

BOS AGREEMENT NO. 25-103

AMENDMENT #2

Original Agreement No.	BOS-24-043
Amendment 1	PH-23-046

**SECOND AMENDMENT TO COUNTY OF MENDOCINO  
CONSULTING SERVICES AGREEMENT NO. BOS-24-043**

This second Amendment to Consulting Services Agreement No. BOS-24-043 is entered into by and between the **COUNTY OF MENDOCINO**, a political subdivision of the State of California, hereinafter referred to as "CLIENT," and **CONDUENT HEALTHY COMMUNITIES CORPORATION**, hereinafter referred to as "CONSULTANT," or "CONDUENT" the date this Amendment is fully executed by all parties.

WHEREAS, Agreement No. BOS-24-043 was entered into on March 26, 2024 (the "Initial Agreement"); and

WHEREAS, first Amendment to Agreement No. BOS-24-043 was entered into on June 26, 2024 (the "First Amendment") updating the Exhibit A, Statement of Work; and

WHEREAS, the Initial Agreement and First Amendment are referred to as the Agreement; and

WHEREAS, upon execution of this document by CLIENT and CONSULTANT, this second Amendment will become part of the Agreement and shall be incorporated therein; and

WHEREAS, it is the desire of CLIENT and CONSULTANT to extend the termination date from August 25, 2025 to December 31, 2025; and

WHEREAS, it is the desire of CLIENT and CONSULTANT to increase the total amount payable by \$24,500 from \$56,000 to \$80,500; and

WHEREAS, it is the desire of CLIENT and CONSULTANT to modify the Exhibit A, Statement of Work; and

WHEREAS, it is the desire of CLIENT and CONSULTANT to modify the Appendix A, Timeline & Scope of Work.

NOW, THEREFORE, we agree as follows:


1. The termination date set out in the Agreement is hereby extended from August 25, 2025 to December 31, 2025.

2. The total contracted amount set out in the Agreement is hereby increased by \$24,500 from \$56,000 to \$80,500.
3. The Exhibit A, Statement of Work, is hereby deleted in its entirety and replaced with the new Exhibit A, Statement of Work attached herein.
4. The Appendix A, Timeline & Scope of Work, is hereby deleted in its entirety and replaced with the new Appendix A, Timeline & Scope of Work attached herein.

All other terms and conditions of the Agreement shall remain in full force and effect.

**IN WITNESS WHEREOF**

**DEPARTMENT FISCAL REVIEW:**

By:   
Jenine Miller, Psy.D.,  
Director of Health Services

Date: 6/4/25

Budgeted: Yes  
Budget Unit: 4010  
Line Item: 86-2189  
Org/Object Code: PHADMIN  
Grant: No  
Grant No.: 'N/A'

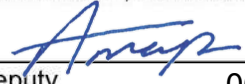
**COUNTY OF MENDOCINO**

By:   
JOHN HASCHAK, Chair  
BOARD OF SUPERVISORS

Date: 06/24/2025


**ATTEST:**

DARCIE ANTLE, Clerk of said Board

By:   
Deputy 06/24/2025

I hereby certify that according to the provisions of Government Code section 25103, delivery of this document has been made.

DARCIE ANTLE, Clerk of said Board

By:   
Deputy 06/24/2025

**INSURANCE REVIEW:**

By:   
Risk Management

Date: 06/02/2025

**CONDUENT HEALTHY COMMUNITIES CORPORATION**

Signed by:  
By:   
Kimberly Marshall

6/4/2025 | 10:34 AM CDT

Date: \_\_\_\_\_

**NAME AND ADDRESS OF CONTRACTOR:**

Conduent Healthy Communities Corporation  
100 Campus Drive, Suite 200  
Florham Park, New Jersey 07932  
916-203-1739  
jeff.monahan@conduent.com

By signing above, signatory warrants and represents that he/she executed this Agreement in his/her authorized capacity and that by his/her signature on this Agreement, he/she or the entity upon behalf of which he/she acted, executed this Agreement


**COUNTY COUNSEL REVIEW:**

APPROVED AS TO FORM:

