

# Standard Professional Services Agreement (“PSA”)

## AGREEMENT FOR CONSULTING SERVICES

This agreement ("Agreement"), dated as of November 1, 2022 (“Effective Date”) is by and between the County of Sonoma, a political subdivision of the State of California (hereinafter "County"), and Civic Initiatives, LLC, (hereinafter "Consultant").

### R E C I T A L S

WHEREAS, Consultant represents that it is a duly qualified government procurement consulting firm, experienced in the assessment of public sector procurement processes and systems and related services; and

WHEREAS, in the judgment of the County of Sonoma, it is necessary and desirable to employ the services of Consultant for a Procurement Assessment.

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. With respect to performance under this Agreement, Consultant shall employ the following key personnel: Dustin Lanier, Derrek Davis, Lisa Rolik, Jennifer Miracle, Karen Hatten, Cymel Abdul, Devin Howard.
- 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 in accordance with Exhibit "B", attached hereto and incorporated herein by this reference, regardless of the number of hours or length of time necessary for Consultant to complete the services. Total payments to Consultant shall not exceed \$250,000, without prior written approval of the County. Exhibit "B" includes a breakdown of costs used to derive the project amount, including but not limited to hourly rates, estimated travel expenses and other applicable rates.

Upon completion of the work, Consultant shall submit its bill[s] for payment in a form approved by County's Auditor and the Head of the County Department receiving the services. The bill[s] shall identify the services completed and the amount charged.

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.

3. Term of Agreement. The term of this Agreement shall be from November 1, 2022 to October 31, 2024, 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, either Party shall have the right in its sole discretion, to terminate this Agreement by giving 5 days written notice to the other Party.

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 the County Administrator, 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.

For claims based on negligence in professional services only, the Consultant agrees, to the fullest extent permitted by law, to indemnify and hold harmless the County against damages, liabilities, and costs arising from the negligent acts of the Consultant in the performance of professional services under this Agreement, to the extent that Consultant is responsible for such damages, liabilities, and costs on a comparative basis of fault and responsibility between the Consultant and County. The Consultant shall not be obligated to indemnify the County for the County's own negligence.

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. Minor changes, which do not exceed the delegated signature authority of the County Administrator and which do not significantly change the scope of work or significantly lengthen time schedules, may be executed by the County Administrator in a form approved by County Counsel. The Purchasing Agent must authorize all other extra or changed work. 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 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

Yvonne Shu  
Administrative Analyst  
575 Administration Dr., Rm. 104A  
Santa Rosa, CA 95403  
(707) 565-1739  
yvonne.shu@sonoma-county.org

To Consultant

Dustin Lanier  
Founder & Principal Consultant  
Civic Initiatives, LLC  
7000 N. Mopac Expressway, Ste. 200  
Austin, TX 78731  
(512) 523-4834  
dlanier@civicinitiatives.com

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 ESIGN 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.

DRAFT

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

CONSULTANT:  
CIVIC INITIATIVES, LLC

COUNTY:  
COUNTY OF SONOMA  
CERTIFICATES OF INSURANCE ON  
FILE WITH AND APPROVED AS TO  
SUBSTANCE FOR COUNTY:

By: \_\_\_\_\_  
Dustin Lanier, Founder

By: \_\_\_\_\_  
Christel Querijero  
Deputy County Administrator

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

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

APPROVED AS TO FORM FOR COUNTY:

By: \_\_\_\_\_  
County Counsel

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

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

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

## **Exhibit “A” Scope of Work**

### **I. PROCUREMENT ASSESSMENT**

#### **Phase 1: Current State Discovery**

- Catalog and review current policy, procedure, and process documentation related to the procurement function
  - Review all countywide statute related to procurement lifecycle processes
  - Review all countywide rules related to procurement lifecycle processes
  - Review all countywide guidance documents related to procurement lifecycle processes
- Review the current organizational structures, roles and responsibilities related to procurement lifecycle practices
- Identify and develop process maps for key procurement processes and practices
- Review current enterprise and strategic contracting efforts
- Review current green purchasing programs
- Review current diversity, equity and inclusion (DEI) purchasing programs
- Review grant application, procurement and subaward practices
- Identify any strategic direction that affects procurement practices
- Identify, collect, and review additional key documents related to the procurement function
- Conduct interviews with Client identified key stakeholders to identify and document current state work stream practices. Representative key stakeholder interviews include:
  - Stakeholders involved in the procurement lifecycle for key procurement processes
  - Stakeholders involved in the procurement lifecycle requiring special processes and/or governance (i.e., facilities, fleet, IT, etc.)
  - Stakeholders with knowledge of special policy, process or programs related to the procurement lifecycle (i.e., Procurement Card, DEI, Sustainability, etc.)
  - Stakeholders with knowledge of contract management policy, process, and programs
  - Stakeholders with knowledge of systems supporting procurement lifecycle processes
- Conduct focus group interviews with Client identified procurement and contract management stakeholders to identify and document current state workstream practices. Representative focus group interviews include stakeholders from:
  - Client Executive Leadership & Management
  - Finance & General Services Department Management
  - Purchasing Division Management
  - Departments and Divisions
- Utilize additional discovery techniques to identify and document current state workstream practices (as necessary)

