

# **Standard Professional Services Agreement (“PSA”)**

## AGREEMENT FOR CONSULTING SERVICES

This agreement ("Agreement"), dated as of December 3, 2024 (“Effective Date”) is by and between the County of Sonoma, a political subdivision of the State of California (hereinafter "County"), and The Pacific Institute-Americas, LLC (hereinafter "Consultant").

### R E C I T A L S

WHEREAS, Consultant represents that it is a duly qualified and skilled provider of organizational development solutions, experienced in the leading of cultural transformation, leadership development, organizational alignment and related services; and

WHEREAS, in the judgment of the Director of Sonoma County Department of Child Support Services, it is necessary and desirable to employ the services of consultant for training and coaching work on mindset, culture and leadership.

NOW, THEREFORE, in consideration of the foregoing recitals and the mutual covenants contained herein, the parties hereto agree as follows:

### A G R E E M E N T

#### 1. Scope of Services.

##### 1.1 Consultant's Specified Services.

Consultant shall perform the services described in **Exhibit A**, attached hereto and incorporated herein by this reference (hereinafter "Scope of Work"), and within the times or by the dates provided for in **Exhibit A** and pursuant to Article 7, Prosecution of Work. In the event of a conflict between the body of this Agreement and **Exhibit A**, the provisions in the body of this Agreement shall control.

1.2 Cooperation With County. Consultant shall cooperate with County and County staff in the performance of all work hereunder.

1.3 Performance Standard. Consultant shall perform all work hereunder in a manner consistent with the level of competency and standard of care normally observed by a person practicing in Consultant's profession. County has relied upon the professional ability and training of Consultant as a material inducement to enter into this Agreement. Consultant hereby agrees to provide all services under this Agreement in accordance with generally accepted professional practices and standards of care, as well as the requirements of applicable federal, state and local laws, it being understood that acceptance of Contractor’s work by County shall not operate as a waiver or release. If County determines that any of Consultant's work is not in accordance with such level of competency and standard of care, County, in its sole discretion, shall have the right to do any or all of the following: (a) require Consultant to meet with County to review the quality of the work and resolve matters of concern; (b) require Consultant to repeat the

work at no additional charge until it is satisfactory; (c) terminate this Agreement pursuant to the provisions of Article 4; or (d) pursue any and all other remedies at law or in equity.

#### 1.4 Assigned Personnel.

- a. Consultant shall assign only competent personnel to perform work hereunder. In the event that at any time County, in its sole discretion, desires the removal of any person or persons assigned by Consultant to perform work hereunder, Consultant shall remove such person or persons immediately upon receiving written notice from County.
- b. Any and all persons identified in this Agreement or any exhibit hereto as the project manager, project team, or other professional performing work hereunder are deemed by County to be key personnel whose services were a material inducement to County to enter into this Agreement, and without whose services County would not have entered into this Agreement. Consultant shall not remove, replace, substitute, or otherwise change any key personnel without the prior written consent of County.
- c. In the event that any of Consultant's personnel assigned to perform services under this Agreement become unavailable due to resignation, sickness or other factors outside of Consultant's control, Consultant shall be responsible for timely provision of adequately qualified replacements.

#### 2. Payment.

For all services and incidental costs required hereunder, Consultant shall be paid on a time and material/expense basis in accordance with the budget set forth in Exhibit B , provided, however, that total payments to Consultant shall not exceed \$156,515.00 without the prior written approval of County. Consultant shall submit its bills following the completion of each phase of the project, as outlined in Exhibit B. The bills shall show or include: (i) the task(s) performed; (ii) the time in quarter hours devoted to the task(s); (iii) the hourly rate or rates of the persons performing the task(s); and (iv) copies of receipts for reimbursable materials/expenses, if any. Expenses not expressly authorized by the Agreement shall not be reimbursed.

Unless otherwise noted in this Agreement, payments shall be made within the normal course of County business after presentation of an invoice in a form approved by the County for services performed. Payments shall be made only upon the satisfactory completion of the services as determined by the County.

Pursuant to California Revenue and Taxation code (R&TC) Section 18662, the County shall withhold seven percent of the income paid to Consultant for services performed within the State of California under this agreement, for payment and reporting to the California Franchise Tax Board, if Consultant does not qualify as: (1) a corporation with its principal place of business in California, (2) an LLC or Partnership with a permanent place of business

in California, (3) a corporation/LLC or Partnership qualified to do business in California by the Secretary of State, or (4) an individual with a permanent residence in the State of California.

