AGENDA (Revised)

Procurement Innovation Coalition (PIC)

January 22, 2025 - 1:30 p.m. – 3:00 p.m.

Broward County Governmental Center Building
115 S. Andrews Avenue, Room 430
Fort Lauderdale, FL 33301

1. Welcome

2. Recap of Prior Discussion Items
   - Review Past Discussions (As needed)
   - Review P-Card Increase Thresholds
   - Broward Procurement & Surplus Property Manual (BPSPM) (Bring your copy)
   - RFP Business Process Re-Engineering
   - Chatbot
   - Vendor Management Office (VMO)

3. New Discussion Items
   - PIC Name Change
   - Purchasing Division Website

4. Input/suggestions/topics for future meetings

5. Open Discussion

Link to PIC Webpage **(webpage will be updated with new name & link provided at next meeting)**

RECAP OF PRIOR MEETING (Revised)

PROCUREMENT INNOVATION COALITION (PIC) MEETING

Wednesday, July 24, 2024 - 1:30 p.m.

PIC Attendees Present:
Bob Gleason, Director, Purchasing Division
Monica Cepero, County Administrator
Mark Gale, Director, Aviation Department
Domenic DiLullo, Director, Enterprise Technology Services
Leonard Vialpando, Director, Resilient Environment Department
Dan West, Parks & Recreation Division
Trevor Fisher, Director, Public Works Department
Joseph Morris, Director, Port Everglades (Virtual)
Sandy-Michael McDonald, Director, Office of Economic & Small Business Development
Rene Harrod, Chief Deputy County Attorney

PIC Attendees Absent:
George Tablack, Chief Financial Officer, Finance & Administrative Services Department
Coree Cuff Lonergan, Director, Transportation Department

Other Participants Present:
Glenn Wiltshire, Deputy Director, Port Everglades
Andrea Celina Saucedo, Assistant Director, Aviation
Leah Brasso, Enterprise Director Finance, Port Everglades

County Staff Present:
Kimm Campbell, Deputy County Administrator
Kevin Kelleher, Assistant County Administrator
Connie Mangan, Assistant Director, Purchasing Division
Vince Ruddy, Chief Negotiator, Purchasing Division
Purchasing Managers/Purchasing Division: Christine Shorey; Sonia Lovett; Carolyn Messersmith; Jose Hidalgo; Jeannette Ferrell; Danea Cohen-Ebanks; Leahann Licata
Rita Durocher, Assistant to the Director, Public Works Department
Administrative Team/Purchasing Division: Lucy Garcia, Administrative Officer; Alexa Francis-House, Senior Program Project Coordinator; Deborah Storme, Senior Administrative Officer; Shandreka Lopez, Administrative Coordinator

Vendor Attendance (Virtual):
Lorna Osborne (Owner) of Comfort Care Nursing Professionals (CCNP) & Amir Jamkhu, Company Representative

1. Robert Gleason started the meeting at 1:17 p.m. and roll call was conducted. The meeting was held with 9 members attending in-person & 1 member attending virtually; 2 members were not present; 3 other participants attending.

2. **Notes from PIC Meeting:**
   1) Monica Cepero, County Administrator: Opening remarks
   2) Bob Gleason: Intro, PIC operations
   3) Broward County Procurement and Surplus Property Manual:
      a. Lenny Vialpando suggested using a chat bot to help people find information in Manual, referencing similar initiative for County Website that Innovation Team is working on. Rene Harrod suggested that CAO could help develop appropriate disclaimer for this functionality.
      b. Mark Gale: Inquired on how “best practices” were determined; Bob provided explanation

2. **Notes from PIC Meeting: (Continued)**

4) Business Process Re-Engineering for RFP's:
   a. Dominic DiLullo and Dan West have experience with prior BPR exercises, willing to assist with this one.
   b. Trevor Fisher expressed interest in going after "low hanging fruit," cited the possibility of raising P-Card limit from $3,500 to a higher number based on inflation over the past 10 years. He also mentioned quarterly project management meetings, suggested that related information be shared with the group.
5) Glenn Wiltshire: time = money, need to move procurement faster, provide training to staff.
6) Monica Cepero: suggested finding way to avoid having small issues lead to large impacts, referred to recent experience. Idea of modifying process/language/rationale as needed to avoid getting hamstrung by minor issues.

3. **Future Meeting Topics:**
1) Distribute draft version of Manual to PIC for feedback(via Teams), prior to next PIC meeting.
2) Follow up on possible adjustment to P-Card threshold.

There being no further discussion, the meeting adjourned at 3:11 p.m.

Hand-Outs & Overview Presentations at the Meeting:
1. Agenda
2. Overview on 2024 Procurement Plan for Innovation (10 Innovations)
3. Overview on Broward procurement & Surplus Property Manual
4. Overview on BPRO
5. Overview on Broward Certified Contracting Officer (BCCO) Program

RECAP OF PRIOR MEETING (Revised)

PROCUREMENT INNOVATION COALITION (PIC) MEETING

Wednesday, October 30, 2024 – 1:30 p.m.

