

THE INFORMATION IN THIS BOX IS NOT A PART OF THE CONTRACT AND IS FOR COUNTY USE ONLY



Contract Number

SAP Number

County Administrative Office

Department Contract Representative
Telephone Number

Diane Rundles
(909) 387-5570

Consultant
Consultant Representative
Telephone Number
Contract Term
Original Contract Amount
Amendment Amount
Total Contract Amount
Cost Center

Reality Based Leadership, LLC
Alex Dorr
(402) 763-8963
36 months from execution date
\$1,600,540 + Travel
\$1,600,540 + Travel

IT IS HEREBY AGREED AS FOLLOWS:

WHEREAS, the San Bernardino County (County) desires to retain services for leadership training and employee development; and

WHEREAS, the County finds Reality Based Leadership, LLC (Consultant) qualified to provide leadership training and employee development; and

WHEREAS, the County desires that such services be provided by Consultant and Consultant agrees to perform these services as set forth below;

NOW, THEREFORE, the County and Consultant mutually agree to the following terms and conditions:

A. DEFINITIONS

A.1 Executive Leadership: San Bernardino County Chief Executive Officer, Assistant Executive Officer, Director of Human Resources, Chief Operating Officer, Chief of Administration, Deputy Executive Officers.

A.2 Leadership: San Bernardino County Department Directors, Assistant Directors, Deputy Directors, Chiefs, Assistant Chiefs, Management and Supervisors

A.3 Employee: a person employed for wages or salary by San Bernardino County at the non-supervisory level.

B. CONSULTANT RESPONSIBILITIES

B.1 See Attachment A

C. GENERAL CONTRACT REQUIREMENTS

C.1 Recitals

The recitals set forth above are true and correct and incorporated herein by this reference.

C.2 Contract Amendments

Consultant agrees any alterations, variations, modifications, or waivers of the provisions of the Contract, shall be valid only when reduced to writing, executed and attached to the original Contract and approved by the person(s) authorized to do so on behalf of Consultant and County.

C.3 Contract Exclusivity

This is not an exclusive Contract. The County reserves the right to enter into a contract with other consultants for the same or similar services. The County does not guarantee or represent that the Consultant will be permitted to perform any minimum amount of work, or receive a minimum amount of compensation, under the terms of this Contract.

C.4 Attorney's Fees and Costs

If any legal action is instituted to enforce any party's rights hereunder, each party shall bear its own costs and attorney fees, regardless of who is the prevailing party. This paragraph shall not apply to those costs and attorney fees directly arising from a third-party legal action against a party hereto and payable under Indemnification and Insurance Requirements.

C.5 Background Checks for Consultant Personnel

Consultant shall ensure that its personnel (a) are authorized to work in the jurisdiction in which they are assigned to perform services; (b) do not use legal or illegal substances in any manner which will impact their ability to provide services to the County; and (c) are not otherwise disqualified from performing the services under applicable law. If requested by the County and not in violation of applicable law, Consultant shall conduct a background check, at Consultant's sole expense, on all its personnel providing services. If requested by the County, Contractor shall provide the results of the background check of each individual to verify that the individual meets Consultant's standards for employment. Such background check shall be in the form generally used by Consultant in its initial hiring of employees or contracting for contractors or, as applicable, during the employment-screening process but must, at a minimum, have been performed within the preceding 12-month period. Consultant personnel who do not meet the County's hiring criteria, in County's sole discretion, shall not be assigned to work on County property or services, and County shall have the right, at its sole option, to refuse access to any of Consultant's personnel to any County facility.

C.6 Change of Address

Consultant shall notify the County in writing, of any change in mailing address within ten (10) business days of the change.

C.7 Choice of Law

This Contract shall be governed by and construed according to the laws of the State of California.

C.8 Compliance with County Policy

In performing the services and while at any County facilities, Consultant personnel (including subcontractors) shall (a) conduct themselves in a businesslike manner; (b) comply with the policies, procedures, and rules of the County regarding health and safety, and personal, professional and ethical conduct; (c) comply with the finance, accounting, banking, Internet, security, and/or other applicable standards, policies, practices, processes, procedures, and controls of the County; and (d) abide by all laws applicable to the County facilities and the provision of the services, and all amendments and modifications to each of the items addressed in subsections (b), (c), and (d) (collectively, "County

Policies"). County Policies, and additions or modifications thereto, may be communicated orally or in writing to Consultant or Consultant personnel or may be made available to Consultant or Consultant personnel by conspicuous posting at a County facility, electronic posting, or other means generally used by County to disseminate such information to its employees or contractors. Consultant shall be responsible for the promulgation and distribution of County Policies to Consultant personnel to the extent necessary and appropriate.

County shall have the right to require Consultant's employees, agents, representatives and subcontractors to exhibit identification credentials issued by County in order to exercise any right of access under this Contract.

C.9 Confidentiality

Consultant shall protect from unauthorized use or disclosure names and other identifying information concerning persons receiving services pursuant to this Contract, except for statistical information not identifying any participant. Consultant shall not use or disclose any identifying information for any other purpose other than carrying out the Consultant's obligations under this Contract, except as may be otherwise required by law. This provision will remain in force even after the termination of the Contract.

C.10 Primary Point of Contact

Consultant will designate an individual to serve as the primary point of contact for the Contract. Consultant or designee must respond to County inquiries within two (2) business days. Consultant shall not change the primary contact without written acknowledgement to the County. Consultant will also designate a back-up point of contact in the event the primary contact is not available.

C.11 County Representative

The Director of Human Resources or his/her designee shall represent the County in all matters pertaining to the services to be rendered under this Contract, including termination and assignment of this Contract, and shall be the final authority in all matters pertaining to the services/Scope of Work by Consultant. If this Contract was initially approved by the San Bernardino County Board of Supervisors, then the Board of Supervisors must approve all amendments to this Contract, unless otherwise delegated.

C.12 Damage to County Property

Consultant shall repair, or cause to be repaired, at its own cost, all damages to County vehicles, facilities, buildings or grounds caused by the willful or negligent acts of Consultant or its employees or agents. Such repairs shall be made immediately after Consultant becomes aware of such damage, but in no event later than thirty (30) days after the occurrence.

If the Consultant fails to make timely repairs, the County may make any necessary repairs. The Consultant, as determined by the County, shall repay all costs incurred by the County for such repairs, by cash payment upon demand, or County may deduct such costs from any amounts due to the Consultant from the County, as determined at the County's sole discretion.

C. 13 Debarment and Suspension

Consultant certifies that neither it nor its principals or subcontractors is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency. (See the following United States General Services Administration's System for Award Management website <https://www.sam.gov>). Consultant further certifies that if it or any of its subcontractors are business entities that must be registered with the California Secretary of State, they are registered and in good standing with the Secretary of State.

C.14 Drug and Alcohol Free Workplace

In recognition of individual rights to work in a safe, healthful and productive workplace, as a material condition of this Contract, the Consultant agrees that the Consultant and the Consultant's employees,

while performing service for the County, on County property, or while using County equipment:

- C.14.1** Shall not be in any way impaired because of being under the influence of alcohol or an illegal or controlled substance.
- C.14.2** Shall not possess an open container of alcohol or consume alcohol or possess or be under the influence of an illegal or controlled substance.
- C.14.3** Shall not sell, offer, or provide alcohol or an illegal or controlled substance to another person, except where Consultant or Consultant's employee who, as part of the performance of normal job duties and responsibilities, prescribes or administers medically prescribed drugs.