#### **Phase 1 Deliverables**

1. Current State Benchmark Briefing

Document providing a detailed overview of research performed and the current state of procurement lifecycle practices. The document will be presented to the client project team prior to submittal.

## 2. Current State Procurement Process Maps

Process maps reflecting the current process steps for the following key processes:

- Micropurchases & Quotes
- Bid Development & Management
- RFP Development & Management
- Contract Development & Execution
- Exception/Exemption Procurements (e.g., Sole Source, Emergency, IT)

## **Phase 2: Gap Analysis and Needs Assessment**

The Gap Analysis and Needs Assessment phase will be composed of tasks necessary to leverage the Current State Benchmark Briefing to identify a target future state, assess gaps, identify relevant peer and industry best practices, identify transformation needs, and provide recommended actions necessary to address identified needs. Tasks include, but are not limited to:

- Identify and document a target future state maturity
- Compare the current state maturity to target future state maturity levels to identify gaps
- Compare and contrast the procurement function to peer entities with similar maturity levels
- Compare and contrast the procurement function to applicable leading practices for public procurement operations
- Compare and contrast the procurement function to applicable procurement organizational models and process frameworks
- Compare and contrast policy, rules, and guidance to leading practices for public procurement operations
- Compare and contrast technology utilization to leading practices for public procurement operations
- Compare and contrast sustainable procurement practices to leading practices for public procurement operations
- Compare and contrast DEI practices to leading practices for public procurement operations
- Compare and contrast grant procurement and subaward practices to leading practices for public procurement operations
- Compare and contrast the procurement function to applicable benchmarks for public procurement operations
- Develop recommendations for discrete actions or risk mitigation strategies that seek to address identified gaps

## **Phase 2 Deliverable**

Document providing County with a recommended target state and detailing identified gaps and recommended actions to be taken to attain the target state. The document will also provide an overview of peer and leading research performed.

### **Phase 3: Transformation Roadmap Development**

The Transformation Roadmap Development phase will be composed of tasks necessary to leverage work completed in the previous phases to develop a Transformation Roadmap that provides discrete projects and timelines for execution necessary for the Department to meet its future state and transformational goals. Tasks include, but are not limited to:

- Work with Project Executive Team to validate recommended actions in the Needs Assessment Briefing
- Develop a charter document for each project providing at minimum the following project attributes:
  - Project description
  - Implementation tasks
  - Recommended implementation timeframe
  - Estimated level of effort
  - Project benefits
  - Project dependencies
- Develop an implementation timeline that prioritizes and sequences recommendations to ensure success in transitioning the Department to the identified target state
- Provide policy guidance identifying short term options implementable through existing policy, and long-term options that may require policy change
- Identify dependencies that may affect the ability to implement project set
- Identify expected operational efficiencies and improvements of service capacity likely to result from identified activities
- Identify recommended performance metrics for procurement practices

### **Phase 3 Deliverables**

1. Transformation Roadmap  
Document providing recommended projects, detailed project charters, and recommended timelines prioritizing and sequencing recommendations to ensure transformation success. The document will be presented to the project executive team prior to submittal.
2. Future State Process Maps  
Process maps providing a recommended future state process for the following key processes:
  - Micropurchases/Quotes
  - Bid Development & Management
  - RFP Development & Management
  - Contract Development & Execution
  - Exception/Exemption Procurements (e.g., Sole Source, Emergency, IT)

### **Phase 4: Implementation of Proposed and Accepted Recommendations**

In the implementation phase, Consultant will work with County to review and validate the project set detailed in the final Transformation Roadmap deliverable and provide a detailed scope of work for implementation of proposed and accepted projects that County would like Consultant to execute in this phase of work.

