

## AGREEMENT BETWEEN THE COUNTY OF SAN MATEO AND RAIMI AND ASSOCIATES

This Agreement is entered into this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, by and between the County of San Mateo, a political subdivision of the state of California, hereinafter called "County," and Raimi and Associates, 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 to facilitate the Community Collaboration for Children's Success planning processes and conduct a place-based, trauma-informed community engagement process in four (4) locations within San Mateo County to identify interconnected strategies which improve opportunities for success, health and well-being of vulnerable children and families.

**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
- Attachment I—§ 504 Compliance
- Fingerprinting Certification
- Attachment IP – Intellectual Property

### **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 **THREE HUNDRED FIFTY-EIGHT THOUSAND NINE HUNDRED DOLLARS, (\$358,900)**. 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 March 1, 2018, through June 30, 2019.

#### **5. Termination**

This Agreement may be terminated by Contractor or by the Chief of Health System or his/her designee at any time without a requirement of good cause upon thirty (30) days' advance written notice to the other party. 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. Contractor does not warrant the quality or completeness of any unfinished documents provided under this Section and no attribution to Contractor for such unfinished documents is authorized

#### **7. Relationship of 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. Mutual 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 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.
- (D) any other loss or cost, including but not limited to that caused by the concurrent active or passive negligence of Contractor 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.

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

#### **b. Intellectual Property Indemnification**

Contractor hereby certifies that it owns, controls, and/or licenses and retains all right, title, and/or interest in and to any intellectual property it uses in relation to this Agreement, including the design, look, feel, features, source code, content, and/or other technology relating to any part of the services it provides under this Agreement and including all related patents, inventions, trademarks, and copyrights, all

applications therefor, and all trade names, service marks, know how, and trade secrets (collectively referred to as "IP Rights") except as otherwise noted by this Agreement.

Contractor warrants that the services it provides under this Agreement do not infringe, violate, trespass, or constitute the unauthorized use or misappropriation of any IP Rights of any third party. Contractor shall defend, indemnify, and hold harmless County from and against any claim by a third party brought against County and pay any final award or damages assessed against County (or agreed to be paid by Contractor in settlement) resulting from such action, insofar as that claim is attributable to any copyright, trade secret or United States registered trademark or patent actually known by Project Personnel to be infringed or misappropriated by a Deliverable, and which copyright, trade secret, trademark or patent was not known by or disclosed to County.. "Project Personnel" means any individual Contractor personnel spending more than forty (40) hours on the project. Contractor's duty to defend, indemnify, and hold harmless under this Section applies only provided that: (a) County notifies Contractor promptly in writing of any notice of any such third-party claim; (b) County cooperates with Contractor, at Contractor's expense, in all reasonable respects in connection with the investigation and defense of any such third-party claim; (c) Contractor retains sole control of the defense of any action on any such claim and all negotiations for its settlement or compromise (provided Contractor shall not have the right to settle any criminal action, suit, or proceeding without County's prior written consent, not to be unreasonably withheld, and provided further that any settlement permitted under this Section shall not impose any financial or other obligation on County, impair any right of County, or contain any stipulation, admission, or acknowledgement of wrongdoing on the part of County without County's prior written consent, not to be unreasonably withheld); and (d) should services under this Agreement become, or in Contractor's opinion be likely to become, the subject of such a claim, or in the event such a third party claim or threatened claim causes County's reasonable use of the services under this Agreement to be seriously endangered or disrupted, Contractor shall, at Contractor's option and expense, either: (i) procure for County the right to continue using the Deliverables without infringement or (ii) replace or modify the Deliverables so that they become non-infringing but remain functionally equivalent.

Notwithstanding anything in this Section to the contrary, Contractor will have no obligation or liability to County under this Section to the extent any otherwise covered claim is based upon: (a) any aspects of the Deliverables under this Agreement which have been modified by or for County (other than modification performed by, or at the direction of, Contractor) in such a way as to cause the alleged infringement at issue; and/or (b) any aspects of the Deliverables under this Agreement which have been used by County in a manner prohibited by this Agreement or in combination with other products or services.

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**

**a. 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.

**b. 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.

**c. 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, and regulations, 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. 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 or regulation, the requirements of the applicable law or regulation 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. Non-Discrimination and Other Requirements**

### **a. 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.

### **b. 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.

### **c. 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.

### **d. 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.

**e. 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.

**f. 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.

**g. Reporting; Violation of Non-discrimination Provisions**

Contractor shall report to the County Manager 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 Manager, 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 Manager.

To effectuate the provisions of this Section, the County Manager 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.

**h. 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.

**13. 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 if this Agreement's total value listed in the Section titled "Payments", is less than one-hundred thousand dollars (\$100,000), but Contractor acknowledges that Chapter 2.85's requirements will apply if this Agreement is amended such that its total value meets or exceeds that threshold amount.