By:   
COUNTY COUNSEL

Date: 06/02/2025

**EXECUTIVE OFFICE/FISCAL REVIEW:**

By:   
Deputy CEO or Designee

Date: 06/02/2025

**Signatory Authority:** \$0-25,000 Department; \$25,001- 50,000 Purchasing Agent; **\$50,001+ Board of Supervisors**

**Exception to Bid Process Required/Completed** ☒ EB# 25-111

**Mendocino County Business License:** Valid ☐

**Exempt Pursuant to MCC Section:** Located outside Mendocino County





## EXHIBIT A

### **STATEMENT OF WORK**

This Statement of Work ("SOW") is issued pursuant to and subject to all of the terms and conditions of the Agreement. The Parties agree that this SOW together with the Agreement form a binding agreement between the Parties relative to all Services and Deliverables to be provided by Consultant to Client. The Agreement shall control in the event of any inconsistencies between the Agreement and this SOW. Any capitalized terms used herein, but not otherwise defined, shall have the meaning ascribed to them in the Agreement.

#### **1. Overall Scope**

Conduent leveraged Conduent public health expertise, developed a Community Health Needs Assessment ("CHNA"), and will develop a Strategic Plan.

Conduent will support Mendocino County Public Health in completing its County Health Improvement Plan ("CHIP") development process for Mendocino County, California.

#### **2. Description of Services**

Conduent supported the Client in completing its CHNA helping with project management, community assessments, data analysis and synthesis and report development, Conduent will also support the development of the Mendocino County Public Health Strategic Plan for 2024-2029.

Based on findings and identified priorities from the already completed CHNA for the Client, Conduent proposes to support the Client to develop a Community Health Improvement Plan ("CHIP") that is community-driven with the participation of the Client community partners. The plan will describe how the community (including the County Health Department, community-based organizations, other system partners, and for-profit businesses) will work together to improve health outcomes, increase resiliency, and strengthen the integration of health services and systems to advance health equity.

The CHIP process will follow Public Health Accreditation Board ("PHAB") standards for a collaborative and comprehensive CHIP engaging various sectors and community representatives. The CHIP report will include at least two health priorities with measurable objectives, improvement strategies with timeframes, and responsible organizations for each priority.

#### **3. Schedule**

The timeline identified in Appendix A, attached hereto and incorporated therein, services to outline the schedule of Services and Deliverables (the "Timeline"). Conduent will assign a senior advisor to manage the Services and develop the Deliverables. The timeline "start date" is considered the day when Conduent and Client hold the Kick-Off



Call. Client acknowledges and agrees that, to the extent Client or its agents, fail to meet their completion dates in accordance with the Timeline, Conduent will not be liable for any delays resulting from such failure and Client waives its right to any breach of contract claim against Conduent related to such failures. Client further understands and agrees that any delays by Client or its agents may impact the Timeline and fees identified herein, which may require an amendment to this SOW and/or Agreement.

#### 4. Client Key Contact

Client designates the following individual(s) as key contacts for purposes of the Services and ensuring that Client meets their respective obligations and/or completion dates.

Client: Jean Cunnington, [cunningtonj@mendocinocounty.gov](mailto:cunningtonj@mendocinocounty.gov)

#### 5. Pricing & Payment Schedule

A. The fees for Services are as follows:

Description – <b>Professional Services</b>	Fee
<ul style="list-style-type: none"> <li>• Project Management by Senior Advisor</li> <li>• Kick Off Call</li> <li>• Community Health Needs Assessment                             <ul style="list-style-type: none"> <li>○ Community Status Assessment</li> <li>○ Community Context Assessment</li> <li>○ Community Partner Assessment</li> </ul> </li> <li>• Data Analysis and Synthesis</li> <li>• Final CHNA Report</li> </ul>	\$43,750
<ul style="list-style-type: none"> <li>• Planning</li> <li>• Capacity Building</li> <li>• Content Development (assumes up to 3 identified priority areas)</li> <li>• Report (Deliverable: 1 CHIP Report)</li> <li>• Project Management (Planning, Coordination, and Regular Check-Ins)</li> </ul>	\$24,500



<ul style="list-style-type: none"><li>• Development of Public Health Strategic Plan<ul style="list-style-type: none"><li>○ Abbreviated Environmental Scan</li><li>○ Staff Engagement</li><li>○ Draft of Strategic Plan</li></ul></li></ul>	\$12,250
<b>Total Professional Services for County of Mendocino (Client)</b>	<b>\$80,500</b>

B. The payment schedule is as follows:

**Installment 1:** \$43,750 was invoiced upon completion of the Final CHNA Report, and paid in accordance with the terms of the Agreement.