If Consultant does not qualify, County requires that a completed and signed Form 587 be provided by the Consultant in order for payments to be made. If Consultant is qualified, then the County requires a completed Form 590. Forms 587 and 590 remain valid for the duration of the Agreement provided there is no material change in facts. By signing either form, the Consultant agrees to promptly notify the County of any changes in the facts. Forms should be sent to the County pursuant to Article 12. To reduce the amount withheld, Consultant has the option to provide County with either a full or partial waiver from the State of California.

## 2.1 Payment.

All or part of this Agreement will be paid with Federal awards. As a pass-through entity, the County is required to provide certain information regarding Federal award(s) to Consultant as a sub recipient. In signing this Agreement, Consultant acknowledges receipt of the following information regarding Federal award(s) that will be used to pay this Agreement:

CFDA Title: Child Support Services  
CFDA Number: XJLNH92C3219  
Award Name: Child Support Services  
Award Number: 2301CACSES  
Award Year: 2024-2025  
Federal Agency: U.S. Department of Health and Human Services  
Pass-Through Agency: CA Dept. of Child Support Services

As a sub recipient of Federal awards, Consultant is subject to the provisions of U.S. Office of Management and Budget Circular A-133, *Audits of states, Local Governments, and Non-Profit Organizations* (hereinafter “OMB Circular A-133”). In signing this Agreement, Consultant acknowledges that it understands and will comply with the provisions of OMB Circular A-133. One provision of OMB circular A-133 requires a sub recipient that expends \$500,000 in Federal awards during its fiscal year to have an audit performed in accordance with OMB Circular A-133. If such an audit is required, Consultant agrees to provide County with a copy of the audit report within nine months of Consultant’s fiscal year end. Questions regarding OMB Circular A-133 can be directed to the Sonoma County Auditor-controller Treasurer-Tax Collector’s Office – General Accounting Division.

3. Term of Agreement. The term of this Agreement shall be from December 3, 2024 to October 1, 2025 unless terminated earlier in accordance with the provisions of Article 4 below.

## 4. Termination.

4.1 Termination Without Cause. Notwithstanding any other provision of this Agreement, at any time and without cause, County shall have the right, in its sole discretion, to terminate this Agreement by giving 5 days written notice to Consultant.

4.2 Termination for Cause. Notwithstanding any other provision of this Agreement, should Consultant fail to perform any of its obligations hereunder, within the time and in the manner herein provided, or otherwise violate any of the terms of this Agreement, County may immediately terminate this Agreement by giving Consultant written notice of such termination, stating the reason for termination.

4.3 Delivery of Work Product and Final Payment Upon Termination.

In the event of termination, Consultant, within 14 days following the date of termination, shall deliver to County all reports, original drawings, graphics, plans, studies, and other data or documents, in whatever form or format, assembled or prepared by Consultant or Consultant's subcontractors, consultants, and other agents in connection with this Agreement and shall submit to County an invoice showing the services performed, hours worked, and copies of receipts for reimbursable expenses up to the date of termination.

4.4 Payment Upon Termination. Upon termination of this Agreement by County, Consultant shall be entitled to receive as full payment for all services satisfactorily rendered and reimbursable expenses properly incurred hereunder, an amount which bears the same ratio to the total payment specified in the Agreement as the services satisfactorily rendered hereunder by Consultant bear to the total services otherwise required to be performed for such total payment; provided, however, that if services which have been satisfactorily rendered are to be paid on a per-hour or per-day basis, Consultant shall be entitled to receive as full payment an amount equal to the number of hours or days actually worked prior to the termination times the applicable hourly or daily rate; and further provided, however, that if County terminates the Agreement for cause pursuant to Section 4.2, County shall deduct from such amount the amount of damage, if any, sustained by County by virtue of the breach of the Agreement by Consultant.

4.5 Authority to Terminate. The Board of Supervisors has the authority to terminate this Agreement on behalf of the County. In addition, the Purchasing Agent or Sonoma County Department of Child Support Services Department Head, in consultation with County Counsel, shall have the authority to terminate this Agreement on behalf of the County.

5. Indemnification. Consultant agrees to accept all responsibility for loss or damage to any person or entity, including County, and to indemnify, hold harmless, and release County, its officers, agents, and employees, from and against any actions, claims, damages, liabilities, disabilities, or expenses, that may be asserted by any person or entity, including Consultant, that arise out of, pertain to, or relate to Consultant's or its agents', employees', contractors', subcontractors', or invitees' performance or obligations under this Agreement. Consultant agrees to provide a complete defense for any claim or action brought against County based upon a claim relating to such Consultant's or its agents', employees', contractors', subcontractors', or invitees' performance or obligations under this Agreement. Consultant's obligations under this Section apply whether or not there is concurrent or contributory negligence on County's part, but to the extent required by law, excluding liability due to County's conduct. County shall have the right to select its legal counsel at Consultant's expense, subject to Consultant's approval, which shall not be unreasonably withheld. This indemnification obligation is not limited in any way by

any limitation on the amount or type of damages or compensation payable to or for Consultant or its agents under workers' compensation acts, disability benefits acts, or other employee benefit acts.

