Title: Agreement: Consultant for Development of Inclusive Economic Development Strategy and Action Plan

Location: Citywide

Recommendation: Adopt a Resolution authorizing the City Manager or City Manager’s designee to: 1) establish the Inclusive Economic Development Initiative Project (I02180900); 2) establish expenditure budget in the amount of $500,000 in the Inclusive Economic Development Initiative Project (I02180900) from the Innovation and Growth Fund (Fund 2031) available fund balance; and 3) execute a professional services agreement with RW Ventures, LLC in an amount not-to-exceed $296,000 to develop an economic development action plan from the Inclusive Economic Development Initiative Project (I02180900).

Contact: Michael Jasso, Assistant City Manager, (916) 808-1380, Office of the City Manager; and Denise Malvetti, Sr. Development Project Manager, (916) 808-7064, Office of Innovation and Economic Development

Presenter: None

Attachments:
1-Description/Analysis
2-Professional Services Agreement
3-Resolution
Description/Analysis

Issue Detail: The City Council has made clear, through multiple actions, its commitment to prioritize and implement strategies, programs, and projects that promote inclusive economic and community development throughout our City. To achieve this, the City must begin to focus its support and investments to strengthen our people, business, and place capacities. The budgetary recommendations outlined in this report are intended to put in place the necessary infrastructure to immediately begin implementation of this priority initiative by first commencing the development of an Inclusive Economic Development Strategy and Action Plan.

In October 2018, following the findings of Project Prosper and the Brooking Institution’s work on the Region’s Prosperity Plan, the City Council adopted a framework that defined several components necessary to produce and implement a comprehensive strategy, including establishing: 1) a set of key inclusive guiding principles; 2) an investment committee; 3) a quality of life index; and 4) a criteria and performance metrics system. Staff is recommending the allocation of $500,000 to deliver and commence a comprehensive and inclusive economic development strategy and action plan.

Building from a deep analysis of the Sacramento region’s economy, this project will engage stakeholders in creating an action agenda that establishes an overall vision and economic development framework, aligns existing work, specifies synergistic growth strategies and initiatives, and creates an implementation plan. The Strategy and Action Plan will employ a comprehensive scope, translating its regional market analysis to mutually-reinforcing strategies and initiatives at both the city and neighborhood level and setting Sacramento’s economic growth activities on a common trajectory. This work will be completed by a team of national and local economic development experts, led by RW Ventures, LLC (RWV).

RWV is an economic development firm specializing in market-based strategies for growing urban and regional economies. The firm applies sophisticated analytic tools to reveal market dynamics and opportunities, then creates new products and institutions to enable businesses, communities and regions to capture value and improve vitality and prosperity. RWV is a founder and manager of the New Growth Innovation Network (NGIN), a new national organization that brings together economic development leaders committed to building a new field of quality economic growth practice. At its core, RWV’s work strives to achieve development outcomes and improve quality of life by aligning community and economic interests to drive inclusive prosperity.

RWV has convened the following team:
- Dr. Manuel Pastor, a Distinguished Professor of Sociology and American Studies & Ethnicity at the University of Southern California;
• Dr. Chris Benner, a Professor of Environmental Studies and Sociology at the University of California, Santa Cruz and the Dorothy E. Everett Chair in Global Information and Social Entrepreneurship;

• Dr. Darrene L. Hackler who provides dynamic, evidence-based strategic and technical assistance to communities and their leaders who are seeking expert advice on how to integrate economic equity and inclusiveness, sustainability, and technological advantage into their economic development strategies; and

• MIG Inc., a multidisciplinary firm that specializes in regional, community and land use and transportation planning, public outreach, inter-agency collaboration, facilitation, communications and graphic design.

This dynamic team stands ready to create the Strategy and Action Plan with the City and local economic development organizations and leaders over the course of the next six months.

RWV’s work will be broken into five specific tasks: 1) Project Organizing and Management, 2) Market Analysis (regional and neighborhood levels), 3) Strategy Development and Refinement, 4) Initiative Concept Development and 5) Project Documentation and Identification of Next Steps. The Strategy and Action Plan will move the City and its partners to implementation of transformative economic growth projects that align with a comprehensive framework for sustained growth. This structure will guide Sacramento through the process of developing a vision for its future economy, refining and deepening its existing market analysis, designing strategies and laying the groundwork for initiatives, products and services (immediate, short-term and long-term), then outline operations and finance to support implementation. Outreach and civics will take place throughout and inform all phases, building local and regional buy-in, enlisting champions for the action agenda, and seeding the creation of the infrastructure needed to support implementation.

Policy Considerations: On July 31, 2018, Council unanimously adopted a policy and resolution (Resolution 2018-0312) to take comprehensive, intentional actions to increase and diversify our economic growth in an inclusive and equitable manner.

Economic Impacts: Ensuring economic and community development opportunities exist for all can result in greater economic growth for the residents, businesses, and youth of Sacramento.

Environmental Considerations: The recommendation in this report is not a project under the California Environmental Quality Act (CEQA), because it does not involve any commitment to a specific project which may result in a potentially significant physical impact on the environment, as contemplated by Title 14, California Code of Regulations, Section 15378(b)(4) and is, therefore, not subject to CEQA pursuant to CEQA Guidelines Section 15060(c)(3).
Sustainability: None

Commission/Committee Action: None

Rationale for Recommendation: The work of the Brookings Institution found that while the Sacramento region was relatively prosperous compared to other large metropolitan areas, it has been on a troubling trajectory related to creating an inclusive and equitable economy. A few key findings included: 1) the region has ranked in the bottom third of 100 largest MSAs when measuring growth, prosperity, and inclusion; 2) more than a third of the region’s residents struggle to make ends meet and these struggling adults are disproportionately people of color and people with lower levels of education; and 3) employers are demanding workers with higher education and digital skills although Black and Latino workers are underrepresented in medium and high digital skill occupations. In order to transition to an inclusive, prosperous city in the next economy, the moment is right for Sacramento to create and implement an Inclusive Economic Development Strategy and Action Plan that will guide and drive how the City utilizes its unique assets to generate sustained, quality economic growth and to establish its distinct place in the next economy.

As a follow-up to the 2018 Brookings Institution work, four regional partners (SACOG, Valley Vision, Greater Sacramento Economic Council, and Sacramento Metro Chamber of Commerce) are advancing the development of the Regional Prosperity Plan. The regional partners have also hired RWV to review market and cluster analyses, produce a regional business plan with a focus on short-term implementation and identify funding sources for project and program implementation. This City will leverage this work and overall plan. RWV’s work on the Sacramento region will also result in some cost savings to the City. More importantly RWV’s work on the Regional Prosperity Plan and Sacramento’s Inclusive Economic Development Strategy and Action Plan will ensure alignment of City and regional short and long term strategies.

Financial Considerations: Staff recommends that the City Council authorize the establishment of the Economic Development Initiative Project (I02180900) as well as expenditure budget for the project from the Innovation and Growth Fund (Fund 2031) available fund balance in an amount not to exceed $500,000.

There are no General Fund obligations for this project.

Local Business Enterprise (LBE): Not applicable
THIS AGREEMENT is made at Sacramento, California, as of ______________, by and between the CITY OF SACRAMENTO, a municipal corporation (“CITY”), and

RW Ventures, LLC.
30 West Monroe Street, Suite 510, Chicago, IL 60603
(312) 332-6295 phone/(312) 332-8412 fax/bob@weissbourd.com

(“CONTRACTOR”), who agree as follows:

1. Services. Subject to the terms and conditions set forth in this Agreement, CONTRACTOR shall provide to CITY the services described in Exhibit A. CONTRACTOR shall provide the services at the time, place, and in the manner specified in Exhibit A. CONTRACTOR shall not be compensated for services outside the scope of Exhibit A unless prior to the commencement of the services: (a) CONTRACTOR notifies CITY and CITY agrees that the services are outside the scope of Exhibit A; (b) CONTRACTOR estimates the additional compensation required for these additional services; and (c) CITY, after notice, approves in writing a Supplemental Agreement specifying the additional services and amount of compensation therefor. CITY shall have no obligations whatsoever under this Agreement or any Supplemental Agreement, unless and until this Agreement or any Supplemental Agreement is approved by the Sacramento City Manager or the City Manager’s authorized designee, or by the Sacramento City Council, as required by the Sacramento City Code.

