

## SERVICES AGREEMENT

### Integrated Evaluation for Youth Support Service Providers

This Services Agreement (the "Agreement") is entered into on this 16<sup>th</sup> day of April, 2015 by and between the Chicago Housing Authority, with its principal office located at 60 E. Van Buren, Chicago, Illinois 60605 ("CHA") and Chapin Hall Center for Children ("Chapin Hall"), with offices located at 1313 E 60<sup>th</sup> Street, Chicago IL 60637, each individually referred to herein as a "Party" and collectively as the "Parties."

#### **Background**

- A. This Agreement is intended to define the plans and responsibilities between Chapin Hall and various Chicago organizations under the Integrated Evaluation of Youth Support Service Providers Project ("Project") that aims to use mixed research methods to evaluate program impacts on youth academic and related outcomes, connect impacts to best practices, design an evaluation system that can scale to cover all city programs, and form partnerships between organizations for sharing approaches and collaboration;
- B. Chapin Hall is a children's policy research center affiliated with The University of Chicago;
- C. CHA is a municipal corporation organized under the Illinois Housing Authority Act 310 ILCS 10/1 et seq. whose mission is to leverage the power of affordable, decent, safe and stable housing to help communities thrive and low-income families increase their potential for long-term economic success and a sustained high quality of life;
- D. CHA wishes to form a collaboration with other youth support service providers ("Partner Agency" or collectively as the "Partner Agencies") to plan and support the development of a common vision for those supportive services; and
- E. CHA wishes to utilize the services offered by Chapin Hall.

**NOW, THEREFORE**, in consideration of the premises and mutual covenants herein contained, the Parties hereto hereby agree as follows:

#### **1. SCOPE OF WORK.**

- a. During the term of this Agreement as set forth in Section 3 below, Chapin Hall will use its reasonable efforts to perform the research activities as described in the Scope of Work, attached herein and incorporate as Exhibit B ("Scope of Work"). Chapin Hall will determine the nature and priority of research activities in conversation with the Partner Agencies, but will use its discretion and independent judgment as to the method and means of performing the Scope of Work.
- b. Should CHA seek additional services beyond the Scope of Work and that which would exceed the hours prescribed in Exhibit A, Chapin Hall and CHA shall jointly negotiate an equitable adjustment of price and Scope of Work, which shall not be binding upon either party until it is reduced to writing signed by duly authorized representatives of both Parties as an Amendment to this Agreement.

#### **2. PERSONNEL.**

- a. Chapin Hall's principal investigator ("PI") for the Project will be Nicholas Mader, Ph.D.
- b. CHA's principal contact with respect to the Project is Cassandra Brooks, Education Specialist. CHA shall give Chapin Hall written notice of any change to its principal contact.

3. **TERM.** This Agreement is effective for the period from December 1, 2014 through November 30, 2015, unless terminated sooner in accordance with this Agreement ("Term"). Chapin Hall is not obligated to perform any work beyond the termination date of this Agreement.
4. **PARTICIPATION FEE & PAYMENT.**
  - a. **Membership Fee.** The total cost of the Membership Fee for this Project, as attached herein and incorporated as Exhibit B ("Project Budget") and as Exhibit C ("Explanation of Costs"), will be shared among the participating Partner Agencies. During the Term of this Agreement, CHA shall pay Chapin Hall in an amount not to exceed \$33,000.
    - i. Should funding become available from a third party funding source to support this Project or an additional Partner Agency should join the Project, the remaining cost to each Partner Agency would be decreased. If the external funding exceeds the cost remaining, Chapin Hall and the Partner Agencies will determine whether to reimburse each Partner Agency their appropriate equitable amount or extend the Term of this Agreement, in writing, in accordance with Section 14.
    - ii. Should a Partner Agency terminate their agreement with Chapin Hall in accordance with Section 8, Chapin Hall will determine the corresponding pro rata share of the remaining Partner Agencies and the total costs of the Project will be adjusted, in writing, in accordance with Section 14.
  - b. **Entry Fee.** CHA shall pay a one-time Entry Fee not to exceed \$12,500. The Entry Fee will be included on the first invoice submitted by Chapin Hall.
  - c. **Invoicing.** Chapin Hall shall submit to CHA quarterly invoices in an amount equitably shared among the Partner Agencies. Quarterly invoices will be submitted to CHA on or shortly thereafter: February 2015, May 2015, August 2015, and November 2015 ("Project Quarters").
  - d. **Payment.** Payment is due by CHA to Chapin Hall within 30 days of receiving the invoice from Chapin Hall.
5. **INTELLECTUAL PROPERTY.**
  - a. Any and all tangible materials, analysis and reports, regardless of format, delivered by and developed or created solely by Chapin Hall shall belong to Chapin Hall ("Chapin Work Product"). Chapin Hall shall grant to CHA a perpetual, non-royalty-bearing, world-wide license to use, reproduce, publish and distribute Chapin Work Product in accordance with this Agreement. CHA agrees to recognize its use of Chapin Hall's Work Product by including an attribution in a prominent location within publications, reports or other materials that acknowledges the contribution of Chapin Hall and/or use of Chapin Work Product.
  - b. Any reports developed or created by both Chapin Hall and CHA shall be jointly owned.
  - c. To the extent pre-existing intellectual property owned by a Party is incorporated into the Work Product, the Party shall retain ownership over their own intellectual property. Each Party shall grant to the other Party a perpetual, non-royalty-bearing, world-wide license to use the other Party's pre-



