

**AGREEMENT BETWEEN THE COUNTY OF SAN MATEO AND STRATEGY OF THINGS LLC**

This Agreement is entered into this 29 day of June, 2021, by and between the County of San Mateo, a political subdivision of the state of California, hereinafter called "County," and Strategy of Things LLC, 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 providing planning and project management services on the Middlefield Smart Street Project.

**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 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 Six Hundred Fifty-Five Thousand Seven Hundred Fifty Dollars (\$655,750). 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 July 1, 2021, through June 30, 2023.

## **5. Termination**

This Agreement may be terminated by Contractor or by the Director of the Information Services Department (ISD) of the County of San Mateo or the director's 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 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. 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.

**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 all liabilities, costs, damages, losses, and expenses (including reasonable attorney fees) arising out of or related to any claim by a third party that the services provided under this Agreement infringe or violate any third-party's IP Rights provided any such right is enforceable in the United States. 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 services without infringement or (ii) replace or modify the services 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 services 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 services under this Agreement which have been used by County in a manner prohibited by this Agreement.

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 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.

**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: Michael Wentworth / Interim Director  
Address: 455 County Center, 3<sup>rd</sup> Floor, Redwood City, CA 94063  
Telephone: (650) 363-4710  
Facsimile: (650) 363-7800  
Email: mwentworth@smcgov.org

In the case of Contractor, to:

Name/Title: Renil Paramel / Co-founder and Senior Partner  
Address: 26250 Industrial Blvd., Suite 102 Hayward, CA 94545  
Telephone: (415) 846-9448  
Facsimile: n/a  
Email: renil@strategyofthings.io

**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.

**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](http://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.

## **21. Prevailing Wage**

When applicable, Contractor hereby agrees to pay not less than prevailing rates of wages and be responsible for compliance with all the provisions of the California Labor Code, Article 2- Wages, Chapter 1, Part 7, Division 2, Section 1770 et seq. A copy of the prevailing wage scale established by the Department of Industrial Relations is on file in the office of the Director of Public Works, and available at [www.dir.ca.gov/DLSR](http://www.dir.ca.gov/DLSR) or by phone at 415-703-4774. California

Labor Code Section 1776(a) requires each contractor and subcontractor keep accurate payroll records of trades workers on all public works projects and to submit copies of certified payroll records upon request.

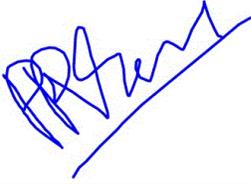
Additionally,

- No contractor or subcontractor may be listed on a bid proposal for a public works project (submitted after March 1, 2015) unless registered with the Department of Industrial Relations pursuant to Labor Code section 1725.5 [with limited exceptions from this requirement for bid purposes only under Labor Code section 1771.1(a)].
- No contractor or subcontractor may be awarded a contract for public work on a public works project (awarded on or after April 1, 2015) unless registered with the Department of Industrial Relations pursuant to Labor Code section 1725.5.
- This project is subject to compliance monitoring and enforcement by the Department of Industrial Relations

\* \* \*

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

For Contractor: Strategy of Things LLC



June 29, 2021

Renil Paramel

\_\_\_\_\_  
Contractor Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Contractor Name (please print)

**For County:**



\_\_\_\_\_  
June 29, 2021  
Date

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

\_\_\_\_\_  
Purchasing Agent Signature  
(Department Head or  
**Authorized** Designee)  
County of San Mateo

Resolution No. 078289(b)

\_\_\_\_\_  
County Manager/Clerk of the Board  
Purchasing Agent or **Authorized** Designee  
Job Title (please print)  
County of San Mateo

## Exhibit A

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

Contractor will provide planning and project management services on the Middlefield Smart Street Project per the following scope of work:

### Introduction

San Mateo County has identified a segment of Middlefield Road where it will focus on the base foundation, or “future-proofing” the corridor for new applications and technologies by integrating intelligent infrastructure to ensure the infrastructure buildout and connectivity of the corridor considers key technology initiatives that will optimize the “Middlefield Road Experience” in the following areas:

- Arrival
- Connecting and engaging its citizens
- Improving health and safety
- Spurring economic development, and
- Leveraging data to drive and influence policy.