**Installment 2:** \$12,250 will be invoiced upon completion of the Strategic Plan Draft, and paid in accordance with the terms of the Agreement.

**Installment 3:** \$24,500 will be invoiced upon completion of the CHIP and paid in accordance with the terms of the Agreement.

6. Travel and Related Business Expenses

Not Applicable.





## Appendix A

### Timeline & Scope of Work

<b>Goal Start Date (CHNA)</b>	<b>March 2024 (Or Upon Contract Signing)</b>
<b>Part A: Community Health Needs Assessment</b>	March - September 2024
Project Planning & Kickoff	March 2024
Community Partner Assessment	March 2024 - April 2024
Community Status Assessment	April - May 2024
Community Context Assessment	April - June 2024
Data Analysis & Synthesis	July - August 2024
CHNA Report Development	August – September 2024
Mendocino CHIP	February 2025 – May 2025
CHIP Planning and Prep	February 2025 – March 2025
CHIP Content Development	March 2025 – April 2025
Final CHIP Report Complete	June 2025
<b>Strategic Planning</b>	June - December 2025
Environmental Scan	June – July 2025
HD Staff Engagement	August – October 2025
Strategic Plan Development	October – December 2025

<u>Services/Deliverable</u>	<u>Task Owner</u>
<p><b>Project Planning and Kick-Off</b></p> <p>To inform project planning and implementation, Conduent reviewed the existing materials and reference documents (e.g., agency reports, requirements, etc.). To ensure effective coordination and collaboration, Conduent worked with the Client to confirm the working group structure and process for the assessment. The following are examples of project planning activities:</p> <ul style="list-style-type: none"> <li>• Set up regular meeting schedule (weekly/biweekly)</li> <li>• Review project scope, timeline, milestones, and deliverables</li> <li>• Define roles and responsibilities</li> <li>• Determine decision-making process (e.g., report format, visual identity guidelines)</li> </ul> <p>A project kick-off meeting was scheduled with the project's working group and stakeholders (as appropriate) to review the project scope, timeline, milestones, and roles and responsibilities. Additional regular meetings were scheduled throughout to confirm key project decisions and milestones such as those related to:</p> <ul style="list-style-type: none"> <li>• Community Status Assessment (Secondary data collection) <ul style="list-style-type: none"> <li>○ Confirm data sources and indicators for secondary data analysis</li> <li>○ Review secondary data methodology (including Conduent's Data Scoring, SocioNeeds Index®)</li> </ul> </li> <li>• Community Partner Assessment <ul style="list-style-type: none"> <li>○ Confirm data collection methods, tools, and process</li> <li>○ Confirm individuals and organizations who will participate in the Community Partner Listening Session</li> </ul> </li> <li>• Community Context Assessment (Primary data collection) <ul style="list-style-type: none"> <li>○ Confirm primary data collection methods, tools, participants, and process</li> <li>○ Coordinate translation and interpretation of community survey</li> </ul> </li> </ul> <p><b>Project Management (Ongoing)</b></p> <p>Conduent dedicated a team that included at least one MPH-level public health professional to manage the project. Project management included a review of prior CHNAs, orientation call to review reaccreditation requirements with the Client's CHNA Advisory Committee, regular progress update check ins, and guidance throughout the project.</p>	<p>Conduent /Client</p>