PIC Attendees Present:
Robert Gleason, Director, Purchasing Division
Dominic DiLullo, Director, Enterprise Technology Services Division
Lenny Vialpando, Director, Resilient Environment Department
Dan West, Director, Parks and Recreation Division
Coree Cuff Lonergan, Director, Transportation Department
Trevor Fisher, Director, Public Works Department

PIC Attendees Absent:
Monica Cepero, County Administrator
George Tablack, Chief Financial Officer, Finance & Administrative Services Department (FASD)
Joseph Morris, Director, Port Everglades
Sandy-Michael McDonald, Director, Office of Economic & Small Business Development (OESBD)
Mark Gale, Director, Aviation Department
Andrew Meyers, Deputy County Attorney

Other Participants Present:
Kimm Campbell, Deputy County Administrator
Bill O'Riley, Director, Accounting Division
Glenn Wiltshire, Deputy Director, Port Everglades Department
Sara Cohen, Assistant County Attorney
Leah Brasso, Enterprise Director Finance, Port Everglades

County Staff Present:
Connie Mangan, Assistant Director, Purchasing Division
Christine Shorey, Senior Purchasing Manager, Purchasing Division
Irinia Grinberg, Information Systems Administrator, Purchasing Division
Jose Hidalgo, Purchasing Manager, Purchasing Division
Danea Cohen-Ebanks, Purchasing Manager, Purchasing Division
Sonia Lovett, Senior Purchasing Manager, Purchasing Division
Jeannette Ferrell, Purchasing Manager, Purchasing Division
Ariadna Musarra, Director, Construction Management Division
Administrative Team/Purchasing Division: Alexa Francis-House, Senior Program Project Coordinator; Deborah Storme, Senior Administrative Officer; Shandreka Lopez, Administrative Coordinator,
Absent: Lucy Garcia, Administrative Officer

Attendance (Virtual):
Michael Ruiz, Assistant County Administrator
Bilal Hashmi, Information Systems Manager, Resilient Environment Department
Giuseppe Natale, Information Systems Supervisor, Resilient Environment Department

1. Robert Gleason started the meeting at 1:30 p.m. and roll call was conducted. The meeting was held with 6 members attending in-person; 6 members were not present; 5 other participants attending.

2. **Notes from PIC Meeting:**
Bob Gleason provided the following updates on the items at the last meeting that participants stated they would like to have improved.

1. Increase P-Card Thresholds recommended by Trevor Fisher:
   - Currently the P-Card single transaction limit is $3,500 with a $6,000 daily transaction limit and a $20,000 monthly transaction limit. We are currently researching other agencies to determine best or model practices. This will be a collaborative discussion internally and will work with FASD to develop.
   - Trevor Fisher responded that he sampled his group and supports a tiered expenditure approach with different levels of management with different levels of the P-Card with appropriate responsibilities. Bob recognized the importance and the need for the increase.
2. Chat bot: This will be worked on by the group after the Procurement Manual is completed.
3. RFP Business Process Re-engineering – see update below.
4. Broward Procurement & Surplus Property Manual (BPSPM) – the manual has been distributed to all PIC participants for review and feedback.
5. Vendor Management Office: The Purchasing Division is searching locally and regionally for candidates and are currently in the recruitment process to fill the position.

Chatbot:
Future development: Lenny will implement a chat bot with conversational touch screens, Purchasing can test it for a fit in the electronic version manual.

RFP Business Process Re-engineering:
- Current Process: 157 step process, 11 stakeholders are in the process multiple times.
- Plan: Engaging with a group called Protiviti
- Looking at top counties in the state to have comparative information.
  Bob Gleason stated that he is reviewing Florida specific counties and the top 20 counties in the country of which Broward is number 17. We are also reaching out to Florida International University (FIU) groups that conduct women's studies and supply chain management.

Draft Procurement Manual High-Level Review:
- Bob stated that the manual has been distributed to all PIC participants for review and feedback. He then provided a quick overview of each chapter which is a high-level view of Purchasing operations but is not a detailed procedure document. He noted that the manual includes as-is processes and aspirational processes.

Presentation: Procurement Dashboard:
- Presentation: Irina Grinberg, Guiseppe Natale & Bilal Hashmi presented the dashboard.
- Project Description: Environment to display data points to steer organization functions and procurement planning. The dashboard is a high-level view of information from PeopleSoft financial system including Agency Requisitions, encumbrances and pre-encumbrances, PO information, spending overview with spend by vendors, buyers and business units.
- ETS and Transportation expressed an interest in joining the development to address specific needs for their Agency.
- Stakeholders: Political body, vendors, County staff and the public
- Project Start: July, 2024 & Status: In development
- Future development:
  - Include information from Bonfire.
  - Create power BI application that will integrate multiple data sets.
  - Integrate information from B2G Now (OESBD program) when B2G Now integrates with Peoplesoft. B2G now is in implementation phase.
  - Resilient Environment Department: Looking for reporting solutions. Board directed auditor report providing gender equity analysis of vendors. Current report for this information takes 100-200 hours combining multiple reports from seven different systems bi-annually.
  - Dominic: we need to capture the needs for the next 3-5 years for each Agency.