**14. 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.

**15. 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.

## **16. 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.

## **17. 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 facsimile to the telephone number listed below or 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: Cassius Lockett, PhD  
Director of Public Health, Policy and Planning  
Address: 225 37<sup>th</sup> Avenue, 1<sup>st</sup> Floor, Room 178  
Telephone: 650-573-2104  
Facsimile: 650-573-2116  
Email: [clockett@smcgov.org](mailto:clockett@smcgov.org)

In the case of Contractor, to:

Name/Title: Matthew Raimi  
President and CEO of Raimi + Associates  
Address: 2000 Hearst Avenue  
Berkeley, CA 94709  
Telephone: 510-666-1010  
Facsimile: [insert]  
Email: [matt@raimiassociates.com](mailto:matt@raimiassociates.com)

## **18. 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.

## **19. Payment of Permits/Licenses**

Contractor bears responsibility to obtain any license, permit, or approval required from any agency for work/services to be performed under this Agreement at Contractor's own expense prior to commencement of said work/services. Failure to do so will result in forfeit of any right to compensation under this Agreement.

\* \* \*

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

For Contractor: **RAIMI + ASSOCIATES**



Contractor Signature

1-31-18

Date

Matthew Raimi, President and CEO  
Contractor Name (please print)

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COUNTY OF SAN MATEO

By:

President, Board of Supervisors, San Mateo County

Date:

ATTEST:

By:

Clerk of Said Board

## Exhibit A

In consideration of the payments set forth in Exhibit B, Amount and Method of Payment, Contractor shall provide the following services:

### **1. Description of Services to be Performed by Contractor**

Contractor will facilitate the Community Collaboration for Children's Success planning processes and conduct a place-based, trauma-informed community engagement process in four (4) locations within San Mateo County to identify interconnected strategies which improve opportunities for success, health and well-being of vulnerable children and families. Mat.

Planning activities will take place in two (2) stages: Stage I and Stage II. Each stage will encompass the planning process for two (2) communities.

**\*\*All tasks listed below will ensure a thoughtful trauma-informed approach for all activities\*\***

#### **A. Project Initiation and Management**

##### **Task A.1. Project coordination**

<b>Outcome(s):</b> Contractor will coordinate closely with Health Policy and Planning (HPP) staff to implement the project.	
a) Conduct ongoing communication with HPP staff by phone, email and in-person meetings for project coordination. HPP will provide regular input with an emphasis on deliverables, key milestones, strategy and approach. HPP and consultant will be in contact at minimum every two weeks by phone, email, or in-person meeting. Consultant will be responsive to County staff outreach.	Ongoing
b) With HPP, confirm planning sequence for each area/neighborhood and identify key documents and data to review in Task A.2.	March 2018
c) Create draft decision-making process document to share with stakeholders during the community process to ensure the process is transparent and community participants are clear about their roles. <i>Deliverable: draft decision-making process document</i>	March 2018
d) In consultation with HPP, establish steering committee invite list. <i>Deliverable: draft list of CCCS Steering Committee</i>	March 2018
e) Collaborate with evaluator throughout project, including identifying meaningful metrics, reviewing baseline data, selecting key meetings for evaluation points and reviewing evaluation methods. Support implementation of evaluation data collection methods within existing planning efforts. Hold up to two meetings early in the process with the evaluator to	Ongoing

<p>establish a data collection and feedback plan and establish a mutually agreed-upon schedule for feedback. Consultant will be available to meet in person or by phone with the evaluator if needed up to 20 minutes per month once they are onboard. Consultant will be responsive to evaluator's outreach.</p>	
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Task A.2. Review existing data, conduct rapid policy scan and draft FAQ and resource list.

<p><b>Outcome(s):</b> Consultant will develop an understanding of the demographics of the areas to inform outreach techniques and begin initial thinking about the universe of possible policy, program, and systems interventions for the community plans. Stakeholders, especially community members, will have information about the project, as well as a list of available community and County resources that are supportive of children and family health and success.</p>	
a) Review relevant county-level and neighborhood/area level data	March-April 2018
b) Conduct rapid policy scan to identify national, state, and county-level policies that support or act as barriers to children and family success within San Mateo County. At the beginning of each of the two Planning Phases, conduct a rapid policy scan to identify neighborhood-specific policies (e.g., for city governments or school districts) that support or act as barriers to children and family success within each neighborhood.	<p>Scan of national, state, and county-policies: April 2018</p> <p>Scan of local policies for two (2) Phase I neighborhoods: April 2018</p> <p>Scan of local policies for two (2) Phase II neighborhoods: September 2018</p>
c) Develop FAQ document that poses anticipated questions and answers about the planning process. Consultant will update the FAQ throughout the process to ensure completeness and accuracy <i>Deliverable: FAQ document</i>	March-April 2018
d) Develop resource list reflecting resources for community members to meet immediate needs. Consultant will update the resource list throughout the process to ensure completeness and accuracy. <i>Deliverable: Resource list</i>	May 2018