2. Payment. CITY shall pay CONTRACTOR for services rendered pursuant to this Agreement at the times and in the manner set forth in Exhibit B. The payments specified in Exhibit B shall be the only payments to be made to CONTRACTOR for the services rendered pursuant to this Agreement unless pursuant to Section 1, above, CITY approves additional compensation for additional services. CONTRACTOR shall submit all billings for services to CITY in the manner specified in Exhibit B, or, if not specified in Exhibit B, according to the usual and customary procedures and practices that CONTRACTOR uses for billing clients similar to CITY.

3. Facilities and Equipment. Except as set forth in Exhibit C, CONTRACTOR shall, at its sole cost and expense, furnish all facilities and equipment that may be required for CONTRACTOR to perform services pursuant to this Agreement. CITY shall furnish to CONTRACTOR only the facilities and equipment listed in Exhibit C according to any terms and conditions set forth in Exhibit C.

* This form to be used for all professional services, except services performed by architects, landscape architects, professional engineers, or professional land surveyors, or related to a construction project.
4. **General Provisions.** The General Provisions set forth in Exhibit D, which include indemnity and insurance requirements, are part of this Agreement. In the event of any conflict between the General Provisions and any terms or conditions of any document prepared or provided by CONTRACTOR and made a part of this Agreement, including without limitation any document relating to the scope of services or payment therefor, the General Provisions shall control over those terms or conditions.

5. **Non-Discrimination in Employee Benefits.** This Agreement may be subject to the requirements of Sacramento City Code Chapter 3.54, Non-Discrimination in Employee Benefits by City Contractors. A summary of the requirements of Sacramento City Code Chapter 3.54, entitled “Requirements of the Non-Discrimination in Employee Benefits Code,” can be viewed at: [http://www.cityofsacramento.org/Finance/Procurement/Standard-Agreements](http://www.cityofsacramento.org/Finance/Procurement/Standard-Agreements). By signing this Agreement, CONTRACTOR acknowledges and represents that CONTRACTOR has read and understands these requirements and agrees to fully comply with all applicable requirements of Sacramento City Code Chapter 3.54. If requested by CITY, CONTRACTOR agrees to promptly provide such documents and information as may be required by CITY to verify CONTRACTOR’s compliance. Any violation by CONTRACTOR of Sacramento City Code Chapter 3.54 constitutes a material breach of this Agreement, for which the CITY may terminate the Agreement and pursue all available legal and equitable remedies.

6. **Considering Criminal Conviction Information in the Employment Application Process.** This Agreement may be subject to the requirements of Sacramento City Code Chapter 3.62, Procedures for Considering Criminal Conviction Information in the Employment Application Process. A summary of the requirements of Sacramento City Code Chapter 3.62, entitled “Ban-The-Box Requirements,” can be viewed at: [http://www.cityofsacramento.org/Finance/Procurement/Standard-Agreements](http://www.cityofsacramento.org/Finance/Procurement/Standard-Agreements). By signing this Agreement, CONTRACTOR acknowledges and represents that CONTRACTOR has read and understands these requirements and agrees to fully comply with all applicable requirements of Sacramento City Code Chapter 3.62. If requested by CITY, CONTRACTOR agrees to promptly provide such documents and information as may be required by CITY to verify CONTRACTOR’s compliance. Any violation by CONTRACTOR of Sacramento City Code Chapter 3.62 constitutes a material breach of this Agreement, for which the CITY may terminate the Agreement and pursue all available legal and equitable remedies. CONTRACTOR agrees to require its subcontractors to fully comply with all applicable requirements of Sacramento City Code Chapter 3.62, and include these requirements in all subcontracts covered by Sacramento City Code Chapter 3.62.

7. **Additional Requirements for Surveying, Material Testing, and Inspection Services.** If this Agreement includes any land surveying, material testing, or inspection services provided for a City construction project, during the design, pre-construction, construction, or post-construction phases of the project, the Contractor and any subcontractor or subconsultant performing any such services shall comply with the provisions specified in Exhibit E.

8. **Authority.** The person signing this Agreement for CONTRACTOR represents and warrants that he or she is fully authorized to sign this Agreement on behalf of CONTRACTOR and to bind CONTRACTOR to the performance of its obligations hereunder.
9. **Exhibits.** All exhibits referred to herein and attached hereto, and the “Requirements of the Non-Discrimination in Employee Benefits Code” and “Ban-The-Box Requirements” described above, are by this reference incorporated as if set forth fully herein.

Executed as of the day and year first above stated.

**CITY OF SACRAMENTO**

A Municipal Corporation

By: ________________________________

Print name: ________________________________

Title: ________________________________

For: Howard Chan, City Manager

APPROVED AS TO FORM:

[Signature]

City Attorney

ATTEST:

[Signature]

City Clerk

**Attachments**

Exhibit A  Scope of Service  
Exhibit B  Fee Schedule/Manner of Payment  
Exhibit C  Facilities/Equipment Provided  
Exhibit D  General Provisions  
Exhibit E  Additional Requirements for Surveying, Material Testing, and Inspection Services
CONTRACTOR:

RW Ventures, LLC

NAME OF FIRM

36-4534451

Federal I.D. No.

State I.D. No.

1032446


TYPE OF BUSINESS ENTITY (check one):

_____ Individual/Sole Proprietor

_____ Partnership

_____ Corporation (may require 2 signatures)

X Limited Liability Company

_____ Other (please specify: ______________________)

Signature of Authorized Person

Robert Weissbourd, President

Print Name and Title

N/A

Additional Signature (if required)

N/A

Print Name and Title
EXHIBIT A
PROFESSIONAL SERVICES AGREEMENT

SCOPE OF SERVICES

1. Representatives.

The CITY Representative for this Agreement is:

Melissa Anguiano/Economic Development Manager
915 I Street, 4th Floor, Sacramento, CA 95814
(916) 808-5864 phone/manguiano@cityofsacramento.org

All CONTRACTOR questions pertaining to this Agreement shall be referred to the CITY Representative or the Representative’s designee.

The CONTRACTOR Representative for this Agreement is:

Robert Weissbourd/President
30 West Monroe Street, Suite 510, Chicago, IL 60603
(312) 332-6295 phone/bob@weissbourd.com

All CITY questions pertaining to this Agreement shall be referred to the CONTRACTOR Representative. All correspondence to CONTRACTOR shall be addressed to the address or e-mail address set forth on page one of this Agreement. Unless otherwise provided in this Agreement, all correspondence to the CITY shall be addressed to the CITY Representative.

2. Insurance. Insurance requirements are specified in Exhibit D, Section 11.

3. Conflict of Interest Requirements.

A. Generally. Under the California Political Reform Act, Government Code §§ 81000 et seq., designated employees of the CITY are required to comply with the CITY’s Conflict of Interest Code. The term “designated employees” is a term of art and includes individuals who are working for contractors who are providing services or performing work for the CITY and who are considered to be “consultants” under the Political Reform Act. The term “consultant” generally includes individuals who make, or participate in making, governmental decisions or who serve in a staff capacity. Individuals who perform work that is solely clerical, ministerial, manual or secretarial are not “consultants.”

The CITY’s Conflict of Interest Code requires designated employees, including individuals who qualify as “consultants”, to file the following statements of economic interests:

(1) An “assuming office” statement of economic interests to be filed within 30 days after execution of the agreement between the City and the contractor;
(2) Annual statements of economic interests while the agreement remains in effect, to be filed not later than April 30 of each year; and

(3) A “leaving office” statement of economic interests to be filed within 30 days of completion of the contract.

The above statements of economic interests are public records subject to public disclosure under the California Public Records Act.

The CITY’s Conflict of Interest Code also requires individuals who qualify as “consultants” under the Political Reform Act to comply with the conflict of interest provisions of the Political Reform Act, which generally prohibit individuals from making or participating in the making of decisions that will have a material financial effect on their economic interests.

B. Conflict of Interest Statements. The individual(s) who will provide services or perform work pursuant to this Agreement are “consultants” within the meaning of the Political Reform Act and the CITY’s Conflict of Interest Code: _____ yes  X  no [check one] If “yes” is checked above, CONTRACTOR shall cause the following to occur within 30 days after execution of this Agreement:

(1) Identify the individuals who will provide services or perform work under this Agreement as “consultants”;

(2) Cause these individuals to file with the CITY Representative the “assuming office” statements of economic interests required by the CITY’s Conflict of Interest Code.

Thereafter, throughout the term of the Agreement, CONTRACTOR shall cause these individuals to file with the CITY Representative annual statements of economic interests, and “leaving office” statements of economic interests, as required by the CITY’s Conflict of Interest Code. The CITY may withhold all or a portion of any payment due under this Agreement until all required statements are filed.