2. **Notes from PIC Meeting: (Continued)**

Port Everglades:
Glenn Wiltshire addressed the following items:

- Budget: Timing of budget appropriates vs. Purchase Order issuance
- Additional Delegation of Authority
- Should PO start with commitment of project's total funding or $.01?

Transportation:

- Coree asked the following question, "During proposal process for RFPs, the competitor's proposals are provided before the presentation."
- Answer: Broward has 30 days before the documents need to be released which is in accordance with policy, state law and Board preferences.

3. **Future Meeting Topics:**

- Purchasing to resend Teams link to the electronic copy of the manual. PIC participants to review document and return with input from their own specific view at the next meeting January 22, 2025.
- From County Administration: It is of paramount importance to review it and bring back your feedback as this will impact your business.

There being no further discussion, the meeting adjourned at 3:05 p.m.

Hand-Outs at the Meeting:

1. Agenda & Meeting Recap from July 24, 2024
2. 2024 Procurement Plan for Innovation (10 Innovations) Page
3. Broward Procurement & Surplus Property Manual (link to Teams) & Instruction Page for editing the Manual
4. 2025 Schedule of Quarterly Meetings
5. Comparison of RFx Purchasing Cycle Times (Calendar Days)

Broward County
Procurement Innovation Coalition (PIC)
Statement of Purpose

1. Purpose

Convene stakeholders to discuss improvements to County procurement, including discussion of procurement, contract administration, and commercial management practices and communicate strategic and operational direction and initiatives to leadership to meet the purposes of the Broward County Procurement Code and ensure mission success of the County and its agencies. Share information and increase awareness and understanding to improve efficiency and collaboration of business processes, internally and externally. The PIC will discuss and identify areas to improve, support, and coordinate enterprise-wide procurement initiatives, policies, and legislation to enhance efficiency, transparency, and further the purposes of the Procurement Code.

2. Coalition Objectives

- **Communicate**. Communicate between governmental units on procurement matters, emphasizing current developments and advances in procurement methods and management.
- **Discuss**. Review, assess, and discuss issues impacting procurement and contracts, policies, and requirements impacting county or agency practices and discuss proactive steps to address needs and improvements. Among other areas of procurement for review include:
    - Foster adoption of consistent business and procurement policies, standards and procedures
    - Improved competition
    - Pending federal, state, and local government legislation
    - Risk assessment, requirements, and management
    - Enterprise electronic procurement ("eProcurement") technology tools and resources
    - Intergovernmental cooperative purchasing agreements (ICPA's)
    - Procurement policies, processes, etc. and impact on intent, suppliers, competition, etc.
    - Any other issues applicable to county procurement needs
- **Simplify**. Simplify procurement by ensuring use of the most advanced successful procurement practices, methods, techniques, policies, and procedures, and identify, enable, and implement the most efficient processes for county procurement and contract administration purposes.

3. Participation

The PIC is open to participation by County staff as identified by Administration. Intent is this be large enough to effectively represent key entities, but sufficiently small to be as quick and efficient as possible.

4. Commitment

The PIC will meet each calendar quarter, beginning with January through March.

5. Administration

The PIC is administered by County Purchasing Division and the Purchasing Director on the behalf of the County Administrator.

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Purchasing Card Limits (Thresholds)

Broward County (as of 1/21/2025)	**Single:** $3,500 **Daily:** $6,000 **Monthly:** $20,000
Brevard County	**Single:** $750 **Daily:** n/a **Monthly:** $2,000
Miami-Dade County	**Single:** $1,000 **Daily:** $2,000 **Monthly:** $25,000
Orange County	**G & S: Single:** $10,000 **Daily:** n/a **Monthly**: $50,000 **Travel: Single:** $5,000 **Daily:** n/a **Monthly:** $37,500
Palm Beach County	Credit limits vary from $3,000 up to $150,000. Most common limits are $7,000 and $10,000
State of Florida	The State of Florida does not have a "Daily Purchase Limit" or a "Monthly Purchase Limit". P-Cards are on a revolving fund and as transactions are processed the available balance is released to the cardholder.
Institute of Commercial Payments 2021 Poll: Which best represents your standard P-Card **Single/Monthly purchase limit?**	**Single:** A. Less than $1,000 (10 out of 132) B. $1,000–$2,499 (36 out of 132) C. $2,500–$4,999 (48 out of 132) D. $5,000–$9,999 (22 out of 132) E. $10,000 and above (9 out of 132) I. Not applicable (e.g., we do not typically utilize this type of limit) (7 out of 132) **Monthly:** A. Less than $2,500 (7 out of 131) B. $2,500–$4,999 (22 out of 131) C. $5,000–$7,499 (25 out of 131) D. $7,500–$9,999 (9 out of 131) F. $10,000–$14,999 (27 out of 131) G. $15,000–$19,999 (10 out of 131) H. $20,000–$24,999 (13 out of 131) I. $25,000 or more (15 out of 131) J. Not applicable (e.g., we do not typically utilize this type of limit) (3 out of 131)

Limits as of Oct 2024

Request For Proposals (RFP) Process

Phase 1 – REQUISITION

Phase 2 – RFP APPROVAL

AGENCY

Consult with Purchasing before Proceeding

Pre-Solicitation Project Strategy Meeting

Submit Scope, Evaluation Criteria And Project Data Sheet to Purchasing

Submit SB-20/SB-21, to OESBD

Request Insurance

Enter Special Request Requisition in PeopleSoft

Collaborate with Purchasing to finalize Draft RFP

Collaborate with Purchasing to finalize Draft Agenda Item

Collaborate with Purchasing to finalize Agenda Item & RFP

Cancel Special Request Requisition in PeopleSoft (if required)

PURCHASING

RFP?