### Task A.3: Engage with Countywide CCCS Steering Committee

<b>Outcome(s):</b> Regular feedback from Steering Committee on project implementation and community outreach. The Countywide CCCS Steering Committee will inform the project with the perspective of practitioners and experts in the field. It will provide guidance for the project as a whole and will consist of agency staff, relevant Boards and Commissions members, Countywide CBO representatives and more.	
a) Reach out to and recruit Steering Committee members.	March 2018
b) Regular ongoing communication and coordination with steering committee as needed including regular project updates to ensure SC can participate in community events if desired. Include CYSOC group in relevant SC activities.	Ongoing
c) Develop steering committee meeting schedule to include between four (4) and six (6) meetings. <i>Deliverable: Meeting schedule</i>	March 2018
d) Lead steering committee meetings to share information and products and gather input. Develop meeting agendas and share 4-7 days in advance of the meeting. Meeting topics will include but are not limited to: <ul style="list-style-type: none"> <li>a. Project overview and timeline,</li> <li>b. Decision making process, draft FAQ, resource list, website materials, project overview,</li> <li>c. Identify key organizations, leaders and champions for community leadership groups and champions</li> <li>d. Draft sampling plan for each community identifying target communities and groups to include in the planning process</li> <li>e. Draft definition of assets for asset mapping to be updated by Community Leadership Groups (CLGs) and champions in each area</li> <li>f. Once planning is underway, provide planning updates, revisit sampling plan priorities, reflect on how to incorporate learnings into subsequent processes, and review feedback on community engagement findings.</li> </ul> <i>Deliverable: Action minutes for all CCCS steering committee meetings (between four (4) and six (6) meetings)</i>	Between four (4) and six (6) meetings at key milestones

### Task A.4: Provide project updates to Board of Supervisors

<b>Outcome(s):</b> Update the Board of Supervisors on progress and key findings for the CCCS project.	
a) Create brief memo highlighting preliminary findings from the first two plans and lessons learned from the planning process to-date <i>Deliverable: 2018 Children's Success Highlight Memo</i>	October 2018

b) Develop second memo highlighting findings from remaining two community plans, and crosscutting themes related to needs, assets, and strategies from all four plans. <i>Deliverable: 2019 Children's Success Highlight Memo</i>	April/May 2019
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## B. Area and Neighborhood Planning

### Task B.1: Compile and map community assets

<b>Outcome(s):</b> Create asset maps highlighting community assets and strengths identified by community members	
a) Using best practices and asset definitions developed in collaboration with the Steering Committee and Community Leadership Groups, lead exercises to identify assets in each of the four (4) identified communities. Assets will be identified through a combination of the following methods: <ul style="list-style-type: none"> <li>a. participatory activities facilitated during a Steering Committee or CLG meeting,</li> <li>b. development of individualized data collection plans with each Champion,</li> <li>c. review of existing online resource guides (e.g., 2-1-1 Bay Area, SMC Connect), and</li> <li>d. selected data collection activities (e.g., Tell Us sessions, focus groups, stakeholder interviews).</li> </ul> Data will added to asset maps and feedback on the definition of "asset" will be incorporated throughout the planning process.	Stage I: March-Dec 2018  Stage II: Aug 2018-June 2019
b) Working with community members, establish draft geographic boundaries for planning communities.	Stage I: June 2018  Stage II: Nov 2018
c) Work with HPP staff to identify County funding streams relevant to children's success and the four neighborhoods engaged in this planning process. Present summary of County departmental financial resources embedded in planning communities. <i>Deliverable: Summary of County Funding Resources – some data may be in a map and shared with corresponding GIS data, other data may be presented in an Excel spreadsheet</i>	Stage I: Dec 2018  Stage II: May 2019
d) Create visually engaging asset maps for each of the four (4) communities at the conclusion of each planning process <i>Deliverable: Four (4) Community Asset Maps and GIS data</i>	Stage I: Dec 2018  Stage II: May 2019