<p><b>Community Partner Assessment (Primary Data Collection)</b></p> <p>The goal of the Community Partner Assessment was to collect real-time, local data about partnerships and organizational capacity. Information was collected primarily through a partner listening session.</p> <p><b>Community Partner Listening Session</b></p> <p>The Client was responsible for hosting/facilitating at least one (1) virtual Community Partner Listening Session. The Community Partner Listening Session included approximately 10-15 participants and generally lasted no longer than 1.5 hours. The Community Partner Listening Session discussion was centered around the needs and strengths of the community, as well as barriers and opportunities for community health improvement. Conduent supported the Client in the development and distribution of a brief community partner survey, distributed broadly among community partner organizations and stakeholders serving Client prior to the virtual Community Partner Listening Sessions. The Client also analyzed the Community Partner Listening Session transcripts/notes to identify summary findings. Summary findings from the brief partner survey and listening session were then shared with Conduent for incorporation into data synthesis and CHNA report development. Summary findings must be provided to Conduent with the agreed upon timeline to be incorporated into the following phases as scheduled.</p>	<p>Conduent /Client</p>
<p><b>Community Status Assessment (Secondary Data Analysis) Methodology</b></p> <p>The Community Status Assessment helps explore data about populations experiencing inequities.</p> <p><b>Secondary Data Analysis</b></p> <p>Conduent worked to incorporate additional secondary data from reputable national, state, and local sources into the CHNA. Conduent reviewed, analyzed, and synthesized the indicator data available for the Client's service area, including community health status indicators, demographic information, and socioeconomic data. Secondary data analysis also examined inequities and disparities to identify the needs of vulnerable or underserved populations.</p> <p>Data was analyzed at the sub-county levels including zip codes or census tracts when available. Available sub-county level data helped identify areas most impacted by health disparities with potential to be considered for intervention. When it was available, Mendocino County data was compared to similar jurisdictions.</p> <p>Secondary data analysis utilized demographic data, HCI's SocioNeeds Index ® Suite and Data Scoring tool*, core HCI indicator data, and GIS maps. Conduent compiled, reviewed, and analyzed the indicator data available for Mendocino County when available.</p> <p><i>*HCI's SocioNeeds Index® Suite provides analytics around social determinants of health to advance equitable outcomes. Current indices</i></p>	<p>Conduent /Client</p>

<p><i>include 1) Health Equity Index, 2) Food Insecurity Index, and 3) Mental Health Index. The Data Scoring tool ranks indicators according to a systematic summary of comparisons.</i></p> <p><b>Presentation of Secondary Data Analysis Findings</b></p> <p>A presentation of methodology and secondary data analysis findings was conducted via webinar for the Client and any stakeholders designated by the Client.</p>	
<p><b>Community Context Assessment (Primary Data Collection)</b></p> <p>Community Input Tool Design</p> <p>Conduent worked with the Client and CHNA Advisory Committee to design a set of quantitative and qualitative data collection tools that ensured the collection of meaningful, measurable, and representative data related to community health needs and issues that informed priorities. These tools included:</p> <ul style="list-style-type: none"> <li>• <b>Convenience sample survey instrument</b> in English and Spanish that elicited demographic information and perceptions of individual and community health needs and assets</li> <li>• <b>Focus Group guide</b> that centered around the needs and strengths of the community, and barriers and opportunities for community health improvement</li> </ul> <p><b>Digital Community Health Survey*</b></p> <p>Conduent worked with the Client to design a convenience sample survey in English and Spanish for Client and partner distribution across Mendocino County to elicit demographic information and perceptions of individual and community health needs and assets.</p> <p>Findings from the preliminary secondary data analysis informed the design of the survey. The online survey included up to 45 multiple choice questions and took no more than 10-15 minutes to complete. Once the survey launched, Conduent provided the Client and CHNA Advisory Committee with real-time survey respondent analysis through a survey dashboard that, when compared to established Mendocino County demographic profiles, can assist with modifying marketing and outreach for improved survey participation and respondent representation.</p> <p>While the digital survey served as the primary distribution mechanism, paper copies of the survey in each translated language were also provided. If any responses were collected by paper the Client inputted the paper responses into the online survey tool for final analysis.</p>	<p>Conduent/Client</p>