Consultant shall inform all employees that are performing service for the County on County property, or using County equipment, of the County's objective of a safe, healthful and productive work place and the prohibition of drug or alcohol use or impairment from same while performing such service for the County.

The County may terminate for default or breach of this Contract and any other Contract the Consultant has with the County, if the Consultant or Consultant's employees are determined by the County not to be in compliance with above.

C.15 Duration of Terms

This Contract, and all of its terms and conditions, shall be binding upon and shall inure to the benefit of the heirs, executors, administrators, successors, and assigns of the respective parties, provided no such assignment is in violation of the provisions of this Contract.

C.16 Employment Discrimination

During the term of the Contract, Consultant shall not discriminate against any employee or applicant for employment because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, sexual orientation, age, or military and veteran status. Consultant shall comply with Executive Orders 11246, 11375, 11625, 12138, 12432, 12250, 13672, Title VI and Title VII of the Civil Rights Act of 1964, the California Fair Employment and Housing Act and other applicable Federal, State and County laws and regulations and policies relating to equal employment and contracting opportunities, including laws and regulations hereafter enacted.

C.17 Environmental Requirements

In accordance with County Policy 11-08, the County prefers to acquire and use products with higher levels of post-consumer recycled content. Environmentally preferable goods and materials must perform satisfactorily and be available at a reasonable price. The County requires Consultant to use recycled paper for any printed or photocopied material created as a result of this Contract. Consultant is also required to use both sides of paper sheets for reports submitted to the County whenever practicable.

To assist the County in meeting the reporting requirements of the California Integrated Waste Management Act of 1989 (AB 939), Consultant must be able to annually report the County's environmentally preferable purchases. Consultant must also be able to report on environmentally preferable goods and materials used in the provision of their service to the County, utilizing a County approved form.

C.18 Improper Influence

Consultant shall make all reasonable efforts to ensure that no County officer or employee, whose position in the County enables him/her to influence any award of the Contract or any competing offer, shall have any direct or indirect financial interest resulting from the award of the Contract or shall have any relationship to the Consultant or officer or employee of the Consultant.

C.19 Improper Consideration

Consultant shall not offer (either directly or through an intermediary) any improper consideration such as, but not limited to cash, discounts, service, the provision of travel or entertainment, or any items of value to any officer, employee or agent of the County in an attempt to secure favorable treatment regarding this Contract.

The County, by written notice, may immediately terminate this Contract if it determines that any improper consideration as described in the preceding paragraph was offered to any officer, employee or agent of the County with respect to the proposal and award process. This prohibition shall apply to any amendment, extension or evaluation process once a contract has been awarded.

Consultant shall immediately report any attempt by a County officer, employee or agent to solicit (either directly or through an intermediary) improper consideration from Consultant. The report shall be made to the supervisor or manager charged with supervision of the employee or the County Administrative Office. In the event of a termination under this provision, the County is entitled to pursue any available legal remedies.

C.20 Informal Dispute Resolution

In the event the County determines that service is unsatisfactory, or in the event of any other dispute, claim, question or disagreement arising from or relating to this Contract or breach thereof, the parties hereto shall use their best efforts to settle the dispute, claim, question or disagreement. To this effect, they shall consult and negotiate with each other in good faith and, recognizing their mutual interests, attempt to reach a just and equitable solution satisfactory to both parties.

C.21 Legality and Severability

The parties' actions under the Contract shall comply with all applicable laws, rules, regulations, court orders and governmental agency orders. The provisions of this Contract are specifically made severable. If a provision of the Contract is terminated or held to be invalid, illegal or unenforceable, the validity, legality and enforceability of the remaining provisions shall remain in full effect.

C.22 RESERVED

C.23 Material Misstatement/Misrepresentation

If during the course of the administration of this Contract, the County determines that Consultant has made a material misstatement or misrepresentation or that materially inaccurate information has been provided to the County, this Contract may be immediately terminated. If this Contract is terminated according to this provision, the County is entitled to pursue any available legal remedies.

C.24 Mutual Covenants

The parties to this Contract mutually covenant to perform all of their obligations hereunder, to exercise all discretion and rights granted hereunder, and to give all consents in a reasonable manner consistent with the standards of "good faith" and "fair dealing".

C.25 Nondisclosure

Consultant shall hold as confidential and use reasonable care to prevent unauthorized access by, storage, disclosure, publication, dissemination to and/or use by third parties of, confidential information that is either: (1) provided by the County to Consultant or an agent of Consultant or otherwise made available to Consultant or Consultant's agent in connection with this Contract; or, (2) acquired, obtained, or learned by Consultant or an agent of Consultant in the performance of this Contract. For purposes of this provision, confidential information means any data, files, software, information or materials in oral, electronic, tangible or intangible form and however stored, compiled or memorialize and includes, but is not limited to: technology infrastructure, architecture, financial data, trade secrets, equipment specifications, user lists, passwords, research data, and technology data.

C.26 Notice of Delays

Except as otherwise provided herein, when either party has knowledge that any actual or potential situation is delaying or threatens to delay the timely performance of this contract, that party shall, within twenty-four (24) hours, give notice thereof, including all relevant information with respect thereto, to the other party.

C.27 Ownership of Documents

All documents, data, products, graphics, computer programs and reports prepared by Consultant pursuant to the Contract shall be considered property of the County upon payment for services (and products, if applicable). All such items shall be delivered to County at the completion of work under the Contract, subject to the requirements of Article D—Term of the Contract. Unless otherwise directed by County, Consultant may retain copies of such items.

C.28 RESERVED**C.29 Air, Water Pollution Control, Safety and Health**

Consultant shall comply with all air pollution control, water pollution, safety and health ordinances and statutes, which apply to the work performed pursuant to this Contract.

C.30 Records

Consultant shall maintain all records and books pertaining to the delivery of services under this Contract and demonstrate accountability for contract performance. All records shall be complete and current and comply with all Contract requirements. Failure to maintain acceptable records shall be considered grounds for withholding of payments for invoices submitted and/or termination of the Contract.

All records relating to the Consultant's personnel, consultants, subcontractors, services/Scope of Work and expenses pertaining to this Contract shall be kept in a generally acceptable accounting format. Records should include primary source documents. Fiscal records shall be kept in accordance with Generally Accepted Accounting Principles and must account for all funds, tangible assets, revenue and expenditures. Fiscal records must comply with the appropriate Office of Management and Budget (OMB) Circulars, which state the administrative requirements, cost principles and other standards for accountancy.

C.31 Relationship of the Parties

Nothing contained in this Contract shall be construed as creating a joint venture, partnership, or employment arrangement between the Parties hereto, nor shall either Party have the right, power or authority to create an obligation or duty, expressed or implied, on behalf of the other Party hereto. In the performance of this Contract, Consultant, its agents and employees, shall act in an independent capacity and not as officers, employees, or agents of the San Bernardino County. Any provision of this Contract that may appear to give the County any right to direct the Consultant concerning the details of performing the services/Scope of Work, or to exercise any control over such performance, shall mean only that the Consultant shall follow the direction of the County concerning the end results of the performance.

C.32 Release of Information

No news releases, advertisements, public announcements or photographs arising out of the Contract or Consultant's relationship with County may be made or used without prior written approval of the County.