existing intellectual property when included in the Work Product developed pursuant to this Agreement.

- d. To the extent intellectual property owned by a third party is incorporated into the Work Product, either Party will obtain the necessary permissions and/or licenses to use such materials.

6. CONFIDENTIALITY.

- a. In performance of this Agreement the Parties may disclose to each other information pertaining to proprietary financial and strategic information and personally identifiable information relating to CHA's service population, either in writing or orally, information which the disclosing Party deems to be proprietary and/or confidential (hereinafter, "Confidential Information"). Confidential Information shall include (i) written information clearly marked as "proprietary" or "confidential", or written information otherwise disclosed or made available under designation or cover as "proprietary" or "confidential" by the Disclosing Party (defined below) and (ii) oral information reduced to writing within thirty (30) days of oral disclosure and clearly marked, designated or covered as "proprietary" or "confidential." Each Party shall maintain the confidentiality of any information delivered to it (the "Receiving Party") by the other (the "Disclosing Party"). The Receiving Party shall use Confidential Information solely for the purposes of this Agreement. Each Party shall protect the other Party's Confidential Information from disclosure using at least the same degree of care as it uses to protect its own Confidential Information. The disclosure of Confidential Information to the Receiving Party shall not of itself be construed as a grant of any right or license with respect to the information. In the event the Receiving Party is required by law, regulation or judicial or administrative process to disclose any Confidential Information, the Receiving Party will promptly notify the Disclosing Party in writing, if permitted by law, prior to making any such disclosure in order to facilitate the Disclosing Party's seeking a protective order or other appropriate remedy from the appropriate body.
- b. Notwithstanding the above, Chapin Hall may release intermediate research results, which may be derived from Confidential Information, to the Partner Agencies. Any such Confidential Information distributed to the Partner Agencies must be de-identified and provided in aggregate for the purpose of resident confidentiality. Any further release by Chapin Hall requires the express written permission of CHA. Additionally, CHA shall not disclose any data, information, or Confidential Information learned during the course of this Agreement that specifically relates to or results from the work performed under this Agreement regarding any other Partner Agency.
- c. Confidential Information does not include information which Receiving Party can demonstrate and document: (i) was in its knowledge or possession prior to receipt from Disclosing Party; (ii) was public knowledge or becomes public knowledge through no fault of Receiving Party; (iii) is or has been properly provided to Receiving Party by an independent third party who has no obligation of confidentiality to Disclosing Party; or (iv) is thereafter independently developed by Receiving Party without reference to the information from Disclosing Party.

- 7. PUBLICATION. Chapin Hall agrees to provide CHA with an advance copy of any publication resulting from the Scope of Work not less than thirty (30) days prior to the submission or disclosure of the publication, to permit the CHA to reasonably comment, update, redact or otherwise propose modifications or edits to the draft publication, and to ensure there is no disclosure of Confidential Information in accordance with Section 6.

8. TERMINATION.

- a. Either Party may terminate this Agreement by giving the other Party thirty (30) days written notice prior to the end of the Project Quarters as referenced in Section 4(c). In the event of termination, Chapin Hall will be entitled to payment for services rendered up to the date of termination. If, through activation of this clause, the number of Partner Agencies decreases to two, this Agreement may terminate immediately at the discretion of Chapin Hall by written notice to the remaining Partner Agencies.
- b. Upon the termination of this Agreement or CHA discontinuation of its involvement in the Project, Chapin Hall and CHA will work together to determine when and how all Confidential Information distributed between the Parties will be returned and/or destroyed.