## Task B.2: Establish and support Community Leadership Groups (CLGs)

<p><b>Outcome(s):</b> CLG members are trusted local leaders, CBO staff and local representatives in each of the four (4) communities. CLGs will include leaders for each area/neighborhood and will each meet up to five (5) times during the development of each area/neighborhood plan. The process will recognize the leadership of local CBOs to develop buy-in with the plan.</p> <p>Meetings will include light refreshments or meals as appropriate, childcare as needed, and language interpretation support in up to three (3) languages (including English and Spanish) as needed. Meetings will last from one (1) to four (4) hours.</p>	
a) Create draft list of potential CLG members and conduct outreach and follow-up to recruit members	<p>Stage I: Mar 2018</p> <p>Stage II: Jul-Aug 2019</p>
<p>b) Work with Steering Committee and HPP to finalize list of CLG members</p> <p><i>Deliverable: CLG membership list for each community</i></p>	<p>Stage I: April 2018</p> <p>Stage II: Sept 2018</p>
c) Conduct ongoing communication, outreach and coordination (in accessible and culturally appropriate formats and languages) with CLG members as needed	<p>Stage I: Mar 2018-June 2019</p> <p>Stage II: Jul 2018-June 2019</p>
<p>d) Plan and co-facilitate up to five (5) meetings with each CLG. Meeting topics will include:</p> <ol style="list-style-type: none"> <li>Initial meeting to review the purpose of the project, timeline, responsibilities of the group and estimated time commitment</li> <li>Joint kick off meeting with CLGs and Champions (see Task B.3. for details on Champions) to engage both groups in reviewing materials (e.g., timeline, decision making process, key steps in planning process, draft FAQ, and asset lists) as well as provide input into the sampling plan (drafted in Task A.3.e.d). This joint meeting will also gather feedback on the draft asset map for each area/neighborhood by having participants review assets identified in Task B.1. and add to them using a world café approach. The meeting will include an introduction to the community building art or music project.</li> <li>Depending on interest and needs, additional meetings will include developing the community-specific prioritization process, reviewing community engagement findings, prioritizing strategies and actions for the plan and/or a walking tour.</li> <li>Final joint meeting of the CLGs and Champions to review goals and prioritize strategies and outcomes for the plan.</li> </ol>	<p>Stage I: Mar 2018-June 2019</p> <p>Stage II: July 2018-Jun 2019</p>

<i>Deliverables: Meetings and meeting materials including agendas and handouts</i>	
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Task B.3: Establish and support area/neighborhood Champions and build their long-lasting leadership in the community both for the success of this project and to strengthen the community as a result of the process.

**Outcome(s):** Neighborhood Champions are community members who will conduct key outreach and data collection in each planning area to support the project. Key responsibilities for the Champions will include participating in between two (2) and five (5) meetings for their neighborhood's planning process (including the joint meeting outlined in Task B.2. and the capacity building training outlined in Task B.5.), and conducting and co-facilitating community outreach and data collection efforts with support from Raimi+Associates and ChangeLab Solutions project staff. Whenever possible, at least one member of each group of Champions will be willing and able to contribute their creative abilities in art or music to the planning process and will lead a community-engaged art project.

Champions will each receive between \$150 and \$1,000 depending on the neighborhood-specific community engagement plan, the number of champions in the neighborhood, and the level of engagement of the individual champion (e.g., they facilitate two (2) *Tell Us* sessions, they facilitate five (5) *Tell Us* sessions). The stipends/honorariums for champions will support their involvement in the community engagement data collection strategy.

Meetings will include light refreshments or meals as appropriate, childcare as needed, and language interpretation support in up to three (3) languages (including English and Spanish) as needed. Meetings will last from one (1) to four (4) hours.

<p>a) Work with CLG to finalize a list of 10-20 champions for each area based on criteria from HPP, the steering committee and CLGs.</p> <p><i>Deliverable: Final list of champions</i></p>	<p>Stage I: April 2018</p> <p>Stage II: August 2018</p>
<p>b) Connect thoughtfully with potential Champions during recruitment and onboard carefully to ensure strong understanding, buy-in and commitment to the project process and outcomes.</p>	<p>Stage I: April-June 2018</p> <p>Stage II: Aug-Oct 2018</p>
<p>c) Incorporate leadership development opportunities and/or trainings as part of each meeting of Champions to build community capacity within this group. Much of this support will occur with individual Champions based on their availability, strengths, and interests.</p>	<p>Stage I: May-Sept 2018</p> <p>Stage II: Sept 2018-Feb 2019</p>
<p>d) Work with Champions to identify a collective community-building art or music project with youth, children and adults that will develop over the life of the planning process and (if appropriate) be housed in a respected community institution in the neighborhood. Assist Champions in leading the</p>	<p>Stage I: March 2018-Nov 2018</p> <p>Stage II: Aug 2018-</p>

project, which will take place during each planning process and will culminate in a final product that captures the creativity and culture of each area. If an art or music project is not identified by the community as a project of interest, work with the Champions and CLG to consider alternate community-building projects or activities that highlight local culture, talents, skills and interests with approval from HPP staff.	April 2019
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#### Task B.4: Develop community engagement data collection tools and plans