C.33 Strict Performance

Failure by a party to insist upon the strict performance of any of the provisions of this Contract by the other party, or the failure by a party to exercise its rights upon the default of the other party, shall not constitute a waiver of such party's right to insist and demand strict compliance by the other party with the terms of this Contract thereafter.

C.34 Subcontracting

Consultant shall obtain County's written consent, which County may withhold in its sole discretion, before entering into Contracts with or otherwise engaging any subcontractors who may supply any part of the services to County. At County's request, Consultant shall provide information regarding the subcontractor's qualifications and a listing of a subcontractor's key personnel including, if requested by the County, resumes of proposed subcontractor personnel. Consultant shall remain directly responsible to County for its subcontractors and shall indemnify County for the actions or omissions of its subcontractors under the terms and conditions specified in Article G. All approved subcontractors shall be subject to the provisions of this Contract applicable to Consultant Personnel.

For any subcontractor, Consultant shall:

- 34.1** Be responsible for subcontractor compliance with the Contract and the subcontract terms and conditions; and
- 34.2** Ensure that the subcontractor follows County's reporting formats and procedures as specified by County.
- 34.3** Include in the subcontractor's subcontract substantially similar terms as are provided in Articles B. Consultant Responsibilities and C. General Contract Requirements.

Upon expiration or termination of this Contract for any reason, County will have the right to enter into direct Contracts with any of the subcontractors. Consultant agrees that its arrangements with subcontractors will not prohibit or restrict such subcontractors from entering into direct contracts with County.

C. 35 Subpoena

In the event that a subpoena or other legal process commenced by a third party in any way concerning the Services provided under this Contract is served upon Consultant or County, such party agrees to notify the other party in the most expeditious fashion possible following receipt of such subpoena or other legal process. Consultant and County further agree to cooperate with the other party in any lawful effort by such other party to contest the legal validity of such subpoena or other legal process commenced by a third party as may be reasonably required and at the expense of the party to whom the legal process is directed, except as otherwise provided herein in connection with defense obligations by Consultant for County.

C.36 Termination for Convenience

The County reserves the right to terminate the Contract, for any reason, with a thirty (30) day written notice of termination. Such termination may include all or part of the services described herein. Upon such termination, payment will be made to the Consultant for services rendered and expenses reasonably incurred prior to the effective date of termination. Upon receipt of termination notice Consultant shall promptly discontinue services unless the notice directs otherwise. Consultant shall deliver promptly to County and transfer title (if necessary) to all completed work, and work in progress, including drafts, documents, plans, forms, data, products, graphics, computer programs and reports.

C.37 Time of the Essence

Time is of the essence in performance of this Contract and of each of its provisions.

C.38 Venue

The parties acknowledge and agree that this Contract was entered into and intended to be performed in San Bernardino County, California. The parties agree that the venue of any action or claim brought by any party to this Contract will be the Superior Court of California, County of San Bernardino, San Bernardino District. Each party hereby waives any law or rule of the court, which would allow them to request or demand a change of venue. If any action or claim concerning this Contract is brought by any third-party and filed in another venue, the parties hereto agree to use their best efforts to obtain a change of venue to the Superior Court of California, County of San Bernardino, San Bernardino District.

C.39 Conflict of Interest

Consultant shall make all reasonable efforts to ensure that no conflict of interest exists between its officers, employees, or subcontractors and the County. Consultant shall make a reasonable effort to prevent officers, employees, subcontractors, or members of governing bodies from using their positions for purposes that are, or give the appearance of being motivated by a desire for private gain for themselves or others such as those with whom they have family business, or other ties. Officers, employees, and agents of cities, counties, districts, and other local agencies are subject to applicable conflict of interest codes and state law. In the event the County determines a conflict of interest situation exists, any increase in costs, associated with the conflict of interest situation, may be disallowed by the County and such conflict may constitute grounds for termination of the Contract. This provision shall not be construed to prohibit employment of persons with whom Consultant's officers, employees, or agents have family, business, or other ties so long as the employment of such persons does not result in increased costs over those associated with the employment of any other equally qualified applicant.

C.40 Former County Administrative Officials

Consultant agrees to provide, or has already provided information on former San Bernardino County administrative officials (as defined below) who are employed by or represent Consultant. The information provided includes a list of former County administrative officials who terminated County employment within the last five years and who are now officers, principals, partners, associates or members of the business. The information also includes the employment with or representation of Consultant. For purposes of this provision, "County administrative official" is defined as a member of the Board of Supervisors or such officer's staff, County Executive Officer or member of such officer's staff, County department or group head, assistant department or group head, or any employee in the Exempt Group, Management Unit or Safety Management Unit.

C.41 Disclosure of Criminal and Civil Procedures

County reserves the right to request the information described herein from Consultant. Failure to provide the information may result in a termination of the Contract. The County also reserves the right to obtain the requested information by way of a background check performed by an investigative firm. The Consultant also may be requested to provide information to clarify initial responses. Negative information discovered may result in Contract termination.

Consultant is required to disclose whether the firm, or any of its partners, principals, members, associates or key employees (as that term is defined herein), within the last ten years, has been indicted on or had charges brought against it or them (if still pending) or convicted of any crime or offense arising directly or indirectly from the conduct of the firm's business, or whether the firm, or any of its partners, principals, members, associates or key employees, has within the last ten years, been indicted on or had charges brought against it or them (if still pending) or convicted of any crime or offense involving financial misconduct or fraud. If the response is affirmative, the Consultant will be asked to describe any such indictments or charges (and the status thereof), convictions and the surrounding circumstances in detail.

In addition, the Consultant is required to disclose whether the firm, or any of its partners, principals, members, associates or key employees, within the last ten years, has been the subject of legal proceedings as defined herein arising directly from the provision of services by the firm or those individuals. "Legal proceedings" means any civil actions filed in a court of competent jurisdiction, or any matters filed by an administrative or regulatory body with jurisdiction over the firm or the individuals. If the response is affirmative, the Consultant will be asked to describe any such legal proceedings (and the status and disposition thereof) and the surrounding circumstances in detail.

For purposes of this provision "key employees" includes any individuals providing direct service to the County. "Key employees" do not include clerical personnel providing service at the firm's offices or locations.

C.42 Copyright

County shall have a royalty-free, non-exclusive and irrevocable license to publish, disclose, copy, translate, and otherwise use, copyright or patent, now and hereafter, all reports, studies, information, data, statistics, forms, designs, plans, procedures, systems, and any other materials or properties developed under this Contract including those covered by copyright, and reserves the right to authorize others to use or reproduce such material. All such materials developed under the terms of this Contract shall acknowledge the San Bernardino County as the funding agency and Consultant as the creator of the publication. No such materials, or properties produced in whole or in part under this Contract shall be subject to private use, copyright or patent right by Consultant in the United States or in any other country without the express written consent of County. Copies of all educational and training materials, curricula, audio/visual aids, printer material, and periodicals, assembled pursuant to this Contract must be filed with the County prior to publication.

C.43 Artwork, Proofs and Negatives

All artwork, proofs, and/or negatives in either print or digital format for anything produced under the terms of this Contract are the property of the County. These items must be returned to the County within ten (10) days, upon written notification to the Consultant. In the event of a failure to return the documents, the County is entitled to pursue any available legal remedies. In addition, Consultant will be barred from all future solicitations, for a period of at least six (6) months.

