

**AGREEMENT BETWEEN THE COUNTY OF SAN MATEO AND HARDER+COMPANY
COMMUNITY RESEARCH**

This Agreement is entered into September 23, 2025, by and between the County of San Mateo, a political subdivision of the state of California, hereinafter called "County," and Harder+Company Community Research, hereinafter called "Contractor."

* * *

Whereas, pursuant to Section 31000 of the California Government Code, County may contract with independent contractors for the furnishing of such services to or for County or any Department thereof; and

Whereas, it is necessary and desirable that Contractor be retained for the purpose of Program Performance Evaluation Services.

Now, therefore, it is agreed by the parties to this Agreement as follows:

1. Exhibits and Attachments

The following exhibits and attachments are attached to this Agreement and incorporated into this Agreement by this reference:

Exhibit A—Services

Exhibit B—Payments and Rates

2. Services to be performed by Contractor

In consideration of the payments set forth in this Agreement and in Exhibit B, Contractor shall perform services for County in accordance with the terms, conditions, and specifications set forth in this Agreement and in Exhibit A.

3. Payments

In consideration of the services provided by Contractor in accordance with all terms, conditions, and specifications set forth in this Agreement and in Exhibit A, County shall make payment to Contractor based on the rates and in the manner specified in Exhibit B. County reserves the right to withhold payment if County determines that the quantity or quality of the work performed is unacceptable. In no event shall County's total fiscal obligation under this Agreement exceed \$400,000 unless the County exercises its option provided in Section 4 of this Agreement, in which case the County's total fiscal obligation under this Agreement shall not exceed \$600,000. In the event that the County makes any advance payments, Contractor agrees to refund any amounts in excess of the amount owed by the County at the time of contract termination or expiration. Contractor is not entitled to payment for work not performed as required by this agreement.

4. Term

Subject to compliance with all terms and conditions, the term of this Agreement shall be from September 23, 2025, through September 22, 2027. The County may, in its sole discretion,

exercise an option to extend the term for one additional year, from September 23, 2027, through September 22, 2028, under the same terms and conditions set forth in this Agreement. The County may exercise its option by providing written notice to Contractor at least 30 calendar days prior to the expiration of the initial term of the Agreement.

5. Termination

This Agreement may be terminated by Contractor or by the County Executive or his/her designee at any time without a requirement of good cause upon thirty (30) days' advance written notice to the other party. Subject to availability of funding, Contractor shall be entitled to receive payment for work/services provided prior to termination of the Agreement. Such payment shall be that prorated portion of the full payment determined by comparing the work/services actually completed to the work/services required by the Agreement.

County may terminate this Agreement or a portion of the services referenced in the Attachments and Exhibits based upon the unavailability of Federal, State, or County funds by providing written notice to Contractor as soon as is reasonably possible after County learns of said unavailability of outside funding.

County may terminate this Agreement for cause. In order to terminate for cause, County must first give Contractor notice of the alleged breach. Contractor shall have five business days after receipt of such notice to respond and a total of ten calendar days after receipt of such notice to cure the alleged breach. If Contractor fails to cure the breach within this period, County may immediately terminate this Agreement without further action. The option available in this paragraph is separate from the ability to terminate without cause with appropriate notice described above. In the event that County provides notice of an alleged breach pursuant to this section, County may, in extreme circumstances, immediately suspend performance of services and payment under this Agreement pending the resolution of the process described in this paragraph. County has sole discretion to determine what constitutes an extreme circumstance for purposes of this paragraph, and County shall use reasonable judgment in making that determination.

6. Contract Materials

At the end of this Agreement, or in the event of termination, all finished or unfinished documents, data, studies, maps, photographs, reports, and other written materials (collectively referred to as "contract materials") prepared by Contractor under this Agreement shall become the property of County and shall be promptly delivered to County. Upon termination, Contractor may make and retain a copy of such contract materials if permitted by law.

7. Relationship to Parties

Contractor agrees and understands that the work/services performed under this Agreement are performed as an independent contractor and not as an employee of County and that neither Contractor nor its employees acquire any of the rights, privileges, powers, or advantages of County employees.