<p>Also, Conduent developed targeted marketing materials that include a flyer with QR code, shortened survey URL that could be distributed, and embeddable versions of the digital community survey. A communications document with marketing verbiage in English and Spanish was provided as well to leverage with Client and partner social media and email communications. An online survey dashboard was created to track responses regularly and inform the adjustment of outreach strategies as needed, with the target of achieving responses that were reflective of the service area's demographics.</p> <p>Thematic analysis of the survey results was used for subsequent synthesis with other data findings incorporated in the CHNA.</p> <p>It was recommended that the survey be open for community participation for 6-8 weeks.</p> <p>Focus Groups</p> <p><b>Client FG Facilitation</b></p> <p>Client and their partners facilitated <b>up to four (4) total focus groups throughout Mendocino County</b>. Each focus group included 8-12 participants and lasted no longer than 1.5 hours in length (45 minutes for virtual). The Client also analyzed the focus group qualitative data to identify summary findings. Summary findings from the FGs were then shared with Conduent for incorporation into data synthesis and CHNA report development. Summary findings were provided to Conduent with the agreed upon timeline to be incorporated into the following phases as scheduled.</p>	
<p><b>Data Analysis &amp; Synthesis</b></p> <p>After the assessments are completed, Conduent will conduct an analysis and synthesis using standardized tools and methods to determine key findings, themes, patterns, trends, and gaps that identify priority community health needs and issues.</p> <p>Data methodology and findings will be evaluated for limitations related to methods, validity, biases, and constraints. These findings will be included in a slide deck and in the final CHNA Report.</p>	Conduent



<p><b>Final CHNA Report</b></p> <p>Conduent will work with the Client to author one (1) CHNA report for Mendocino County, California. The report will include summary findings from the assessments including demographic information, description of health challenges and disparities, and description of inequities in factors contributing to health, and community assets beyond healthcare.</p> <p>Summary data files and tables from the CHNA will be provided as report appendices for future reference. Additional data files from the CHNA will also be provided for further analysis/reference.</p>	Conduent/Client
<p><b>CHIP Governance</b></p> <p>Conduent will work with the Client to formalize the leadership and governance structure of the CHIP to help clarify the roles and responsibilities of individuals and organizations in implementing the plan. Conduent recommends formalizing a Steering Committee for the CHIP process and working groups for each identified priority area. The Steering Committee should include representatives from Mendocino County Public Health Department and community partners across the service delivery system. The Steering Committee can assist in providing guidance in the development of the CHIP and ongoing leadership for its implementation. Working groups can provide subject matter expertise for priority areas and support the implementation of work plans. HCI will facilitate initial discussions related to the group's shared vision and values. HCI will work with the Client to set up regular meetings to discuss planning activities.</p> <p>Per PHAB standards, Conduent will work with Mendocino County Public Health Department to ensure the process will include at least two organizations, will represent non-public health sectors, and that at least two community members or organizations represent disproportionately affected populations.</p>	Conduent/Client
<p><b>CHIP Framework and Template</b></p> <p>Based on the findings and priorities of the previously completed Mendocino County Public Health Department CHNA and review of the prior CHIP, Conduent will work with Mendocino County Public Health Department to develop a framework and report template for the CHIP. The report template will outline key sections of the plan and the design of the plan. The framework will ensure consistency and standardization and integrate an evaluation framework to support tracking progress and outcome measures.</p> <p>Consistent with PHAB requirements, the framework will outline measurable objectives for each priority, improvement strategies with timeframes and responsible organizations, and assets or resources for at least one priority area. Measurable health outcomes and indicators for tracking CHIP will be developed with support from Mendocino County Public Health Department staff, including epidemiologists and Mendocino County Public Health Department program staff working on implementing results-based accountability processes.</p>	Conduent/Client





Conduent will work with the Client and the CHIP Steering Committee to support planning, coordination, and decision-making for the priority areas.	Conduent/Client
<b>Kickoff Webinar</b>  Conduent will facilitate a capacity-building webinar for all staff and stakeholders who will be involved in CHIP development. The webinar provides the foundation for and prepares participants to engage in the CHIP planning process. The webinar will include an introduction to the CHIP framework, tips for exploring evidence-based practices, and considerations for planning and designing a CHIP.	Conduent/Client
<b>Strategy Session</b>  Conduent will facilitate one session for each priority area to identify 3-5 key strategies for each priority area. The session will include a review of information from the CHNA including disproportionate health risks identified.  Conduent will facilitate conversations around root causes of health outcomes and disparities, goals for the priority area, existing programs, and policy recommendations. Identified strategies will consider evidence-based practices, community assets, and the feasibility of projects during the term of the CHIP.	Conduent/Client
<b>Work Plan Calls</b>  Conduent will facilitate a series of up to 2 additional working calls to assist working groups for each priority area in populating the CHIP framework, including identifying programs, activities, and metrics for strategies. Consistent with PHAB requirements, the framework will outline measurable objectives for each priority, improvement strategies with timeframes and responsible organizations, and assets or resources for at least one priority area. Conduent will work with Mendocino County Public Health Department to identify any policy changes needed to accomplish objectives that can be included in the CHIP.  The work plan will include a process for how Mendocino County Public Health Department will track and report measurable outcomes and indicators to the public. Per PHAB standards, health departments are required to implement, monitor, and review CHIP and address factors that contribute to specific populations' higher risks.	Conduent/Client
<b>CHIP Report Completion</b>  Conduent will work with the Client to finalize their CHIP. Conduent will work with the Client to conduct a final community presentation of the CHIP.	Conduent/Client
<b>Development of Public Health Strategic Plan</b>  Conduent will work with Mendocino County Public Health to develop a draft of their Public Health Strategic Plan that aligns with Mendocino County Strategic Plan and PHAB Standards.	Conduent/Client

