

**ANIMAL SHELTER EVALUATION
AGREEMENT**
(City of Fresno)

THIS AGREEMENT FOR ANIMAL SHELTER EVALUATION is effective as of the date last signed below by and between THE REGENTS OF THE UNIVERSITY OF CALIFORNIA, a California educational corporation (University), acting on behalf of its Davis campus School of Veterinary Medicine's Koret Shelter Medicine Program (Koret Program), and the CITY OF FRESNO, a California municipal corporation (City).

RECITALS

WHEREAS, the Koret Program has been established and is maintained to support University's pursuit of its constitutional objectives of instruction, research, and public service; and

WHEREAS, the services of the Koret Program may be extended to non-University users only when, in the sole judgment of University, such action will serve purposes consistent with University's objectives and will not adversely affect the conduct of University activities; and

WHEREAS, the University has determined that providing City with the services described in this agreement on the terms set forth below is consistent with University objectives and will not adversely affect the conduct of other University activities; and

WHEREAS, City has determined that the services in question cannot be adequately performed by other agencies or commercial firms;

NOW, THEREFORE, University agrees to furnish to City certain services of the Koret Program, on the terms and conditions contained in this agreement. City agrees that no other terms and conditions, including those of any purchase order issued by the City, shall apply unless explicitly incorporated herein.

TERMS AND CONDITIONS

1. Services Provided. The services of the Koret Program that shall be furnished to City are fully itemized in that certain document entitled *Scope of Consultation*, attached to this document and by this reference made a part of this agreement as "**Attachment A.**" Additional work will be performed only if agreed to in advance by written amendment.
2. Term; Timeline. The term of this agreement shall be from the date of the last execution below through December 31, 2012. The timeline for the various components of the consultation shall be as set forth in that certain document entitled *Consultation Timeline*, attached to this document and by this reference made a part of this agreement as "**Attachment B.**"
3. Termination. This agreement may be terminated for cause by either party upon ten (10) days advance written notice to the other party following such party's failure to cure the breach within 20 days following notice by the other party of said breach. This agreement may be terminated without cause by either party upon ten (10) days advance written notice to University.
4. Amendment. This agreement may be amended at any time but only upon the signed, written agreement of the parties.

5. Compensation. City agrees to pay The Koret Program for services provided in accordance with the terms set forth in that certain document entitled *Fees, Costs, Invoicing, Payment*, attached to this document and by this reference made a part of this agreement as "**Attachment C.**" The parties may modify this agreement to increase or decrease the Scope of Consultation or provide for the rendition of services not required by this agreement, which modification shall include an adjustment to University's compensation. Any change in such Scope must be made by written amendment to the agreement signed by an authorized representative for each party. University shall not be entitled to any additional compensation if services are performed prior to a signed written amendment.

6. Disclaimer of Warranty and Professional Standard.

6.1. Disclaimer. UNIVERSITY MAKES NO WARRANTY AS TO RESULTS TO BE OBTAINED BY CITY FROM THE SERVICES PROVIDED BY UNIVERSITY UNDER THIS AGREEMENT. THERE ARE NO EXPRESS OR IMPLIED WARRANTIES, INCLUDING BUT NOT LIMITED TO, THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE.

6.2. Professional Standard. Notwithstanding paragraph 6.1, above, it is further mutually understood and agreed by and between the parties hereto that inasmuch as University represents to City that University and its subcontractors, if any, are skilled in the profession and shall perform in accordance with the standards of said profession necessary to perform the services agreed to be done by it under this agreement, City relies upon the skill of University and any subcontractors to do and perform such services in a skillful manner and University agrees to thus perform the services and require the same of any subcontractors. Therefore, any acceptance of such services by City shall not operate as a release of University or any subcontractors from said professional standards.

6.3.

7. Indemnification.

7.1. By City. City shall indemnify, defend, and hold harmless University, its officers, employees, students, and agents, from and against any and all liability, loss, expense, attorneys' fees, or claims for injury or damages arising out of or in connection with the activities arising from this agreement, but only in proportion to and to the extent such liability, loss, expense, attorney's fees, or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of City, its officials, officers, agents, volunteers or employees; provided nothing herein shall constitute a waiver by City of governmental immunities including California Government Code section 810 et seq..