8. Hold Harmless

a. General Hold Harmless

Contractor shall indemnify and save harmless County and its officers, agents, employees, and servants from all claims, suits, or actions of every name, kind, and description resulting from this Agreement, the performance of any work or services required of Contractor under this Agreement, or payments made pursuant to this Agreement brought for, or on account of, any of the following:

(A) injuries to or death of any person, including Contractor or its employees/officers/agents;

(B) damage to any property of any kind whatsoever and to whomsoever belonging;

(C) any sanctions, penalties, or claims of damages resulting from Contractor's failure to comply, if applicable, with the requirements set forth in the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and all Federal regulations promulgated thereunder, as amended; or

(D) any other loss or cost, including but not limited to that caused by the concurrent active or passive negligence of County and/or its officers, agents, employees, or servants. However, Contractor's duty to indemnify and save harmless under this Section shall not apply to injuries or damage for which County has been found in a court of competent jurisdiction to be solely liable by reason of its own negligence or willful misconduct.

The duty of Contractor to indemnify and save harmless as set forth by this Section shall include the duty to defend as set forth in Section 2778 of the California Civil Code.

9. Assignability and Subcontracting

Contractor shall not assign this Agreement or any portion of it to a third party or subcontract with a third party to provide services required by Contractor under this Agreement without the prior written consent of County. Any such assignment or subcontract without County's prior written consent shall give County the right to automatically and immediately terminate this Agreement without penalty or advance notice.

10. Insurance

10.1. General Requirements

Contractor shall not commence work or be required to commence work under this Agreement unless and until all insurance required under this Section has been obtained and such insurance has been approved by County's Risk Management, and Contractor shall use diligence to obtain such insurance and to obtain such approval. Contractor shall furnish County with certificates of insurance evidencing the required coverage, and there shall be a specific contractual liability endorsement extending Contractor's coverage to include the contractual liability assumed by Contractor pursuant to this Agreement. These certificates shall specify or be endorsed to provide that thirty (30) days' notice must be given, in writing, to County of any pending change in the limits of liability or of any cancellation or modification of the policy.

10.2. Workers' Compensation and Employer's Liability Insurance

Contractor shall have in effect during the entire term of this Agreement workers' compensation and employer's liability insurance providing full statutory coverage. In signing this Agreement,

Contractor certifies, as required by Section 1861 of the California Labor Code, that (a) it is aware of the provisions of Section 3700 of the California Labor Code, which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of the Labor Code, and (b) it will comply with such provisions before commencing the performance of work under this Agreement.

10.3. Liability Insurance

Contractor shall take out and maintain during the term of this Agreement such bodily injury liability and property damage liability insurance as shall protect Contractor and all of its employees/officers/agents while performing work covered by this Agreement from any and all claims for damages for bodily injury, including accidental death, as well as any and all claims for property damage which may arise from Contractor's operations under this Agreement, whether such operations be by Contractor, any subcontractor, anyone directly or indirectly employed by either of them, or an agent of either of them. Such insurance shall be combined single limit bodily injury and property damage for each occurrence and shall not be less than the amounts specified below:

- (a) Comprehensive General Liability..... \$1,000,000
- (b) Motor Vehicle Liability Insurance..... \$1,000,000
- (c) Professional Liability..... \$1,000,000

County and its officers, agents, employees, and servants shall be named as additional insured on any such policies of insurance, which shall also contain a provision that (a) the insurance afforded thereby to County and its officers, agents, employees, and servants shall be primary insurance to the full limits of liability of the policy and (b) if the County or its officers, agents, employees, and servants have other insurance against the loss covered by such a policy, such other insurance shall be excess insurance only.

In the event of the breach of any provision of this Section, or in the event any notice is received which indicates any required insurance coverage will be diminished or canceled, County, at its option, may, notwithstanding any other provision of this Agreement to the contrary, immediately declare a material breach of this Agreement and suspend all further work and payment pursuant to this Agreement.

11. **Compliance With Laws**

All services to be performed by Contractor pursuant to this Agreement shall be performed in accordance with all applicable Federal, State, County, and municipal laws, ordinances, regulations, and executive orders, including but not limited to the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and the Federal Regulations promulgated thereunder, as amended (if applicable), the Business Associate requirements set forth in Attachment H (if attached), the Americans with Disabilities Act of 1990, as amended, and Section 504 of the Rehabilitation Act of 1973, which prohibits discrimination on the basis of disability in programs and activities receiving any Federal or County financial assistance, as well as any required economic or other sanctions imposed by the United States government or under state law in effect during the term of the Agreement. Such services shall also be performed in accordance with all applicable ordinances and regulations, including but not limited to appropriate licensure, certification regulations, provisions pertaining to confidentiality of records, and applicable quality

assurance regulations. In the event of a conflict between the terms of this Agreement and any applicable State, Federal, County, or municipal law, regulation, or executive order, the requirements of the applicable law, regulation, or executive order will take precedence over the requirements set forth in this Agreement.