6. Insurance. With respect to performance of work under this Agreement, Consultant shall maintain and shall require all of its subcontractors, consultants, and other agents to maintain, insurance as described in **Exhibit C**, which is attached hereto and incorporated herein by this reference.

7. Prosecution of Work. The execution of this Agreement shall constitute Consultant's authority to proceed immediately with the performance of this Agreement. Performance of the services hereunder shall be completed within the time required herein, provided, however, that if the performance is delayed by earthquake, flood, high water, or other Act of God or by strike, lockout, or similar labor disturbances, the time for Consultant's performance of this Agreement shall be extended by a number of days equal to the number of days Consultant has been delayed.

8. Extra or Changed Work. Extra or changed work or other changes to the Agreement may be authorized only by written amendment to this Agreement, signed by both parties. Changes which do not exceed the delegated signature authority of the Department may be executed by the Department Head in a form approved by County Counsel. The Board of Supervisors or Purchasing Agent must authorize all other extra or changed work which exceeds the delegated signature authority of the Department Head. The parties expressly recognize that, pursuant to Sonoma County Code Section 1-11, County personnel are without authorization to order extra or changed work or waive Agreement requirements. Failure of Consultant to secure such written authorization for extra or changed work shall constitute a waiver of any and all right to adjustment in the Agreement price or Agreement time due to such unauthorized work and thereafter Consultant shall be entitled to no compensation whatsoever for the performance of such work. Consultant further expressly waives any and all right or remedy by way of restitution and quantum meruit for any and all extra work performed without such express and prior written authorization of the County.

9. Representations of Consultant.

9.1 Standard of Care. County has relied upon the professional ability and training of Consultant as a material inducement to enter into this Agreement. Consultant hereby agrees that all its work will be performed and that its operations shall be conducted in accordance with generally accepted and applicable professional practices and standards as well as the requirements of applicable federal, state and local laws, it being understood that acceptance of Consultant's work by County shall not operate as a waiver or release.

9.2 Status of Consultant. The parties intend that Consultant, in performing the services specified herein, shall act as an independent contractor and shall control the work and the manner in which it is performed. Consultant is not to be considered an agent or employee of County and is not entitled to participate in any pension plan, worker's compensation plan, insurance, bonus, or similar benefits County provides its employees. In the event County exercises its right to terminate this Agreement pursuant to Article 4, above, Consultant

expressly agrees that it shall have no recourse or right of appeal under rules, regulations, ordinances, or laws applicable to employees.

9.3 No Suspension or Debarment. Consultant warrants that it is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in covered transactions by any federal department or agency. Consultant also warrants that it is not suspended or debarred from receiving federal funds as listed in the List of Parties Excluded from Federal Procurement or Non-procurement Programs issued by the General Services Administration. If the Consultant becomes debarred, consultant has the obligation to inform the County

9.4 Taxes. Consultant agrees to file federal and state tax returns and pay all applicable taxes on amounts paid pursuant to this Agreement and shall be solely liable and responsible to pay such taxes and other obligations, including, but not limited to, state and federal income and FICA taxes. Consultant agrees to indemnify and hold County harmless from any liability which it may incur to the United States or to the State of California as a consequence of Consultant's failure to pay, when due, all such taxes and obligations. In case County is audited for compliance regarding any withholding or other applicable taxes, Consultant agrees to furnish County with proof of payment of taxes on these earnings.

9.5 Records Maintenance. Consultant shall keep and maintain full and complete documentation and accounting records concerning all services performed that are compensable under this Agreement and shall make such documents and records available to County for inspection at any reasonable time. Consultant shall maintain such records for a period of four (4) years following completion of work hereunder.

9.6 Conflict of Interest. Consultant covenants that it presently has no interest and that it will not acquire any interest, direct or indirect, that represents a financial conflict of interest under state law or that would otherwise conflict in any manner or degree with the performance of its services hereunder. Consultant further covenants that in the performance of this Agreement no person having any such interests shall be employed. In addition, if requested to do so by County, Consultant shall complete and file and shall require any other person doing work under this Agreement to complete and file a "Statement of Economic Interest" with County disclosing Consultant's or such other person's financial interests.