4. Scope of Services. The services provided shall be as set forth in Attachment 1 to Exhibit A, attached hereto and incorporated herein.

5. Time of Performance. The services described herein shall be provided during the period, or in accordance with the schedule, set forth in the Scope of Services.
SCOPE OF SERVICES – PROJECT APPROACH

Sacramento is on the cusp: with old economy challenges ranging from disrupted, underperforming industries and labor markets to serious equity challenges, yet with enormous assets, energy and development activity. Poised to transition to an inclusive, prosperous city in the next economy, the moment is right for Sacramento to create and implement a strategic action agenda that will guide and drive how the city utilizes its unique assets to generate sustained, quality economic growth and to establish its distinct place in the next economy. Building from a deep analysis of the Sacramento region’s economy, this project will engage stakeholders in creating an action agenda (working title: “Sacramento Now”) that establishes an overall vision and economic development framework, and an implementation plan, aligning existing work, and specifying additional synergistic growth strategies and initiatives. The city and other stakeholders in Sacramento have completed substantial market research and strategic planning that provide a launchpad for more nuanced assessment of the city’s assets and the actions that will fully leverage them. Sacramento Now will employ a comprehensive scope, translating its regional market analysis to mutually-reinforcing strategies and initiatives at both the city and neighborhood level and setting Sacramento’s economic growth activities on a common trajectory. A team of national and local economic development experts, led by CONTRACTOR, and including Manuel Pastor, Chris Benner, Darrene Hackler, and MIG Inc., stands ready to create Sacramento Now with the City and local economic development organizations and leaders over the course of 6 months for a fee of $296,000.

Sacramento Now will move the city and its partners to implementation of inclusive and transformative economic growth projects that align with a comprehensive framework for sustained growth. The project will culminate in a strategic action agenda for Sacramento – “Sacramento Now” – which will lay out the market findings, regional vision, strategies, and identified initiatives for the City.

In order to develop Sacramento Now, the CONTRACTOR shall complete the following tasks:

**Task 1: Project Organizing and Management**

1. Finalize Project Approach
   a. Establish agreed upon approach, scope, timeline, budget, roles and responsibilities, milestones and organization chart
2. Organize and execute introduction calls between City and Project team members
   a. Document agreed upon approach
   b. Compile and circulate relevant background materials (e.g., existing plans & reports (e.g., Project Prosper, Brookings, Metropolitan Business Planning (MBP) framing and "next economy" background material)
3. Prepare for kick-off events in Sacramento
   a. Identify local stakeholders and experts to invite to kick-off meetings/working sessions
   b. Plan for meeting (e.g., agenda, background, materials, and presentations)
   c. Circulate preliminary data/analyses from MBP market analysis
4. Project Kick-Off events in Sacramento
   a. Meet with City and Project Leaders/Stakeholders
   b. Meet/interview local experts and stakeholders
   c. Hold working session with local stakeholders and community groups
5. Ongoing Project Management
   a. Build out and provide communications, protocols, document sharing and review processes for City, Project Team and Project Leaders/Stakeholders as needed/appropriate
   b. Coordinate logistics and scheduling for all meetings and work sessions

Task 2: Market Analysis

1. Clusters
   a. Conduct quantitative/geospatial analysis, including:
      i. Develop refined cluster definitions, continually refine (throughout quantitative and qualitative work below) to develop a more nuanced "map" and analysis of what firms and functions are really clustering
      ii. Segment initial priority clusters (e.g., Ag-tech, Energy, Future Mobility/ Autonomous Vehicles, etc.) into sub-clusters and assessment of strength/performance of each (e.g., concentration, growth, total employment, productivity, wages, etc.)
      iii. Identify physical concentrations of firm activity for strongest sub-clusters
   b. Conduct qualitative analysis, including:
      i. Inventory and assess relevant, local cluster assets for sub-clusters
      ii. Conduct market research via trade journals, published studies, white papers, market analyses, etc. to identify industry trends/opportunities for Sacramento firms to seize upon/respond to (e.g., growing demand for product types, changing innovation models and practices)
      iii. Conference Calls: Hold interviews and focus groups with firms and industry stakeholders (e.g., investors, trade associations) regarding state/performance of sub-clusters, opportunities for/barriers to growth, etc.
      iv. Assess sub-clusters' degree of/potential for collaborative program design and launch, formation of cluster organization, other interventions

2. Workforce
   a. Conduct quantitative/geospatial analysis, including:
      i. Identify skills demand in select sub-clusters (with Project Leader/Stakeholder input)
      ii. Identify workers by primary skills/population segments (e.g., Opportunity Youth, underemployed middle-skill workers, mid- and high-digital skill workers), and physical concentrations of different segments
      iii. Assess current commuting patterns, transportation options, physical proximity, etc. with respect to the alignment of skills demand and supply
   b. Conduct qualitative analysis, including:
      i. Examine workforce development system, including main actors and connections among them, employer-led programs to inform curriculum, efficiency of job/skills matching platforms, connection of programs to minority populations, etc.
      ii. Conference Calls: Hold interviews and focus groups with companies and workforce development actors regarding efficacy of workforce system, quality
of talent pools, opportunities for new infrastructure/programming to develop in-demand skills, etc.

3. Innovation and Entrepreneurship
   a. Conduct quantitative/geospatial analysis, including:
      i. Assess size and growth patterns of start-up firms by cluster/sub-cluster to ID areas of opportunity to support entrepreneurs and small firm growth
      ii. Analyze other indicators of regional innovation (e.g., patent activity, R&D investments)
   b. Conduct qualitative analysis, including:
      i. Assess "innovation ecosystem" -- current programs, support, finance for entrepreneurs, small businesses, commercialization, etc.
      ii. Assess patent activity and research and development programs at UC Davis (and potentially other regional universities) to identify areas of opportunity for scale-up
      iii. Assemble relevant (based on market research) research and models on successful innovation, entrepreneurship, commercialization, innovation district and related programs to inform further targeted market analysis and strategy development

4. Spatial Efficiency
   a. Conduct quantitative/geospatial analysis, including:
      i. Analyze current commuting patterns across City, particularly to areas with high concentration of firms in strong sub-clusters
      ii. Assess availability/frequency of transit options in City neighborhoods
   b. Conduct qualitative analysis, including:
      i. Interview key infrastructure/transportation agencies and planners
      ii. Assemble relevant models for connecting workers to job centers to inform further market research and strategy development

5. Governance
   a. Conduct qualitative analysis, including:
      i. Assess strength/capacity of key regional, city and neighborhood development organizations identified by Project Leaders/Stakeholders and Local Consultants
      ii. Understand the networks/connections among the area’s key regional, city and neighborhood development organizations – and their capacity to expand/strengthen – with guidance from Project Leaders/Stakeholders and Local Consultants
      iii. Development organizations/stakeholders
      iv. Interview key city/neighborhood development actors and organizations

6. Neighborhoods
   a. Run DNT (Dynamic Neighborhood Typology) analysis on Sacramento neighborhoods to identify:
      i. Identify distribution of primary neighborhood types across city
      ii. Assess trends in neighborhood change to assess city’s general trajectory
   b. Run DNT RSI (Repeat Sales Index) on Sacramento residential property sales data to identify:
i. Assess trends in residents’ demand for certain neighborhoods, as indicated by patterns of change in RSI

ii. Identify geographies w/ common RSI trends, suggesting similar dynamics/opportunities for collaboration in managing neighborhood change

   c. Conduct preliminary inventory/mapping of concentrations of neighborhood assets as they relate to regional opportunities, including:

      i. Identify concentrations of businesses in/readily redirected to strongest sub-clusters

      ii. Identify concentrations of workers with relevant, in-demand skills

   d. Conduct neighborhood focus groups to review and build from initial findings

7. Synthesize and summarize findings of 1st round analysis/research
   a. Summarize Sacramento's assets and leading observations from analysis (e.g., notable sub-clusters, trends in skills demand/supply, and neighborhood development trends and patterns)
   b. Identify preliminary growth strategies that respond to and build upon market analysis findings
   c. Inventory anticipated next steps in analysis, further research to clarify first round findings

8. Conference Call: Working Session w/ City/Project Leaders/Stakeholders to vet 1st-round analytic findings

9. Execute deeper-dive analysis into key opportunity/challenge areas as identified in first round analysis and surfaced/refined in a Working Session
   a. Conduct quantitative analysis (e.g., assess increasingly granular/customized data sets obtained from City/Project Leaders/Stakeholders, refine/expand sub-cluster data, deeper dive into sub-populations/locations of worker segments)
   b. Conduct qualitative analysis (more narrowly focused interviews, additional interviews/focus groups, etc.)