### Middlefield Road Experience (Smart Solutions)

Contractor will provide resources to support the following list of solutions:

1. **Community Fiber Network:** The SMC Community Fiber Network will provide the backbone for wireless connectivity for people and things (Internet of Things – IoT).
2. **SMC Public WiFi:** The SMC Public WiFi network will provide an accessible connectivity option for those on Middlefield Road.
3. **Smart Parking/Curbside:** Smart Parking allows the public to see real-time information on the status of the parking on Middlefield Road and find available spots from their mobile devices or digital signage.
4. **Smart Kiosks:** Smart Kiosks provides those visiting Middlefield Road with real time information ranging from weather and AQ stats, bus arrivals, COVID-19 updates, localized promotions, important alerts, etc.
5. **Digital Signage:** Additional Digital Signage stations will augment the Smart Kiosks deployed on Middlefield Road. The digital signage will provide similar info as the kiosks, but are not interactive.
6. **Digital Bus stop Signage:** Digital Bus Stop provides those waiting for a bus with real-time departure information, instant alerts, public service announcements, and points of interest from a 13-inch solar powered screen.
7. **Smart Bench:** Smart and Solar Benches provides visitors of Middlefield Road with a place to sit and enjoy the new streetscape and charge their mobile devices.
8. **Smart Trash:** Smart and Solar Powered Trash Cans indicate the level of garbage currently in the can from a smart dashboard used to optimize collection times and preventing overflows.
9. **Smart Streetlight Controller:** Smart Streetlights can be controlled on demand to adjust brightness and are able to indicate when there is a need for service or replacement.
10. **Air Quality Monitors:** Air Quality Sensors provide localized Air Quality (AQ) readings to an online dashboard accessible to the public.
11. **Pedestrian Analytics:** Pedestrian Analytics uses SMC Public WiFi access points to determine non-identifying pedestrian traffic patterns in the area.

12. **Traffic Monitoring:** Traffic Monitoring scans the traffic patterns of pedestrians, bicycles, and vehicles and creates a digital dashboard of traffic activity and patterns.
13. **Smart Dashboard:** The Middlefield Smart Corridor Dashboard collects all the data from smart systems of the corridor: Air Quality, Public WiFi usage, Parking, Mobility, Smart Trash Disposal, Connected Streetlights and allows for a holistic approach to understanding the street.

**Smart Solutions Activities**

Contractor will provide one or more of the listed activities for each of the smart corridor solutions. Expected activities are listed by year to align with construction schedule.

**Year 1 Planned Activities**

<p>1. Construction and Design Planning Support – Integration and support of Solutions</p>	<p>This set of activities focuses on the integration of the solutions into the construction aspects of the project, from design to construction/implementation. It is specific to the solutions that the County’s design and integration vendor (AECOM) is not involved with. Key activities include incorporating the solutions and smart corridor design and requirements into the overall Middlefield design and schedule; assessing and responding to the impact of any current and future changes in the street design that may affect the solutions implementation, installation and deployment; updating and aligning solutions to overall construction schedule; providing day to day and on-site technical support of construction related issues that affect the solutions (and visa versa) during the construction phase; coordination with Middlefield project management team on any technical, installation and deployment needs</p>
<p>2. Procurement Support – Technical requirements and support County’s Request for Proposals (RFP) development</p>	<p>Provide solution and technical guidance, analysis and oversight in support of procurement activities</p> <ul style="list-style-type: none"> <li>• Solutions design, technical and operational requirements research, definition, analysis, documentation, verification</li> <li>• Assist County staff to create solutions definitions, technical, project, schedule, SOW requirements; analyze and create evaluation scoring criteria</li> <li>• Support strategy for outreach to smart solution vendors for RFP participation through various channels</li> <li>• Assist County staff to support release of RFP to solution vendors</li> <li>• Monitor areas that may need additional vendor participation to encourage high quality RFP responses</li> <li>• Support County staff with RFP Q&amp;A and other milestones to support RFP release and acceptance process.</li> </ul>