7.2. By University. University shall defend, indemnify, and hold harmless City, its officials, officers, employees, volunteers and agents, from and against any and all liability, loss, expense, attorneys' fees, or claims for injury or damages arising out of or in connection with the activities arising from this agreement, but only in proportion to and to the extent such liability, loss, expense, attorneys' fees, or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of University, its officers, agents, students or employees.

7.3. University agrees that this agreement shall in no way act to abrogate or waive any immunities available to City under the Tort Claims Act of the State of California.

7.4. Survival. This section shall survive expiration or termination of this Agreement.

8. Insurance. Each party warrants that it shall maintain, during the term hereof, policies of insurance or programs of self insurance containing the coverages and minimum limits described in the following subsections. Such coverages shall provide for thirty (30) days advance written notice to the other party of any policy modification, change, or cancellation. The coverages described in subsections 9.1. and 9.2. must name the other party as an additional insured (or other covered party in the case of self-insurance) and shall apply in proportion to and to the extent of the negligent acts or omissions of the named insured party or any person or persons under the named insured party's direct supervision and control. Each party shall provide the other party with a certificate of insurance evidencing the insurance requirements.

8.1. General Liability: Comprehensive or commercial form general liability. If this coverage is written on a claims made form, it shall continue for three (3) years following termination of the agreement. The coverage shall provide for a retroactive date of placement prior to or coinciding with the effective date of the agreement.

a. each occurrence	\$1,000,000
b. products/completed operations aggregate	\$1,000,000
c. personal and advertising injury	\$1,000,000
d. general aggregate	\$2,000,000

8.2. Business Automobile Liability: Business automobile liability for owned, scheduled, non-owned, or hired automobiles with a combined single limit of not less than, per occurrence: \$1,000,000

8.3. Workers' Compensation in accordance with California law and containing a waiver of subrogation as to the other party and each of its officers, officials, agents, employees and volunteers.

9. Confidentiality of Information. University shall use its best efforts, consistent with applicable law and its established policies and procedures, to protect the confidentiality of any information furnished to it by City in connection with this agreement and designated by City, in writing, as confidential. The City agrees, however, that University shall have no obligation to comply with any such request of the City. This section shall survive expiration or termination of this Agreement.

10. Document Ownership and University's Right to Use Data. Any and all final writings and documents prepared or provided by University pursuant to this agreement are the property of City at the time of preparation and shall be turned over to City upon expiration or termination of the agreement. University grants City a copyright license to use such final writings and documents. University shall have the unrestricted right to use for its own purposes, including publication, any data or information which it may develop in connection with or as a result of performing services pursuant to this agreement.

11. Use of Other Party's Name. Neither party shall use any name, servicemark or trademark of the other party in any form or manner in advertisements, reports, or other information released to the public without the prior written approval of the other party.

12. Contractor Relationship of the Parties. The actions of the parties shall at all times be consistent with the parties being independent contractors as to each other. It is not the intention of either party to be considered, for any purpose, the employee, agent, representative, or sponsor of the other in their relationship under this agreement..

This agreement does not evidence a partnership or joint venture between University and City. Neither party shall have any authority to bind the other party absent the other party's express written consent.

13. Notice. Any notice, request, or inquiry regarding the provisions of this agreement, its termination, or similar matters shall be directed to the appropriate party at the address indicated. City's correspondence or inquiries regarding the substance and progress of work to be performed under this agreement or bills for services provided should be directed to the Koret Program.

UNIVERSITY

Michael Bannasch
c/o Koret Shelter Medicine Program
Department of Veterinary Medicine
University of California
One Shields Avenue
Davis, CA 95616

telephone: 530-752-1052
e-mail: mjbannasch@ucdavis.edu

City

Bruce Rudd, Assistant City Manager
City of Fresno
2600 Fresno Street
Fresno, CA 93721

telephone: 559-621-7770
e-mail: bruce.rudd@fresno.gov

14. Whole Agreement. This agreement constitutes the entire understanding of the parties respecting the subject matter hereof and supersedes any prior understanding or agreement between them, written or oral, regarding the same subject matter.

15. References. All references made in this agreement to sections, subsections, paragraphs, subparagraphs, or other locations shall refer to this document, exclusive of incorporated materials, unless otherwise specifically stated and identified. Section and subsection headings are solely for the convenience of the reader and are not to be substantively construed.