9. NOTICES. Any notices to be given under this Agreement shall be in writing and shall be deemed duly given on (i) the date of personal or courier delivery; (ii) the date of transmission by telecopy or other electronic transmission service, provided a confirmation copy is also sent no later than the next business day by first-class mail, return receipt requested, postage prepaid; or (iii) three business days after the date of deposit in the United States mail, sent by registered or certified mail, return receipt requested, postage prepaid, addressed as follows:

For CHA:

Chicago Housing Authority  
60 E. Van Buren, 12<sup>th</sup> Floor  
Chicago, IL 60605  
Attn: Chief Legal Officer

For Chapin Hall:

Camille Turner  
Manager, Contracts and Compliance  
1313 East 60th Street  
Chicago, IL 60637  
[cturner@chapinhall.org](mailto:cturner@chapinhall.org)  
(773) 256-5146 telephone  
(773) 256-5346 fax

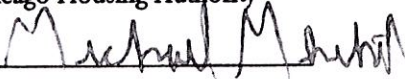
10. PUBLICITY. Neither Party shall make reference to the other Party in a press release or any other written statement in connection with the Scope of Work or the Project without the other Party's prior written approval of such release or statement. However, Chapin Hall may use and incorporate CHA's logo in communication materials related to CHA's participation as a member of the Chapin Hall Collaborative. Chapin Hall must request consent for CHA logo use in publication of work products both online and in print, for which consent shall not be unreasonably withheld by CHA.
11. RISKS AMONG PARTIES. Each party shall be responsible for its negligent and willful acts or omissions and the negligent and willful acts or omissions of its employees, officers or directors, to the extent allowed by law and will hold harmless the other for such negligent or willful acts or omissions.
12. LIMITATION OF LIABILITY. Neither party shall be liable for indirect, special, consequential, punitive or exemplary damages of the other party. Neither party shall be liable exceeding the amount of this Agreement.



13. **DISPUTE RESOLUTION.** In the event of any dispute, claim, question, or disagreement arising from or relating to this Agreement or the breach thereof, the parties hereto will attempt in good faith and use their best efforts to resolve through negotiations between an executive representative of each of the Parties with authority to settle the relevant dispute. In the event a dispute arises from or relates to this Agreement and the Parties are unable to settle the dispute amicably between themselves, the dispute shall be referred to a mutually agreeable mediator within twenty (20) days of a written request for mediation submitted by either Party. Each Party hereto shall divide equally the fees and expenses of any mediator. Each Party shall also bear its own attorneys' expenses incurred as a result of any mediation under this Agreement.
14. **FORCE MAJEURE.** Chapin Hall shall not be liable for any failure to perform as required by this Agreement, to the extent such failure to perform is caused by any reason beyond Chapin Hall's reasonable control, or by reason of any of the following occurrences: labor disturbances or labor disputes of any kind, accidents, failure of any governmental approval required for full performance, civil disorders or commotion's, acts of aggression, floods, earthquakes, acts of God, energy or other conservation measures, explosion, failure of utilities, mechanical breakdowns, material shortages, disease, or other such occurrences. Performance under this Agreement shall resume promptly once the cause of delay or failure ceases and, if necessary, an equitable adjustment shall be made to the schedule of the Services.
15. **SEVERABILITY.** In the event a court of competent jurisdiction holds any provision of this Agreement to be invalid, such holding shall have no effect on the remaining provisions of this Agreement, and they shall continue in full force and effect.
16. **ENTIRE AGREEMENT.** This Agreement with its incorporated exhibits, if any, constitutes the entire services agreement between the Parties and supersedes all prior negotiations, representations, commitments, offers, contracts and writings. Any amendments or further addenda hereafter made shall be in writing and executed with the same formality.
17. **GOVERNING LAW AND VENUE.** This Agreement shall be governed by the laws of the State of Illinois regarding any dispute arising from or relating to this Agreement, and shall be decided solely and exclusively by state court located in Chicago, Cook County Illinois.

**IN WITNESS WHEREOF,** the Parties hereto have executed this Agreement in duplicate by proper persons thereunto duly authorized.