9.7 Statutory Compliance/Living Wage Ordinance. Consultant agrees to comply with all applicable federal, state and local laws, regulations, statutes and policies, including but not limited to the County of Sonoma Living Wage Ordinance, applicable to the services provided under this Agreement as they exist now and as they are changed, amended or modified during the term of this Agreement. Without limiting the generality of the foregoing, Consultant expressly acknowledges and agrees that this Agreement is ~~may be~~ subject to the provisions of Article XXVI of Chapter 2 of the Sonoma County Code, requiring payment of a living wage to covered employees. Noncompliance during the term of the Agreement will be considered a material breach and may result in termination of the Agreement or pursuit of other legal or administrative remedies.

9.8 Nondiscrimination. Without limiting any other provision hereunder, Consultant shall comply with all applicable federal, state, and local laws, rules, and regulations in regard to nondiscrimination in employment because of race, color, ancestry, national origin, religion, sex, marital status, age, medical condition, pregnancy, disability, sexual orientation or other prohibited basis, including without limitation, the County's Non-Discrimination Policy. All nondiscrimination rules or regulations required by law to be included in this Agreement are incorporated herein by this reference.

9.9 AIDS Discrimination. Consultant agrees to comply with the provisions of Chapter 19, Article II, of the Sonoma County Code prohibiting discrimination in housing, employment, and services because of AIDS or HIV infection during the term of this Agreement and any extensions of the term.

9.10 Assignment of Rights. Consultant assigns to County all rights throughout the world in perpetuity in the nature of copyright, trademark, patent, right to ideas, in and to all versions of the plans and specifications, if any, now or later prepared by Consultant in connection with this Agreement. Consultant agrees to take such actions as are necessary to protect the rights assigned to County in this Agreement, and to refrain from taking any action which would impair those rights. Consultant's responsibilities under this provision include, but are not limited to, placing proper notice of copyright on all versions of the plans and specifications as County may direct, and refraining from disclosing any versions of the plans and specifications to any third party without first obtaining written permission of County. Consultant shall not use or permit another to use the plans and specifications in connection with this or any other project without first obtaining written permission of County.

9.11 Ownership and Disclosure of Work Product. All reports, original drawings, graphics, plans, studies, and other data or documents ("documents"), in whatever form or format, assembled or prepared by Consultant or Consultant's subcontractors, consultants, and other agents in connection with this Agreement shall be the property of County. County shall be entitled to immediate possession of such documents upon completion of the work pursuant to this Agreement. Upon expiration or termination of this Agreement, Consultant shall promptly deliver to County all such documents, which have not already been provided to County in such form or format, as County deems appropriate. Such documents shall be and will remain the property of County without restriction or limitation. Consultant may retain copies of the above-described documents but agrees not to disclose or discuss any information gathered, discovered, or generated in any way through this Agreement without the express written permission of County.

9.12 Authority. The undersigned hereby represents and warrants that he or she has authority to execute and deliver this Agreement on behalf of Consultant.

10. Demand for Assurance. Each party to this Agreement undertakes the obligation that the other's expectation of receiving due performance will not be impaired. When reasonable grounds for insecurity arise with respect to the performance of either party, the other may in writing demand adequate assurance of due performance and until such assurance is received may, if commercially reasonable, suspend any performance for which the agreed return has not been

received. "Commercially reasonable" includes not only the conduct of a party with respect to performance under this Agreement, but also conduct with respect to other agreements with parties to this Agreement or others. After receipt of a justified demand, failure to provide within a reasonable time, but not exceeding thirty (30) days, such assurance of due performance as is adequate under the circumstances of the particular case is a repudiation of this Agreement. Acceptance of any improper delivery, service, or payment does not prejudice the aggrieved party's right to demand adequate assurance of future performance. Nothing in this Article limits County's right to terminate this Agreement pursuant to Article 4.

11. Assignment and Delegation. Neither party hereto shall assign, delegate, sublet, or transfer any interest in or duty under this Agreement without the prior written consent of the other, and no such transfer shall be of any force or effect whatsoever unless and until the other party shall have so consented.