D. TERM OF CONTRACT

This Contract is effective upon execution and expires March 28, 2026 but may be terminated earlier in accordance with provisions of this Contract. The Director of Human Resources is authorized to extend the term of this contract for a maximum of two additional one-year periods by mutual agreement of the parties.

E. COUNTY RESPONSIBILITIES

E.1 Provide consultant appropriate access to County Staff as required.

E.2 Provide consultant the use of County facilities as needed.

E.3 Provide consultant the use of County supplies and materials, technology, computer equipment, and audio visual equipment as needed.

F. FISCAL PROVISIONS

F.1 The maximum amount of payment reimbursement/payment under this Contract shall not exceed \$1,600,540.00 plus travel expenses, and shall be subject to availability of other funds to the County. The consideration to be paid to Consultant, as provided herein, shall be in full payment for all Consultant's services and expenses incurred in the performance hereof, including travel and per diem.

Consultant bears the risk that it may not be able to generate its anticipated (or any) profit in completing its performance of all required items of work for the specified level of compensation. In no event shall Consultant be entitled to receive compensation for any item of work required of Consultant under the terms of the Contract, which item of work is not performed by Consultant (including Consultant's agents and approved subcontractors).

F.2 Consultant's "Cost Proposal", attached as Exhibit A, hereto, sets out the Consultant's estimate of the cost (including wages) of completing the Scope of Work. The Cost Proposal was used by the County to determine the reasonableness of the cost of Consultant's proposal and is further used in making progress payments to Consultant and in making payment to Consultant in the event of the termination of the Contract prior to the completion of all items of work. Consultant is not entitled to any additional compensation by virtue of its costs (including wages) for any item of

work exceeding the cost set forth in its Cost Proposal, including excess costs related to delays in completion of the Project. Payment shall be made on a task completed to the County's satisfaction pursuant to Exhibit A.

- F.3** Consultant shall provide County itemized monthly invoices, in arrears, and in a format acceptable to the County for services performed under this Contract within twenty (20) days of the end of the previous month. The County shall make payment to Consultant within sixty (60) working days after receipt of invoice or the resolution of any billing dispute.
- F.4** Consultant shall accept all payments from County via electronic funds transfer (EFT) directly deposited into the Consultant's designated checking or other bank account. Consultant shall promptly comply with directions and accurately complete forms provided by County required to process EFT payments.
- F.5** County is exempt from Federal excise taxes and no payment shall be made for any personal property taxes levied on Consultant or on any taxes levied on employee wages. The County shall only pay for any State or local sales or use taxes on the services rendered or equipment and/or parts supplied to the County pursuant to the Contract.
- F.6** Costs for services under the terms of this Contract shall be incurred during the contract period except as approved by County. Consultant shall not use current year funds to pay prior or future year obligations.
- F.7** Consultant shall adhere to the County's Travel Management Policy (8-02 and 08-02SP1) when travel is pursuant to this Contract and for which reimbursement is sought from the County. In addition, Consultant is encouraged to utilize local transportation services, including but not limited to, the Ontario International Airport.

G. INDEMNIFICATION AND INSURANCE REQUIREMENTS

G.1 Indemnification

The Consultant agrees to indemnify, defend (with counsel reasonably approved by County) and hold harmless the County and its authorized officers, employees, agents and volunteers from any and all claims, actions, losses, damages and/or liability arising out of this Contract from any cause whatsoever, including the acts, errors or omissions of any person and for any costs or expenses incurred by the County on account of any claim except where such indemnification is prohibited by law. This indemnification provision shall apply regardless of the existence or degree of fault of indemnities. The Consultant indemnification obligation applies to the County's "active" as well as "passive" negligence but does not apply to the County's "sole negligence" or "willful misconduct" within the meaning of Civil Code section 2782.

G.2 Additional Insured

All policies, except for Worker's Compensation, Errors and Omissions and Professional Liability policies shall contain additional endorsements naming the County and its officers, employees, agents and volunteers as additional named insured with respect to liabilities arising out of the performance of services hereunder. The additional insured endorsements shall not limit the scope of coverage for the County to vicarious liability but shall allow coverage for the County to the full extent provided by the policy. Such additional insured coverage shall be at least as broad as Additional Insured (Form B) endorsement form ISO, CG 2010.11 85.

G.3 Waiver of Subrogation Rights

Consultant shall require the carriers of required coverages to waive all rights of subrogation against the County, its officers, employees, agents, volunteers, contractors and subcontractors. All general or auto liability insurance coverage provided shall not prohibit Consultant and Consultant's employees or agents from waiving the right of subrogation prior to a loss or claim. Consultant hereby waives all rights of subrogation against the County.

G.4 Policies Primary and Non-Contributory

All policies required herein are to be primary and non-contributory with any insurance or self-insurance programs carried or administered by the County.

G.5 Severability of Interests

Consultant agrees to ensure that coverage provided to meet these requirements is applicable separately to each insured and there will be no cross liability exclusions that preclude coverage for suits between Consultant and County or between County and any other insured or additional insured under the policy.

G.6 Proof of Coverage

Consultant shall furnish Certificates of Insurance to the County Department administering the Contract evidencing the insurance coverage at the time the Contract is executed, additional endorsements, as required shall be provided prior to the commencement of performance of services hereunder, which certificates shall provide that such insurance shall not be terminated or expire without thirty (30) days written notice to the Department, and Consultant shall maintain such insurance from the time Consultant commences performance of services hereunder until the completion of such services. Within fifteen (15) days of the commencement of this contract, Consultant shall furnish a copy of the Declaration page for all applicable policies and will provide complete certified copies of the policies and endorsements immediately upon request.

G.7 Acceptability of Insurance Carrier

Unless otherwise approved by Risk Management, insurance shall be written by insurers authorized to do business in the State of California and with a minimum "Best" Insurance Guide rating of "A- VII".

G.8 Deductibles and Self-Insured Retention

Any and all deductibles or self-insured retentions in excess of \$10,000 shall be declared to and approved by Risk Management.

G.9 Failure to Procure Coverage

In the event that any policy of insurance required under this Contract does not comply with the requirements, is not procured, or is canceled and not replaced, County has the right but not the obligation or duty to cancel this Contract or obtain insurance if it deems necessary and any premiums paid by County will be promptly reimbursed by Consultant or County payments to the Consultant will be reduced to pay for County purchased insurance.

G.10 Insurance Review

Insurance requirements are subject to periodic review by County. The Director of Risk Management or designee is authorized, but not required, to reduce, waive or suspend any insurance requirements whenever Risk Management determines that any of the required insurance is not available, is unreasonably priced, or is not needed to protect the interests of County. In addition, if the Department of Risk Management determines that heretofore unreasonably priced or unavailable types of insurance coverage or coverage limits become reasonably priced or available, the Director of Risk Management or designee is authorized, but not required, to change the above insurance requirements to require additional types of insurance coverage or higher coverage limits, provided that any such change is reasonable in light of past claims against County, inflation, or any other item reasonably related to the County's risk.

Any change requiring additional types of insurance coverage or higher coverage limits must be made by amendment to this contract. Consultant agrees to execute any such amendment within thirty (30) days of receipt.

Any failure, actual or alleged, on the part of County to monitor or enforce compliance with any of

the insurance and indemnification requirements will not be deemed as a waiver of any rights on the part of County.

- G.11** Consultant agrees to provide insurance set forth in accordance with the requirements herein. If Consultant uses existing coverage to comply with these requirements and that coverage does not meet the specified requirements, Consultant agrees to amend, supplement or endorse the existing coverage to do so.