Chicago Housing Authority

By: 

Name: Michael Merchant

Title: Chief Executive Officer

Date: 4/16/2015

Chapin Hall Center for Children

By: 

Name: Bryan Samuels

Title: Executive Director

Date: 4/27/15

**EXHIBIT A**  
**Scope of Work**

Work Scope -- Chapin Hall Collaborative -- Year 2		
Category	Activity	Notes
<b>Data Linking<sup>1</sup></b>	Linking for all partners	<p>The linking process includes time for both linking itself as well as communication with organizations necessary to complete the link. The linking process typically involves data cleaning, data linking, review of the link, and drafting of the memo to record and communicate the results.</p> <p>This process becomes faster the more that we work with a given partner, as we have data cleaning code to adapt, and a better sense of what challenges to matching to expect. (See the FAQ that Chapin Hall has been developing around the linking process.)</p>
	Linking for all partners	
<b>Data Development</b>	Chicago Public Schools (CPS)	This time covers additional constructions for misconduct, course grade/GPA, construction or sourcing of new on-track measures for grades other than 9th, and other ad hoc measures that arise due to partner interests or reporting requirements.
	Juvenile Court and/or Chicago Police Department Arrest Data	This would include constructions of (1) simple indicators of involvement; (2) classifications of types of charges, and sentencing or arrest disposition; and (3) and summarization of potentially multiple variable-length sentences into year/term-based time structure, to align with the current database structure.
	Department of Child and Family Services (DCFS)	This would include constructions of (1) simple indicators of prior and/or present involvement with welfare services; (2) classifications of types of welfare involvements; and (3) and summarization of potentially multiple variable-length engagements with the welfare system into year/term-based time structure, to align with the current database structure.
	American Community Survey (ACS)	<p>ACS data are used to characterize youth neighborhoods, including measures of adult education and employment, language barriers/country of origin, child poverty, etc.</p> <p>Because many of these measures have been built, this time would be a shorter investment to update those constructions.</p>
	Geographic/mapping	<p>This task involves general development of data for displays on maps, or for inclusion in analysis of neighborhood enrollments, such as public transportation markers, food deserts, neighborhood safety, gang boundaries, and presence of other social service organizations.</p> <p>This will leverage data sets that are available through the city data portal, or through other organizations such as Purple Binder (which maintains comprehensive directories of local social service agencies).</p>



<b>Statistical Analysis</b>	Completion of statistical analysis of program associations with test scores, school attendance, on-track status, and high school graduation	This task represents completion of the pilot analysis from Year 1--examining association between youth outcomes and program involvement, including examination of program "dosage"--for each partner. This also includes building infrastructure to be able to separate effects by youth populations, e.g. to look for separate program-to-outcome associations for youth with relatively lower (vs relatively higher) prior test scores.
	Analysis specific to MVMS outcomes	<p>Analysis of My Voice, My School as an outcome requires its own careful handling because, unlike other academic measures, these measures are not available for all youth. (An example of this problem would be concluding that 90% of youth obtain full-time employment subsequent to participating in programming, based on student self-reports.) Because it is likely a non-representative group of students who do not report, extra care--in the form of additional statistical analysis and corrections--are needed to carefully interpret (and articulate relevant cautions in) patterns in the data.</p> <p>Chapin Hall will engage researchers at the Consortium on Chicago School Research who may be interested in contributing effort to this analysis.</p>
	Analysis specific to Juvenile Justices or arrest outcomes	<p>Analysis of juvenile justice and/or arrests outcomes involve different types statistical analysis than those used for academic outcomes, because the nature of the outcome is different. Outcomes related to arrest and/or detention have multiple categorical types (e.g. arrest for battery, arrest for theft, arrest for drug use), or multiples of an outcomes (e.g. multiples of arrests, whereas a youth academically only has a single test score, or is/isn't assessed as being on track in one determination).</p> <p>Nick has already identified a professor at the Harris School--Dan Black--and a collaborator of his who are interested in contributing to analyses of juvenile justice outcomes.</p>
	Application of methods used to avoid false positive or negative findings for smaller programs	<p>Programs which work with relatively fewer youth are more likely to show especially high or especially low associations with youth outcomes due to random chance rather than a systematic program effect. The impacts of things like particularly bad (or particularly good) testing days, terrible (or smooth) family lives in a given semester, or an unlikely string of incidents with the law tend to average out when looking across a large number of youth. But among a number of small programs, at least some of them will--by chance--appear to be particularly strong or weak because enough of their youth ran into good or bad luck.</p> <p>Development of methods part of this task would do a better job of conventional statistical models of weighing how much evidence is available to make a strong determination. For example, if a batter had hits in 30% of at-bats in their first full season, and hits in 50% of their first 10 at-bats of their second season, we would be cautious in concluding that the batter has truly improved by 20% points over the prior year. However, that calculus would be different if the 50% number were based on 50 at bats, or 100 at bats, or 200 at bats. Analogously, this approach would temper extremely positive or negative associations found by smaller programs, based on their size, and in context of how comparable programs tend to fare.</p>