Consultant will provide detailed scope, recommended implementation timeline and cost for additional accepted projects in the Transformation Roadmap as directed by the County, upon completion of Phase 3. Detail is provided below for the Procurement Handbook.

## **Procurement Handbook Development**

### **Task 1: Handbook Planning**

Utilizing work completed to date, Civic Initiatives will review peer models and leverage its knowledge of procurement best practices to create a Handbook Table of Contents and a Content Topic Area (CTA) Development Plan to use in drafting a Procurement Handbook for the County, as part of Task 2. The Procurement Handbook will clearly define roles and responsibilities for all phases of the procurement life cycle (plan, procure, and manage), and provide process flow charts to assist buyers in all process steps required to complete a procurement. Key tasks include:

- Develop a recommended form, format, and organizational model for the Procurement Handbook
- Prepare a plan and timeline for development of content for the Handbook
- Identify and document a template detailing the form and format for document content
- Work with procurement and technical stakeholders to identify an approach and style for presentation of the Handbook content in an online portal.

**Deliverable:** Procurement handbook table of contents and CTA development plan  
Document providing a recommended, form, format and organizational model for the Handbook. Also provides a plan and timeline for development of content for the Handbook.

### **Task 2: Handbook Content Development**

Civic Initiatives will work with key stakeholders to perform discovery and develop content for the Handbook based on the Table of Contents and CTA Development Plan from Task 1. Draft content areas will be developed and submitted to the County for review in accordance with the agreed upon CTA Development Plan. Along with the final version, Civic Initiatives will provide a list of recommended Job Aides necessary to support the efficient and effective execution of processes identified in the Handbook.

In addition, as part of content development, Civic Initiatives will work with the County to address and document outcomes from related Transformation Roadmap projects necessary to ensure a comprehensive Handbook and support overall change management, procurement automation efforts, and ongoing communications.

## **Deliverables**

1. CTA Draft Content: draft content for each CTA, as completed, for review and feedback from the County.
2. CTA Final Content: final content for each CTA, incorporating received feedback from the County, for review and acceptance from the County.
3. Job Aides Resource Library: upon submission of the final version of each CTA, a list of recommended tools and templates related to that section will be provided. Upon completion of the Handbook a compiled list of all identified tools and templates will be provided with recommended actions and priority.

## II. SPEND AND REPORTING ANALYSIS

### Phase 1: Assess current state of data integrity

Consultant will perform the following tasks to provide an accurate assessment of the current state of data integrity for the County:

- Identify and interview key stakeholders
- Verify data sources
- Perform preliminary data integrity check
- Collect, map and import data into Consultant's spend analytics tool

### Deliverable: Data Integrity Brief

Document providing a consolidated overview and key findings from assessing the integrity of County's current data

### Phase 2: Spend analysis

Consultant will work with County to assess current spend patterns with a rigorous and tested methodology. Consultant will perform the following tasks:

- Review direct and in-direct classification based upon spend that is touched and impacted by procurement. In-direct spend is things such as employee salaries, benefits, and interest payments unlikely to be affected by procurement. The spend analysis will focus on direct spend.
- Review spend category taxonomy and supplement with peer examples as appropriate.
- Perform data relation that associates common data elements from various spend reports to create a single master database.
- Perform data standardization, which cleans essential data to ensure all references to a single element are consistent in their spelling and use. Data standardization typically focuses on vendor names but may be needed for additional data elements depending on the quality of the input data.
- Perform data categorization, which associates line items of spend with one of the spend taxonomy sub-categories through algorithms developed by Civic Initiatives. To overcome most data limitations, Civic Initiatives utilizes a four-point categorization methodology that associates spend by: (1) commodity code; (2) contract number; (3) account code; and (4) vendor name. The process ensures at least 80% of direct spend is categorized with enough granularity to act upon.
- Data will be further enriched in conjunction with Client elements captured in current reporting systems, including where possible:
  - Zip code information to identify local vendors
  - Small Business self-certification as may be available
  - Other impact factors as mutually agreed

### Deliverable: Spend Analytics Report

Document providing intelligent and actionable data to make informed purchasing decisions into the future. Data to include trends, outliers, and macro to micro views. At a minimum, the report will include:

- Spend by spend category



- Spend by business unit
- Spend by vendor
- Spend by contract/channel
- Spend within preference factors where sufficient data exists (e.g., small/local/minority-owned business, eco-spend)
- Spend by transaction type
- Supply base fragmentation
- Transaction volumes
- Average transaction value

Deliverable will be provided in Excel format.