Without in anyway affecting the indemnity herein provided and in addition thereto, Consultant shall secure and maintain throughout the contract term the following types of insurance with limits as shown:

- G.11.1** Workers' Compensation/Employer's Liability – A program of Workers' Compensation insurance or a state-approved, self-insurance program in an amount and form to meet all applicable requirements of the Labor Code of the State of California, including Employer's Liability with \$250,000 limits covering all persons including volunteers providing services on behalf of the Consultant and all risks to such persons under this contract.

If Consultant has no employees, it may certify or warrant to the County that it does not currently have any employees or individuals who are defined as "employees" under the Labor Code and the requirement for Workers' Compensation coverage will be waived by the County's Director of Risk Management.

With respect to Consultants that are non-profit corporations organized under California or Federal law, volunteers for such entities are required to be covered by Workers' Compensation insurance.

- G.11.2** Commercial/General Liability Insurance –Consultant shall carry General Liability Insurance covering all operations performed by or on behalf of Consultant providing coverage for bodily injury and property damage with a combined single limit of not less than one million dollars (\$1,000,000), per occurrence. The policy coverage shall include:
- a. Premises operations and mobile equipment.
 - b. Products and completed operations.
 - c. Broad form property damage (including completed operations).
 - d. Explosion, collapse and underground hazards.
 - e. Personal injury.
 - f. Contractual liability.
 - g. \$2,000,000 general aggregate limit.

- G.11.3** Automobile Liability Insurance – Primary insurance coverage shall be written on ISO Business Auto coverage form for all owned, hired and non-owned automobiles or symbol 1 (any auto). The policy shall have a combined single limit of not less than one million dollars (\$1,000,000) for bodily injury and property damage, per occurrence.

If Consultant is transporting one or more non-employee passengers in performance of contract services, the automobile liability policy shall have a combined single limit of two million dollars (\$2,000,000) for bodily injury and property damage per occurrence.

If Consultant owns no autos, a non-owned auto endorsement to the General Liability policy described above is acceptable.

- G.11.4** Umbrella Liability Insurance – An umbrella (over primary) or excess policy may be used to comply with limits or other primary coverage requirements. When used, the

umbrella policy shall apply to bodily injury/property damage, personal injury/advertising injury and shall include a “dropdown” provision providing primary coverage for any liability not covered by the primary policy. The coverage shall also apply to automobile liability.

- G.11.5** Professional Liability – Professional Liability Insurance with limits of not less than one hundred thousand (\$100,000) per claim and one hundred thousand (\$100,000) aggregate limits.

If insurance coverage is provided on a “claims made” policy, the “retroactive date” shall be shown and must be before the date of the state of the contract work. The claims made insurance shall be maintained or “tail” coverage provided for a minimum of five (5) years after contract completion.

H. SUCCESSORS AND ASSIGNS

H.1 This Contract shall be binding upon County and Consultant and their respective successors and assigns.

H.2 Neither the performance of this Contract, nor any part thereof, nor any monies due or to become due thereunder may be assigned by Consultant without the prior written consent and approval of County.

H.3 Death or Incapacity: If the Consultant transacts business as an individual, his/her death or incapacity shall automatically terminate this Contract as of the date of such event, and neither he/she nor his/her estate shall have any further right to perform hereunder, and County shall pay him/her or his/her estate the compensation payable under Article F, Fiscal Provisions, for any services rendered prior to such termination not heretofore paid, reduced by the amount of additional costs which will be incurred by County by reason of such termination. If there be more than one Consultant and any one of them die or become incapacitated and the others continue to render the services covered herein, County will make payment to those continuing as though there had been no such death or incapacity and County will not be obliged to take any account of the person who died or became incapacitated or to make any payments to such person or his estate. The provision shall apply in the event of progressive or simultaneous occasions of death or incapacity among any group of persons named as Consultant herein, and if death or incapacity befalls the last one of such group before this Contract is fully performed, then the rights shall be as if there had been only one Consultant.

I. RIGHT TO MONITOR AND AUDIT

I.1 The County, State and Federal government shall have absolute right to review and audit all records, books, papers, documents, corporate minutes, and other pertinent items as requested, and shall have absolute right to monitor the performance of Consultant in the delivery of services provided under this Contract. Consultant shall give full cooperation, in any auditing or monitoring conducted. Consultant shall cooperate with the County in the implementation, monitoring, and evaluation of this Contract and comply with any and all reporting requirements established by the County.

I.2 All records pertaining to services delivered and all fiscal, statistical and management books and records shall be available for examination and audit by County representatives for a period of three years after final payment under the Contract or until all pending County, State and Federal audits are completed, whichever is later.

J. CORRECTION OF PERFORMANCE DEFICIENCIES

J.1 Failure by Consultant to comply with any of the provisions, covenants, requirements or conditions of this Contract shall be a material breach of this Contract.

- J.2** In the event of a non-cured breach, County may, at its sole discretion and in addition to any other remedies available at law, in equity, or otherwise specified in this Contract:
- Afford Consultant thereafter a time period within which to cure the breach, which period shall be established at the sole discretion of County; and/or
 - Discontinue reimbursement to Consultant for and during the period in which Consultant is in breach, which reimbursement shall not be entitled to later recovery; and/or
 - Withhold funds pending duration of the breach; and/or
 - Offset against any monies billed by Consultant but yet unpaid by County those monies disallowed pursuant to Item "b" of this paragraph; and/or
 - Terminate this Contract immediately and be relieved of the payment of any consideration to Consultant. In the event of such termination, County may proceed with the work in any manner deemed proper by County. The cost to County shall be deducted from any sum due to Consultant under this Contract and the balance, if any, shall be paid by Consultant upon demand.

- J.3** Unless a remedy is specifically designated as exclusive, no remedy conferred by any of the specific provision of the Contract is intended to be exclusive of any other remedy, and each and every remedy shall be cumulative and shall be in addition to every other remedy given hereunder, now or hereafter existing at law or in equity or by statute or otherwise. The election of any one or more remedies by either Party shall not constitute a waiver of the right to pursue other available remedies.

K. NOTICES

All written notices provided for in this Contract or which either party desires to give to the other shall be deemed fully given, when made in writing and either served personally, or by facsimile, or deposited in the United States mail, postage prepaid, and addressed to the other party as follows:

San Bernardino County
County Administrative Office
385 N Arrowhead Ave
San Bernardino, CA 92415

Reality Based Leadership, LLC
1405 Caney Creek Ln
McKinney, TX 75071

Notice shall be deemed communicated two (2) County working days from the time of mailing if mailed as provided in this paragraph.

L. ENTIRE AGREEMENT

This Contract, including all Attachment, Exhibits and other attachments, which are attached hereto and incorporated by reference, and other documents incorporated herein, represents the final, complete and exclusive agreement between the parties hereto. Any prior agreement, promises, negotiations or representations relating to the subject matter of this Contract not expressly set forth herein are of no force or effect. This Contract is executed without reliance upon any promise, warranty or representation by any party or any representative of any party other than those expressly contained herein. Each party has carefully read this Contract and signs the same of its own free will.