Contractor will timely and accurately complete, sign, and submit all necessary documentation of compliance.

12. Levine Act Compliance

The Contractor certifies and warrants that Contractor has fully complied, and will remain in full compliance, with all applicable requirements of the Levine Act in connection with this Agreement, including making any required disclosures of campaign contributions to County Officers, which includes but may not be limited to elected County Officers. Elected County Officers include members of the San Mateo County Board of Supervisors, as well as the Assessor-County Clerk-Recorder, Controller, Coroner, District Attorney, Sheriff, and Tax Collector-Treasurer. Any campaign contribution required to be disclosed under the Levine Act in connection with this Agreement shall be disclosed on the disclosure form provided by the County of San Mateo Levine Act Disclosure Form, a copy of which is available from the County upon request.

13. Non-Discrimination and Other Requirements

13.1. General Non-discrimination

No person shall be denied any services provided pursuant to this Agreement (except as limited by the scope of services) on the grounds of race, color, national origin, ancestry, age, disability (physical or mental), sex, sexual orientation, gender identity, marital or domestic partner status, religion, political beliefs or affiliation, familial or parental status (including pregnancy), medical condition (cancer-related), military service, or genetic information.

13.2. Equal Employment Opportunity

Contractor shall ensure equal employment opportunity based on objective standards of recruitment, classification, selection, promotion, compensation, performance evaluation, and management relations for all employees under this Agreement. Contractor's equal employment policies shall be made available to County upon request.

13.3. Section 504 of the Rehabilitation Act of 1973

Contractor shall comply with Section 504 of the Rehabilitation Act of 1973, as amended, which provides that no otherwise qualified individual with a disability shall, solely by reason of a disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination in the performance of any services this Agreement. This Section applies only to contractors who are providing services to members of the public under this Agreement.

13.4. Compliance with County's Equal Benefits Ordinance

Contractor shall comply with all laws relating to the provision of benefits to its employees and their spouses or domestic partners, including, but not limited to, such laws prohibiting discrimination in the provision of such benefits on the basis that the spouse or domestic partner of the Contractor's employee is of the same or opposite sex as the employee.

13.5. Discrimination Against Individuals with Disabilities

The nondiscrimination requirements of 41 C.F.R. 60-741.5(a) are incorporated into this Agreement as if fully set forth here, and Contractor and any subcontractor shall abide by the requirements of 41 C.F.R. 60-741.5(a). This regulation prohibits discrimination against qualified individuals on the basis of disability and requires affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified individuals with disabilities.

13.6. History of Discrimination

Contractor certifies that no finding of discrimination has been issued in the past 365 days against Contractor by the Equal Employment Opportunity Commission, the California Department of Fair Employment and Housing, or any other investigative entity. If any finding(s) of discrimination have been issued against Contractor within the past 365 days by the Equal Employment Opportunity Commission, the California Department of Fair Employment and Housing, or other investigative entity, Contractor shall provide County with a written explanation of the outcome(s) or remedy for the discrimination prior to execution of this Agreement. Failure to comply with this Section shall constitute a material breach of this Agreement and subjects the Agreement to immediate termination at the sole option of the County.

13.7. Reporting; Violation of Non-discrimination Provisions

Contractor shall report to the County Executive Officer the filing in any court or with any administrative agency of any complaint or allegation of discrimination on any of the bases prohibited by this Section of the Agreement or the Section titled "Compliance with Laws". Such duty shall include reporting of the filing of any and all charges with the Equal Employment Opportunity Commission, the California Department of Fair Employment and Housing, or any other entity charged with the investigation or adjudication of allegations covered by this subsection within 30 days of such filing, provided that within such 30 days such entity has not notified Contractor that such charges are dismissed or otherwise unfounded. Such notification shall include a general description of the circumstances involved and a general description of the kind of discrimination alleged (for example, gender-, sexual orientation-, religion-, or race-based discrimination).