<p><b>Abbreviated Environmental Scan</b></p> <p>Conduent will conduct an Abbreviated Environmental Scan that can include a review and analysis of key data and summary findings from the following:</p> <ul style="list-style-type: none"> <li>• Current Mendocino County Strategic Plan</li> <li>• Most recent Mendocino County Community Health Needs Assessment (CHNA)</li> <li>• Most recent Mendocino County Community Health Improvement Plan (CHIP)</li> <li>• Most recent Mendocino County Public Health Strategic Plan</li> <li>• Other relevant department plans (e.g., Maternal, Child, and Adolescent Health Plan; HIV Prevention and Treatment Services Plan; Quality Improvement Plan, Workforce Development Plan etc.)</li> </ul>	<p>Conduent/Client</p>
<p><b>Staff Engagement (Kickoff, SWOT and One (1) Planning Session)</b></p> <p>Based on findings of the Abbreviated Environmental Scan, Conduent will work with the Mendocino County Public Health Department to develop a template and framework for their strategic plan. The framework will outline priorities, measurable SMART objectives and activities with time frames, responsible organizations, and assets or resources. The framework will ensure consistency and standardization and integrate an evaluation framework to support tracking progress and performance management. These measurable outcomes will be tracked using baseline and process measures including short-term and long-term metrics. This will be accomplished through a strategic planning launch and SWOT Assessment and one additional virtual development session.</p> <ul style="list-style-type: none"> <li>• Strategic Planning Launch and SWOT Assessment</li> </ul> <p>Conduent will work with Mendocino County Public Health Department to facilitate one (1) virtual Strategic Planning Launch. This will be a virtual meeting involving key staff and stakeholders. Summary findings and information from the most recent county CHNA, CHIP, and Mendocino County Strategic Plan will be presented first, followed by a combination of brainstorming and nominal group techniques to reach consensus in identifying three to five strategic priorities to focus on for the final strategic plan development.</p> <p>Key agenda items will include:</p> <ul style="list-style-type: none"> <li>• Sharing leadership's intent for the strategic plan including key findings and considerations from most recent CHNA and CHIP</li> <li>• Discussion of the agency's vision, mission, and core values</li> </ul>	<p>Conduent/Client</p>



<ul style="list-style-type: none"> <li>• Conducting a SWOT assessment of the department's internal strengths and weaknesses, and external opportunities and threats</li> <li>• Strategic Priorities Discussion</li> </ul> <p>Conduent will facilitate one (1) follow-up work plan development session. This virtual session will include a review of information from the county CHNA and CHIP, and stakeholder input. Conduent will facilitate conversations around existing programs and alignment with other workplans. Identified strategies will consider evidence-based practices, assets, and feasibility of projects during the term of the strategic plan. Draft goals, objectives, and metrics for each strategy will be identified. The framework will outline measurable objectives, strategies with time limits, responsible health department programs, and assets or resources identified through the planning process.</p>	
<p><b>Strategic Plan Report Development</b></p> <p>Conduent will work with Mendocino County Accreditation Coordinator to create a draft of the Public Health Strategic Plan. The draft of the strategic plan should ideally include strategies to address the Department's strategic priorities, provide short, mid-term and long-term goals and SMART objectives for each strategic issue, provide an action plan to meet the time framed objectives, and determine an appropriate measurement plan.</p>	<p>Conduent/Client</p>