M. ELECTRONIC SIGNATURES

This Agreement may be executed in any number of counterparts, each of which so executed shall be deemed to be an original, and such counterparts shall together constitute one and the same Agreement. The parties shall be entitled to sign and transmit an electronic signature of this Agreement (whether by facsimile, PDF or other mail transmission), which signature shall be binding on the party whose name is contained therein. Each party providing an electronic signature agrees to promptly execute and deliver to the other party an original signed Agreement upon request.

IN WITNESS WHEREOF, the San Bernardino County and Consultant have each caused this Contract to be subscribed by its respective duly authorized officers, on its behalf.

SAN BERNARDINO COUNTY

►

Dawn Rowe, Chair, Board of Supervisors

Dated: _____
SIGNED AND CERTIFIED THAT A COPY OF THIS
DOCUMENT HAS BEEN DELIVERED TO THE
CHAIRMAN OF THE BOARD

Lynna Monell
Clerk of the Board of Supervisors
of the San Bernardino County

By _____
Deputy

Reality Based Leadership, LLC

By ► 
31806D7ECBE5481...
(Authorized signature – sign in blue ink)

Name Alex Dorr

Title Vice President, People Evolution

Dated: 3/15/2023

Address 1405 Caney Creek Lane
McKinney, TX 75071

FOR COUNTY USE ONLY

Approved as to Legal Form ► Cynthia O'Neill County Counsel Date 3/15/2023	DocuSigned by:  Reviewed for Contract Compliance ► Gina King Date 3/15/2023	DocuSigned by:  Reviewed/Approved by Department ► Diane Rundles Date 3/15/2023
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ATTACHMENT A

Statement of Work

I. Executive Leadership Team Support

- a) Quarterly 1:1 Coaching Sessions
- b) Interactive Learning Sessions
- c) Group Coaching Sessions

II. Leadership Development

- a) Interactive Learning Sessions
- b) RBL Book and Support Materials
- c) Group Coaching Sessions
- d) No Ego Toolkit Sessions
- e) Top of Mind Support Content

III. Employee Development

- a) Overview mindset session for all non-leaders to learn common language of a No Ego workplace
- b) Delivered as a 2-hour morning and afternoon session.
Recorded for delayed viewing
- c) Teams can submit their success stories to be featured in future sessions
- d) Sustainability campaign follows the completion of the program for six months
- e) Session Topics:
 - 1. Kick-off – Creating a Results-Driven, Drama-free Workplace – Reality-Based Thinking & Ego Bypassing
 - 2. Happiness is a Choice – Personal Accountability
 - 3. Saying Yes to What's Next – Business Readiness
 - 4. Buy-in is a Verb
 - 5. Succeeding in Spite of the Facts

IV. Sustainability

- a) Quarterly AM & PM No Ego Toolkit Sessions

Interactive Leadership Learning Session Descriptions and Logistics

A comprehensive curriculum is outlined below for your leaders. Each leadership session is a three-hour online classroom experience and is fully customized to the group and their level of experience and title in the organization. The sessions are virtual and include lively interaction, Q&A, brainstorming and action planning.

The Reality-Based Leadership curriculum has proven to be the catalyst for clients to consistently deliver on their vision and to live their core values while hardwiring accountability throughout the organization even in times of high growth and disruption.

Session #1

Reality-Based Leadership – The Basics of Ditching the Drama at Work

In this session Alex will help participants gain greater clarity about how their own mind works - so they get played by their own egos much less, along with five key realities of how the world works - so that participants can avoid the most common traps in thinking and leadership behaviors that inhibit full participation and full potential.

This session will outline the modern role of a leader - capturing hearts and minds of employees, keeping teams and individuals focused on the work at hand, fueling innovation and managing the energy of the team away from “why we can’t” to “how we could.” Immediately applicable techniques, strategies and tools will be introduced and practiced with all participants leaving with assignments for self-reflection and practice.

Content Included:

- What would great look like?
- The Cost of Drama
- Role of a Modern Leader
- Leader As Translator, Energy Manager and Drama Defuser
- Troublesome Trends – Succeeding in Spite of the Circumstances
- How the Mind Works – Ego Bypassing
- Self-Reflection As the Ultimate Drama Defuser

In this session, leaders will:

- Gain an understanding of how one’s mind works to avoid being played by their own egos
- Understand the two roles of leaders – “loving up” and “calling up” team members
- Learn pragmatic techniques to move team members from venting to adding value
- Learn language that will help to translate drama and story into reality and action

Tools in this session:

1. Questions for self-reflection
2. SBAR

Session

Employee Value – Turning Talent into Productivity by Hardwiring Accountability in a Hybrid Workforce

Participants will learn the core components of employee value along with the core competencies of emotional expensiveness. With this new perspective, leaders will be encouraged to use the equation to re-evaluate themselves and their teams and redesign the focus of their coaching and development efforts.

This session will include the breakdown of core competency of personal accountability and give leaders no nonsense, workable strategies to foster and develop accountability in your workforce while ensuring employee engagement levels remain high and client delight in full force.

Participants will learn the key elements of accountability development and coaching along with strategies and virtual tools for moving teams out of ambiguity and drama and into creating results. Leaders will learn how to foster accountability by

asking great questions for self-reflection, moving people out of venting, and into their highest selves, ready to deliver when called to greatness.

Content Included:

- The Employee Value Equation
- The Four Factors of Accountability
- Commitment, Resilience, Ownership and Continuous Learning
- Coaching for Accountability
- Developing Accountability
- Using Accountability, Not Engagement to Drives Results
- Self-Reflection – The Driver of Accountability

In this session, leaders will:

- Be introduced to the new metric, “Employee Value Equation”
- Understand the four factors of accountability
- Learn ways to foster and develop accountability in team members
- Identify ways in which they personally enable lack of accountability
- Realize that accountability, not engagement, drives results.
- Learn simple coaching frameworks to build teams that are engaged and accountable, not plagued with entitlement, including a simple model for feedback to gain commitment for “what’s next.”
- Learn techniques utilizing the power self-reflection to fuel engagement and accountability

Tools in this session:

1. Employee Value Equation Calculator
2. Accountable Engagement Planning
3. Assignments for Self-Reflection
4. The Accounting for Exercise

Session

Ditching the Drama and Building Organizational Alignment – Aligning Teams to Deliver What's Next in Current Realities

This session will introduce the revolutionary concept of buy-in as an experience of shared accountability between the team member and the leader. To succeed in business, buy-in is simply not optional and input is to be welcomed yet focused on, “how we can” rather than, “why we can’t.” Alex will also reveal to learners the role that “thinking” plays in our own experiences with an introduction of the “Events Cycle” and “Edit Your Story” Exercise.

Participants will gain techniques and strategies to move teams out of story and towards willing buy-in so that they can move beyond using reality as an excuse not to succeed and instead use their expertise to execute in challenging circumstances.

Content Included:

- Reality-Based Thinking Model
- Events Cycle
- Edit Your Story Tool
- Organizational Alignment Assessment
- Organization Alignment Model
- The Difference Between Opinions and Expertise
- Decision-Making Model
- Thinking Inside the Box

In this session, leaders will:

- Learn how to avoid emotional blackmail
- Learn strategies to help team members separate out reality from self-imposed suffering
- Understand the true nature of organizational alignment
- Learn ways to foster and require buy-in in team members
- Gain fluency in strategies to rally teams to align willingly to organizational goals
- Learn to use the talent in the organization to execute, not opionate
- Identify ways in which they personally enable lack of buy-in
- Learn two tools to call people up to fully committing to the decisions made and plans at hand

Tools in this session:

1. Thinking Inside the Box
2. Edit Your Story Tool
3. This Means That Tool

Session #4

Business Readiness: Leading in Continuous Change and Uncertainty

In this session, following a check in progress of the leaders in practicing their new knowledge and skills, Alex will teach the model of business readiness – a proactive approach to ensuring that teams are ready for what's next and that individuals are highly resilient to adapt to changing times without self-sacrifice or burnout.