16. Ambiguities. Each party has participated fully in the review and revision of this agreement. Any rule of construction to the effect that ambiguities are to be resolved against the drafting party shall not apply in interpreting this agreement. The language in this agreement shall be interpreted as to its fair meaning and not strictly for or against any party.

17. Attorneys' Fees. If any action at law or equity is brought to enforce or interpret the terms of this Agreement, including collection of delinquent payment, the prevailing party shall be entitled to reasonable attorney's fees, costs and necessary disbursements in addition to any other relief to which it may be entitled.

18. Force Majeure. Neither party shall be liable to the other for a failure or delay of performance hereunder due to acts of nature, including, but not limited to, earthquakes, flood, or storm, governmental action, war, terrorism, insurrection, fire, labor conditions, or any other cause beyond the reasonable control of such party.

19. Governing Law and Venue. This agreement shall be governed by, and construed and enforced in accordance with, the laws of the State of California, excluding, however, any conflict of laws rule which would apply the law of another jurisdiction.

20. Severability. The provisions of this agreement are severable. The invalidity, or unenforceability of any one provision in this agreement shall not affect the other provisions.

21. Nondiscrimination. To the extent required by controlling federal, state and local law, University shall not employ discriminatory practices in the provision of services, employment of personnel, or in any other respect on the basis of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, sexual orientation, ethnicity, status as a disabled veteran or veteran of the Vietnam era.

22. Conflict of Interest and Non-Solicitation.

23.1. Prior to City's execution of this agreement, University shall complete a City of Fresno *Conflict of Interest Disclosure Statement* in the form attached to this document and by this reference made a part of this agreement as set forth in "Attachment D." During the term of this agreement, University shall have the obligation and duty to immediately notify City in writing of any change to the information provided by University in such statement.

23.2. University shall comply with all applicable (i) professional canons and requirements governing avoidance of impermissible client conflicts; and (ii) federal, state and local conflict of interest laws and regulations including, without limitation, California Government Code Section 1090 et. seq., the California Political Reform Act (California Government Code Section 87100 et. seq.) and the regulations of the Fair Political Practices Commission concerning disclosure and disqualification (2 California Code of Regulations Section 18700 et. seq.). Upon discovery of any facts giving rise to the appearance of a conflict of interest, University shall immediately notify City of these facts in writing.

23. Maintenance of Records. Records of University's expenses pertaining to this agreement shall be kept on a generally recognized accounting basis and shall be available to City or its authorized representatives upon request during regular business hours throughout the life of this agreement and for a period of three years after final payment or, if longer, for any period required by law. In addition, all books, documents, papers, and records of University pertaining to this agreement shall be available for the purpose of making audits, examinations, excerpts, and transcriptions for the same period of time. If any litigation, claim, negotiations, audit or other action is commenced before the expiration of said time period, all records shall be retained and made available to City until such action is resolved, or until the end of said time period

whichever shall later occur. If University should subcontract all or any portion of the services to be performed under this agreement, University shall cause each subcontractor to also comply with the requirements of this section. This section shall survive expiration or termination of this agreement.

24. **Binding and Assignment.**

25.1. Subject to paragraphs 25.2 and 25.3, below, once this agreement is signed by all parties, it shall be binding upon, and shall inure to the benefit of, all parties, and each parties' respective heirs, successors, assigns, transferees, agents, servants, employees and representatives.

25.2. This agreement is personal to University and there shall be no assignment by University of its rights or obligations under this agreement without the prior written approval of the City Manager or his/her designee. Any attempted assignment by University, its successors or assigns, shall be null and void unless approved in writing by the City Manager or his/her designee.

25.3. University hereby agrees not to assign the payment of any monies due University from City under the terms of this agreement to any other individual(s), corporation(s) or entity(ies). City retains the right to pay any and all monies due University directly to University.

25. **Compliance With Law.** In providing the services required under this agreement, University shall at all times comply with all applicable laws of the United States, the State of California and City, and with all applicable regulations promulgated by federal, state, regional, or local administrative and regulatory agencies, now in force and as they may be enacted, issued, or amended during the term of this agreement.