<p><b>Outcome(s):</b> Confirm the data collection methods and tools that are most appropriate to engage key populations in culturally responsive/humble ways for each area/neighborhood. Each data collection tool will be designed so that participants can identify key community issues and assets, barriers to children's success (including but not limited to systems, community, structural challenges and limitations to accessing services and gaps in services) and opportunities for building on community strengths, including policy and system change opportunities, integration of information/services and aspirations. Champions will lead or co-facilitate these efforts whenever possible.</p>	
<p>a) Create a data collection plan for each community identifying data collection methods that engage and solicit input from youth and families with young children. To ensure data collection efforts in each neighborhood align with the neighborhood-specific sampling plan, demographic information will be collected in all data collection tools/methods.</p> <p>At least three (3) of the following methods will be used in each community:</p> <ol style="list-style-type: none"> <li><b>Community Survey:</b> A brief community survey (up to four (4) pages) could explore the themes outlined above.</li> </ol> <p>If this is one of the data collection methods chosen for the neighborhood, the survey will be offered both online and on paper, in English and Spanish. Depending on the neighborhood-specific sampling plan (which will identify critical perspectives, including neighborhood residents whose primary language is not English), the survey may be translated into up to two (2) additional languages (e.g. Tagalog and Mandarin in Daly City). Consultant will work with Champions to collect at least one-hundred (100) surveys per neighborhood.</p> <ol style="list-style-type: none"> <li><b>Tell Us Sessions:</b> Tell us Sessions are a community-friendly and participatory approach to gathering perspectives from a range of communities. A "Tell Us" session is intended to be engaging,</li> </ol>	<p>Stage I: May 2018</p> <p>Stage II: Oct 2018</p>

productive, and open, and can be co-facilitated and/or led by Champions (thereby allowing the conversation to occur in whatever language is most comfortable for the participants, and without requiring time for real-time interpretation). Up to six (6) questions are identified to explore area/neighborhood strengths, challenges, and opportunities, and each Tell Us session will last 30-60 minutes.

If this is one of the data collection methods chosen for the neighborhood, Consultant will develop a youth-focused Tell Us Session protocol as well as a protocol for parents/primary caregivers, incorporating input from the CLG for each neighborhood and the Countywide CCCS Steering Committee. Consultant will support Champions in conducting at least six (6) Tell Us Sessions per community. Chalk Talk Dream Walls may be used as a data collection tool during this data collection technique.

- c. **Focus Groups:** Focus groups are more structured and longer than Tell Us sessions and also last longer (60-90 minutes each). Participants sign up ahead of time and each receive a nominal incentive (e.g., a \$20 gift card) at the end of the focus group. Focus groups are recorded and transcribed, and thus collect exact quotes from community members (while Tell Us sessions report the summarized highlights of the conversation).

If this is one of the data collection methods chosen for the neighborhood, Consultant will develop up to three (3) protocols (e.g., a youth-focused protocol in English, a parent/caregiver-focused protocol in English, a parent/caregiver-focused protocol in Spanish). Consultant will coordinate and conduct between two (2) and four (4) focus groups in any neighborhood, co-facilitating with a Champion if feasible.

- d. **Chalk Talk Dream Wall:** Consultant will develop posters that are inviting and easy to understand with 2-4 questions (in appropriate languages) about strengths, challenges, opportunities and dreams for the area/neighborhood. They will be distributed throughout the area/neighborhoods in libraries, schools, local agencies, and other public spaces and will invite community members to write down their responses to simple question prompts on post-it notes. Consultant will conduct this activity with trauma-informed principles in mind.

<p>If this is one of the data collection methods chosen for the neighborhood, Consultant will work with CLGs and Champions to develop the questions and a list of up to twenty-five (25) locations per neighborhood where they will be posted. Consultant will coordinate printing of up to fifty (50) posters per neighborhood and distribution with the Champions. Consultant will also work with Champions to monitor and support engagement with the Chalk Talk Dream Wall, including putting up new posters once the original poster is filled with content.</p> <p>e. <b>Innovative Youth Planning Activity:</b> In consultation with HPP, consultant will develop and support Champions and CLGs in conducting alternate innovative planning activities as approved by HPP staff.</p> <p><i>Deliverables: Data collection plan for each community</i></p>	
<p>b) Collaborate with the Health System's Behavioral Health and Recovery Services staff to include staff with training in addressing trauma at key community meetings.</p>	Ongoing

Task B.5: Create community engagement toolkit and conduct capacity building trainings