Content Included:

- Individual Responses to Change
- Typical Team Responses to Change and Challenge
- The Myths of Change
- Business Readiness Pyramid
- 5 Stages of Readiness
- Working with the Willing
- Activating the Silent Majority
- Ensuring Buy-in / Commitment to Change Efforts

In this session, leaders will:

- Modernize their leadership philosophy to focus on business readiness
- Have their myths and traditional theories of change management challenged and dispelled
- Learn a new model of business readiness, changing the focus of leadership efforts to ensure that change is least disruptive to the business rather than attempting to make change least disruptive to the people
- Embrace a “pyramid of readiness” – a game-changing approach to transforming cultures that respond well to adversity and drive innovation and results
- Facilitate understanding of the causes and anecdotes to “change fatigue” and provide ways in which leaders can conserve team energy for highest possible ROI
- Provide practical techniques and tools for leaders to incorporate in their daily practices to align their teams with organizational direction and shift energy from “why we can’t” to “how we could”

Tools in this session:

1. Negative Brainstorming
2. Activating the Silent Majority

Books and Support Materials

Each leader will be provided copies of Cy Wakeman’s New York Times Bestselling book, Reality-Based Leadership. Book club guides will also be provided to support small groups engaging in book club conversations.

Top of Mind Support Content

A 25-week email campaign will be provided to be sent out to all leaders following the last development session. In each email is a short video reviewing a key concept along with job aids, scripting, and ideas for implementation. This sort of campaign will support sustainability by keeping the core concepts of RBL in front of the leaders and serve as nudges to return to the material time and time again.

Group Coaching Sessions

Two weeks following a leadership development session, a virtual group coaching session will be hosted for one hour in length for each cohort. In these sessions, Alex will work with participants to self-assess their progress in implementing their new knowledge and skills learned in the previous session as they seek to lead in a consistent and modern way. Given their responses, Alex will help problem-solve for the identified triggers and challenges and provide additional techniques for responding to the real-world situations at hand. Individual leaders will be invited to step forward to be coached in full view of all attendees so that attendees can benefit from viewing the coaching process and in getting additional insight to their own implementation challenges.

Executive 1-1 Coaching Sessions

In correspondence with the executive team leadership development series, Alex will conduct quarterly 1-1 coaching call with the 5-6 executives identified by the SB County team. These are one-hour in length and will hit on key development areas to support the overall implementation of the philosophy across the organization they are leading.

No Ego Toolkit Sessions

To foster sustainability and to support fluency in the No Ego Tools, Alex Dorr will host monthly one-hour, online sessions offered in AM & PM open to all graduates of the leadership development series. In these sessions, leaders will gain fluency in using the powerful Ego Bypass strategies of self-reflection as a strong foundation for coaching, team huddles and meetings. Participants learn the twelve core tools of the RBL toolkit and practice on real work situations. Leaders will leave with plans in place to impact their teams in specific and measurable ways.

Interactive Employee Live Learning Session Descriptions and Logistics

No Ego: The Reality of Peace, Happiness and Great Results at Work

This session is designed to help each participant take a quick inventory of their current experience and learn new techniques, strategies and concepts that are easy to implement and can immediately shift mindsets to one of peace in the present, and resilience in the future. This session gives actionable tools to boost productivity, increase engagement and continuously turn excuses into results at work.

In this session, employees will:

- Recognize the main sources of drama that hinder results and happiness in one's career
- Learn powerful ways to move from disengagement to empowerment
- Gain fluency in the mindset of personal accountability and its link to happiness and results at work
- Embrace an approach of change readiness to better capitalize on the needs of the organization and the populations it serves
- Provide practical techniques and tools for employees to incorporate in their daily practices to align with organizational direction and shift energy from "why we can't" to "how we could"

Tools in this session:

1. Edit Your Story
2. SBAR
3. Thinking Inside-the-Box

ATTACHMENT B**CONFLICT OF INTEREST AND POLITICAL REFORM ACT OBLIGATIONS**

Consultant shall make all reasonable efforts to ensure that no County officer or employee, whose position in the County enables him/her to influence any award of the Contract or any competing offer, shall have any direct or indirect financial interest resulting from the award of the Contract or shall have any relationship to the Consultant or officer or employee of the Consultant.

During the term of this Contract Consultant shall not act a Consultant or perform services of any kind for any person or entity whose interests conflict in any way with those of the County. Consultant shall at all times comply with the terms of the Political Reform Act and the local conflict of interest code. Consultant shall immediately disqualify itself and shall not use its official position to influence in any way, any matter coming before the County in which the Consultant has a financial interest as defined in Government Code section 87103. Consultant represents that it has no knowledge of any financial interests which would require it to disqualify itself from any matter on which it might perform services for the County.

“Consultant” means an individual who, pursuant to a contract with a state or local agency:

(A) Makes a governmental decision whether to:

1. Approve a rate, rule or regulation;
2. Adopt or enforce a law;
3. Issue, deny, suspend, or revoke any permit, license, application, certificate, approval, order, or similar authorization or entitlement;
4. Authorize the County to enter into, modify, or renew a contract provided it is the type of contract that requires County approval;
5. Grant County approval to a contract that requires County approval and to which the County is a party, or to the specifications for such a contract;
6. Grant County approval to a plan, design, report, study, or similar item;
7. Adopt, or grant County approval of, policies, standards, or guidelines for the County, or for any subdivision thereof; or

(B) Serves in a staff capacity with the County and in that capacity participates in making a governmental decision as defined in Regulation 18702.2 or performs the same or substantially all the same duties for the County that would otherwise be performed by an individual holding a position specified in the County's Conflict of Interest Code.

DISCLOSURE DETERMINATION:

- ☒ 1. Consultant will not be “making a government decision” or “serving in a staff capacity” as defined in Sections A and B above. No disclosure required.
- ☐ 2. Consultant will be “making a government decision” or “serving in a staff capacity” as defined in either Section A or B above. As a result, Consultant shall be required to file a Statement of Economic Interest with the Clerk of the Board of Supervisors in a timely manner as required by law.