<p>3. Procurement Support – Provide data for County's technical evaluation of proposals</p>	<p>Provide solution and technical analysis of data in proposed solutions. Key activities include:</p> <ul style="list-style-type: none"> <li>• Review vendor technical responses and assess approach and feasibility;</li> <li>• Develop questions for vendors and support County staff to evaluate question responses;</li> <li>• Provide data to County staff to support them to score solutions against technical and risk requirements;</li> <li>• Assist County staff with data to perform technical evaluations of each proposed solution and document</li> </ul>
<p>4. Procurement Support - Technical guidance post-vendor selection</p>	<p>Provide the “technical” expertise and oversight support to County staff to make sure that what the selected solution and technology vendor is asking for (and what the County may be asking for) is feasible, realistic, and has minimal downstream impact on cost, schedule, quality, solution performance, regulatory, cybersecurity, and others. Activities include research, assess and provide guidance and oversight on technical, project, SOW related issues; Conduct analyses on potential impacts of proposed changes to project, outcomes, schedule, risk, etc; Conduct risk analysis of changes and provide recommendations to offset risk; Provide recommendations for technical responses</p>

**Year 2 Planned Activities**

<p>5. Solutions Implementation Planning Support</p>	<p>Develop solution installation requirements (vendor and Middlefield); Provide guidance to vendors, County, and construction teams; answer questions; real time support during construction, installation, configuration of the equipment; Support and analyze impact of change orders to As-Designed documents; prepare and support As-Builts documentation</p>
<p>6. Solutions Testing and Deployment Preparations</p>	<p>Develop test and acceptance requirements; Review vendor test plans; Develop test schedules; review test results; support retesting reviews; provide support to county in test results acceptance</p>
<p>7. Solution Corridor Deployment and Integration Support</p>	<p>Develop integrated corridor level test and acceptance requirements; Support multi-use solution "corridor" level testing; Support vendor and County functional and technical testing as needed; Conduct acceptance and handoff reviews; Coordinate county support and resources for testing; Identify county policies, processes and systems solutions may need to be integrated to</p>
<p>8. Training Support and Delivery</p>	<p>Plan and develop solution training requirements; Develop solution and technology training and onboarding processes and content (including roles, responsibilities) for different audiences (County departments, management, and community); coordinate training and resources; deliver training and onboarding</p>

<p>9. Operations Planning and Support (“Day 1” and “Day 2”)</p>	<p>Provide solutions and technology go-live (Day 1) and post launch (Day 2) operations support in a live environment. Key activities include launch day and post launch planning; technical and engineering support of solutions during operations; solution configuration updates and retesting; solution performance optimization and stabilization; policies and processes updates, optimization and stabilization; monitoring data and conducting analytics of data collected; review systems and solutions performance; updating communications, onboarding and training content based on new changes; prepare transition and handoff of solutions and systems to responsible County departments</p> <p>Interface with solution and technology vendors, County departments, and community members to address issues, optimize operations and processes, disseminate communications and training.</p>
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**Project and Communication Management Activities**

In addition to solution specific activities, Contractor will provide project management, communication management and other supporting activities both in Year 1 and Year 2.

<p>1. Project Management Support (Smart corridor solutions and supporting technology)</p>	<p>Project management support of the 13 Smart Corridor Solutions and technology. Project lifecycle, from system requirements definition, design integration, sourcing, installation, system configuration, deployment, testing, integration into County back-office systems, training and communications, operations and handoff. Key project activities include planning, schedule development, risk identification and management, impact analyses, tracking of tasks and critical items, liaison with other project teams and County departments, project budget tracking, resource management and reporting.</p>
<p>2. Communications Planning, Development, Execution and Engagement Support</p>	<p>Key activities include communications planning, research, content development, content dissemination, and outreach and engagement support. The communications supported will be technical and non-technical in nature. The communications we will be supporting include:</p> <ul style="list-style-type: none"> <li>• Digital content - County websites, blogs, social media</li> <li>• Media - Press releases, press kits, and contributed content to news outlets, industry media channels</li> <li>• Community engagement communications (briefings, ppts, updates, community outreach content for County newsletters, reports, etc.)</li> <li>• Executive management (supervisor, ISD executive mgmt., Redwood City) communications (briefing documents, updates, reports, etc.)</li> </ul>