Violation of the non-discrimination provisions of this Agreement shall be considered a breach of this Agreement and subject the Contractor to penalties, to be determined by the County Executive Officer, including but not limited to the following:

- i. termination of this Agreement;
- ii. disqualification of the Contractor from being considered for or being awarded a County contract for a period of up to 3 years;
- iii. liquidated damages of \$2,500 per violation; and/or
- iv. imposition of other appropriate contractual and civil remedies and sanctions, as determined by the County Executive Officer.

To effectuate the provisions of this Section, the County Executive Officer shall have the authority to offset all or any portion of the amount described in this Section against amounts due to Contractor under this Agreement or any other agreement between Contractor and County.

13.8. Compliance with Living Wage Ordinance

As required by Chapter 2.88 of the San Mateo County Ordinance Code, Contractor certifies all contractor(s) and subcontractor(s) obligated under this contract shall fully comply with the provisions of the County of San Mateo Living Wage Ordinance, including, but not limited to, paying all Covered Employees the current Living Wage and providing notice to all Covered Employees and Subcontractors as required under the Ordinance.

14. Compliance with County Employee Jury Service Ordinance

Contractor shall comply with Chapter 2.85 of the County's Ordinance Code, which states that Contractor shall have and adhere to a written policy providing that its employees, to the extent they are full-time employees and live in San Mateo County, shall receive from the Contractor, on an annual basis, no fewer than five days of regular pay for jury service in San Mateo County, with jury pay being provided only for each day of actual jury service. The policy may provide that such employees deposit any fees received for such jury service with Contractor or that the Contractor may deduct from an employee's regular pay the fees received for jury service in San Mateo County. By signing this Agreement, Contractor certifies that it has and adheres to a policy consistent with Chapter 2.85. For purposes of this Section, if Contractor has no employees in San Mateo County, it is sufficient for Contractor to provide the following written statement to County: "For purposes of San Mateo County's jury service ordinance, Contractor certifies that it has no full-time employees who live in San Mateo County. To the extent that it hires any such employees during the term of its Agreement with San Mateo County, Contractor shall adopt a policy that complies with Chapter 2.85 of the County's Ordinance Code." The requirements of Chapter 2.85 do not apply unless this Agreement's total value listed in the Section titled "Payments", exceeds two-hundred thousand dollars (\$200,000); Contractor acknowledges that Chapter 2.85's requirements will apply if this Agreement is amended such that its total value exceeds that threshold amount.

15. Retention of Records; Right to Monitor and Audit

(a) Contractor shall maintain all required records relating to services provided under this Agreement for three (3) years after County makes final payment and all other pending matters are closed, and Contractor shall be subject to the examination and/or audit by County, a Federal grantor agency, and the State of California.

(b) Contractor shall comply with all program and fiscal reporting requirements set forth by applicable Federal, State, and local agencies and as required by County.

(c) Contractor agrees upon reasonable notice to provide to County, to any Federal or State department having monitoring or review authority, to County's authorized representative, and/or to any of their respective audit agencies access to and the right to examine all records and documents necessary to determine compliance with relevant Federal, State, and local statutes, rules, and regulations, to determine compliance with this Agreement, and to evaluate the quality, appropriateness, and timeliness of services performed.

16. Merger Clause; Amendments

This Agreement, including the Exhibits and Attachments attached to this Agreement and incorporated by reference, constitutes the sole Agreement of the parties to this Agreement and

correctly states the rights, duties, and obligations of each party as of this document's date. In the event that any term, condition, provision, requirement, or specification set forth in the body of this Agreement conflicts with or is inconsistent with any term, condition, provision, requirement, or specification in any Exhibit and/or Attachment to this Agreement, the provisions of the body of the Agreement shall prevail. Any prior agreement, promises, negotiations, or representations between the parties not expressly stated in this document are not binding. All subsequent modifications or amendments shall be in writing and signed by the parties.

17. Controlling Law; Venue

The validity of this Agreement and of its terms, the rights and duties of the parties under this Agreement, the interpretation of this Agreement, the performance of this Agreement, and any other dispute of any nature arising out of this Agreement shall be governed by the laws of the State of California without regard to its choice of law or conflict of law rules. Any dispute arising out of this Agreement shall be venued either in the San Mateo County Superior Court or in the United States District Court for the Northern District of California.

18. Notices

Any notice, request, demand, or other communication required or permitted under this Agreement shall be deemed to be properly given when both: (1) transmitted via email to the email address listed below; and (2) sent to the physical address listed below by either being deposited in the United States mail, postage prepaid, or deposited for overnight delivery, charges prepaid, with an established overnight courier that provides a tracking number showing confirmation of receipt.