26. **Waiver.** The waiver by either party of a breach by the other of any provision of this agreement shall not constitute a continuing waiver or a waiver of any subsequent breach of either the same or a different provision of this agreement. No provisions of this agreement may be waived unless in writing and signed by all parties to this agreement. Waiver of any one provision herein shall not be deemed to be a waiver of any other provision herein.

27. **Cumulative Remedies.** No remedy or election hereunder shall be deemed exclusive but shall, wherever possible, be cumulative with all other remedies at law or in equity.

28. **No Third Party Beneficiaries.** The rights, interests, duties and obligations defined within this agreement are intended for the specific parties hereto as identified in the preamble of this agreement. Notwithstanding anything stated to the contrary in this agreement, it is not intended that any rights or interests in this agreement benefit or flow to the interest of any third parties.

///

///

IN WITNESS WHEREOF, the parties have executed this agreement on the dates set forth below.

CITY OF FRESNO,
a California municipal corporation

by: 
Bruce Rudd, Assistant City Manager

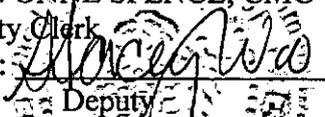
date: 9/5/12

THE REGENTS OF THE UNIVERSITY
OF CALIFORNIA, a California educational
corporation

by: 
Deborah Fraga-Decker
Associate Director, Contracting
Services, UC Davis

date: 8/30/12

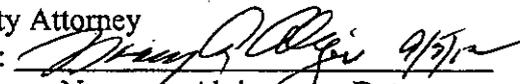
ATTEST:
YVONNE SPENCE, CMC
City Clerk

by:  9/5/12
Deputy Date

APPROVED AS TO FORM:

JAMES C. SANCHEZ

City Attorney

by:  9/5/12
Nancy A. Algier Date
Senior Deputy

Attachments:

- Attachment A - *Scope of Consultation*
- Attachment B - *Consultation Timeline*
- Attachment C - *Fees, Costs, Invoicing, Payment*
- Attachment D - *Conflict of Interest Disclosure Statement*

Attachment D
CONFLICT OF INTEREST DISCLOSURE STATEMENT
Animal Shelter Evaluation
 PROJECT TITLE

		YES*	NO
1	Are you currently in litigation with the City of Fresno or any of its agents?	<input type="checkbox"/>	<input type="checkbox"/>
u2	Do you represent any firm, organization or person who is in litigation with the City of Fresno?	<input type="checkbox"/>	<input type="checkbox"/>
3	Do you currently represent or perform work for any clients who do business with the City of Fresno?	<input type="checkbox"/>	<input type="checkbox"/>
4	Are you or any of your principals, managers or professionals, owners or investors in a business which does business with the City of Fresno, or in a business which is in litigation with the City of Fresno?	<input type="checkbox"/>	<input type="checkbox"/>
5	Are you or any of your principals, managers or professionals, related by blood or marriage to any City of Fresno employee who has any significant role in the subject matter of this service?	<input type="checkbox"/>	<input type="checkbox"/>
6	Do you or any of your subcontractors have, or expect to have, any interest, direct or indirect, in any other contract in connection with this Project?	<input type="checkbox"/>	<input type="checkbox"/>
* If the answer to any question is yes, please explain in full below.			

Explanation: _____

Deborah Fraga-Decker
 Signature

8/30/12
 Date

Deborah Fraga-Decker
 (name)

UC Davis
 (company)

One Shields Avenue
 (address)

Davis, CA 95616
 (city state zip)

Additional page(s) attached.



Data collection and analysis

Intake, outcome by month for three years (2009 – present)

Analyze this data to help develop an understanding of the past and current trends of the shelter population and predict current and future needs for care and housing; identify areas for potential savings and improvement, including reduction of intake and increase in positive outcomes. Compare data and trends to other California community data.

Intake and outcome condition/subcategories

Analyze this data (to the extent available) to evaluate the past and current success of the program in maintaining animal health and attaining optimal outcomes.

Length of stay to outcome

Analyze this data combined with intake and outcome data to determine housing requirements for sub-populations (e.g. stray versus owner surrendered animals, dogs versus cats, puppies versus kittens) and identify potential strategies to decrease the length of stay (LOS), which decreases housing requirements and costs.

Number and type of field calls

Analyze this data to determine the scope of field services that are occurring in Fresno and staffing levels needed to respond to the field calls.