12. Method and Place of Giving Notice, Submitting Bills and Making Payments. All notices, bills, and payments shall be made in writing and shall be given by personal delivery or by U.S. Mail or courier service. Notices, bills, and payments shall be addressed as follows:

TO: COUNTY:

Sonoma County Department of Child Support Services  
ATTN: Janeene de Martinez  
3725 Westwind Blvd. Ste 200  
Santa Rosa, CA 95403

TO: CONSULTANT:

The Pacific Institute-Americas, LLC  
Richard Resnick, CEO  
6001 N. Ocean Drive, # 1202  
Hollywood, FL 33019

When a notice, bill or payment is given by a generally recognized overnight courier service, the notice, bill or payment shall be deemed received on the next business day. When a copy of a notice, bill or payment is sent by facsimile or email, the notice, bill or payment shall be deemed received upon transmission as long as (1) the original copy of the notice, bill or payment is promptly deposited in the U.S. mail and postmarked on the date of the facsimile or email (for a payment, on or before the due date), (2) the sender has a written confirmation of the facsimile transmission or email, and (3) the facsimile or email is transmitted before 5 p.m. (recipient's time). In all other instances, notices, bills and payments shall be effective upon receipt by the



recipient. Changes may be made in the names and addresses of the person to whom notices are to be given by giving notice pursuant to this paragraph.

### 13. Miscellaneous Provisions.

13.1 No Waiver of Breach. The waiver by County of any breach of any term or promise contained in this Agreement shall not be deemed to be a waiver of such term or provision or any subsequent breach of the same or any other term or promise contained in this Agreement.

13.2 Construction. To the fullest extent allowed by law, the provisions of this Agreement shall be construed and given effect in a manner that avoids any violation of statute, ordinance, regulation, or law. The parties covenant and agree that in the event that any provision of this Agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remainder of the provisions hereof shall remain in full force and effect and shall in no way be affected, impaired, or invalidated thereby. Consultant and County acknowledge that they have each contributed to the making of this Agreement and that, in the event of a dispute over the interpretation of this Agreement, the language of the Agreement will not be construed against one party in favor of the other. Consultant and County acknowledge that they have each had an adequate opportunity to consult with counsel in the negotiation and preparation of this Agreement.

13.3 Consent. Wherever in this Agreement the consent or approval of one party is required to an act of the other party, such consent or approval shall not be unreasonably withheld or delayed.

13.4 No Third-Party Beneficiaries. Nothing contained in this Agreement shall be construed to create and the parties do not intend to create any rights in third parties.

13.5 Applicable Law and Forum. This Agreement shall be construed and interpreted according to the substantive law of California, regardless of the law of conflicts to the contrary in any jurisdiction. Any action to enforce the terms of this Agreement or for the breach thereof shall be brought and tried in Santa Rosa or the forum nearest to the city of Santa Rosa, in the County of Sonoma.

13.6 Captions. The captions in this Agreement are solely for convenience of reference. They are not a part of this Agreement and shall have no effect on its construction or interpretation.

13.7 Merger. This writing is intended both as the final expression of the Agreement between the parties hereto with respect to the included terms and as a complete and exclusive statement of the terms of the Agreement, pursuant to Code of Civil Procedure Section 1856. No modification of this Agreement shall be effective unless and until such modification is evidenced by a writing signed by both parties.

13.8. Survival of Terms. All express representations, waivers, indemnifications, and limitations of liability included in this Agreement will survive its completion or termination for any reason.

13.9 Time of Essence. Time is and shall be of the essence of this Agreement and every provision hereof.

13.10. Counterpart; Electronic Signatures. The parties agree that this Agreement may be executed in two or more counterparts, each of which shall be deemed an original, and together which when executed by the requisite parties shall be deemed to be a complete original agreement. Counterparts may be delivered via facsimile, electronic mail (including PDF) or other transmission method, and any counterpart so delivered shall be deemed to have been duly and validly delivered, be valid and effective for all purposes, and shall have the same legal force and effect as an original document. This Agreement, and any counterpart, may be electronically signed by each or any of the parties through the use of any commercially available digital and/or electronic signature software or other electronic signature method in compliance with the U.S. federal E-SIGN Act of 2000, California's Uniform Electronic Transactions Act (Cal. Civil Code § 1633.1 et seq.), or other applicable law. By its use of any electronic signature below, the signing party agrees to have conducted this transaction and to execution of this Agreement by electronic means.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the Effective Date.