YES

NO

Pre-Solicitation Project Strategy Meeting

Approve Preliminary Scope, Evaluation Criteria & Project Data Sheet

Revise and Finalize Draft RFP

Finalize Draft Agenda Item

Finalize Agenda & RFP Item

NO

Post SC/EC Members and Issues Cone of Silence to SC/EC Members and Staff

Advertise RFP

Goto Pg 2

BOARD

End Process

Approve Agenda & RFP

OESBD

Pre-Solicitation Project Strategy Meeting

Goal Agreed?

YES

Issue OESBD Goal Memo*

YES

RISK

Pre-Solicitation Project Strategy Meeting

Issue Insurance Requirements

ADMIN

NO

Review Agenda

Appoint SC/EC

EC

ATTY

Pre-Solicitation Project Strategy Meeting

Changes required?

NO

Collaborate with Purchasing to finalize Agenda Item & RFP

ACCT.

VEND.

Auditor

Complex Process

Collaborative Actions

Request For Proposals (RFP) Process

Phase 3 – OPEN SUBMITTALS

AGENCY

From Pg 1

Coordinate on Schedule of meetings

Participate in pre-Submittal Conference (if required)

Participate on issuance of Addendum (if any)

Participate on resolution of protest (if any)

Create Evaluation Matrix & obtains references

Participate in Preparation Meeting for initial evaluation meeting

Revise documents, participate in revisions

PURCHASING

Schedule and sunshine committee meetings

Conduct Pre-Submittal Conference (if required)

Issue Addendum (if required)

Resolve Protests (if any)/or cancel solicitation

Open RFP submittals

Create List of Proposers

Distribute Response(s)

Review of all submittals, follow-up with vendor as needed

Draft & distribute PD Memo Responsiveness Determination and Responsibility Consideration

Hold Preparation Meeting for initial evaluation meeting

Revise Draft PD Memo (if required) and Create Agenda Script

Finalize Documents (i.e., PD Memo and Agenda Script)

Provide Information Package to EC

BOARD

OESBD

Coordinate on Schedule of meetings

Issue OESBD Compliance Memo

Participate in Preparation Meeting for initial evaluation meeting

RISK

Coordinate on Schedule of meetings

Risk Mgmt. Concurrence

Participate in Preparation Meeting for initial evaluation meeting

ADMIN

EC

Coordinate on Schedule of meetings

Review Responses

Review Information Package

ATTY

Coordinate on Schedule of meetings

Participate on resolution of protest (if any)

Issue Cnty Attny Compliance Memo

Participate in Preparation Meeting for initial evaluation meeting

ACCT.

Coordinate on Schedule of meetings

Issue Accounting Compliance Memo

Participate in Preparation Meeting for initial evaluation meeting

Goto Pg 3

VEND.

Submit questions if any

Submit questions if any

Participate on resolution of protest (if any)