10. Synthesize and summarize findings of second round of analysis/research

11. Hold Project Team meetings in Sacramento to vet second round analytic findings and identify next steps for strategy/initiative formation
   a. Meet with City and Project Leaders/Stakeholders
   b. Meet/interview local experts and stakeholders
   c. Hold working session with local stakeholders and community groups

Task 3: Strategy Development and Refinement

1. Draft preliminary growth strategies
   a. Synthesize quantitative and qualitative work from II, above, both by and across subject areas
   b. Articulate regional storyline and desired trajectory (mission and goals of business plan)
   c. Refine strategies, identify opportunities for alignment across strategies, assess and respond to barriers and risks to implementation

2. Conference Call: Hold Project Team working session to review consolidated draft strategies, vet and refine, ID further cross-cutting/alignment opportunities, etc.
3. Perform iterative rounds of targeted market analysis to fill in gaps in strategy design, further refine and tailor strategies to Sacramento's opportunities
4. Summarize and document revised strategies, as a result of project team feedback and supplemental market analysis
5. Conference Call: City/ Project Leaders/Stakeholders - vet preliminary strategies
6. Revise strategies based on City/ Project Leaders/Stakeholders feedback

Task 4: Initiative Concept Development

1. Identify/inventory existing regional/city/neighborhood initiatives and programs relevant to implementation of preliminary strategies, including those underway or in development by:
   a. City
   b. Project Leaders/Stakeholders
   c. Neighborhood organizations/institutions
   d. Others
2. Assemble examples of models/programs/enterprises that might be adapted to Sacramento's preliminary growth strategies
3. Identify priority list of potential initiatives to implement refined growth strategies
   a. Immediate/short-term initiatives (6 month-1 year to impacts) that support/target/refine existing and "shovel ready" products, services and programs to align them with growth strategies
   b. Mid-term initiatives (1-3 years to impacts) - new products and services that adapt/leverage existing initiatives/programs or require modest design and resource development to get to implementation
   c. Long-term initiatives (3-5 years to impacts) - new products and services and sufficient scale and complexity (e.g., major industrial developments, transit investments) that require ground-up business planning and substantial capacity/resource development
4. Conference call: City/ Project Leaders/Stakeholders - vet potential set of initiatives
5. Revise preliminary initiatives based on City/ Project Leaders/Stakeholders feedback

Task 5: Project Documentation and Identification of Next Steps

1. Compile outputs of the Market Analysis (Regional and Neighborhood) and Strategy Development into final "Economic Action Agenda"
2. Identify and articulate immediate/short-term implementation actions
   a. Create concept papers for lead initiatives (both tailoring/targeting existing initiatives to agenda strategies and new initiatives)
3. Identify and articulate mid- to long-term implementation actions (i.e., outline next steps for Phase 2), including:
   a. Creating business plans/implementation actions for implementing mid-term initiatives
   b. Drafting business plans for long-term initiatives
   c. Developing institutional capacity/infrastructure for management/delivery of implementation activities, monitoring strategic alignment of action items, etc.
4. Provide draft agenda documents to City/Project Leaders/Stakeholders for review and feedback
5. Edit/finalize "Economic Action Agenda" based on commentary and feedback
6. Design PDF booklet of "Economic Action Agenda" for web and print publication
The parties agree that section 7.A. of Exhibit D is modified to read as follows:

CITY shall have full ownership and control, including ownership of any copyrights, of all information prepared, produced, or provided by CONTRACTOR pursuant to this Agreement. CITY hereby grants CONTRACTOR a license to use the information prepared, produced, and provided by CONTRACTOR under this Agreement; the license is non-exclusive, perpetual, royalty-free, and worldwide. In this Agreement, the term “information” shall be construed to mean and include: any and all work product, submittals, reports, plans, specifications, and other deliverables consisting of documents, writings, handwritings, typewriting, printing, photostatting, photographing, computer models, and any other computerized data and every other means of recording any form of information, communications, or representation, including letters, works, pictures, drawings, sounds, or symbols, or any combination thereof. CONTRACTOR shall not be responsible for any unauthorized modification or use of such information for other than its intended purpose by CITY. CONTRACTOR retains all rights to intellectual property that it acquired before the effective date of this Agreement regardless whether the intellectual property is incorporated into the information prepared, produced, or provided by CONTRACTOR pursuant to this Agreement.

The parties agree that section 8 of Exhibit D is modified to read as follows:

CONTRACTOR shall perform all Services required pursuant to this Agreement in the manner and according to the standards currently observed by a competent practitioner of CONTRACTOR’s profession in California. All products of whatsoever nature that CONTRACTOR delivers to CITY pursuant to this Agreement shall be prepared in a professional manner and conform to the standards of quality normally observed by a person currently practicing in CONTRACTOR’s profession, and shall be provided in accordance with any schedule of performance specified in Exhibit A. CITY acknowledges that third-party data that CONTRACTOR obtains to perform Services required by this Agreement may contain inaccuracies that could affect the accuracy of the products that CONTRACTOR delivers to CITY under this Agreement; this acknowledgment does not, however, relieve CONTRACTOR from its obligation to conform to the professional standard of care in obtaining and interpreting the third-party data. CONTRACTOR shall assign only competent personnel to perform Services pursuant to this Agreement. CONTRACTOR shall notify CITY in writing of any changes in CONTRACTOR’s staff assigned to perform the Services required under this Agreement, prior to any such performance. In the event that CITY, at any time during the term of this Agreement, desires the removal of any person assigned by CONTRACTOR to perform Services pursuant to this Agreement, because CITY, in its sole discretion, determines that such person is not performing in accordance with the standards required herein, CONTRACTOR shall remove such person immediately upon receiving notice from CITY of the desire of CITY for the removal of such person.
1. **CONTRACTOR’s Compensation.** The total of all fees paid to the CONTRACTOR for the performance of all services set forth in Exhibit A, including normal revisions (hereafter the “Services”), and for all authorized Reimbursable Expenses, shall not exceed the total sum of $296,000.

2. **Billable Rates.** CONTRACTOR shall be paid for the performance of Services on a flat fee basis, as set forth in Attachment 1 to Exhibit B, attached hereto and incorporated herein.

3. **CONTRACTOR’s Reimbursable Expenses.** Reimbursable Expenses shall be limited to actual expenditures of CONTRACTOR for expenses that are necessary for the proper completion of the Services and shall only be payable if specifically authorized in advance by CITY.

4. **Payments to CONTRACTOR.**

   A. Payments to CONTRACTOR shall be made within a reasonable time after receipt of CONTRACTOR’s invoice, in proportion to services performed or as otherwise specified in Attachment 1 to Exhibit B. CONTRACTOR may request payment on a monthly basis. CONTRACTOR shall be responsible for the cost of supplying all documentation necessary to verify the monthly billings to the satisfaction of CITY.

   B. All invoices submitted by CONTRACTOR shall contain the following information:

   1. Job/Project Name
   2. CITY’s current Purchase Order Number
   3. CONTRACTOR’s Invoice Number
   4. Date of Invoice Issuance
   5. Work Order Number (if applicable)
   6. CITY representative identified on the Purchase Order
   7. CONTRACTOR’s remit address for payment
   8. Description of services billed under Invoice
   9. Amount of Invoice (itemize all authorized Reimbursable Expenses)
   10. Total Billed to Date under Agreement

   C. Items shall be separated into Services and Reimbursable Expenses. Billings that do not conform to the format outlined above shall be returned to CONTRACTOR for correction. CITY shall not be responsible for delays in payment to CONTRACTOR resulting from CONTRACTOR’s failure to comply with the invoice format described above.
D. Submitting Invoices:

(1) **Email.** Submit email invoices and any attachments to:

   apinvoices@cityofsacramento.org

(2) **Postal mail.** If emailing invoices and attachments is not an option, mail to:

   A/P PROCESSING CENTER  
   CITY OF SACRAMENTO  
   915 I ST FL 4  
   SACRAMENTO CA 95814-2608

5. **Additional Services.** Additional Services are those services related to the scope of services of CONTRACTOR set forth in Exhibit A but not anticipated at the time of execution of this Agreement. Additional Services shall be provided only when a Supplemental Agreement authorizing the Additional Services is approved by CITY in accordance with CITY’s Supplemental Agreement procedures. CITY reserves the right to perform any Additional Services with its own staff or to retain other contractors to perform the Additional Services.