<p><b>Outcome(s):</b> Community Champions will have tools and training they need to effectively gather data from youth and families using trauma-informed principles.</p>	
<p>a) Develop Community Engagement Toolkit that includes an overview of project information, data collection tools, key steps related to collecting the data, a tailored data collection plan for each Champion, the FAQ, and contact information for the project manager.</p> <p><i>Deliverable: Up to fifty (50) printed and PDF Community Engagement Toolkits for all four (4) neighborhoods. HPP can provide printing for additional toolkits as needed</i></p>	<p>Stage I: May-June 2018</p> <p>Stage II: Oct-Nov 2018</p>
<p>b) Conduct capacity building training for Champions in each of the four (4) communities. With HPP, explore the possibility of engaging a training entity with expertise in trauma-informed planning principles to provide guidance for consultant and Champions.</p> <p><i>Deliverable: Four (4) Capacity Building Trainings</i></p>	<p>Stage I: June 2018</p> <p>Stage II: Nov 2018</p>
<p>c) Provide technical assistance to Champions throughout the project to follow up on the training to ensure gaps in knowledge are filled and support is provided so all Champions (who may be at varying levels of capacity) can be successful.</p>	<p>Stage I: June-Sept 2018</p> <p>Stage II: Nov 2018-Feb 2019</p>
<p>d) Collaborate with BHRS to provide deep support for Champions around their own and their community's</p>	<p>Stage I: April-Nov</p>

experiences with trauma as well as their own health and wellbeing.	2018  Stage II: Oct 2018-May 2019
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Task B.6: Coordinate and conduct data collection efforts

<b>Outcome(s):</b> Champions will have a clear roadmap for collecting data that reflects the needs of the highest risk members of the community.	
<p>a) Finalize a neighborhood-specific sampling plan with the Steering Committee and each area's CLG and Champions. The sampling plan will identify priority vulnerable populations to reach during the community engagement efforts and estimated number of community members from key demographic groups whose perspectives will be included through data collection activities (e.g., for a community survey, the sampling plan might specify 50+ respondents whose primary language is Spanish, 30+ who are 18-25 years old, and 15+ who have been in jail/prison or on probation/parole/community supervision). The sampling plan will identify populations by age group, race/ethnicity, and primary language spoken, as well as youth and families using specific identified County services. Whenever possible, data collection opportunities will be co-located with existing community meetings or gatherings. Consultant and Champions will gather data from at least 150 youth and family members in each community. Because community members all have multiple roles and some may meet multiple priorities for the sampling plan, the sampling plan for each area will identify target numbers and total reached minimums.</p> <p>Data collection plans will be tailored for each Champion and will be updated in consultation with HPP as data collection takes place to ensure that the most at-risk community members are being included.</p> <p><i>Deliverable: Sampling plan for each Champion</i></p>	<p>Stage I: May-Sept 2018</p> <p>Stage II: Oct 2018-Feb 2019</p>
<p>b) Conduct between twelve (12) and sixteen (16) stakeholder Interviews. Stakeholder interviews are typically conducted with "grass tops" leaders who can provide broad perspective on issues as well as detailed information on specific policies, programs, practices, challenges, and opportunities. Interviews will explore community strengths, challenges, as well as policy and systems change opportunities for the County and specific areas/neighborhoods that are developing plans.</p>	<p>May 2018-Mar 2019</p>

## Task B.7: Analyze and summarize community engagement data

<b>Outcome(s):</b> Data gathered will be compiled and analyzed to disseminate to the community and to inform the plans. Champions will be key messengers for sharing data and will be included as leaders.	
a) After data collection is complete for each area, enter paper surveys into a database and prepare a data analysis plan that outlines descriptive analyses and frequencies. Develop code book and analyze open-ended qualitative data using a content analysis approach, then prepare a brief summary of findings from all data collection efforts for each of the four (4) areas. <i>Deliverable: Summary of findings by each area/neighborhood</i>	Stage I: Oct 2018 Stage II: Mar 2019
b) Share findings and solicit input with CLG at meeting #4	Stage I: Oct-Nov 2018 Stage II: Mar-April 2019

## Task B.8: Identify draft goals, strategies, and outcomes for each area/neighborhood

<b>Outcome(s):</b> Goals, strategies and outcomes are owned by the community who created the plan.	
a) For each of the four (4) areas, review the summary of data findings and community input, and identify draft trauma-informed and community-driven goals, strategies and outcomes that reflect community priorities. Priority issues and outcomes will be prioritized through a community prioritization process (developed in collaboration with the area's CLG and Champions), likely involving the direct input of CLG members, Champions, and other community members. The results of the prioritization process should resonate with community input provided throughout the process and should be owned by the community that created it. <i>Deliverables: Draft goals, strategies, and outcomes for each area/neighborhood.</i>	Stage I: Oct-Nov 2018 Stage II: Mar-April 2019
b) Share findings and solicit input with CLG at meeting #4	Stage I: Oct-Nov 2018 Stage II: Mar-April 2019

Task B.9: Review draft goals, and prioritize strategies and outcomes with each CLG