Exhibit A**Pricing****GROUP 1: Investment in Time and Services – Leadership Development - Executive Team**

Curriculum Component	Details	Participant Time Commitment	Monetary Investment
Quarterly 1-1 Coaching Sessions for Executive Leaders	\$10,000 per session x 4 sessions Delivered by Alex Dorr with 5-6 executives	Each coaching session = 60 minutes	\$40,000
Interactive Learning Sessions for 25 Leaders	\$15,000 per in-person session x 2 sessions (1 st and 4 th) \$10,000 per virtual session x 2 sessions (2 nd and 3 rd) Delivered by Alex Dorr Executive team of 25 or so	Each session = 3 hours	\$50,000
Book and Support Materials	Copies of Reality-Based Leadership and No Ego Book for 6 leaders @ \$20 per book	N/A	\$240 (~\$40 per leader)
Group Coaching Sessions	\$7,500 per session x 4 sessions Delivered virtually by Alex	Each session = 1 hour Aligned to above noted cohorts	\$30,000
Estimated Investment			\$120,240.00+ travel expenses

GROUP 2: Investment in Time and Services – Leadership and Staff Development – Child Family Services

Curriculum Component	Details	Participant Time Commitment	Monetary Investment
Half-Day Retreats (2 for line staff and 1 for leaders)	2 half-day, in-person retreats for line staff – approximately 500 people. Sessions are \$15,000 plus travel expenses each 1 half-day, in-person retreat for leaders – approximately 50 leaders. Session is \$15,000 plus travel expenses	Each session = 3 hours	\$45,000 plus travel expenses
Interactive Learning Sessions for 50 Leaders	2 virtual follow-up sessions for leaders, \$10,000 each. (Sessions #2 & 3 on proposal above) *Offering two timeslots in the same day for cohorts of approximately 25 1 in-person, half-day session at \$15,000 (Session #4 on proposal above) *Can be transitioned to virtual if needed *All 50 to attend one timeslot	Each session = 3 hours	\$55,000 plus travel expenses for Session #4
Book and Support Materials	Copies of Reality-Based Leadership and No Ego Book for 50 leaders @ \$20 per book	N/A	\$2000 (~\$40 per leader)
Group Coaching Sessions	\$7,500 per session x 4 sessions Delivered virtually by Alex Dorr2 Cohorts	Each session = 1 hour Aligned to above noted cohorts	\$60,000
No Ego Toolkit Sessions	\$7,500 per session x 6 monthly sessions Delivered virtually by Alex Dorr	Each session = 1 hour	\$45,000
Virtual Learning Modules for Employees and Leaders	\$65 per license for 12-months access 50 leaders and estimated 1000 employees	4-5 hours of self-lead virtual modules	\$68,250

Employee Learning Session for 700-1000 staff	\$15,000 for 2 virtual sessions, one in am & pm	Each session = 2 hours in length	\$15,000
Employee Learning Session Recording Licensure	Licensure for larger attendance and recording for those that can't attend for 700-1000 employees	2-hour recording	\$40,000
Top of Mind Support Content Email Campaign	Provided at no cost		NC
Estimated Investment			\$315,250.00 + travel expenses

GROUP 3: Investment in Time and Services – Leadership and Staff Development - Behavioral Health

Curriculum Component	Details	Participant Time Commitment	Monetary Investment
Interactive Learning Sessions for estimated 100 Leaders	\$15,000 per in-person session x 2 sessions (1st and 4th) \$10,000 per virtual session x 2 sessions (2nd and 3rd) Delivered by Alex Dorr 3 Cohorts (executive cohort and management level cohort/s)	Each session = 3 hours	\$150,000 plus travel expenses for 1 st and 4 th session
Book and Support Materials	Copies of Reality-Based Leadership and No Ego Book for est. 100 leaders @ \$20 per book	N/A	\$4000 (~\$40 per leader)
Group Coaching Sessions	\$7,500 per session x 4 sessions Delivered virtually by Alex Dorr – 2-3 Cohorts	Each session = 1 hour Aligned to above noted cohorts	\$60,000 (\$90,000 for 3 cohort)
No Ego Toolkit Sessions	\$7,500 per session x 6 monthly sessions Delivered virtually by Alex Dorr	Each session = 1 hour, recorded for playback for leaders who miss	\$45,000

Virtual Learning Modules for Employees and Leaders	\$65 per license for 12-months access Estimated 100 leaders and estimated 2000 employees	4-5 hours of self-lead virtual modules	\$136,500
Employee Learning Session for 2000 staff	\$15,000 for 2 virtual sessions, one in am & pm	Each session = 2 hours in length	\$15,000
Employee Learning Session Recording Licensure	Licensure for larger attendance and recording for those that can't attend for 2000 employees	2-hour recording	\$60,000
Top of Mind Support Content Email Campaign	Provided at no cost		NC
Estimated Investment			\$500,500.00 + travel expenses

GROUP 4: Investment in Time and Services – Leadership and Staff Development – Hospital

Curriculum Component	Details	Participant Time Commitment	Monetary Investment
Interactive Learning Sessions for estimated 150 leaders	\$15,000 per in-person session x 2 sessions (1st and 4th) \$10,000 per virtual session x 2 sessions (2nd and 3rd) Delivered by Alex Dorr 3 Cohorts of 50 leaders	Each session = 3 hours	\$150,000 plus travel expenses for 1st and 4th session
Book and Support Materials	Copies of Reality-Based Leadership and No Ego Book for est. 150 leaders @ \$20 per book	N/A	\$6000 (~\$40 per leader)
Group Coaching Sessions	\$7,500 per session x 4 sessions Delivered virtually by Alex Dorr – 3 Cohorts	Each session = 1 hour Aligned to above noted cohorts	\$90,000
No Ego Toolkit Sessions	\$7,500 per session x 6 monthly sessions Delivered virtually by Alex Dorr	Each session = 1 hour, recorded for playback for leaders who miss	\$45,000

Virtual Learning Modules for Employees and Leaders	\$65 per license for 12-months access Estimated 150 leaders and estimated 2000 employees	4-5 hours of self-lead virtual modules	\$139,750
Live Employee Learning Kick-off Session for 2000 staff	\$15,000 for 2 virtual sessions, one in am & pm	Each session = 2 hours in length	\$15,000
Employee Learning Session Recording Licensure	Licensure for larger attendance and recording for those that can't attend for 2000 employees	2-hour recording	\$60,000
Top of Mind Support Content Email Campaign	Provided at no cost		NC
Estimated Investment			\$505,750.00 + travel expenses

GROUP 5: Investment in Time and Services – Leadership and Staff Development – Real Estate and Facilities Management

Curriculum Component	Details	Participant Time Commitment	Monetary Investment
Interactive Learning Sessions for estimated 20 leaders	\$15,000 per in-person session x 2 sessions (1 st and 4 th) \$10,000 per virtual session x 2 sessions (2 nd and 3 rd) Delivered by Alex Dorr 1 Cohorts of estimated 20	Each session = 3 hours	\$50,000 plus travel expenses to 1 st & 4 th session
Book and Support Materials	Copies of Reality-Based Leadership and No Ego Book for est. 20 leaders @ \$20 per book	N/A	\$800 (~\$40 per leader)
Group Coaching Sessions	\$7,500 per session x 4 sessions Delivered virtually by Alex Dorr	Each session = 1 hour Aligned to above noted cohorts	\$30,000
No Ego Toolkit Sessions	\$7,500 per session x 6 monthly sessions Delivered virtually by Alex Dorr	Each session = 1 hour, recorded for playback for leaders who miss	\$45,000

Virtual Learning Modules for Employees and Leaders	\$65 per license for 12-months access Estimated 20 leaders and estimated 180 employees	4-5 hours of self-lead virtual modules	\$13,000
Live Employee Learning Kick-off Session for 180 staff	\$15,000 for 2 virtual sessions, one in am & pm	Each session = 2 hours in length	\$15,000
Employee Learning Session Recording Licensure	Licensure for larger attendance and recording for those that can't attend for 180 employees	2-hour recording	\$5,000
Top of Mind Support Content Email Campaign	Provided at no cost		NC
Estimated Investment			\$158,800.00 + travel expenses
Estimated Total Investment			

Estimated Total Investment is \$1,600,540 + travel expenses