	<ul style="list-style-type: none"> <li>• Conference and event communications (presentations, etc.)</li> <li>• Industry award submissions content</li> <li>• Industry and community journals contributed technical and project content, blogs, white papers</li> <li>• Solution Onboarding and training delivery (technical and non-technical) for County departments, community, county management, supervisors/legislative aides, etc.</li> <li>• Smart corridor operations manuals/user guides</li> <li>• Change management communications (County departments and affected users)</li> <li>• Preparations support to County for community, management and supervisor meetings/briefings</li> </ul>
3. Technical Advisory and Oversight	<p>Key areas of activity and focus include:</p> <ul style="list-style-type: none"> <li>• Solution and solution technical advisory - technology review; systems integration support during design, construction and installation; answer questions between county, AECOM, vendors, community; document reviews; design reviews; installation reviews; test design and acceptance reviews; performance and system operations optimization</li> <li>• Operations advisory - help support or guide the development of new requirements, processes and policies development; systems integration planning and requirements into operational systems; provide support between tech vendors and departments; solution and performance optimization; solution operations stabilization and transition to handoff</li> </ul>

### **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:

The total not to exceed amount for this Agreement is \$655,750.

Year 1 Activity Milestones and Fees, Total \$344,750

Milestone	Estimated Hours	Amount
1. Construction and Design Planning Support – Integration and Support of Solutions	255	\$63,750.00
2. Procurement Support – Technical requirements and support County’s RFP development	528	\$132,000.00
3. Procurement Support – Provide data for County’s technical evaluation of proposals	224	\$56,000.00
4. Procurement Support - Technical guidance post-vendor selection	192	\$48,000.00
A. Year 1: Project Management and Communications Management, Technical Advisory	180	\$45,000.00

Year 2 Activity Milestones and Fees, Total \$311,000

Milestone	Estimated Hours	Amount
5. Solutions Implementation Planning Support	264	\$66,000.00
6. Solutions Testing and Deployment Preparations	176	\$44,000.00
7. Solution Corridor Deployment and Integration Support	264	\$66,000.00
8. Training Support and Delivery	96	\$24,000.00
9. Operations Planning and Support (“Day 1” and “Day 2”)	264	\$66,000.00
B. Year 2: Project Management and Communications Management, Technical Advisory	180	\$45,000.00

### **Breakdown of the Solutions:**

**Year 1:**

Smart Corridor Solutions	1. Construction Design Planning Support	2. Procurement Support/ Technical Requirements	3. Procurement Support/ County evaluations	4. Procurement Support/ Post-vendor selection
	(Support AECOM)	Year 1	Year 1	Year 1
	\$ 63,750	\$ 132,000	\$ 56,000	\$ 48,000
Community Fiber Network	\$ 10,000	\$ -	\$ -	\$ -
SMC Public WiFi	\$ 6,250	\$ -	\$ -	\$ -
Smart Parking/Curbside	\$ 3,000	\$ 12,000	\$ 6,000	\$ 4,000
Smart Kiosks	\$ 7,500	\$ 16,000	\$ 6,000	\$ 4,000
Digital Signage	\$ 10,000	\$ 16,000	\$ 6,000	\$ 4,000
Digital Bustop Signage	\$ 5,000	\$ 16,000	\$ 6,000	\$ 4,000
Smart Bench	\$ 3,000	\$ 8,000	\$ 4,000	\$ 4,000
Smart Trash	\$ 3,000	\$ 8,000	\$ 4,000	\$ 4,000
Smart Streetlight Controller	\$ 3,000	\$ 8,000	\$ 4,000	\$ 4,000
Air Quality Monitors	\$ 3,000	\$ 8,000	\$ 4,000	\$ 4,000
Pedestrian Analytics	\$ -	\$ 8,000	\$ 4,000	\$ 4,000
Traffic Monitoring	\$ 10,000	\$ 16,000	\$ 6,000	\$ 6,000
Smart Dashboard	\$ -	\$ 16,000	\$ 6,000	\$ 6,000