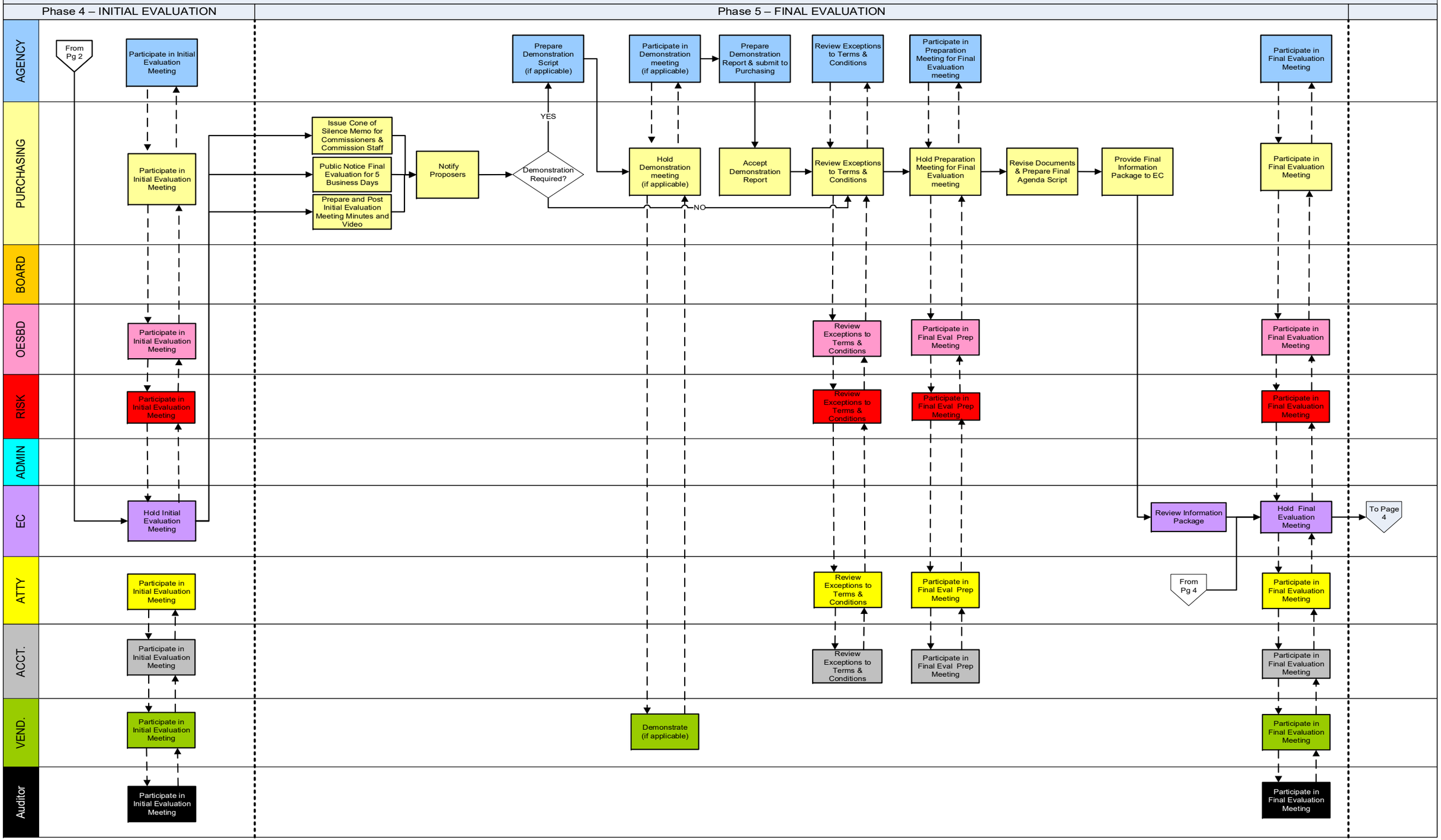
Submit proposal(s)

Respond to any Non-Compliance Determination in PD Memo

Provide requested documents and input

Auditor

Request For Proposals (RFP) Process



Request For Proposals (RFP) Process

Phase 6 – BOARD RANKING APPROVAL

AGENCY

PURCHASING

BOARD

OESBD

RISK

ADMIN

EC

ATTY

ACCT.

VEND.

Auditor

Participate on resolution of objection (if any)

Participate on resolution of protest (if any)

Participate on Preparation of Board Agenda Item

Post Proposed Recommended Ranking/Rating for 3 Business Day OBJECTION PERIOD

Prepare Final Evaluation Meeting Minutes

Resolve Objections (if necessary)

Post Final Recommendation of Ranking for 5 Business Days PROTEST PERIOD

Resolve Protests (if any)

Prepare Board Agenda item to Approve Final Ranking

NO

Was this Ranking order previously posted?

YES

From Page 3

Reject All

Option 1

Return to EC for reconsideration

Option 3

What Action Did the Board Take?

Option 4

Option 2

Goto Pg 3

Request Board Presentations

Prepare Agenda for Firms to Represent to Board

Post Final Recommendation of Ranking for 5 Business Days (if ranking changed)