<b>Outcome(s):</b>	
<p>a) Prepare and facilitate a dynamic and participatory community meeting with each CLG (CLG meeting #5) and additional community members, including local Champions, presenting key findings from the data collection efforts based on prioritized issues and outcomes. Consultant will present relevant national and local literature to create a menu of best practices and evidence-based strategies to support the community engagement findings. Prepare an engaging way for the groups to review and discuss the draft goals, strategies and outcomes. Using criteria developed by the CLG and reviewed by the Steering Committee, ask the group to prioritize strategies that will achieve identified outcomes.</p> <p>Interventions will be tiered to reflect immediate, intermediate and longer-term strategies to ensure there are immediate and achievable 'wins' to keep communities engaged in the plans.</p> <p>Intervention priorities will be transparently resource-informed and realistic given the parameters of the existing resource commitments. Discussion about fundraising or additional resource opportunities may be appropriate.</p> <p><i>Deliverable: Prioritized strategies for inclusion in final plan</i></p>	<p>Stage I: Nov 2018</p> <p>Stage II: April 2019</p>

Task B.10: Finalize area/neighborhood implementation plans

<b>Outcome(s):</b> Each area's planning process will culminate in a final implementation plan that highlights the methods and outcomes of the planning process.	
<p>a) Based on feedback outlined in Tasks 8 and 9, finalize each area plan, and create a logic model. Each area/neighborhood plan will include a brief project overview, an explanation of methods used for community engagement, a brief summary of findings specific to the area/neighborhood (e.g., needs, assets, barriers, and opportunities), and corresponding goals, strategies, outcomes and indicators. Plans will include a logic model and map to visually depict the boundaries of each area/neighborhood along with key community strengths/assets.</p> <p><i>Deliverable: Four (4) final accessible and visually appealing area/neighborhood Implementation Plans including logic models and maps</i></p>	<p>Stage I: Dec 2018</p> <p>Stage II: May 2019</p>
<p>b) Hold final event in a central location highlighting outcomes from all four (4) community plans and art projects developed through the process. Invitees will include Champions and</p>	<p>June 2019</p>

<p>CLG members from each of the communities as well as key decision makers such as members of the Board of Supervisors, agency and CBO staff, etc. Cross-cutting findings (as described in Task B.11) will be shared and input solicited.</p> <p><i>Deliverable: Final event highlighting all four (4) plans</i></p>	
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Task B.11: Identify county-wide cross-cutting findings

<p><b>Outcome(s):</b> A final memo will identify key learnings and suggest a way forward for the CCCS effort.</p>	
<p>a) Prepare a memo that highlights key cross cutting findings from the process. The memo will highlight key learnings, opportunities and strategies, as well as any policy and systems change efforts that emerge across areas/neighborhoods. The memo will identify opportunities to replicate the planning process in other San Mateo County communities.</p> <p><i>Deliverable: Memo of Cross Cutting Findings</i></p>	<p>June 2019</p>

### **Exhibit B**

In consideration of the services provided by Contractor pursuant to Exhibit A, **Description of Services to be Performed by Contractor**, and subject to the terms of the Agreement, County shall pay Contractor based on the following schedule and terms:

#### **1. Amount and Method of Payment**

**A. Maximum Payment:** The total amount that the County shall be obligated to pay for services rendered in this agreement shall not exceed THREE HUNDRED AND FIFTY-EIGHT THOUSAND AND NINE HUNDRED DOLLARS (\$358,900) for two years. The county shall pay the contractor in accordance with the following program expenses described below.

#### **B. Budget: Two-year budget**

Timeframe	Total Amount
March 1, 2018-June 30, 2018	\$45,000
July 1, 2018-June 30, 2019	\$313,900
<b>Total</b>	<b>\$358,900</b>

#### **Total Itemized Budget**

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:

Item	Amount
<b>Staffing*</b>	
Raimi + Associates Staff	\$233,900
Senior Researcher and Project Director (Dorman) <ul style="list-style-type: none"><li>Responsible for oversight of all aspects of the CCCS project and subconsultant, and will co-facilitate CCCS Steering Committee and Community Leadership Group (CLG) meetings</li></ul>	\$216.30/hr; 0.11 FTE
Intermediate Planner/Researcher (Kruza, Guerra) <ul style="list-style-type: none"><li>Will manage project, coordinate logistics, support CLG members and Champions, and analyze and present data</li></ul>	\$144.20/hr; 0.40 FTE
ChangeLab Solutions Staff	\$64,000
Vice President (Owusu)	\$225.00/hr; 0.04 FTE