In the case of County, to:

Name/Title: Andrew Loke/Management Analyst
Address: 500 County Center, 5th Floor, Redwood City, CA, 94063
Telephone: (650) 363-4123
Email: aloke@smcgov.org

In the case of Contractor, to:

Name/Title: Allison Wolpoff/Partner
Address: 501 Washington Street, Suite 708 San Diego, CA 92103
Telephone: (619) 398-1980
Email: awolpoff@harderco.com

19. Electronic Signature

Both County and Contractor wish to permit this Agreement and future documents relating to this Agreement to be digitally signed in accordance with California law and County's Electronic Signature Administrative Memo. Any party to this Agreement may revoke such agreement to permit electronic signatures at any time in relation to all future documents by providing notice pursuant to this Agreement.

20. Reimbursable Travel Expenses

To the extent that this Agreement authorizes reimbursements to Contractor for travel, lodging, and other related expenses as defined in this section, the Contractor must comply with all the terms of this section in order to be reimbursed for travel.

- A. Estimated travel expenses must be submitted to authorized County personnel for advanced written authorization before such expenses are incurred. Significant differences between estimated and actual travel expenses may be grounds for denial of full reimbursement of actual travel expenses.
- B. Itemized receipts (copies accepted) for all reimbursable travel expenses are required to be provided as supporting documentation with all invoices submitted to the County.
- C. Unless otherwise specified in this section, the County will reimburse Contractor for reimbursable travel expenses for days when services were provided to the County. Contractor must substantiate in writing to the County the actual services rendered and the specific dates. The County will reimburse for travel at 75% of the maximum reimbursement amount for the actual costs of meals and incidental expenses on the day preceding and/or the day following days when services were provided to the County, provided that such reimbursement is reasonable, in light of travel time and other relevant factors, and is approved in writing by authorized County personnel.
- D. Unless otherwise specified within the contract, reimbursable travel expenses shall not include Local Travel. "Local Travel" means travel entirely within a fifty-mile radius of the Contractor's office and travel entirely within a fifty-mile radius of San Mateo County. Any mileage reimbursements for a Contractor's use of a personal car for reimbursable travel shall be reimbursed based on the Federal mileage reimbursement rate.
- E. The maximum reimbursement amount for the actual lodging, meal and incidental expenses is limited to the then-current Continental United States ("CONUS") rate for the location of the work being done (i.e., Redwood City for work done in Redwood City, San Mateo for work done at San Mateo Medical Center) as set forth in the Code of Federal Regulations and as listed by the website of the U.S. General Services Administration (available online at <http://www.gsa.gov/portal/content/104877> or by searching www.gsa.gov for the term 'CONUS'). County policy limits the reimbursement of lodging in designated high cost of living metropolitan areas to a maximum of double the then-current CONUS rate; for work being done outside of a designated high cost of living metropolitan area, the maximum reimbursement amount for lodging is the then-current CONUS rate.
- F. The maximum reimbursement amount for the actual cost of airfare shall be limited to fares for Economy Class or below. Air travel fares will not be reimbursed for first class, business class, "economy-plus," or other such classes. Reimbursable car rental rates are restricted to the mid-level size range or below (i.e. standard size, intermediate, compact, or subcompact); costs for specialty, luxury, premium, SUV, or similar category vehicles are not reimbursable. Reimbursable ride-shares are restricted to standard or basic size vehicles (i.e., non-premium vehicles unless it results in a cost-saving to the County). Exceptions may be allowed under certain circumstances, such as unavailability of the foregoing options, with written approval from authorized County personnel. Other related travel expenses such as taxi fares, ride-shares, parking costs, train or subway costs, etc. shall be reimbursable on an actual-cost basis. Reimbursement of tips for taxi fare, or ride-share are limited to no more than 15% of the fare amount.

- G. Travel-related expenses are limited to: airfare, lodging, car rental, taxi/ride-share plus tips, tolls, incidentals (e.g. porters, baggage carriers or hotel staff), breakfast, lunch, dinner, mileage reimbursement based on Federal reimbursement rate. The County will not reimburse for alcohol.
- H. Reimbursement of tips are limited to no more than 15 percent. Non-reimbursement items (i.e., alcohol) shall be excluded when calculating the amount of the tip that is reimbursable.