CONSULTANT: The Pacific Institute

By: \_\_\_\_\_  
Name: Richard Resnick  
Title: CEO  
Date: \_\_\_\_\_

COUNTY: COUNTY OF SONOMA

CERTIFICATES OF  
INSURANCE REVIEWED, ON  
FILE, AND APPROVED AS TO  
SUBSTANCE FOR COUNTY:  
By: \_\_\_\_\_  
Janeene de Martinez, DCSS  
Director  
Date: \_\_\_\_\_

APPROVED AS TO FORM FOR  
COUNTY:  
By: \_\_\_\_\_  
County Counsel  
Date: \_\_\_\_\_

EXECUTED BY:  
By: \_\_\_\_\_  
Department Director  
Date: \_\_\_\_\_

**Include Purchasing Agent signature block only if contract is between \$50-100k annually.**

By: \_\_\_\_\_  
Purchasing Agent

Date: \_\_\_\_\_

**Include Board signature block and attestation only if contract is over \$100k annually, or if contract is approved by the Board.**

By: \_\_\_\_\_  
Chair, Board of Supervisors

Date: \_\_\_\_\_

ATTEST:

\_\_\_\_\_  
Clerk of the Board of Supervisors

## EXHIBIT A: SCOPE OF WORK

# Sonoma County Department of Child Support Services

### Developing the Organization through Culture and Vision building

Executive leadership is charged with developing the organization while driving results. SCDCSS has experienced great success in performance and has a #4 ranking in the state. State DCSS fiscal and political changes are impacting and expediting program decisions which translate into program, funding and organizational changes for Sonoma DCSS.

The Pacific Institute, with a deep expertise in mindset, culture, leadership, partners with organizations to design and lead a comprehensive individual, team and organizational growth and development process to strengthen organizational culture that ignites thinking, maximizes performance, and results and enriches lives.

**Purpose: Capitalizing on the power of cognitive psychology and mindset, intentionally shape the culture and direction of SCDCSS, driving accountability and even greater performance and excellence.**

### Phase 1: SCDCSS Leadership Team Mindset

Session	Theme: Develop Leadership Team	Outcomes/Processes
2 days on site or Zoom, as backup  Two trips 2 facilitators	Develop SCDCSS leadership team mindset skills	Lead <b>Thought Patterns for High Performance FIVE.ZERO</b> <ul style="list-style-type: none"><li>• Participants: all members of Supervisory and Management Teams, by invitation</li><li>• Go through two days to learn the power of the mind applied to personal development and organizational development</li></ul>
2 days		12 TPHP 5.0 books

## Phase 2: Assess SCDCSS Culture and Debrief Findings

Session	Theme: Culture Survey and Debrief	Outcomes/Processes
2	<p><u>Diagnostics process</u> - determine “the current reality” of the culture of the organization to be shared during the debrief of the culture results report</p>	<p><u>Description:</u></p> <ol style="list-style-type: none"> <li>1. Administer “Current Reality” culture assessment using Human Synergistics OCI survey with staff, supervisors and managers of the organization. Data splits by level, role, tenure, divisions</li> <li>2. Administer “Ideal” culture assessment using “Ideal” HS OCI Survey with managers and supervisors (and staff?). Data splits by level, role, tenure, divisions</li> <li>3. One day on site debrief the HS OCI results; build a draft next steps approach to remedy culture growth gaps</li> <li>4. <u>End Results:</u> A report of findings on organizational needs, challenges and growth opportunities for SCDCSS</li> <li>5. <u>Participation:</u> Managers, supervisors and staff of organization</li> </ol>
1 debrief day on site		Human Synergistics OCI Online Survey for all members of the organization Ideal and Current Reality
1 travel trip		

### Phase 3: Leadership/Management Team Alignment

Session	Theme: Develop the Leadership/Management Team	Outcomes/Processes
<b>3a</b>  2 days 1 trip	Develop Leadership/Management Team	Preread: <u>The Advantage</u> -Patrick Lencioni <ul style="list-style-type: none"> <li>• What is leadership</li> <li>• What is a best leadership team</li> <li>• When we are at our best</li> <li>• Clarify and confirm Goal, Roles and Processes of our team</li> <li>• Build trust and strengthen interpersonal relationships</li> <li>• Action: make commitments</li> </ul>
<b>3b</b>  1 day 1 trip	Understanding our leadership team, individual and collective	<ul style="list-style-type: none"> <li>• Clarify leadership/management team roles</li> <li>• Individual strengths, Via Strengths or other survey, billed separately</li> <li>• Individual opportunities to shine</li> <li>• Our team strengths</li> <li>• Our team challenges</li> <li>• Action: Our growth goal</li> </ul>
<b>3 days</b> <b>2 trips</b> <b>1 facilitator</b>		<ul style="list-style-type: none"> <li>• Client buys The Advantage Book for all participants</li> <li>• Client prints session workbook</li> <li>• Client reimburses contractor for survey, if used, up to \$150 per person</li> </ul>