### **Phase 3: Prioritized Sourcing Plan**

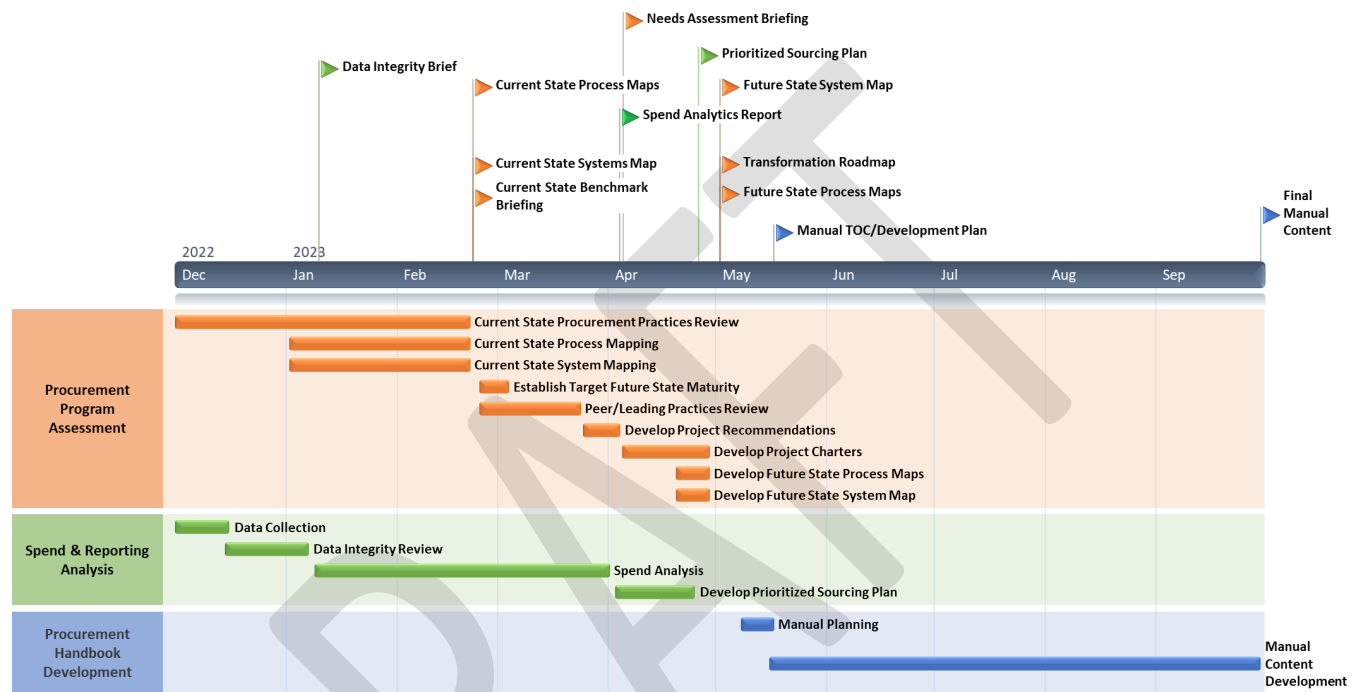
Prioritized sourcing plans use quantifiable spend data to (1) identify the most strategic spend categories; and (2) prioritize spend categories based upon their impact and complexity. The Prioritized Sourcing Plan is usually designed as waves of projects to be completed over a given set of time. The client will be able to use the plan as a roadmap to direct internal and external resources into the foreseeable future. Consultant perform the following tasks in developing a Prioritized Sourcing Plan:

- Identify target opportunities that are most likely to produce impactful results from category management practices. Goods and services best suited for strategic sourcing typically have the following traits: (1) large dollar value; (2) highly commoditized; (3) used by large number of customers; and, (5) high vendor fragmentation. Civic Initiatives will utilize both the quantitative data from the spend analysis and their own internal procurement expertise to identify these opportunities.
- Measure each targeted opportunity's potential impact on the strategic mission of the project. To measure the impact, Civic Initiatives uses a quantitative score developed from six criteria, each with their own assigned weights. The measures include:
  - Spend – measures the relative size of spend for each category. Categories with more aggregate spend receive higher scores.
  - Commoditization – measures how commoditized items are in each spend category determined by average transaction values. Items with high commoditization receive higher scores.
  - Fragmentation – measures the number of competitive suppliers in each spend category. Categories with a high number of paid suppliers receive higher scores.
  - Commonality – measures the number of end-user customers in each spend category. Categories with a high number of customers receive higher scores.
  - Category Urgency – measures how closely the category matches the strategic objectives of the University, including preference factors.
- Prioritize targeted opportunities into four distinct waves. Spend categories are placed within a four-quadrant matrix based upon (1) their impact score; and (2) complexity. Spend categories with high impact, and low complexity are prioritized first in Wave 1.