SIGNATURE PAGE TO FOLLOW

In witness of and in agreement with this Agreement's terms, the parties, by their duly authorized representatives, affix their respective signatures:

For Contractor: Harder+Company Community Research

Allison Wolpoff
Contractor Signature

09/02/2025
Date

Allison Wolpoff
Contractor Name (please print)

For County:

Phil Callagy
Purchasing Agent Signature
(Department Head or
Authorized Designee)
County of San Mateo

September 23, 2025
Date

Michael P. Callagy
Purchasing Agent Name (please print)
(Department Head or **Authorized** Designee)
County of San Mateo

County Executive
Purchasing Agent or **Authorized** Designee
Job Title (please print)
County of San Mateo

Exhibit A

In consideration of payments, rates and fees set forth in Exhibit B, Contractor shall provide the following services:

The County programs funded by Measure K vary in scope and in service categories. In order to ensure the effective use of Measure K funds, Contractor shall conduct performance evaluations of County programs. The primary priority area for this project is Children, Family and Seniors, but Contractor's scope of work may include other areas funded by Measure K, such as Housing and Homelessness or Emergency Preparedness. These evaluations should provide an opportunity for an independent, objective and comprehensive review of the economy, efficiency and effectiveness of the program being evaluated.

A successful performance evaluation shall consider a program's effectiveness, efficiency and economy of operation in the context of the Measure K objectives and will make recommendations for improvements. The evaluation results are reported to County, along with any recommendations for improvements.

1. Performance Evaluation Development

Contractor will provide comprehensive performance evaluation services that meet the following specifications dependent on the subject matter of the programs selected for evaluation:

A. Evaluation Framework:

- Identify key performance indicators (KPIs) to measure effectiveness and impacts of the funded programs.
- Identify program specific and relevant standards (best practices, benchmarks, etc.) and requirements as the basis for evaluation.
- Identify statutory and regulatory requirements relevant to the program subject matter.
- Develop a clear evaluation framework that includes logic models, outcome, and process evaluation components based on identified metrics outlined above.
- Ensure the framework aligns with the methods and criteria established by the County of San Mateo and by Measure K.
- Evaluate the cost-effectiveness of funded programs with relevant metrics. Cost-effectiveness combines quantitative cost-efficiency analysis and qualitative program impact analysis. Review and analyze program costs in comparison to the community impact of services provided, and other relevant standards.

B. Data Collection:

- Utilize a mixed-method approach including quantitative and qualitative research techniques.
- Utilize existing datasets and documents provided by the County.
- Collect, review and audit historical documentation to provide supporting datasets.
- Implement program monitoring activities to gather performance metrics beyond a baseline dataset.
- Conduct surveys, focus groups, and interviews with program participants, staff, and stakeholders as necessary.

C. Data Analysis:

- Apply appropriate statistical methods to analyze quantitative data.
- Disaggregate data as necessary to highlight specific subpopulations impacted by the programs.
- Analysis should align with the goals set forth by Measure K funding.

D. Reporting:

- Provide comprehensive evaluation reports detailing findings, methodologies, and recommendations.

- Reporting should be detailed yet easily digestible for review for different stakeholders, including County Executive's Office, County Board of Supervisors, program staff, and the general public.
- An ideal report provides the efficacy/success rate of Measure K funding for the program and its intended goal of providing quality of life services for the County of San Mateo.

2. Project Management and Administration

Contractor will identify and provide resources to provide a successful evaluation.

A. Project Management:

- Assign a project manager with experience in program evaluation to oversee the evaluation process.
- An ideal project manager should be able to adapt to or enlist those who have experience in the variety of programs and their unique subject matters.
- Provide clear and transparent regular communication of the evaluation progress.
- Engage and manage communication with County staff, program managers, etc. to ensure evaluation metrics can be effectively collected.

B. Timeline Management:

- Develop a detailed project timeline outlining milestones, deadlines, and deliverables.
- Ensure adherence to timelines to facilitate timely completion of evaluation services.
- Identify and clearly communicate challenges to the evaluation process and adjust delivery expectations accordingly.

3. Delivery Requirements

Deliverables and timelines for evaluation services are as follows:

A. Initial Planning Documents:

- Engage in initial discussions with staff in the County Executive's Office and other relevant County departments as appropriate to design and begin the program performance evaluation process.
- County will identify Measure K funded programs for evaluation and provide Contractor any relevant existing datasets and documentation.
- Contractor will provide an initial written report within 30 days of program identification that includes the finalized evaluation framework and methodology, including an estimated budget and schedule to complete the assigned program evaluation, for County's approval. County will provide written approval of Contractor's evaluation framework and methodology and estimated budget and schedule.
- Include a detailed plan for data collection activities and timeline confirming stakeholder involvement.