<ul style="list-style-type: none"> <li>Will act as a co-lead for project, including co-developing community engagement/data collection activities</li> </ul>	
Program Director (Libman) <ul style="list-style-type: none"> <li>Will provide expertise in trauma-informed planning and support development of community engagement/data collection activities</li> </ul>	\$175.00/hr; 0.02 FTE
Senior Staff (Hazarika Watts, Yuen) <ul style="list-style-type: none"> <li>Will support CLG members and Champions, and analyze and present data</li> </ul>	\$135.00/hr; 0.05 FTE
<i>Addendum:</i> Additional staff time costs for preparation and attendance for a final event presenting 4 area plans	Up to \$8,900
<b>SUBTOTAL OF PERSONNEL EXPENSES</b>	<b>\$297,900</b>
<b>Direct Expenses</b>	
Costs for <ol style="list-style-type: none"> <li>Direct community engagement incentives may include:               <ul style="list-style-type: none"> <li>Stipends/honoraria for Champions (\$150-\$1,000 for each Champion)</li> <li>Gift card incentives for focus group participants (\$20-\$50 per participant)</li> <li>Gift card incentive for survey respondents (\$5 per eligible respondent)</li> <li>Local artist commission (\$200-\$5,000)</li> <li>To-be-determined engagement incentives (e.g., a \$200-\$500 value raffle item for community-wide meeting attendees who complete surveys)</li> </ul> </li> </ol> <p><i>A minimum of \$35,000 will be spent on direct costs in this category unless preapproved by HPP staff</i></p> <ol style="list-style-type: none"> <li>Support to enable community members to participate in the planning process (as CLG members, Champions, focus group participants, or community-wide meeting attendees) may include:               <ul style="list-style-type: none"> <li>Live simultaneous language interpretation (approx. \$750 per event)</li> <li>Childcare (approx. \$200 per event)</li> <li>Transportation costs (SamTrans tokens or unlimited day passes)</li> <li>Dinner for a community-wide meeting/engagement event (approx. \$1,000 for 75-200 attendees)</li> <li>Light refreshments for Tell Us sessions (\$20-\$50 per session, 5-20 participants per session)</li> </ul> </li> <li>Materials and services that support the community engagement activities may include:</li> </ol>	<b>\$54,600</b>

<ul style="list-style-type: none"> <li>• Translation of written materials (surveys, FAQs, Tell Us session guide, etc.)</li> <li>• Printing costs for surveys (\$0.40 per 4-page survey)</li> <li>• Printing costs for Chalk Talk Dream Wall posters (\$9 per 3ft x 6ft black and white poster of \$54 per 3ft x 6ft laminated black and white poster)</li> <li>• Transcription costs for audio-recording of focus groups (\$60-\$120 per focus group conducted in English, \$150-\$300 per focus group conducted in a different language)</li> <li>• Costs for art project supplies, e.g. paint, equipment rental of microphones/speakers, audio-video recording (up to \$2,000 per neighborhood)</li> </ul> <p>4) To be determined costs spent directly in the community to encourage participation, create a sense of community ownership and build capacity for the CCCS project.</p> <p>Direct costs support community engagement in the planning process by enabling and incentivizing participation. Allocation of direct costs will be decided in close collaboration between consultant, HPP staff, CCCS steering committee and each neighborhood's Community Leadership Group (CLG) and Champions. The involvement of the CLG and Champions will ensure that community engagement activities and resources are responsive to each neighborhood's residents and unique context, while simultaneously building community capacity for and sense of community ownership of the CCCS plans and implementation projects.</p>	
<b>SUBTOTAL OF DIRECT EXPENSES</b>	<b>\$54,600</b>
<b>Indirect Expenses</b>	
Travel	\$ 1,920
Subconsultant Management (7% of ChangeLab Solutions labor)	\$4,480
<b>SUBTOTAL OF INDIRECT EXPENSES</b>	<b>\$6,400</b>
<b>TOTAL</b>	<b>\$ 358,900</b>

\*Rates are fully loaded. Rates include labor, fringe, overhead.  
All staffing changes must be approved in advance in writing by HPP.

**C. Method of Payment and Invoicing:**

- 1) All invoices shall include
  - A detailed list of the services provided,
  - Staff title or name and percentage of time expended by staff person(s) during the invoicing period
  - Summary of deliverables from the billing period
  - Any key purchases or expenditures made
- 2) Total amount billed per fiscal year must not exceed the amount outlined above per fiscal year.
- 3) Monthly invoices will be submitted on the last business day of the month following the month labor and material costs were incurred, with the exception of June 2018 and June 2019 which will be submitted June 15, 2018 and June 14, 2019 and will contain costs from the previous month, current month and estimated costs for the rest of the month.
- 4) If total costs are less than the amount listed in the invoice schedule, contractor will only invoice for the actual costs.
- 5) Invoices that do not adhere to the aforementioned description, timing and payment schedules must be pre-approved in writing by the County.
- 6) All invoices shall include the following language and a signature:

*Under the penalty of perjury under the laws of the State of California, I hereby certify that this invoice of services complies with all terms and conditions referenced in the Agreement with San Mateo County.*

Signature: \_\_\_\_\_, Date: \_\_\_\_\_

Title: \_\_\_\_\_, Agency: \_\_\_\_\_

- 7) County shall have the right to withhold payment for the disputed portion of rendered services if the County determines that the quality or quantity of work is unacceptable.