## Phase 4 Organization Vision Building

Session	Theme: Develop Organizational Alignment and Strategic Direction	Outcomes/Processes
<p><b>4a</b></p> <p>2 days</p> <p>1 facilitator</p> <p>1 facilitator</p> <p>1 session,</p> <p>1 trip</p>	<p>Lead management team (with supervisors?) to establish the aligning direction for the organization over the next 5-7 years, establish formal documents to document the direction for publishing</p>	<p>Lead Organizational Alignment process with leaders</p> <p>Participants: all members of the Management Team</p> <p>Create Organizational:</p> <p><b>1. 2 days with Management Team- Org. Alignment</b></p> <ul style="list-style-type: none"> <li>• Core Purpose</li> <li>• Core Values               <ul style="list-style-type: none"> <li>• Core Behaviors- draft</li> </ul> </li> <li>• Vision</li> <li>• Mission</li> </ul>
<p><b>4b</b></p> <p>1 facilitator</p> <p>1 session</p> <p>1 day</p> <p>1 trip</p>	<p>Leadership management team to establish the aligning direction for the organization over the next 5-7 years, establish formal documents to document the direction for publishing</p>	<p><b>2. 1-day Strategic Plan building, with Management Team</b></p> <ul style="list-style-type: none"> <li>• Strategic Goals               <ul style="list-style-type: none"> <li>○ Operational and if time Annual Goals for Year 1</li> </ul> </li> </ul>
<p><b>4c</b></p> <p>1 day with staff</p> <p>1 facilitator</p> <p>1 trip</p>	<p>Cultural Consensus Building</p>	<p><b>3. 1 day with volunteer group of staff on Cultural Consensus building</b></p> <p>Determine and finalize organizational behaviors attached to each organizational value</p>
<p>4 days</p> <p>3 travel trips</p>		

## Phase 5: SCDCSS Develop Staff Mindset

Session	Theme: Develop Staff Mindset for Success	Outcomes/Processes
<p><b>5a and 5b</b></p> <p>2 sessions</p> <p>Zoom or 2 days on site (best practice) for each session</p> <p>2 days</p> <p>2 facilitators</p> <p>2 trips</p>	<p>Lead staff to know mindset skills and be able to self and work situations</p>	<p>Lead <b>Thought Patterns for High Performance FIVE.ZERO</b> for all staff</p> <ul style="list-style-type: none"> <li>• Participants: all members of Supervisory and Management Team, by invitation</li> <li>• Two days to learn the power of the mind applied to personal development and organizational development</li> </ul> <p>Optimum schedule for zoom to be determined by client with facilitator help</p>
<p>4 days</p> <p>2 travel trips for 2 facilitators</p>		



## **EXHIBIT B: PAYMENT**

**Consultant shall submit its bills following the completion of each phase of the project, as outlined here in Exhibit B. Consultant shall include receipts for all reimbursable travel expenses.**

### **Phase 1: Leadership Team Mindset \$16,306**

12 - TPHP5.0 PLP's @ \$275.50/each\* \$3,306\* \$305.81\*

2 – Facilitation Days @ \$6,500/each \$13,000

### **Phase 2: Culture Measurement and Debrief \$16,518**

1 – HS OCI Full Report @ \$3,850\* \$3,850\* \$356.13\*

4 – Subgroup reports @ \$912.5/each\* \$3,650\* \$337.63\*

1 - Debrief Day @ \$7,500 \$7,500

12 – OCI Vision @ \$23/each \$276

54 – OCI Current Reality @ \$23/each \$1,242

### **Phase 3: Leadership/Management Team Alignment \$22,500**

2- Days Development Leadership Team @ \$7,500/each \$15,000

1-Day Understanding our leadership team @ \$7,500 \$7,500

### **Phase 4: Organizational Alignment with Vision Building \$30,000**

2- Days Organization Alignment Process @ \$7,500/each \$15,000

1 – Day Strategic Plan @ \$7,500/each \$7,500

1-Day Cultural Consensus Building @ \$7,500 \$7,500

### **Phase 5: Develop Staff Mindset \$37,571**

42 – TPHP5.0 PLP's @ \$275.50/each\* \$11,571\* \$1,070.32\*

4 – Facilitation Days @ \$6,500/each \$26,000

**Subtotal \$122,895**

**Shipping 450.00**

**Sales taxes @ 9.25%\* \$2,069.89\***

**TOTAL \$125,414.89**

**Travel and per diem for TPI personnel billed separately (at cost, not to exceed) \$23,000**

**Client reimburses contractor for survey (if used in Phase 3) up to \$150 per person**

## Exhibit C

With respect to performance of work under this Agreement, Consultant shall maintain and shall require all of its subcontractors, consultants, and other agents to maintain insurance as described below unless such insurance has been expressly waived by the attachment of a *Waiver of Insurance Requirements*.