Information and document review

Budget information for past and current contract

Analyze the budget compared to activities to determine if expenditures are cost efficient and whether there are opportunities for additional revenues.

Stakeholder and community resource overview

Gather information regarding resources in Fresno that can play a role in meeting the animal control/sheltering needs of the community, in order to tailor recommendations regarding an appropriate and efficient role for the city/county.

Stakeholder input

Gather community stakeholder input related to the operation of a new program and/or modification of the existing program (and/or review stakeholder input that has already been gathered, if available); determine community priorities and values.

Other task force findings, meeting minutes if available

Review minutes and efforts of the advisory committee/task force if available

County/city animal control ordinances

Review the ordinances for consistency with contract and current practices and recommending changes for effective and efficient improvements for future operations.

Current contract

Review the current contract between the Fresno city/county and CCSPCA to understand what services have been provided by the CCSPCA.



RFP

Review the RFP to have an understanding of what the city/county hopes to find in a vendor.

Proposals

Review all submitted RFP proposals to determine if there is a qualified vendor to provide services.

Site visit

CCSPCA and field services

Observe the day to day activities and evaluate current practices and facility issues at the CCSPCA and field services. The focus of this visit will be on "big picture" practices that directly impact daily population levels, costs and risk for euthanasia. The goal will be to identify areas for possible improvement (reduction in euthanasia); areas for possible reduction in costs; and identify possible strategies for handling various aspects of the contract should a continued relationship with the CCSPCA be desired/possible. A detailed follow up visit to review specific practices (such as cleaning, feeding, and veterinary services) could be scheduled at a later date.

Roundtable meeting participation/facilitation

With CCSPCA leadership and County/City

Prepare preliminary recommendations for possible solutions, hold private discussions as needed with CCSPCA leadership and County/City officials, facilitate round table discussion and provide real time feedback and follow up recommendations based on consensus discussion

With CCSPCA, County/City, and rescue group stakeholders

As above, including rescue group stakeholders to facilitate solution-oriented discussion to resolve short term needs and develop long term plan for community animal control and sheltering program

Development of measurable outcomes for service providers

Review current measurable outcomes

To determine value and recommend new or additional desired outcomes from stakeholders' input. (What are people most interested in – what is valuable to each group to determine what outcomes should be)

Evaluate capability of shelter software to generate data for additional outcome measurement

Evaluate current shelter software and how to run reports to extract data for use. Development of reports to get data if needed.

Recommend best practices for measurable outcomes, including specific requirements for data entry and output

Develop a plan for data integrity for future operations/vendor to track shelter outcomes

Education of local elected officials on animal control priorities

Task force

City council

County Board of Supervisors

Prepare brief written reports and/or powerpoint presentations summarizing the current status of animal control and sheltering, including private resources and public obligations, and recommendations for short, medium and long term solutions.



ATTACHMENT B
(The City of Fresno Animal Shelter)

Consultation Timeline

August 22, 2012: Data Collection and Analysis begins

September 2012: Site visit, Information and Document review

October 2012: Roundtable meeting and development of measurable outcomes

November –December: 2012 Education of elected official on animal control priorities.

ATTACHMENT C

(The City of Fresno)

Fees, Costs, Invoicing, Payment

1. **Professional Fees.** The professional fees charged by the University are at the following rates:

- 1.1. Preparation and follow-up \$150.00 per hour
- 1.2. On site evaluation \$750.00 per day of consultant person time

2. **Travel Expense.** The University will charge its actual, out-of-pocket costs for transportation, lodging, meals, and miscellaneous travel expenses.

3. **Invoicing and Payment.**

3.1. **Invoicing.** The University will invoice on a the 1st of the month in arrears for work completed during the prior month.

3.2. **Payment.** All invoices shall be paid within thirty (30) days of invoice date.

4. **Additional Details.**

4.1. **Evaluation Team (size).** It shall be within the University's sole discretion to determine the minimum size and professional make-up of the evaluation team required to adequately provide the services described in Attachment A. Among the factors considered are the number of programmatic areas to be evaluated, the number of species included, and the number of facilities evaluated.

4.2. **University Mission.** Where beneficial to the University's mission of teaching, research, and public service, additional personnel, environmental sampling, and analysis may be provided at no extra charge. Provision of such additional personnel and services shall be in the sole discretion of University.