<b>Qualitative Work</b>		The capacity-building in this task would apply to all of the statistical analyses mentioned above.
	Analysis of neighborhood enrollment patterns	Whereas the analyses above seek to identify impacts of program on youth developmental outcomes, this analysis seeks to identify factors involved in whether youth will enroll in programs in the first place. This analysis would consider factors such as proximity, neighborhood safety, youth academic engagement, combinations of youth identity/background with type of programming, and other neighborhood factors developed in the "geographic/mapping" task above.  Analogous to the above statistical analyses, we will estimate the extent to which programs are associated with higher- (or lower-)than-expected enrollments. Just as we do with the estimates of program associations with youth outcomes, these findings will be integrated with our qualitative work and discussions around promising program practices.
	Development of communications materials	Activities would include generating plain English descriptions of data elements, data handling processes, and statistical analyses, as well as general development of materials to explain the work of the Collaborative.
	Generation of reports to display results to partners	As appropriate to the needs of each partner, these reports will be variously detailed at the organization, site, or program-level (limited only by the distinctions available in that partner's data). Templates for these reports--which will be adapted for each partner--will be set up to be automatically generating, using open-source extensions to R (which is the same programming language which is used to process, access, and analyze data for the Collaborative).
	Inventory and integrate partner's program quality data	These activities include identification of measures associated with program quality such as YPQA, SAYO assessment measures, and also staff credentials, years of experience, physical plant resources (like play ground, basketball courts, etc). In this coming year, forms and processes will be established which will streamline data intake going forward. Chapin Hall will leverage its relationship with CPS to source as much of this data from their coming Data Warehouse as possible.
	Logic model support	These activities involve conversations to identify the youth outcomes that each of a given partners' programs expect to impact in both the short and long run. The statistical analyses that we perform will be explicitly aligned to study relationships between program involvement between these--and only these--outcomes. These activities involve some general setup of templates and materials for partners to use, and then extra hours to work directly with each partner.
	Integration of program quality data back into quantitative data	These are the activities that accomplish the technical work of integrating program data and information about program outcome alignments into our database and analysis systems.
<b>Meetings/ Presentations/ Communications<sup>2</sup></b>	Biweekly/regular meetings of Chapin Hall team	This is time used to check in, to ensure good communication and coordination of all efforts for the Collaborative.
	Monthly working group meetings	Includes ahead-of-time preparation and post-mortem summarization of meetings, as well as time to attend them.



	Quarterly leadership meetings	Includes ahead-of-time preparation and post-mortem summarization of meetings, as well as time to attend them.
	Biannual presentations to each partner's staff	Includes time to plan/prepare/coordinate the tables/figures/presentations together with each partner in advance of these presentations.
	Cross-partner benchmarking conversations	Chapin Hall will convene, structure, and draw lessons from a series of benchmarking conversations between program staff at partner organizations. These conversations will be planned with--and make use of--data on populations that are served, types of programming based on the CPS taxonomy, and outcomes that are targeted. This contract year will focus on piloting these conversations to refine their structure, use of data, and translation to practice.
	Dedicated meetings/communications with each partner	This represents time dedicated to conversations (whether in-person, e-mailed, or phone-called) and customizations exclusively to the benefit of each partner, within the framework of the Collaborative. To the extent that it is reasonable, Chapin Hall will use its investments in customization or communications to benefit other members of the Collaborative.

<sup>1</sup> For tasks including data intake and linking, and inventorying and linking of agency-specific measures of program quality data, Chapin Hall will provide up to 74 hrs of support to CHA.

<sup>2</sup> For tasks including logic model support, one-on-one meetings and presentation, and preparation of customized reports, Chapin Hall will provide up to 92 hrs of support to CHA.

