that **CRA, INC.**, is enrolled in, and is currently participating in, E-verify or any other equivalent electronic verification of work authorization operated by the United States Department of Homeland Security under the Immigration Reform and Control Act of 1986 (IRCA); and, **CRA, INC.**, does not knowingly employ any person who is an unauthorized alien in conjunction with the contracted services.

In Affirmation thereof, the facts stated above are true and correct. (The undersigned understands that false statements made in this filing are subject to the penalties provided under section 575.040, RSMo.)

Michael Krull  
Authorized Representative's Signature

Michael Krull  
Printed Name

President & CEO  
Title

14 February 2017  
Date

Subscribed and sworn before me this 14<sup>th</sup> day of February, 2017. I am commissioned as a notary public within the County of Fairfax, State of Virginia, and my commission expires on 01/30/2018.

[Signature]  
Signature of Notary



02/14/2017  
Date