6. **Accounting Records of CONTRACTOR.** During performance of this Agreement and for a period of three (3) years after completing all Services and Additional Services hereunder, CONTRACTOR shall maintain all accounting and financial records related to this Agreement, including, but not limited to, records of CONTRACTOR’s costs for all Services and Additional Services performed under this Agreement and records of CONTRACTOR’s Reimbursable Expenses, in accordance with generally accepted accounting practices, and shall keep and make the records available for inspection and audit by representatives of the CITY upon reasonable written notice.

7. **Taxes.** CONTRACTOR shall pay, when and as due, any and all taxes incurred as a result of CONTRACTOR’s compensation hereunder, including estimated taxes, and shall provide CITY with proof of the payment upon request. CONTRACTOR hereby agrees to indemnify CITY for any claims, losses, costs, fees, liabilities, damages or injuries suffered by CITY arising out of CONTRACTOR’s breach of this Section 7.
CONTRACTOR shall be paid for the performance of services on a flat fee basis in the amount of $296,000. Payments will be made based on completion of the following deliverables:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Project Launch with Finalized Project Approach Documentation (e.g., timeline, major milestones, etc.) (Task 1)</td>
<td>$50,000</td>
</tr>
<tr>
<td>2) Interim Market Analysis Report re: Clusters and Workforce (Task 2)</td>
<td>$50,000</td>
</tr>
<tr>
<td>3) First-Round Market Analysis Report- Regional and Neighborhood (Task 2)</td>
<td>$66,000</td>
</tr>
<tr>
<td>4) Preliminary Growth Strategy Report (Task 3)</td>
<td>$50,000</td>
</tr>
<tr>
<td>5) Inventory of Implementation Initiatives (Task 4)</td>
<td>$30,000</td>
</tr>
<tr>
<td>6) Final Economic Action Agenda (Task 5)</td>
<td>$50,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$296,000</strong></td>
</tr>
</tbody>
</table>
EXHIBIT C

PROFESSIONAL SERVICES AGREEMENT

FACILITIES AND EQUIPMENT TO BE PROVIDED BY CITY

CITY shall [check one]  

X  Not furnish any facilities or equipment for this Agreement;

or

_____ Furnish the following facilities or equipment for the Agreement [list, if applicable]:

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EXHIBIT D
PROFESSIONAL SERVICES AGREEMENT

GENERAL PROVISIONS

1. Independent Contractor.

A. It is understood and agreed that CONTRACTOR (including CONTRACTOR’s employees) is an independent contractor and that no relationship of employer-employee exists between the parties hereto for any purpose whatsoever. Neither CONTRACTOR nor CONTRACTOR’s assigned personnel shall be entitled to any benefits payable to employees of CITY. CITY is not required to make any deductions or withholdings from the compensation payable to CONTRACTOR under the provisions of this Agreement, and CONTRACTOR shall be issued a Form 1099 for its services hereunder. As an independent contractor, CONTRACTOR hereby agrees to indemnify and hold CITY harmless from any and all claims that may be made against CITY based upon any contention by any of CONTRACTOR’s employees or by any third party, including but not limited to any state or federal agency, that an employer-employee relationship or a substitute therefor exists for any purpose whatsoever by reason of this Agreement or by reason of the nature and/or performance of any Services under this Agreement. (As used in this Exhibit D, the term “Services” shall include both Services and Additional Services as such terms are defined elsewhere in this Agreement.)

B. It is further understood and agreed by the parties hereto that CONTRACTOR, in the performance of its obligations hereunder, is subject to the control and direction of CITY as to the designation of tasks to be performed and the results to be accomplished under this Agreement, but not as to the means, methods, or sequence used by CONTRACTOR for accomplishing such results. To the extent that CONTRACTOR obtains permission to, and does, use CITY facilities, space, equipment or support services in the performance of this Agreement, this use shall be at the CONTRACTOR’s sole discretion based on the CONTRACTOR’s determination that such use will promote CONTRACTOR’s efficiency and effectiveness. Except as may be specifically provided elsewhere in this Agreement, the CITY does not require that CONTRACTOR use CITY facilities, equipment or support services or work in CITY locations in the performance of this Agreement.

C. If, in the performance of this Agreement, any third persons are employed by CONTRACTOR, such persons shall be entirely and exclusively under the direction, supervision, and control of CONTRACTOR. Except as may be specifically provided elsewhere in this Agreement, all terms of employment, including hours, wages, working conditions, discipline, hiring, and discharging, or any other terms of employment or requirements of law, shall be determined by CONTRACTOR. It is further understood and agreed that CONTRACTOR shall issue W-2 or 1099 Forms for income and employment tax purposes, for all of CONTRACTOR’s assigned personnel and subcontractors.

D. The provisions of this Section 1 shall survive any expiration or termination of this Agreement. Nothing in this Agreement shall be construed to create an exclusive relationship between CITY and CONTRACTOR. CONTRACTOR may represent, perform
services for, or be employed by such additional persons or companies as CONTRACTOR sees fit provided that CONTRACTOR does not violate the provisions of Section 5, below.

2. **Licenses; Permits, Etc.** CONTRACTOR represents and warrants that CONTRACTOR has all licenses, permits, City Business Operations Tax Certificate, qualifications, and approvals of whatsoever nature that are legally required for CONTRACTOR to practice its profession or provide any services under the Agreement. CONTRACTOR represents and warrants that CONTRACTOR shall, at its sole cost and expense, keep in effect or obtain at all times during the term of this Agreement any licenses, permits, and approvals that are legally required for CONTRACTOR to practice its profession or provide such Services. Without limiting the generality of the foregoing, if CONTRACTOR is an out-of-state corporation, CONTRACTOR warrants and represents that it possesses a valid certificate of qualification to transact business in the State of California issued by the California Secretary of State pursuant to Section 2105 of the California Corporations Code.

3. **Time.** CONTRACTOR shall devote such time and effort to the performance of Services pursuant to this Agreement as is necessary for the satisfactory and timely performance of CONTRACTOR’s obligations under this Agreement. Neither party shall be considered in default of this Agreement, to the extent that party’s performance is prevented or delayed by any cause, present or future, that is beyond the reasonable control of that party.

4. **CONTRACTOR Not Agent.** Except as CITY may specify in writing, CONTRACTOR and CONTRACTOR’s personnel shall have no authority, express or implied, to act on behalf of CITY in any capacity whatsoever as an agent. CONTRACTOR and CONTRACTOR’s personnel shall have no authority, express or implied, to bind CITY to any obligations whatsoever.

5. **Conflicts of Interest.** CONTRACTOR covenants that neither it, nor any officer or principal of its firm, has or shall acquire any interest, directly or indirectly, that would conflict in any manner with the interests of CITY or that would in any way hinder CONTRACTOR’s performance of Services under this Agreement. CONTRACTOR further covenants that in the performance of this Agreement, no person having any such interest shall be employed by it as an officer, employee, agent or subcontractor, without the written consent of CITY. CONTRACTOR agrees to avoid conflicts of interest or the appearance of any conflicts of interest with the interests of CITY at all times during the performance of this Agreement. If CONTRACTOR is or employs a former officer or employee of the CITY, CONTRACTOR and any such employee(s) shall comply with the provisions of Sacramento City Code Section 2.16.090 pertaining to appearances before the City Council or any CITY department, board, commission or committee.

6. **Confidentiality of CITY Information.** During performance of this Agreement, CONTRACTOR may gain access to and use CITY information regarding inventions, machinery, products, prices, apparatus, costs, discounts, future plans, business affairs, governmental affairs, processes, trade secrets, technical matters, systems, facilities, customer lists, product design, copyright, data, and other vital information (hereafter collectively referred to as “City Information”) that are valuable, special and unique assets of the CITY. CONTRACTOR agrees to protect all City Information and treat it as strictly confidential, and further agrees that CONTRACTOR shall not at any time, either directly or indirectly, divulge, disclose or communicate in any manner any City Information to any third party without the prior written consent of CITY. In addition, CONTRACTOR shall comply with all CITY policies governing the use of the CITY network and technology systems, as set forth in applicable provisions of the City of Sacramento Administrative Policy Instructions # 30.
violation by CONTRACTOR of this Section 6 shall be a material violation of this Agreement and shall justify legal and/or equitable relief.