County reserves the right to review any and all of the required insurance policies and/or endorsements, but has no obligation to do so. Failure to demand evidence of full compliance with the insurance requirements set forth in this Agreement or failure to identify any insurance deficiency shall not relieve Consultant from, nor be construed or deemed a waiver of, its obligation to maintain the required insurance at all times during the performance of this Agreement.

### 1. Workers Compensation and Employers Liability Insurance

- a. Required if Consultant has employees as defined by the Labor Code of the State of California.
- b. Workers Compensation insurance with statutory limits as required by the Labor Code of the State of California.
- c. Employers Liability with minimum limits of \$1,000,000 per Accident; \$1,000,000 Disease per employee; \$1,000,000 Disease per policy.
- d. Required Evidence of Insurance: Certificate of Insurance.

If Consultant currently has no employees as defined by the Labor Code of the State of California, Consultant agrees to obtain the above-specified Workers Compensation and Employers Liability insurance should employees be engaged during the term of this Agreement or any extensions of the term.

### 2. General Liability Insurance

- a. Commercial General Liability Insurance on a standard occurrence form, no less broad than Insurance Services Office (ISO) form CG 00 01.
- b. Minimum Limits: \$1,000,000 per Occurrence; \$2,000,000 General Aggregate; \$2,000,000 Products/Completed Operations Aggregate. The required limits may be provided by a combination of General Liability Insurance and Commercial Excess or Commercial Umbrella Liability Insurance. If Consultant maintains higher limits than the specified minimum limits, County requires and shall be entitled to coverage for the higher limits maintained by Consultant.
- c. Any deductible or self-insured retention shall be shown on the Certificate of Insurance. If the deductible or self-insured retention exceeds \$100,000 it must be approved in advance by County. Consultant is responsible for any deductible or self-insured retention and shall fund it upon County's written request, regardless of whether Consultant has a claim against the insurance or is named as a party in any action involving the County.
- d. County of Sonoma Department of Child Support Services shall be endorsed as additional insureds for liability arising out of operations by or on behalf of the Consultant in the performance of this Agreement.
- e. The insurance provided to the additional insureds shall be primary to, and non-contributory with, any insurance or self-insurance program maintained by them.

- f. The policy definition of “insured contract” shall include assumptions of liability arising out of both ongoing operations and the products-completed operations hazard (broad form contractual liability coverage including the “f” definition of insured contract in Insurance Services Office form CG 00 01, or equivalent).
- g. The policy shall cover inter-insured suits between County and Consultant and include a “separation of insureds” or “severability” clause which treats each insured separately.
- h. Required Evidence of Insurance:
  - i. Copy of the additional insured endorsement or policy language granting additional insured status; and
  - ii. Certificate of Insurance.

### **3. Standards for Insurance Companies**

Insurers, other than the California State Compensation Insurance Fund, shall have an A.M. Best's rating of at least A:VII.

### **4. Documentation**

- a. The Certificate of Insurance must include the following reference: Organizational Development for County of Sonoma Department of Child Support Services
- b. All required Evidence of Insurance shall be submitted prior to the execution of this Agreement. Consultant agrees to maintain current Evidence of Insurance on file with County for the entire term of this Agreement.
- c. The name and address for Additional Insured endorsements and Certificates of Insurance is: County of Sonoma Department of Child Support Services, 3725 Westwind Blvd. Ste. 200 Santa Rosa, CA 95404
- d. Required Evidence of Insurance shall be submitted for any renewal or replacement of a policy that already exists, at least ten (10) days before expiration or other termination of the existing policy.
- e. Consultant shall provide immediate written notice if: (1) any of the required insurance policies is terminated; (2) the limits of any of the required policies are reduced; or (3) the deductible or self-insured retention is increased.
- f. Upon written request, certified copies of required insurance policies must be provided within thirty (30) days.

### **5. Policy Obligations**

Consultant's indemnity and other obligations shall not be limited by the foregoing insurance requirements.

### **6. Material Breach**

If Consultant fails to maintain insurance which is required pursuant to this Agreement, it shall be deemed a material breach of this Agreement. County, at its sole option, may terminate this Agreement and obtain damages from Consultant resulting from said breach. Alternatively, County may purchase the required insurance, and without further notice to Consultant, County may deduct from sums due to Consultant any premium costs advanced by County for such insurance. These remedies shall be in addition to any other remedies available to County.