YES

Revaluate Firms

NO

Approve EC Recommendation

Goto Pg 5

Review & advise on resolution of objection

Review & advise on resolution of protest

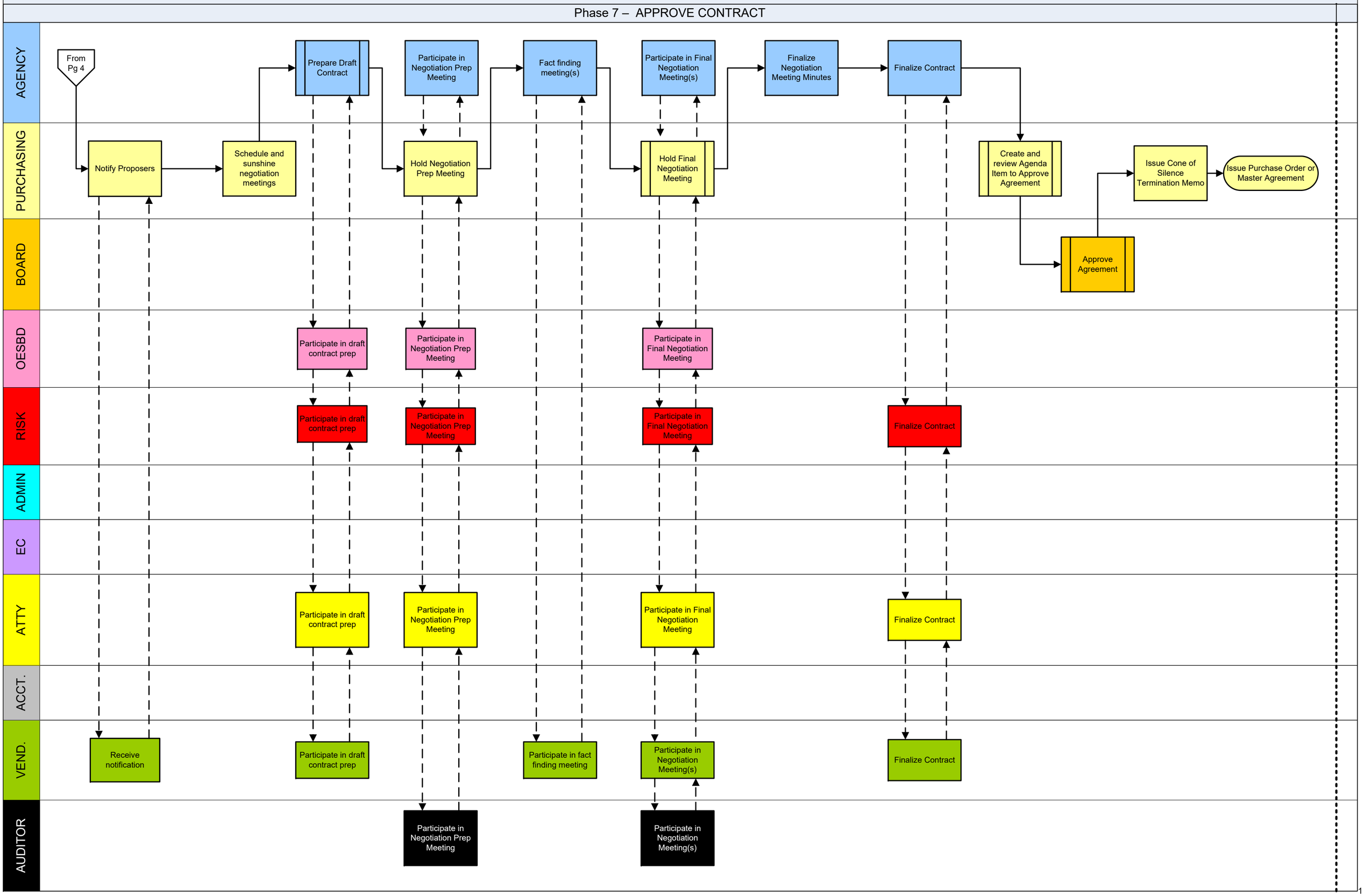
Object and submit information if required

Protest (if desired)

Participate on resolution of protest (if any)