**Year 2:**

Smart Corridor Solutions	5. Implementation Planning Support	6. Testing and Deployment Prep	7. Deployment Support	8. Training Support	9. Operations Planning Support
	Year 2	Year 2	Year 2	Year 2	Year 2
	\$ 66,000	\$ 44,000	\$ 66,000	\$ 24,000	\$ 66,000
Community Fiber Network	\$ -	\$ -	\$ -	\$ -	\$ -
SMC Public WiFi	\$ -	\$ -	\$ -	\$ -	\$ -
Smart Parking/Curbside	\$ 6,000	\$ 4,000	\$ 6,000	\$ 2,000	\$ 6,000
Smart Kiosks	\$ 6,000	\$ 4,000	\$ 6,000	\$ 2,000	\$ 6,000
Digital Signage	\$ 6,000	\$ 4,000	\$ 6,000	\$ 2,000	\$ 6,000
Digital Bustop Signage	\$ 6,000	\$ 4,000	\$ 6,000	\$ 2,000	\$ 6,000
Smart Bench	\$ 6,000	\$ 4,000	\$ 6,000	\$ 2,000	\$ 6,000
Smart Trash	\$ 6,000	\$ 4,000	\$ 6,000	\$ 2,000	\$ 6,000
Smart Streetlight Controller	\$ 6,000	\$ 4,000	\$ 6,000	\$ 2,000	\$ 6,000
Air Quality Monitors	\$ 6,000	\$ 4,000	\$ 6,000	\$ 2,000	\$ 6,000
Pedestrian Analytics	\$ 6,000	\$ 4,000	\$ 6,000	\$ 2,000	\$ 6,000
Traffic Monitoring	\$ 6,000	\$ 4,000	\$ 6,000	\$ 2,000	\$ 6,000
Smart Dashboard	\$ 6,000	\$ 4,000	\$ 6,000	\$ 4,000	\$ 6,000

## **Invoicing**

Contractor shall submit monthly invoices indicating percentage of milestone completion. Contractor shall request approval/confirmation via email to the County's designated Project Manager (PM) for acknowledgement of the services completed for the milestones within the Agreement. Contractor will send invoice with the milestone approval confirmation.

Invoices will be emailed to [ISD-Vendor-Invoices@smcgov.org](mailto:ISD-Vendor-Invoices@smcgov.org).

The County shall submit payment within net thirty (30) days of receipt of invoice, for services rendered conditioned upon the approval of services performed during the billing cycle.

The invoice must include the following information, at a minimum:

- Invoice Number and Date
- Agreement Number and/or Purchase Order Number
- Milestone name and percentage progress, and detailed statement of actual services performed
- Total amount of invoice

## Attachment IP Intellectual Property Rights

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1. The County of San Mateo ("County") shall and does own all titles, rights and interests in all Work Products created by Contractor and its subcontractors (collectively "Vendors") for the County under this Agreement. Contractor may not sell, transfer, or permit the use of any Work Products without the express written consent of the County.
2. "Work Products" are defined as all materials, tangible or not, created in whatever medium pursuant to this Agreement, including without limitation publications, promotional or educational materials, reports, manuals, specifications, drawings and sketches, computer programs, software and databases, schematics, marks, logos, graphic designs, notes, matters and combinations thereof, and all forms of intellectual property.
3. Contractor shall not dispute or contest, directly or indirectly, the County's exclusive right and title to the Work Products nor the validity of the intellectual property embodied therein. Contractor hereby assigns, and if later required by the County, shall assign to the County all titles, rights and interests in all Work Products. Contractor shall cooperate and cause subcontractors to cooperate in perfecting County's titles, rights or interests in any Work Product, including prompt execution of documents as presented by the County.
4. To the extent any of the Work Products may be protected by U.S. Copyright laws, Parties agree that the County commissions Vendors to create the copyrightable Work Products, which are intended to be work-made-for-hire for the sole benefit of the County and the copyright of which is vested in the County.
5. In the event that the title, rights, and/or interests in any Work Products are deemed not to be "work-made-for-hire" or not owned by the County, Contractor hereby assigns and shall require all persons performing work pursuant to this Agreement, including its subcontractors, to assign to the County all titles, rights, interests, and/or copyrights in such Work Product. Should such assignment and/or transfer become necessary or if at any time the County requests cooperation of Contractor to perfect the County's titles, rights or interests in any Work Product, Contractor agrees to promptly execute and to obtain execution of any documents (including assignments) required to perfect the titles, rights, and interests of the County in the Work Products with no additional charges to the County beyond that identified in this Agreement or subsequent change orders. The County, however, shall pay all filing fees required for the assignment, transfer, recording, and/or application.
6. Contractor agrees that before commencement of any subcontract work it will incorporate this **ATTACHMENT IP** to contractually bind or otherwise oblige its subcontractors and personnel performing work under this Agreement such that the County's titles, rights, and interests in Work Products are preserved and protected as intended herein.