B. Data Collection/Monitoring:

- Collect and review existing historical data provided by the County and program staff.
- Engage in baseline data collection from program staff and recipients.
- Collection activities may include but are not limited to interviews of both program staff and program recipients, on-site program monitoring, records review and auditing, etc.
- Determine and communicate adequate timeframes to complete a robust data collection.

C. Progress Reports:

- Provide bi-weekly progress reports outlining activities conducted, data collected, and any challenges faced.

- Share preliminary findings where appropriate to facilitate stakeholder discussion, including an interim report at approximately 50 percent work completion. Contractor shall communicate such preliminary findings to stakeholder groups in presentation format at the County's discretion.

D. Final Evaluation Reports:

- Deliver a comprehensive final evaluation report no later than 60 days after the completion of the evaluation activities.
- Include an executive summary, full report with findings, and recommendations in a format suitable for dissemination.
- Include visualizations (e.g., graphs and charts) of key findings in the final evaluation report and executive summary.

Exhibit B

In consideration of the services provided by Contractor described in Exhibit A and subject to the terms of the Agreement, County shall pay Contractor based on the following fee schedule and terms:

Contractor agrees to submit invoices monthly detailing the services provided under this Agreement and any expenses incurred, in accordance with hourly rates below. Contractor shall provide documentation substantiating its performance of services and any expenses incurred which documentation must include line-item accounting for expenses and evidence of work performed, or costs incurred, including, but not limited to, timesheets, copies of bills and receipts. Contractor shall include a certification that the costs were actually, reasonably and necessarily incurred under this Agreement and that the supporting documentation is true, correct and complete.

The County shall make payment within 30 days of the County's receipt and approval of Contractor's complete invoice and supporting documentation.

The hourly rate by staff position for services provided between September 23, 2025, and September 22, 2026 (Agreement Year 1) is indicated below.

Line Item	Line Item	Description	Unit of Measure	Unit Cost	Comments
1	1	Executive Staff	Hourly	\$0.00	
2	2	Project Manager	Hourly	\$185.00	Haley Mousseau, Senior Research Consultant
3	3	Subject Matter Experts	Hourly	\$0.00	
4	4	Community Engagement Staff	Hourly	\$0.00	
5	5	Administrative Staff	Hourly	\$0.00	
6	6	Other Relevant Staff (Please add job titles/descriptions in the comments column, otherwise please select "No Bid")	Hourly	\$195.00	Kristi Koumjian, Director
7	7	Other Relevant Staff (Please add job titles/descriptions in the comments column, otherwise please select "No Bid")	Hourly	\$185.00	Senior Research Consultant
8	8	Other Relevant Staff (Please add job titles/descriptions in the comments column, otherwise please select "No Bid")	Hourly	\$165.00	Research Consultant
9	9	Other Relevant Staff (Please add job titles/descriptions in the comments column, otherwise please select "No Bid")	Hourly	\$145.00	Research Associate
10	10	Other Relevant Staff (Please add job titles/descriptions in the comments column, otherwise please select "No Bid")	Hourly	\$110.00	Research Analyst
11	11	Other Relevant Staff (Please add job titles/descriptions in the comments column, otherwise please select "No Bid")	Hourly	\$165.00	Graphic Designer

Services provided between September 23, 2026, and September 22, 2027 (Agreement Year 2) may be billed at hourly rates up to 5 percent above the rates set forth in the table above. If the County exercises its option provided in Section 4 of this Agreement, the hourly rates applicable in Agreement Year 2 will continue in effect for the remainder of the Agreement term with no additional increase.

Reimbursable travel expenses require prior written authorization and are subject to the requirements set forth in Section 20 of the Agreement.

The total amount payable to the Contractor under this Agreement will not exceed \$400,000 unless the County exercises its option provided in Section 4 of this Agreement, in which case the County's total fiscal obligation under this Agreement shall not exceed \$600,000.

Remit invoices to:

County Executive's Office Accounting
500 County Center, 5th Floor
Redwood City, CA 94063
Email: CEO_AP_Inbox@smcgov.org

Contractor Fiscal Contact:

Megan Jennings
Controller
Email: mjennings@harderco.com