**EXHIBIT B**  
**Project Budget**

**Project Budget assuming 5 Total Partners – Quarter 1**

Activities	# of Hours	Cost	% of Cost in Activity
Hours in Fixed Activities, i.e. Infrastructure	231	\$ 19,958	62%
Hours in Partner/Network-Specific Activities	94	\$ 7,224	22%
Hours in Organization-Specific Activities	26*	\$ 1,731*	5%
Hours in Linking Activities	50*	\$ 3,394*	11%
<b>Total Hours</b>	<b>401</b>	<b>\$ 32,307</b>	
<b>Cost on Quarterly Basis</b>		<b>\$ 8,077</b>	

\* If the partner represents multiple organizations, the costs (and corresponding hours) for these activities are duplicated for each organization. If the partner is a stand-alone organization, the invoiced quarterly fee would be \$8,077, as shown in the above table.

**Project Budget assuming 6 Total Partners – After Quarter 1**

This set of budget estimates has lower per-partner costs due to improved diminished economies of scale in dividing the costs of “fixed cost” activities. These numbers represent participation by the Chicago Housing Authority as of Quarter 2. These costs may decrease if additional partners join after Quarter 2, which would further increase the economies of scale in sharing fixed costs.

Activities	# of Hours	Cost	% of Cost in Activity
Hours in Fixed Activities, i.e. Infrastructure	193	\$ 16,632	57%
Hours in Partner/Network-Specific Activities	94	\$ 7,224	25%
Hours in Organization-Specific Activities	26*	\$ 1,731*	6%
Hours in Linking Activities	50*	\$ 3,394*	12%
<b>Total Hours</b>	<b>362</b>	<b>\$ 28,981</b>	
<b>Cost on Quarterly Basis</b>		<b>\$ 7,245</b>	

\* If the partner represents multiple organizations, the costs (and corresponding hours) for these activities are duplicated for each organization. If the partner is a stand-alone organization, the invoiced quarterly fee would be \$7,245 as shown in the above table. If the partner represented a network of 5 organizations, the overall annual invoiced amount would be \$16,632 + \$7,224 + 5\*(\$1,731 + \$3,394) = \$49,482 (involving some rounding), or \$12,370 on a quarterly basis.



**EXHIBIT C**  
**Explanation of Costs**

**Structure of Entry Fees**

Entry fees for new partners are calculated so that, when distributed to the current partners, each partner would have paid an equal share into infrastructure costs already paid into the Collaborative. This entry fee amount is subject to a cap of \$12,500. In practice, this entry fee is raised by an added line-item cost in the invoice of new partners, and is distributed to the already-participating partners through offsetting decreases in their invoices, as of the quarter in which the new partners join.

**Prior Infrastructure Costs**

Infrastructure costs for Year 1 were estimated to be \$80,000, representing approximately 2/3 of the slightly less-than \$125,000 operating budget. Fixed costs are estimated to be \$100,000 of the Year 2 budget, representing \$25,000 per quarter. For organizations joining the Collaborative in Quarter 2 of the current year, \$105,000 will have previously been paid to cover infrastructure costs.

**Calculation of Fees for Partners Joining in Quarter 2**

Given the 7 total members that will be participating as of Quarter 2, an even share of infrastructure costs would be  $\$105,000/7 = \$15,000$ . Since this is greater than the cap of \$15,000, an entry fee of \$12,500 will be assessed of the two new partners—the Chicago Housing Authority, and the Englewood Data Hub. This total of \$25,000 will be disbursed to the 5 partners participating in the Collaborative as of Quarter 1 in the amount of  $\$25,000/5 = \$5,000$  per current partner.

**Adjustments to Invoiced Amounts Based on Payment of Entry Fee**

With respect to the budget figures in Exhibit B, this adjustment means that new partners will be invoiced for the amount of  $\$6,572 + \$12,500 = \$19,072$  for Quarter 2.<sup>1</sup> Existing partners will be invoiced for the amount of  $\$6,572 - \$5,000 = \$1,572$  for Quarter 2. If no additional partners join (which would further adjust buy-in and cost sharing), all 7 partners would be invoiced for the amount of \$6,572 for Quarter 3.<sup>2</sup>

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<sup>1</sup> This is assuming that the new partner is a stand-alone entity rather than a network. For a network, the additional cost adjustments described in Exhibit B would apply.

<sup>2</sup> Ditto, prior footnoted comment.