Request For Proposals (RFP) Process

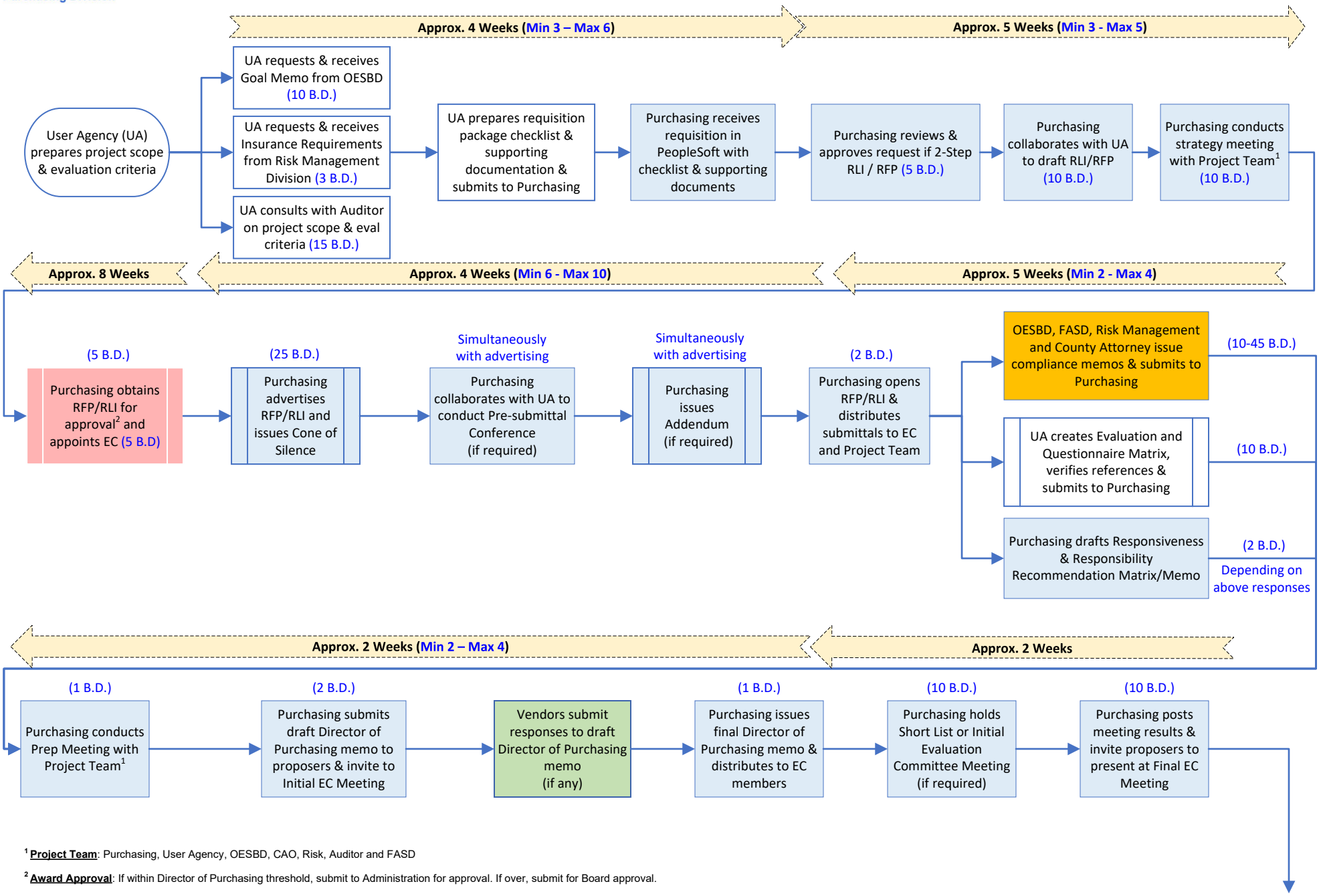
Phase 7 – APPROVE CONTRACT



BROWARD COUNTY FLORIDA Purchasing Division

RFP/RLI Procurement Process Summary

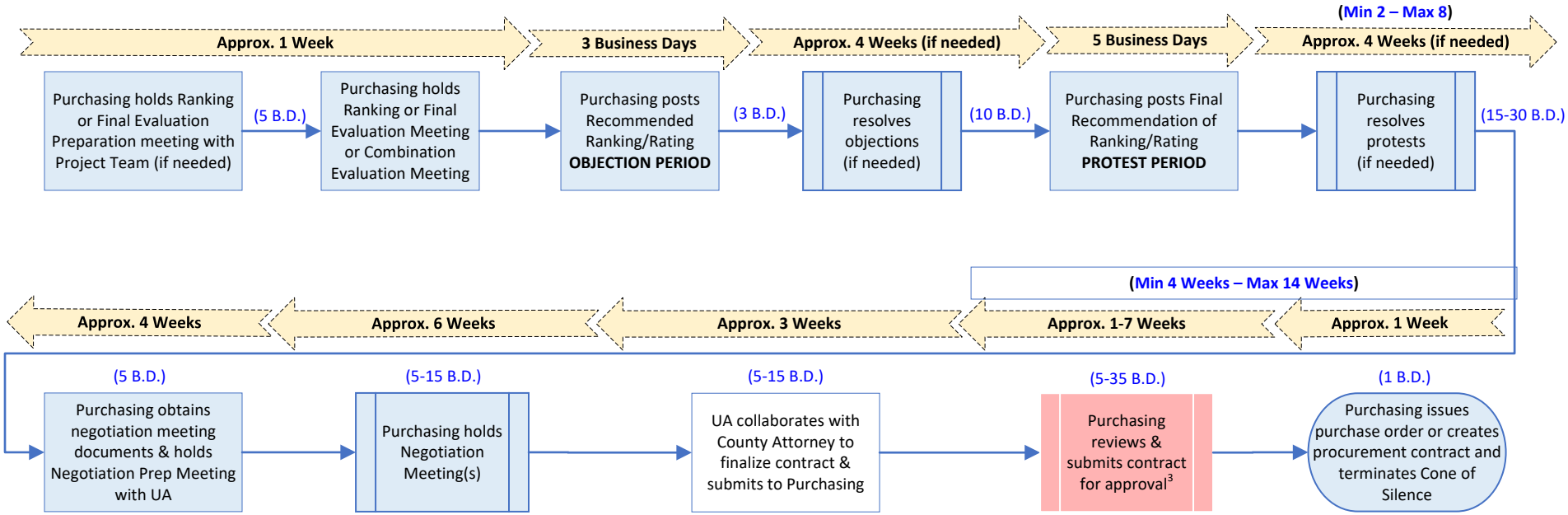
Last revised: 1/10/2023



[1] **Project Team**: Purchasing, User Agency, OESBD, CAO, Risk, Auditor and FASD

[2] **Award Approval**: If within Director of Purchasing threshold, submit to Administration for approval. If over, submit for Board approval.

RFP/RLI Procurement Process Summary



LEGEND
Board/County Administration/ Director of Purchasing
User Agency (UA)
Project Team
Proposers
Purchasing

[3] If Board award, prepare agenda item; takes Approx.7 weeks.
If Director of Purchasing award, prepare memo; takes Approx.1 week

Total Cycle Time
Min 22 Weeks; 110 Business Days; 154 Calendar Days
Max 51 Weeks; 255 Business Days; 357 Calendar Days

Exhibit A
Statement of Work

1. Background:

The County's Purchasing Division has envisioned a goal to be recognized as a national leader, with Broward County recognized as the best managed county in the United States. Currently, and as compared to other government entities, County leadership, operational business managers, and procurement practitioners perceive the procurement process, specifically that Requests for Proposals (RFPs), take too long, are too complex, have too many stakeholders, etc. To solve this, the Contractor shall provide solutions through the following services to be provided under this Agreement to improve the processes and ensure the envisioned goal is met.