### **Deliverable: Prioritized Sourcing Plan**

An actionable roadmap for conducting spend management practices over a number of targeted opportunities, most likely to produce significant savings and efficiencies.

## Estimated timeline for Procurement Assessment and Spend & Reporting Analysis



## Exhibit “B” Payment

Consultant will utilize a hybrid approach with some activities conducted in-person and some conducted virtually. The allocation of on-site days will be determined at project kick-off and may be adjusted throughout the course of the project.

Total project costs not to exceed \$250,000.

<b>Procurement Assessment</b>	<b>Onsite Hours</b>	<b>Offsite Hours</b>	<b>Cost</b>
Phase 1	112	174	\$52,197.06
Phase 2	16	170	\$32,408.90
Phase 3	16	54	\$12,932.26
Phase 4	0	536	\$78,531.16
<b>Total</b>	<b>144</b>	<b>934</b>	<b>\$176,069.38</b>

<b>Spend and Reporting Analysis</b>	<b>Onsite Hours</b>	<b>Offsite Hours</b>	<b>Cost</b>
Phase 1	0	120	\$18,727.60
Phase 2	0	264	\$36,456.48
Phase 3	0	60	\$9,114.12
<b>Total</b>	<b>0</b>	<b>444</b>	<b>\$64,298.20</b>

### Travel Costs

**\$0**

Travel costs are included in the onsite rates for each phase and no additional and separate costs are anticipated.

### Contingency (as needed and if requested by County)

**\$9,600.00**

- Additional analysis not in current scope
- Additional onsite hours

## **Exhibit “C” Insurance Requirements**

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*. Any requirement for insurance to be maintained after completion of the work shall survive this Agreement.

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.

### **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.

### **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 \$25,000 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. **Civic Initiatives LLC** 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 ISO form CG 00 01, or equivalent).
- g. The policy shall cover inter-insured suits between the additional insureds 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.

#### **Automobile Liability Insurance**

- a. Minimum Limit: \$1,000,000 combined single limit per accident. The required limits may be provided by a combination of Automobile Liability Insurance and Commercial Excess or Commercial Umbrella Liability Insurance.
- b. Insurance shall cover all owned autos. If Consultant currently owns no autos, Consultant agrees to obtain such insurance should any autos be acquired during the term of this Agreement or any extensions of the term.
- c. Insurance shall cover hired and non-owned autos.
- d. Required Evidence of Insurance: Certificate of Insurance.

#### **Professional Liability/Errors and Omissions Insurance**

- a. Minimum Limits: \$1,000,000 per claim or per occurrence; \$1,000,000 annual aggregate.
- b. Any deductible or self-insured retention shall be shown on the Certificate of Insurance. If the deductible or self-insured retention exceeds \$25,000 it must be approved in advance by County.
- c. If Consultant’s services include: (1) programming, customization, or maintenance of software; or (2) access to individuals’ private, personally identifiable information, the insurance shall cover:
  - a. Breach of privacy; breach of data; programming errors, failure of work to meet contracted standards, and unauthorized access; and
  - b. Claims against Consultant arising from the negligence of Consultant, Consultant’s employees and Consultant’s subcontractors.
- d. If the insurance is on a Claims-Made basis, the retroactive date shall be no later than the commencement of the work.
- e. Coverage applicable to the work performed under this Agreement shall be continued for two (2) years after completion of the work. Such continuation coverage may be provided by one of the following: (1) renewal of the existing policy; (2) an extended reporting period endorsement; or (3) replacement insurance with a retroactive date no later than the commencement of the work under this Agreement.
- f. Required Evidence of Insurance: Certificate of Insurance specifying the limits and the claims-made retroactive date.

#### **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.

### **Documentation**

- a. The Certificate of Insurance must include the following reference: **Procurement Assessment 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 and any additional periods if specified in Sections 1 – 4 above.
- c. The name and address for Additional Insured endorsements and Certificates of Insurance is: **County of Sonoma, c/o County Administrator's Office, 575 Administration Dr., Suite 104-A, Santa Rosa, CA 95403.**
- 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.

### **Policy Obligations**

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

### **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.