7. **CONTRACTOR Information.**

   A. CITY shall have full ownership and control, including ownership of any copyrights, of all information prepared, produced, or provided by CONTRACTOR pursuant to this Agreement. In this Agreement, the term “information” shall be construed to mean and include: any and all work product, submittals, reports, plans, specifications, and other deliverables consisting of documents, writings, handwritings, typewriting, printing, photostatting, photographing, computer models, and any other computerized data and every other means of recording any form of information, communications, or representation, including letters, works, pictures, drawings, sounds, or symbols, or any combination thereof. CONTRACTOR shall not be responsible for any unauthorized modification or use of such information for other than its intended purpose by CITY.

   B. CONTRACTOR shall fully defend, indemnify and hold harmless CITY, its officers and employees, and each and every one of them, from and against any and all claims, actions, lawsuits or other proceedings alleging that all or any part of the information prepared, produced, or provided by CONTRACTOR pursuant to this Agreement infringes upon any third party’s trademark, trade name, copyright, patent or other intellectual property rights. CITY shall make reasonable efforts to notify CONTRACTOR not later than ten (10) days after CITY is served with any such claim, action, lawsuit or other proceeding, provided that CITY’s failure to provide such notice within such time period shall not relieve CONTRACTOR of its obligations hereunder, which shall survive any termination or expiration of this Agreement.

   C. All proprietary and other information received from CONTRACTOR by CITY, whether received in connection with CONTRACTOR’s proposal to CITY or in connection with any Services performed by CONTRACTOR, will be disclosed upon receipt of a request for disclosure, pursuant to the California Public Records Act; provided, however, that, if any information is set apart and clearly marked “trade secret” when it is provided to CITY, CITY shall give notice to CONTRACTOR of any request for the disclosure of such information. The CONTRACTOR shall then have five (5) days from the date it receives such notice to enter into an agreement with the CITY, satisfactory to the City Attorney, providing for the defense of, and complete indemnification and reimbursement for all costs (including plaintiff’s attorney fees) incurred by CITY in any legal action to compel the disclosure of such information under the California Public Records Act. The CONTRACTOR shall have sole responsibility for defense of the actual “trade secret” designation of such information.

   D. The parties understand and agree that any failure by CONTRACTOR to respond to the notice provided by CITY and/or to enter into an agreement with CITY, in accordance with the provisions of subsection C, above, shall constitute a complete waiver by CONTRACTOR of any rights regarding the information designated “trade secret” by CONTRACTOR, and such information shall be disclosed by CITY pursuant to applicable procedures required by the Public Records Act.
8. **Standard of Performance.** CONTRACTOR shall perform all Services required pursuant to this Agreement in the manner and according to the standards currently observed by a competent practitioner of CONTRACTOR’s profession in California. All products of whatsoever nature that CONTRACTOR delivers to CITY pursuant to this Agreement shall be prepared in a professional manner and conform to the standards of quality normally observed by a person currently practicing in CONTRACTOR’s profession, and shall be provided in accordance with any schedule of performance specified in Exhibit A. CONTRACTOR shall assign only competent personnel to perform Services pursuant to this Agreement. CONTRACTOR shall notify CITY in writing of any changes in CONTRACTOR’s staff assigned to perform the Services required under this Agreement, prior to any such performance. In the event that CITY, at any time during the term of this Agreement, desires the removal of any person assigned by CONTRACTOR to perform Services pursuant to this Agreement, because CITY, in its sole discretion, determines that such person is not performing in accordance with the standards required herein, CONTRACTOR shall remove such person immediately upon receiving notice from CITY of the desire of CITY for the removal of such person.

9. **Term; Suspension; Termination.**

   A. This Agreement shall become effective on the date that it is approved by both parties, set forth on the first page of the Agreement, and shall continue in effect until both parties have fully performed their respective obligations under this Agreement, unless sooner terminated as provided herein.

   B. CITY shall have the right at any time to temporarily suspend CONTRACTOR’s performance hereunder, in whole or in part, by giving a written notice of suspension to CONTRACTOR. If CITY gives such notice of suspension, CONTRACTOR shall immediately suspend its activities under this Agreement, as specified in such notice.

   C. CITY shall have the right to terminate this Agreement at any time by giving a written notice of termination to CONTRACTOR. If CITY gives such notice of termination, CONTRACTOR shall immediately cease rendering Services pursuant to this Agreement. If CITY terminates this Agreement:

      (1) CONTRACTOR shall, not later than five days after such notice of termination, deliver to CITY copies of all information prepared pursuant to this Agreement.

      (2) CITY shall pay CONTRACTOR the reasonable value of Services rendered by CONTRACTOR prior to termination; provided, however, CITY shall not in any manner be liable for lost profits that might have been made by CONTRACTOR had the Agreement not been terminated or had CONTRACTOR completed the Services required by this Agreement. In this regard, CONTRACTOR shall furnish to CITY such financial information as in the judgment of the CITY is necessary for CITY to determine the reasonable value of the Services rendered by CONTRACTOR. The foregoing is cumulative and does not affect any right or remedy that CITY may have in law or equity.
10. **Indemnity.**

   A. **Indemnity:** CONTRACTOR shall defend, hold harmless and indemnify CITY, its officers and employees, and each and every one of them, from and against any and all actions, damages, costs, liabilities, claims, demands, losses, judgments, penalties, costs and expenses of every type and description, including, but not limited to, any fees and/or costs reasonably incurred by CITY’s staff attorneys or outside attorneys and any fees and expenses incurred in enforcing this provision (hereafter collectively referred to as “Liabilities”), including but not limited to Liabilities arising from personal injury or death, damage to personal, real or intellectual property or the environment, contractual or other economic damages, or regulatory penalties, arising out of or in any way connected with performance of or failure to perform this Agreement by CONTRACTOR, any subcontractor, subcontractor or agent, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, whether or not (i) such Liabilities are caused in part by a party indemnified hereunder or (ii) such Liabilities are litigated, settled or reduced to judgment; provided that the foregoing indemnity does not apply to liability for any damage or expense for death or bodily injury to persons or damage to property to the extent arising from the sole negligence or willful misconduct of CITY, its agents, servants, or independent contractors who are directly responsible to CITY, except when such agents, servants, or independent contractors are under the direct supervision and control of CONTRACTOR.

   B. **Insurance Policies; Intellectual Property Claims:** The existence or acceptance by CITY of any of the insurance policies or coverages described in this Agreement shall not affect or limit any of CITY’s rights under this Section 10, nor shall the limits of such insurance limit the liability of CONTRACTOR hereunder. This Section 10 shall not apply to any intellectual property claims, actions, lawsuits or other proceedings subject to the provisions of Section 7.B., above. The provisions of this Section 10 shall survive any expiration or termination of this Agreement.

11. **Insurance Requirements.** During the entire term of this Agreement, CONTRACTOR shall maintain the insurance coverage described in this Section 11.

   Full compensation for all premiums that CONTRACTOR is required to pay for the insurance coverage described herein shall be included in the compensation specified for the Services provided by CONTRACTOR under this Agreement. No additional compensation will be provided for CONTRACTOR’s insurance premiums. Any available insurance proceeds in excess of the specified minimum limits and coverages shall be available to the CITY.

   It is understood and agreed by the CONTRACTOR that its liability to the CITY shall not in any way be limited to or affected by the amount of insurance coverage required or carried by the CONTRACTOR in connection with this Agreement.

   A. **Minimum Scope & Limits of Insurance Coverage**

      1. **Commercial General Liability Insurance** providing coverage at least as broad as ISO CGL Form 00 01 on an occurrence basis for bodily injury, including death, of one or more persons, property damage, and personal injury, arising out of activities...
performed by or on behalf of CONTRACTOR, its sub-consultants, and subcontractors, products and completed operations of CONTRACTOR, its sub-consultants, and subcontractors, and premises owned, leased, or used by CONTRACTOR, its sub-consultants, and subcontractors, with limits of not less than one million dollars ($1,000,000) per occurrence. The policy shall provide contractual liability and products and completed operations coverage for the term of the policy.

(2) **Automobile Liability Insurance** providing coverage at least as broad as ISO Form CA 00 01 for bodily injury, including death, of one or more persons, property damage, and personal injury, with limits of not less than one million dollars ($1,000,000) per accident. The policy shall provide coverage for owned, non-owned, and/or hired autos as appropriate to the operations of the CONTRACTOR.