2. Project Description

County desires to engage Contractor to provide an assessment of the County's Request for Proposal ("RFP") process, focusing on areas and elements within the requisition to award subprocesses of County. As part of this project, Contactor will perform the following:

a. Analyze the current County RFP process, conduct peer benchmarking, and compare processes to leading procurement practices.
b. Identify options for process changes aimed at reducing the time of the RFP process and options to improve the efficiency and effectiveness of the RFP process.
c. Create a roadmap of recommended process changes with required change management to properly execute strategy and process improvements.
d. Facilitate a process that will help to generate support for recommended process changes and help to develop an overall strategy and game plan to effectuate the recommended changes.

3. Services Description

Contractor shall provide the following services.

a. Planning
    1) Confirm scope, objectives, timeline, and key milestones
    2) Agree on project management and issue escalation protocols and status reporting cadence
    3) Confirm key stakeholders
    4) Prepare and issue document and data requests
    5) Review existing documentation (e.g., policies, process maps, procedures), baseline metrics/KPI's and other documents related to the RFP Process
    6) Conduct kick-off meeting with stakeholders to review and discuss project approach
    7) Schedule interviews with process owners to understand the current state
b. Current State Assessment
    1) Conduct interviews with County staff to understand current state activities, processes, controls, pain points, and improvement opportunities
    2) Conduct interviews aimed at both internal clients of the Purchasing Division who utilize RFP processes, as well as external clients (vendors) who have experience responding to County RFP solicitations
    3) Document issues and observations
    4) Review preliminary observations with stakeholders to validate understanding
    5) Conduct benchmarking and leading practices gap analysis around current RFP process comparing County's RFP processes to those of other entities subject to similar conditions
    6) Produce current state process maps, including identification of all steps, approvals, involved leadership, managers, and staff, along with the range of time frames required for each step, and for the overall process

7) Assess current-state maturity using Capability Maturity Model (CMM)
8) Develop list of opportunities and prioritize with management

c. Recommendations
1) Develop initial list of process recommendations for improving the RFP business process
2) Potential improvements will be classified by level of difficulty to enact; and by level of expected impact (small, medium, or large improvements in time, efficiency, increased vendor participation/competition, etc.)
3) Update recommendations based on desired level of maturity and County feedback
4) Summarize gaps and recommendations around existing technology

d. Change Management
1) Develop implementation roadmap based on measurable return (e.g., cost reductions, efficiency / cycle time, quality / service level)
2) Develop a change management strategy
3) Finalize deliverables and supporting analysis
4) Summarize results and present to Management

4. Deliverables

Contactor will provide following deliverables as part of this project:

Deliverable	Description
Detailed Project Plan	A plan for assessment, listing activities with start and end dates, as well as key milestones
Kick-off Presentation	A PowerPoint presentation that contains the project objectives, approach, expectations from stakeholders, scope, and timeline
Project Management Templates	Templates to manage project, communication, and status reporting
Process Maps & Survey Results	Report on current RFP business process map and survey and interview results
Summary of issues, process gaps, and opportunities	A summary of qualitative issues and opportunities discovered through process review, documentation review, and interviews
Leading Practices Gap Analysis & Benchmarking	Identification of gaps against leading practices and results of performance benchmarking
Current-state CMM	A summary of the current state maturity levels with supporting details
Prioritized Recommendations and supporting details	A listing of prioritized recommendations with supporting details and grouped into work streams

Deliverable	Description
Change Management	An implementation roadmap based on measurable return
Final Report with Executive Summary	A comprehensive report detailed project approach and results, including an Executive Summary
Final Presentation	A presentation and briefing to address Final Report prioritized solutions, recommendations, and options with immediate, short-term, and long-term solutions

5. Managerial Approach

Contractor will ensure that the persons responsible for Contractor's performance of the Services and, to the extent applicable, identified below (collectively "Key Personnel") are appropriately trained and experienced and have adequate time and resources to perform the Services in accordance with the terms of this Agreement. In order to make a change to the composition of the Key Personnel, Contractor must provide County with thirty (30) days' advance written notice (or as much advance notice as is possible if thirty (30) days' notice is not possible) regarding such proposed changes and the management plan associated with such proposed changes. County shall have the right, in its sole discretion, to approve or reject any proposed changes to Key Personnel. County shall not be responsible for any additional costs associated with a change in Key Personnel.

Key Personnel shall be as follows:

- Chris Monk, Engagement Managing Director
- Azam Shaikh, Engagement Manager
- Julia Sloan (title)
    - Senior Consultants and/or Consultants, as required

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PROCUREMENT INNOVATION COALITION (PIC)

2025 SCHEDULE OF QUARTERLY MEETINGS

JANUARY 22, 2025

APRIL 23, 2025

JULY 23, 2025

OCTOBER 22, 2025