4.3. **Consultant Day.** The term "Consultant Day" as used in the itemization on page 2 of this attachment shall mean the maximum unit of time, measured in working days, that it will take the University to adequately evaluate the aspect of the shelter described. (For example, to adequately evaluate the shelter's population management, it will take one consultant a maximum of three days; two consultants a maximum of 1-1/2 days; or three consultants a maximum of 1 day.)

4.4. The not-to-exceed cost of the consultation described by this agreement is as set forth on page 2 of this attachm

Action	Low UCD	High UCD	Low JC	High JC	Trips	Per diem low	Per diem high	Comments
Data collection and analysis	10	20						By age, species, breed if possible; develop basic capacity and animal care recommendations
Intake and outcome by month for three years	0	10						0 if information not available
Length of stay to outcome	2	5			5			Low end if minimal information available
Number and type of field calls								
Information and document review								
Budget information for past and current contract	2	5	2	6				Expenses and revenues
Stakeholder and community resource overview	2	4	8	35				E.g. low cost spay/neuter groups, other shelters, transfer partners, rescues
Stakeholder input	1	2						Estimate depends on existing data versus obtaining data
Other task force findings, meeting minutes if available								
County/city animal control ordinances	1	1	4	4				Low end if minimal local ordinances
Current contract	1	3	4	10				
RFI								
Proposals								4 x 8 of proposals
Site visit	0	0	0	0	2			6-2 consultants for 2-3 days (flat 5 hours/day charged for UCD site visit at least 2 people)
CCSPCA and field services	8	16	4	10	2			Level of preparation and analysis (e.g. develop proposal to be used in field)
Roundtable meeting participation/facilitation	8	16	4	10	2			2 includes in person meeting and preparation of recommendations and materials
With CCSPCA, County/City, and rescue group stakeholders								2 includes in person meeting and preparation of recommendations and materials
Evaluate capability of shelter software to generate data for additional outcomes measurement	1	2	1	2				
Develop list of measurable outcomes for service providers	1	2	1	2				
Review current measurable outcomes	1	2	1	2				
Recommend best practices for measurable outcomes, including specific requirements for data entry and output	1	2	1	2				
Evaluation of local animal control ordinances on business control practices								
Task force	8	16	10	10	2			2 Generally Monday
City council	8	16	10	10	2			2 Generally Tuesday
County BOS	8	16	10	10	2			2 Generally Thursday
Total fees and travel costs	9300	20400	10350	19950	7200	2100	2400	
Total estimate	13650	40350						
Total fees	9300	20400						
Travel costs	2850	9600						
Total estimate	2850	9950						
Trips cost (average UCD and JC)	600	150						
Per diem	150	150						
Per hour (site visit hours are charged at 5/day)	150	150						
TOTAL NTE Amount: \$49,950								

Attachment D
CONFLICT OF INTEREST DISCLOSURE STATEMENT
Animal Shelter Evaluation
 PROJECT TITLE

		YES*	NO
1	Are you currently in litigation with the City of Fresno or any of its agents?	<input type="checkbox"/>	<input type="checkbox"/>
		<i>unknown</i>	
u2	Do you represent any firm, organization or person who is in litigation with the City of Fresno?	<input type="checkbox"/>	<input type="checkbox"/>
		<i>unknown</i>	
3	Do you currently represent or perform work for any clients who do business with the City of Fresno?	<input type="checkbox"/>	<input type="checkbox"/>
		<i>unknown</i>	
4	Are you or any of your principals, managers or professionals, owners or investors in a business which does business with the City of Fresno, or in a business which is in litigation with the City of Fresno?	<input type="checkbox"/>	<input type="checkbox"/>
		<i>unknown</i>	
5	Are you or any of your principals, managers or professionals, related by blood or marriage to any City of Fresno employee who has any significant role in the subject matter of this service?	<input type="checkbox"/>	<input type="checkbox"/>
		<i>unknown</i>	
6	Do you or any of your subcontractors have, or expect to have, any interest, direct or indirect, in any other contract in connection with this Project?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
* If the answer to any question is yes, please explain in full below.			

Explanation: _____

Signature _____

Date _____

Deborah Fraga-Decker
 (name)

UC Davis
 (company)

One Shields Avenue
 (address)

Davis, CA 95616
 (city state zip)

Additional page(s) attached.