No automobile liability insurance shall be required if CONTRACTOR completes the following certification:

“I certify that a motor vehicle will not be used in the performance of any work or services under this agreement.” ________ (CONTRACTOR initials)

(3) **Excess Insurance**: The minimum limits of insurance required above may be satisfied by a combination of primary and umbrella or excess insurance coverage; provided that any umbrella or excess insurance shall contain, or be endorsed to contain, a provision that it shall apply on a primary basis for the benefit of the CITY, and any insurance or self-insurance maintained by CITY, its officials, employees, or volunteers shall be in excess of such umbrella or excess coverage and shall not contribute with it.

(4) **Workers’ Compensation Insurance** with statutory limits, and **Employers’ Liability Insurance** with limits of not less than one million dollars ($1,000,000). The Workers’ Compensation policy shall include a waiver of subrogation in favor of the CITY. If no work or services will be performed on or at CITY facilities or CITY Property, the CITY Representative may waive this requirement by selecting the option below:

Workers’ Compensation waiver of subrogation in favor of the CITY is not required. ________ (CITY Representative initials)

No Workers’ Compensation insurance shall be required if CONTRACTOR completes the following certification:

“I certify that my business has no employees, and that I do not employ anyone. I am exempt from the legal requirements to provide Workers’ Compensation insurance.” ________ (CONTRACTOR initials)

(5) **Professional Liability Insurance** providing coverage on a claims made basis for errors, omissions, or malpractice with limits of not less than one million ($1,000,000) dollars. Professional Liability (Errors and Omissions) insurance:
Is ________ Is not ________ [check one] required for this Agreement.

If required, such coverage must be continued for at least ________ year(s) following the completion of all Services and Additional Services under this Agreement. The retroactive date must be prior to the date this Agreement is approved or any Services are performed.

B. Additional Insured Coverage

(1) **Commercial General Liability Insurance**: The CITY, its officials, employees, and volunteers shall be covered by policy terms or endorsement as additional insureds as respects general liability arising out of: activities performed by or on behalf of CONTRACTOR, its sub-consultants, and subcontractors; products and completed operations of CONTRACTOR, its sub-consultants, and subcontractors; and premises owned, leased, or used by CONTRACTOR, its sub-consultants, and subcontractors.

(2) **Automobile Liability Insurance**: The CITY, its officials, employees, and volunteers shall be covered by policy terms or endorsement as additional insureds as respects auto liability.

C. Other Insurance Provisions

The policies are to contain, or be endorsed to contain, the following provisions:

(1) Except for professional liability, CONTRACTOR’s insurance coverage, including excess insurance, shall be primary insurance as respects CITY, its officials, employees, and volunteers. Any insurance or self-insurance maintained by CITY, its officials, employees, or volunteers shall be in excess of CONTRACTOR’s insurance and shall not contribute with it.

(2) Any failure to comply with reporting provisions of the policies shall not affect coverage provided to CITY, its officials, employees, or volunteers.

(3) Coverage shall state that CONTRACTOR’s insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer’s liability.

(4) CITY will be provided with thirty (30) days written notice of cancellation or material change in the policy language or terms.

D. Acceptability of Insurance

Insurance shall be placed with insurers with a Bests’ rating of not less than A:VI. Self-insured retentions, policy terms or other variations that do not comply with the requirements of this Section 11 must be declared to and approved by the CITY in writing prior to execution of this Agreement.
E. Verification of Coverage

(1) CONTRACTOR shall furnish CITY with certificates and required endorsements evidencing the insurance required. The certificates and endorsements shall be forwarded to the CITY representative named in Exhibit A. Copies of policies shall be delivered to the CITY on demand. Certificates of insurance shall be signed by an authorized representative of the insurance carrier.

(2) For all insurance policy renewals during the term of this Agreement, CONTRACTOR shall send insurance certificates reflecting the policy renewals directly to:

City of Sacramento
c/o EXIGIS LLC
P.O. Box 4668 ECM- #35050
New York, NY 10168-4668

Insurance certificates also may be faxed to (888) 355-3599, or e-mailed to:
certificates-sacramento@riskworks.com

(3) The CITY may withdraw its offer of contract or cancel this Agreement if the certificates of insurance and endorsements required have not been provided prior to execution of this Agreement. The CITY may withhold payments to CONTRACTOR or cancel the Agreement if the insurance is canceled or CONTRACTOR otherwise ceases to be insured as required herein.

F. Subcontractors

CONTRACTOR shall require and verify that all sub-consultants and subcontractors maintain insurance coverage that meets the minimum scope and limits of insurance coverage specified in subsection A, above.

12. Equal Employment Opportunity. During the performance of this Agreement, CONTRACTOR, for itself, its assignees and successors in interest, agrees as follows:

A. Compliance With Regulations: CONTRACTOR shall comply with the Executive Order 11246 entitled “Equal Opportunity in Federal Employment”, as amended by Executive Order 11375 and 12086, and as supplemented in Department of Labor regulations (41 CFR Chapter 60), hereinafter collectively referred to as the “Regulations”.

B. Nondiscrimination: CONTRACTOR, with regards to the work performed by it after award and prior to completion of the work pursuant to this Agreement, shall not discriminate on the ground of race, color, religion, sex, national origin, age, marital status, physical handicap or sexual orientation in selection and retention of subcontractors, including procurement of materials and leases of equipment. CONTRACTOR shall not participate either directly or indirectly in discrimination prohibited by the Regulations.

C. Solicitations for Subcontractors, Including Procurement of Materials and Equipment: In
all solicitations either by competitive bidding or negotiations made by CONTRACTOR for work to be performed under any subcontract, including all procurement of materials or equipment, each potential subcontractor or supplier shall be notified by CONTRACTOR of CONTRACTOR’s obligation under this Agreement and the Regulations relative to nondiscrimination on the ground of race, color, religion, sex, national origin, age, marital status, physical handicap or sexual orientation.

D. **Information and Reports:** CONTRACTOR shall provide all information and reports required by the Regulations, or by any orders or instructions issued pursuant thereto, and shall permit access to its books, records, accounts, other sources of information and its facilities as may be determined by the CITY to be pertinent to ascertain compliance with such Regulations, orders and instructions. Where any information required of CONTRACTOR is in the exclusive possession of another who fails or refuses to furnish this information, CONTRACTOR shall so certify to the CITY, and shall set forth what efforts it has made to obtain the information.

E. **Sanctions for Noncompliance:** In the event of noncompliance by CONTRACTOR with the nondiscrimination provisions of this Agreement, the CITY shall impose such sanctions as it may determine to be appropriate including, but not limited to:

1. Withholding of payments to CONTRACTOR under this Agreement until CONTRACTOR complies;

2. Cancellation, termination, or suspension of the Agreement, in whole or in part.

F. **Incorporation of Provisions:** CONTRACTOR shall include the provisions of subsections A through E, above, in every subcontract, including procurement of materials and leases of equipment, unless exempted by the Regulations, or by any order or instructions issued pursuant thereto. CONTRACTOR shall take such action with respect to any subcontract or procurement as the CITY may direct as a means of enforcing such provisions including sanctions for noncompliance; provided, however, that in the event CONTRACTOR becomes involved in, or is threatened with, litigation with a subcontractor or supplier as a result of such direction, CONTRACTOR may request CITY to enter such litigation to protect the interests of CITY.

13. **Entire Agreement.** This document, including all Exhibits, contains the entire agreement between the parties and supersedes whatever oral or written understanding they may have had prior to the execution of this Agreement. No alteration to the terms of this Agreement shall be valid unless approved in writing by CONTRACTOR, and by CITY, in accordance with applicable provisions of the Sacramento City Code.

14. **Severability.** If any portion of this Agreement or the application thereof to any person or circumstance shall be held invalid or unenforceable, the remainder of this Agreement shall not be affected thereby and shall be enforced to the greatest extent permitted by law.

15. **Waiver.** Neither CITY acceptance of, or payment for, any Service or Additional Service performed by CONTRACTOR, nor any waiver by either party of any default, breach or condition precedent, shall be construed as a waiver of any provision of this Agreement, nor as a waiver of any other
16. **Enforcement of Agreement.** This Agreement shall be governed, construed and enforced in accordance with the laws of the State of California. Venue of any litigation arising out of or connected with this Agreement shall lie exclusively in the state trial court or Federal District Court located in Sacramento County in the State of California, and the parties consent to jurisdiction over their persons and over the subject matter of any such litigation in such courts, and consent to service of process issued by such courts.

17. **Assignment Prohibited.** The expertise and experience of CONTRACTOR are material considerations for this Agreement. CITY has a strong interest in the qualifications and capability of the persons and entities that will fulfill the obligations imposed on CONTRACTOR under this Agreement. In recognition of this interest, CONTRACTOR shall not assign any right or obligation pursuant to this Agreement without the written consent of the CITY. Any attempted or purported assignment without CITY’s written consent shall be void and of no effect.

18. **Binding Effect.** This Agreement shall be binding on the heirs, executors, administrators, successors and assigns of the parties, subject to the provisions of Section 17, above.

19. **Use Tax Requirements.** During the performance of this Agreement, CONTRACTOR, for itself, its assignees and successors in interest, agrees as follows:

   A. **Use Tax Direct Payment Permit:** For all leases and purchases of materials, equipment, supplies, or other tangible personal property used to perform the Agreement and shipped from outside California, the Contractor and any subcontractors leasing or purchasing such materials, equipment, supplies or other tangible personal property shall obtain a Use Tax Direct Payment Permit from the California State Board of Equalization (“SBE”) in accordance with the applicable SBE criteria and requirements.

   B. **Sellers Permit:** For any construction contract and any construction subcontract in the amount of $5,000,000 or more, Contractor and the subcontractor(s) shall obtain sellers permits from the SBE and shall register the jobsite as the place of business for the purpose of allocating local sales and use tax to the City. Contractor and its subcontractors shall remit the self-accrued use tax to the SBE, and shall provide a copy of each remittance to the City.

   C. The above provisions shall apply in all instances unless prohibited by the funding source for the Agreement.

20. **Local Business Enterprise Participation Requirements.** If the Request for Qualifications or Request for Proposals issued for this Agreement included Local Business Enterprise Participation Requirements (the “LBE Requirements”), CONTRACTOR shall comply with the LBE Requirements, which are by this reference incorporated as if set forth fully herein. The LBE Requirements also can be viewed at:

   [http://www.cityofsacramento.org/Finance/Procurement/Standard-Agreements](http://www.cityofsacramento.org/Finance/Procurement/Standard-Agreements)
EXHIBIT E
PROFESSIONAL SERVICES AGREEMENT

ADDITIONAL REQUIREMENTS FOR SURVEYING, MATERIAL TESTING, AND INSPECTION SERVICES

Land surveying, material testing, and inspection services provided for a City construction project during the design, pre-construction, construction, or post-construction phases of the project constitute “public works” under California Labor Code section 1720 et seq., and are subject to the requirements of Chapter 1 of Part 7 of Division 2 of the Labor Code and its implementing regulations set forth in Title 8 of the California Code of Regulations. If this Agreement includes any of these services (hereafter collectively referred to as “Public Work”), the Contractor and any subcontractor or subconsultant performing any Public Work shall comply with all applicable requirements of the California Labor Code and the Sacramento City Code, including the following requirements:

1. **Workers’ Compensation Certification.** If this Agreement is for the performance of any Public Work, in accordance with California Labor Code section 1861 the Contractor shall sign the following certification:

   I am 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 that code, and I will comply with such provisions before commencing the performance of the work of this contract.

   ________________________________
   Contractor Signature

2. **DIR Registration.** California Labor Code section 1725.5 requires the Contractor and any subcontractor or subconsultant performing any Public Work under this Agreement to be currently registered with the California Department of Industrial Relations (DIR), as specified in Labor Code section 1725.5. Labor Code section 1771.1 provides that a contractor or subcontractor/subconsultant shall not be qualified to engage in the performance of any contract for public work, unless currently registered and qualified to perform public work pursuant to Labor Code section 1725.5.

   **To be completed by the City Representative if this Agreement is for the performance of any Public Work:**

   Contractor DIR registration #: ________________________________

   Prior to the performance of Public Work by any subcontractor or subconsultant under this Agreement, Contractor shall furnish City the subcontractor or subconsultant’s current DIR registration number.
3. **Payment of Prevailing Wages.** If this Agreement is for the performance of any Public Work, and the amount of the Agreement is more than $25,000, Contractor and any subcontractor or subconsultant performing any Public Work shall comply with the provisions of Sacramento City Code section 3.60.180 and applicable provisions of California Labor Code section 1770 *et seq.*, which require, among other things, that the Contractor and subcontractor(s)/subconsultant(s) pay not less than the prevailing rate of wages for Public Work, as determined by the Director of the California DIR pursuant to Labor Code section 1773. For any Public Work performed under this Agreement, Contractor and every subcontractor or subconsultant shall maintain payroll records and submit certified payroll records and other labor compliance documentation electronically to City staff when and as required by City. In addition, Labor Code section 1771.4 requires the Contractor and any subcontractor or subconsultant performing any Public Work to furnish electronic payroll records directly to the Labor Commissioner.

This Agreement is subject to compliance monitoring and enforcement by the California Department of Industrial Relations, as specified in Labor Code section 1771.4. The Contractor and any subcontractor or subconsultant performing Public Work will be subject to withholding and penalties for violation of prevailing wage requirements in accordance with applicable law, including Labor Code sections 1726, 1741, 1771.5, and 1775, and City Code section 3.60.180. Questions regarding the City’s Labor Compliance Program should be directed to the contracts staff for the City Department issuing this Agreement.

4. **Apprentices.** If this Agreement is for the performance of any Public Work, and the amount of the Agreement is $30,000 or more, the Contractor and any subcontractor or subconsultant performing any Public Work under this Agreement shall comply with Sacramento City Code section 3.60.190, section 1777.5 *et seq.* of the California Labor Code, and implementing regulations set forth in Title 8 of the California Code of Regulations, governing the employment of apprentices. The Contractor and any subcontractor or subconsultant performing Public Work will be subject to penalties for apprenticeship violations in accordance with Labor Code section 1777.7.

5. **Working Hours.** If this Agreement is for the performance of any Public Work, Contractor and any subcontractor or subconsultant performing any Public Work shall comply with, and be subject to enforcement under, the provisions of Sacramento City Code section 3.60.180 and California Labor Code section 1810 *et seq.*, governing the working hours of employees performing Public Work.

6. **Subcontractors.** The Contractor shall include these provisions in every subcontract or subagreement for every lower-tier subcontractor or subconsultant performing Public Work under this Agreement.
INCLUSIVE ECONOMIC DEVELOPMENT STRATEGY AND ACTION PLAN

BACKGROUND:

A. In 2017, the City’s Office of Innovation and Economic Development launched Project Prosper to learn best practices regarding how modern metropolitan economies function, diagnose structural strengths and weaknesses of Sacramento’s current economy and its prognosis for the future, and identify ways to improve the City’s economy and quality of life.

B. On July 31, 2018, Council unanimously adopted a policy and resolution (Resolution 2018-0312) to take comprehensive, intentional actions to increase and diversify our economic growth in an inclusive and equitable manner. To achieve this, the City must begin to focus its support and investments to strengthen our people, business, and place capacities.

C. In October 2018, following the findings of Project Prosper and the Brooking Institution’s work on the Region’s Prosperity Plan, City Council adopted a framework that defined several components necessary to produce and implement a comprehensive strategy, including establishing: 1) a set of key inclusive guiding principles; 2) an investment committee; 3) a quality of life index; and 4) a criteria and performance metrics system.

D. The budgetary recommendations outlined in this resolution are intended to put in place the necessary infrastructure to immediately begin implementation of this priority initiative.

E. In order to transition to an inclusive, prosperous city in the next economy, the moment is right for Sacramento to create and implement an Inclusive Economic Development Strategy and Action Plan that will guide and drive how the city utilizes its unique assets to generate sustained, quality economic growth and to establish its distinct place in the next economy.
BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE CITY COUNCIL RESOLVES AS FOLLOWS:

Section 1. The City Manager or City Manager’s designee is authorized to establish the Inclusive Economic Development Initiative Project (I02180900).

Section 2. The City Manager or City Manager’s designee is authorized to establish expenditure budget in the amount of $500,000 in the Inclusive Economic Development Initiative Project (I02180900) from the Innovation and Growth Fund (Fund 2031) available fund balance.

Section 3. The City Manager or City Manager’s designee is authorized to execute a professional services agreement with RW Ventures, LLC in an amount not-to-exceed $296,000 to develop an economic development action plan from the Inclusive Economic Development Initiative Project (I02180900)

Adopted by the City of Sacramento City Council on April 23, 2019, by the following vote:

Ayes:

Noes:

Abstain:

Absent:

Attest: